

**HAYS** Recruiting experts  
worldwide

**2021**

**HAYS UK SALARY &  
RECRUITING TRENDS  
UPSKILLING FOR THE  
NEW ERA OF WORK**

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# CONTENTS

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<b>Introduction</b>	<b>1</b>	<b>Insurance</b>	<b>180</b>
<b>Recruiting trends</b>		Actuarial	184
At a glance	4	Audit, risk and compliance	190
Overview	7	Broking	191
Recommendations	26	Claims	192
<b>Salary guide</b>		Projects, change and operations	194
<b>Accountancy &amp; Finance</b>	<b>30</b>	Underwriting	195
Accountancy support	34	<b>Legal &amp; Company Secretarial</b>	<b>196</b>
Accounts payable	36	Private practice	200
Audit, risk and compliance	38	In-house	202
Credit management	42	Public sector	206
Accounts receivable	44	Charities	207
Payroll	46	Paralegal	208
Part-qualified accountancy	48	Legal executives	211
Qualified accountancy	50	Company secretarial	212
Public practice	58	<b>Life Sciences</b>	<b>214</b>
Taxation	66	Salaries	218
Treasury	76	<b>Marketing</b>	<b>224</b>
<b>Construction &amp; Property</b>	<b>80</b>	Brand and product marketing	228
Construction	84	Events	230
Health and safety	88	Insight	232
Surveying consultants	90	General marketing	234
General practice surveying	96	Online and digital	236
Architecture	102	PR and internal communications	240
Civil and structural engineering	110	Public sector	242
Facilities management	114	<b>Office Support</b>	<b>246</b>
Building services	116	Administration	250
Social housing	120	Contact centres	252
<b>Engineering &amp; Manufacturing</b>	<b>122</b>	<b>Personal and Executive Assistants</b>	<b>254</b>
Design engineering (manufacturing)	126	Salaries	258
Maintenance engineering (manufacturing)	128	<b>Policy &amp; Strategy</b>	<b>260</b>
Operations (manufacturing)	130	Salaries	264
Process engineering (manufacturing)	132	<b>Procurement</b>	<b>266</b>
Quality engineering (manufacturing)	134	Private sector	270
Engineering trade (manufacturing)	136	Public sector	272
Project management (technical)	138	<b>Shared Services</b>	<b>274</b>
Engineering (technical)	140	Salaries	278
Process engineering (technical)	142	<b>Supply Chain &amp; Logistics</b>	<b>280</b>
Design engineering (technical)	144	Supply chain	284
MEP trades (technical)	146	Logistics	286
Project controls (technical)	148	<b>Technology</b>	<b>290</b>
<b>Human Resources</b>	<b>150</b>	Cyber	294
Commerce & industry	154	Data and advanced analytics	296
Public sector	168	Software development	300
Reward and HRMI	178	Cloud	304
Talent and resourcing	182	Infrastructure	306
		ERP/CRM	308
		Leadership	312
		Project and change	314
		Testing	318
		<b>About us</b>	<b>322</b>

# UPSKILLING VITAL NEW ERA OF WORK



**Simon Winfield, Managing Director, Hays UK & Ireland**

Welcome to our annual Hays UK Salary & Recruiting Trends guide. Following a tumultuous 12 months, we are pleased to offer market-leading insight into the trends, challenges and opportunities that employers and employees are faced with.

2020 completely revolutionised our ways of working. The onset of a global pandemic, the underlying concerns around Brexit and planned, then deferred tax reforms (IR35) – to say it was a challenging year is an understatement. That's why we need to be clear about how we can continue to adapt, what our employees need and what challenges and opportunities we'll likely be faced with in the coming year.

We survey our customers annually about salary and recruiting trends and this year it showed its value more than ever. In November 2020, our survey received almost 23,000 responses from employers and employees across the UK. Both are naturally cautious about the year ahead, yet over half of employers are still expecting business activity to increase in 2021.

There is more positivity as we start to look longer-term and hiring plans remain firmly in place – all good signs from business leaders. These hiring plans are in part due to skills shortages in niche areas, which have become even more evident over the past year. It is these areas that, despite everything, have continued to enjoy pay rises.

It's clear that over the past year leaders have had to shift their priorities dramatically. Whether putting new ways of working into practice, recruiting and onboarding top talent remotely or looking at how to sustain the business culture, all of these have come onto the agenda. Remote working, combined with all the uncertainty and concerns of Covid-19, has also put pressure on everyone's mental health and wellbeing. Some companies already had support structures in place, others had to start completely from scratch.

But perhaps the greatest change has been in the new skills that the workforce needs. Employers had to shift quickly to look at how best to develop these skills and drive a growth mindset in their teams. The ability to adopt change is now absolutely critical and there's far more importance on soft transferable skills, such as communication skills, problem-solving skills and flexibility. Yet many employees haven't grasped this shift and the gap between employees' understanding and employers' requirements continues to widen.

As soon we realised this, we launched a new online training portal. Over 8,000 of our clients already use Hays Thrive, which helps organisations give their teams access to courses to develop the skills they need. Then we recognised that employees also need – and indeed want to – take greater ownership of their skills development and we launched My Learning, which empowers individuals to support their career development for the skills that the workforce needs today.

An investment in learning and development tools like these are absolutely vital, not least because the survey highlighted how many people believe their scope for career progression has decreased. Covid-19 has meant that many have reconsidered their career plans altogether, including looking for roles that offer greater job security, seeking roles with a mix of hybrid working and even looking for roles with greater purpose.

As soon as the challenges of Covid-19 and Brexit start to diminish, so will any trepidation from employees to move roles. The ability to find and secure the skills employers need will once again become acute and drive salaries up, particularly for niche roles with highly sought-after skills. This is particularly pertinent to areas such as technology, procurement, HR, life sciences and engineering, which enjoyed the highest salary increases in 2020 and are already feeling the pressure of a shortage of candidates.

That's why employers need to act now. Alongside a competitive salary and benefits package, upskilling will be essential in 2021. Those employers who invest in this skills development now will find they are in the best position to thrive, whatever further challenges UK organisations are faced with.

**Simon Winfield,**  
Managing Director, Hays UK & Ireland

# RECRUITING TRENDS

This Hays UK Salary & Recruiting Trends guide covers a multitude of professions, sectors and regions, making it one of the most valuable and comprehensive resources available. In order to evaluate trends over the past 12 months and intentions for the year ahead, we sought the views and insight of almost 23,000 professionals nationwide. Our guide covers 15 specialist skilled and technical areas supported by regional data for most roles.

## Methodology

The salary data has been compiled using information gathered during 2020 from Hays offices across the UK. It is based on job listings, job offers and candidate registrations. The recruiting trends and benefits data is based on a survey conducted in October and November 2020. The survey was completed by almost 23,000 employees and employers from organisations of all sizes and sectors. The survey on which the comparisons in this guide are based was carried out in June and July 2019 and received over 31,500 responses.

## Thank you

We would like to express our gratitude to all of the professionals, institutes and organisations that provided valuable insight and market commentary. We would also like to thank everybody who participated in the collection of data. Your contribution allows us to produce this comprehensive guide, which provides invaluable insight into salaries, benefits and recruiting trends.

## RECRUITING TRENDS AT A GLANCE

Here we summarise the key findings of the guide. This overview offers insight into skills in demand, salaries and more.

Covid-19 has changed the way we work.

Employers are expected to think their return to the Covid-19 era.

81% of employers expect to return to the Covid-19 era.

Covid-19 has changed the way we work.

KEY FINDINGS

Key findings from our research of almost 23,000 professionals. Insights into employer and employee sentiment towards hiring, salaries and benefits.

67% of employees would prefer to be working in a hybrid way in 12 months' time

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of employees would prefer to be working in a hybrid way in 12 months' time

63% of employees

88% of employers expect their organisation's activity levels to increase or stay the same this year... compared to 94% last year

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of employers expect their organisation's activity levels to increase or stay the same this year... compared to 94% last year

37%

of employers are optimistic about the long-term economic climate... compared to 36% last year

75%

of employees are concerned about the long-term economic climate... compared to 55% last year

70%

of employers expect to recruit staff over the next year... compared to 68% last year

Upskilling high on the agenda

54%

of employers plan to upskill in their current or a different profession...

84%

of employers plan to support their team's upskilling

Salary increases will continue for in-demand skills, but salary dissatisfaction remains

48%

of employers increased salaries in 2020... the same percentage plan to increase salaries in 2021

38%

of employees are dissatisfied with their salary... compared to 39% last year

Covid-19 negatively impacting sentiments towards career prospects and job satisfaction

47%

of employees feel uncertain about their career prospects for this year

32%

of professionals say their job satisfaction has worsened because of the Covid-19 pandemic

43%

of professionals are considering a career change in the next 12 months as a result of the pandemic

Employees for better salaries and career opportunities

56% of employees expect to move jobs in the next 12 months

Top three reasons employees want to move job:

- Salary and/or benefits: 21%
- Lack of future opportunities: 20%
- Concerns about the future: 19%

Wellbeing prioritised as impacts work-life balance

45%

of employees would prefer additional leave for wellbeing due to the pandemic

How employee work-life balance has changed since March 2020:

- Improved: 29%
- Stayed the same: 42%
- Worsened: 29%

Expected hiring challenges in the year ahead:

- A shortage of suitable applicants: 51%
- Competition from other employers: 46%

Top negative impacts of skills shortages:

- Productivity: 45%
- Ability to deliver projects: 39%
- Employee morale: 37%

# RECRUITING TRENDS AT A GLANCE

Here we summarise the key findings from our research of almost 23,000 professionals. This overview offers insight into employer and employee sentiment towards hiring, skills in demand, salaries and benefits.

## Covid-19 has changed the workplace forever

Employers and employees who think their workplace won't ever return to the way it was before the Covid-19 pandemic:

**81%**  
employers

**63%**  
employees

## Cautious activity plans within the market, but recruitment continues

▼ **88%** of employers expect their organisation's activity levels to increase or stay the same this year... **compared to 94% last year**

▲ **37%** of employers are optimistic about the long-term economic climate... **compared to 36% last year**

▲ **75%** of employees are concerned about the long-term economic climate... **compared to 55% last year**

▲ **70%** of employers expect to recruit staff over the next year... **compared to 68% last year**

**67%**

of employees would prefer to be working in a hybrid way in 12 months' time

## Employers face ongoing skills shortages in niche areas

**77%**

of employers experienced skills shortages in the last year

## Expected hiring challenges in the year ahead:

A shortage of suitable applicants

**51%**

Competition from other employers

**46%**

## Top negative impacts of skills shortages:

Productivity

**45%**

Ability to deliver projects

**39%**

Employee morale

**37%**

## Upskilling high on the agenda

54%

of employees plan to upskill in their current or a different profession...

84%

of employers plan to support their team's upskilling

## Salary increases will continue for in-demand skills, but salary dissatisfaction remains

48%

of employers increased salaries in 2020... the same percentage plan to increase salaries in 2021

▼ 38% of employees are dissatisfied with their salary... compared to 39% last year

## Covid-19 negatively impacting sentiments towards career prospects and job satisfaction

47%

of employees feel uncertain about their career prospects for this year

32%

of professionals say their job satisfaction has worsened because of the Covid-19 pandemic

43%

of professionals are considering a career change in the next 12 months as a result of the pandemic

## Employees choosing to move for better salaries, benefits and career opportunities

56% of employees expect to move jobs in the next 12 months

### Top three reasons employees want to move job:

Salary and/or benefits

21%

Lack of future opportunities

20%

Concerns about job security

18%

## Wellbeing benefits prioritised as Covid-19 impacts work-life balance

45%

of employees would prefer additional leave for wellbeing due to the pandemic

### How employee work-life balance has changed since March 2020:

Improved

29%

Stayed the same

42%

Worsened

29%

# RECRUITING TRENDS MARKET OUTLOOK

Following an unprecedented year due to Covid-19, understanding the latest recruitment trends takes on a new significance. In many areas, there is a greater disparity of sentiment than ever before, but what's clear is that there has been a shift in the skills needed. With further digital transformation and the acceleration of change within organisations set to continue, the need to upskill staff has never been more important.

## Activity levels signal caution within the market

Positive sentiment regarding business activity has slightly decreased, with 88% of employers expecting their organisation's activity levels to increase or stay the same in the next year, representing a dip from 94% in 2019. Of these, over half (53%) expect activity to increase – a largely positive sentiment given the ongoing uncertainty.

However, the number of employers anticipating that activity will decrease has doubled to 12% and over a third (35%) expect their organisation's activity levels will stay the same, so there is also a considerable note of caution.



### Over the next 12 months, do employers expect their organisation's activity levels will change?

■ Increase ■ Stay the same ■ Decrease

2020



2019



## Employees more concerned than employers about economic outlook

Employers have a more optimistic view for the long term. Over a third (37%) of employers say they are optimistic about the wider economy and the opportunities it may create within the next 2-5 years, almost no change from 36% in 2019.

However, that still leaves almost a third (30%) of employers who aren't optimistic. When looking specifically at what might be fuelling this, employers express greater concern about the effects of the Covid-19 pandemic on their organisation in the next six months (41%) than Brexit (11%). A further 38% say they are equally concerned about both and only 10% are not concerned about either.

In comparison, employees are much more concerned than employers about the longer-term outlook. Three quarters (75%) of employees say they are concerned about the wider economic climate and employment opportunities in the next 2-5 years, which is a significant increase from 55% last year.

### How optimistic are employers about the wider economic climate and business opportunities in the next 2-5 years?

■ Optimistic ■ Neutral ■ Not optimistic

2020



2019



### How concerned are employees about the wider economic climate & employment opportunities in the next 2-5 years?

■ Concerned ■ Not concerned ■ Unsure

2020



2019





# RECRUITING TRENDS

## RECRUITMENT PLANS

### Recruitment plans remain in place for the year ahead

Overall, the majority of employers (70%) expect to recruit staff over the next year, which is on a par with the 68% who said they intended to recruit last year. Of those employers planning to hire, over half (55%) plan to recruit permanent staff, the same percentage as the 2019 survey, and 34% expect to hire temporary staff, a slight increase from 30% last year. In light of Covid-19 and other economic challenges, it is positive that recruitment plans remain in place.

#### Are employers planning on recruiting staff over the next 12 months?



#### What type of staff will employers be recruiting?



Of the third (34%) who are planning to hire temporary staff, 68% plan to do so to meet peaks in demand. 36% also plan to hire temporary staff to access specific skills for one-off projects, which is a rise of 7% compared to last year.

When asked specifically if temporary recruitment was tied to Covid-19 and Brexit preparations, a third (32%) of employers say they are planning to recruit temporary, contract or interim staff over the next 12 months due to either Covid-19 or Brexit.

#### Why do employers plan to recruit temporary, contract or interim staff over the next 12 months?

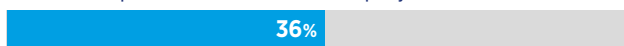
To meet peaks in demand



To ensure flexibility of staffing costs



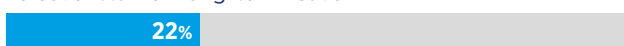
Access to specific skills for one-off projects



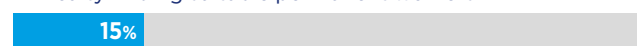
To cover extra workload as a result of legislative changes



To cover staff on long-term leave



Difficulty finding suitable permanent workers



### IR35 reforms causing contractors to seek permanent positions

Reforms to [IR35 legislation](#), which came into force in April 2017 for the public sector, passed the responsibility for determining the tax status of all personal service company (PSC) interim workers to the hiring organisation, including potential liability for tax and national insurance contributions. In the Autumn 2018 Budget, it was confirmed that the legislation would be extended to the private sector in April 2020 for large and medium-sized organisations. However, due to the Covid-19 pandemic, this was delayed until April 2021.

For private sector employers, the biggest risks they foresee of the reforms to IR35 legislation are potential cost increases (59%), the loss of key talent (42%) and increased workloads needed to comply with the changes (42%). A further 51% of private sector employers believe the changes to IR35 legislation in April 2021 will make it harder to hire non-permanent contractors.

This issue could be further exacerbated as a significant proportion of contractors who would be affected by the reforms say they will seek a permanent position instead. Prior to the delay of the reforms in March 2020, some organisations chose to implement a personal service company (PSC) ban. 32% of contractors who worked with organisations that put this ban in place say they took the PAYE offer, but 40% say they looked for an out-of-scope contract, and 22% looked for a permanent job. In the future, if their assignment is determined to be in-scope of IR35, 38% of contractors affected say they would look for a permanent job, 27% would take the PAYE offer and 26% would look for an out-of-scope contract.

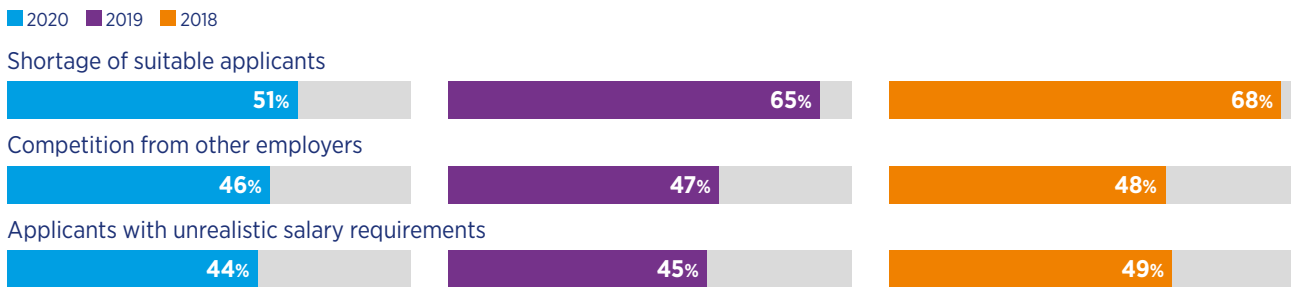
# RECRUITING TRENDS

## SKILLS SHORTAGES

### Skills shortages remain a persisting problem

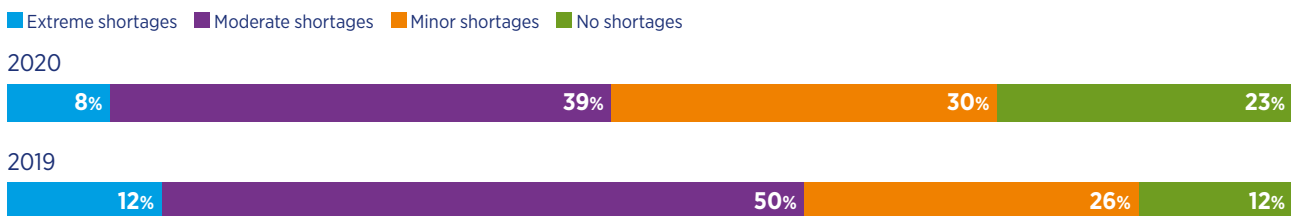
Over the next 12 months, around half (51%) of employers expect a shortage of suitable applicants to be their top challenge to overcome when recruiting staff. This has dropped from 65% in 2019 and 68% in 2018. However, the other challenges remain largely unchanged from previous years. Competition from other employers remains a key obstacle to hiring for 46% of employers, as well as applicants with unrealistic salary requirements (44%).

### Top three challenges employers expect when recruiting over the next 12 months:



Over three quarters (77%) of employers have experienced skills shortages in 2020, almost half (47%) of whom have faced moderate or extreme skills shortages. This is a decrease compared to the 62% that faced moderate or extreme skills shortages in 2019. In addition, over half (54%) of employers say that it has been difficult to recruit permanent staff in the last year, and over a third (37%) say it has been difficult hiring temporary staff in this timeframe.

### To what extent have employers experienced skills shortages in the past year?



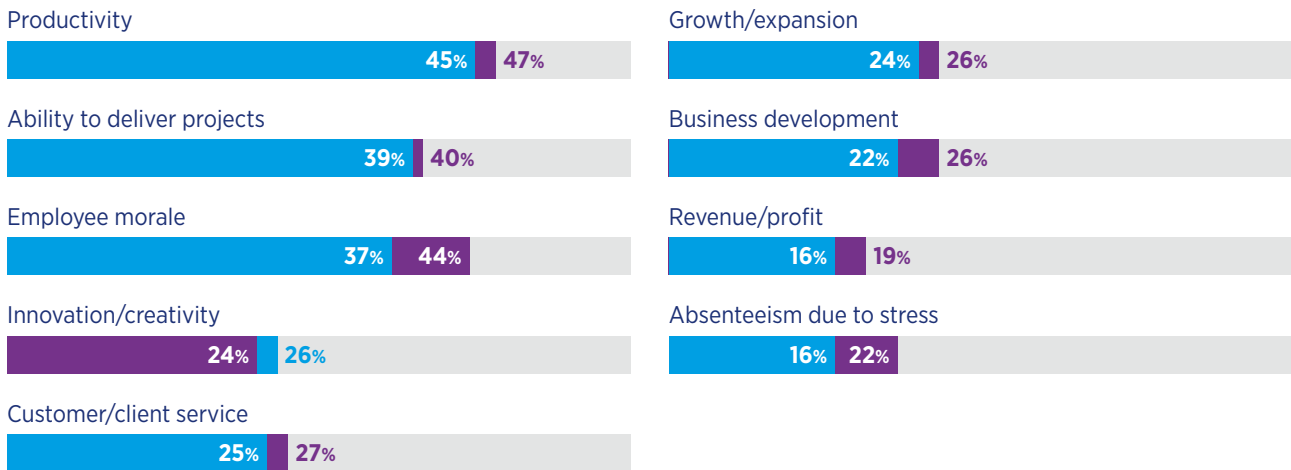
Productivity remains the top area which is being negatively impacted by skills shortages according to 45% of employers. This is followed by the ability to deliver projects for 39% of employers, overtaking employee morale, which now stands at 37%.

Skills shortages are also having an adverse effect on innovation and creativity, which over a quarter (26%) of employers say has been negatively impacted.

Interestingly, albeit still an issue, skills shortages appear to be having less of an impact on employee morale and absenteeism due to stress, as both of these areas have dropped in significance over the past year. Skills shortages therefore appear to be having a greater impact on business outputs, rather than on individuals based on our survey results.

## In what areas have skills shortages impacted organisations according to employers?

■ 2020 ■ 2019

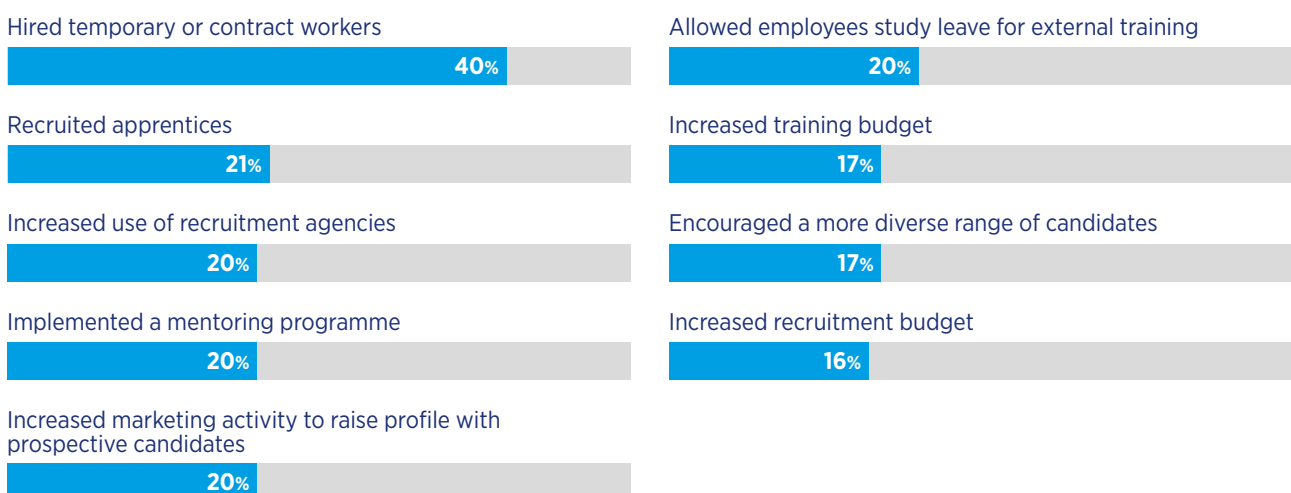


## Employers looking for new ways to secure and develop the skills they need

Strategies used to address skills gaps include hiring temporary or contract workers to tackle immediate skills shortages (40%), as well as recruiting apprentices (21%). Furthermore, a fifth (20%) of employers have increased their use of recruitment agencies, implemented a mentoring programme, increased their marketing activity to raise their profile with prospective employees or allowed employees study leave for external training.

While hiring temporary staff is one way to secure needed skills, employers should be aware of the potential impact of the IR35 legislation which has encouraged a significant proportion of contractors to seek permanent roles. As a result, employers risk trying to acquire skills from a smaller pool of contractors. It is notable that one in five employers are investing in their staff's development through mentoring and external training to develop the skills they need.

## Top actions taken by employers to address immediate skills shortages within the workforce



# RECRUITING TRENDS SKILLS IN DEMAND

## Transformation projects fuelling skills requirements

Although almost all employees surveyed (97%) believe they have the skills needed to fulfil their current role, almost a quarter of employers (22%) do not think their organisation has the talent needed to achieve its current objectives. This has only changed marginally over the past three years.

### Do employers think their organisation has the talent needed to achieve current business objectives?

■ Yes ■ No

2020



2019



2018



In terms of the specialist skills most needed by employers, there has been a marked shift from previous years with project and change management skills having moved to the top of the list (22%), alongside finance skills (22%), and operations skills (21%). In 2019, there was a much greater focus on managerial and leadership skills (33%) and operations (32%).

This year's strong focus on project management and change management reflects the increasing number of transformation projects, and finance skills are also in greater need compared to the previous year (rising from 16% to 22%). Technology skills, such as IT infrastructure, data and analytics and cyber security skills, have also all seen an increase in demand this year, increasing in demand by 4%, 7% and 4% respectively.

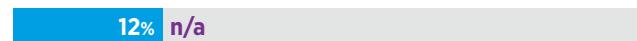
### Which of the following specialist skills are most needed by employers?

■ 2020 ■ 2019

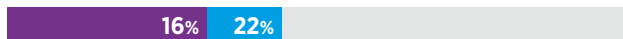
Project and change management



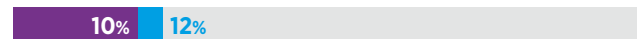
Communications



Finance



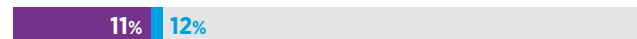
Sales



Operations



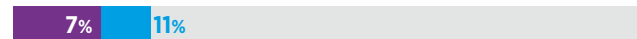
Software development



IT infrastructure



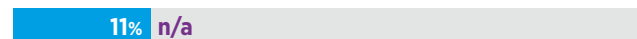
HR



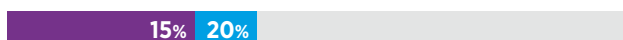
Managerial/leadership



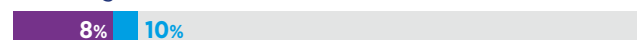
Compliance



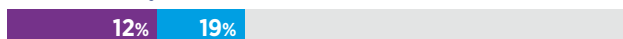
Administration



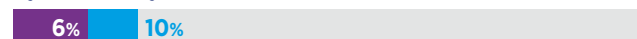
Marketing



Data and analytics



Cyber security



## Employees not prioritising the adoption of change as much as is required by employers

In terms of the soft skills in greatest demand, 55% of employers say communication and interpersonal skills are most required, closely followed by the ability to adopt change (53%), problem-solving skills (45%), and flexibility and adaptability (43%).

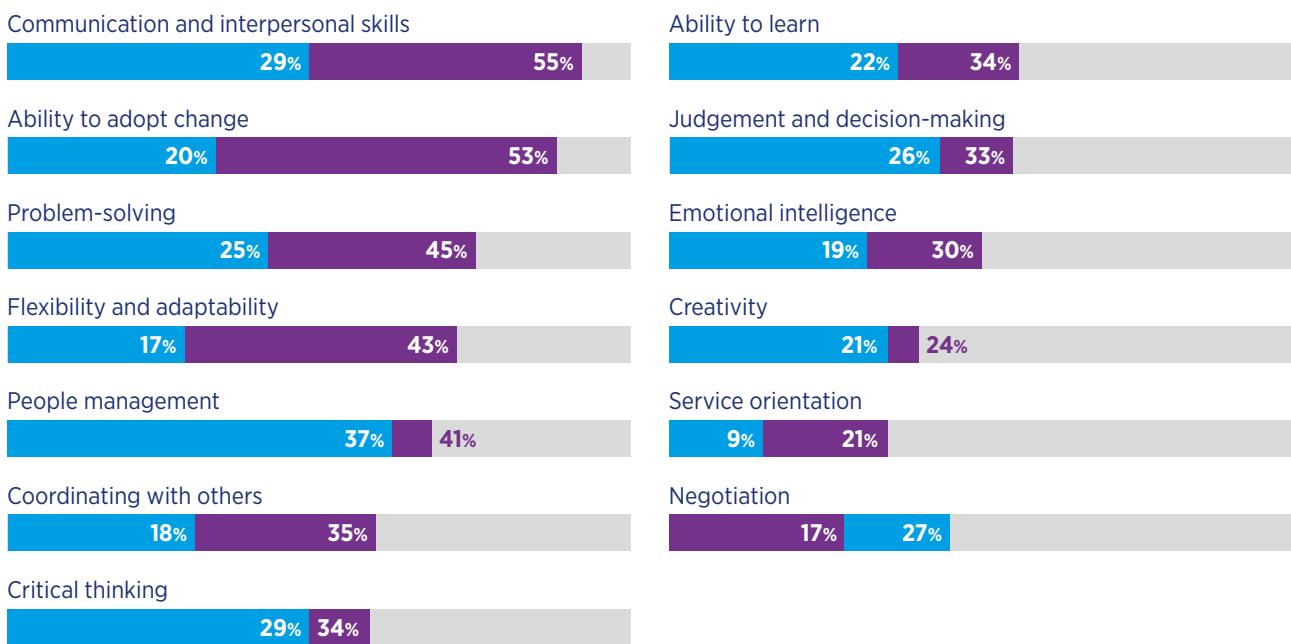
Although employers are seeking communication skills and the ability to adopt change, employees are most focused on developing their people management skills, with over a third (37%) saying they would like to develop this skillset to progress their career.

Also, although the ability to adopt change is now the second most sought after soft skill, there is a clear gap in employees' understanding of how important the ability to adopt change is to employers. Over half (53%) of employers are in need of this skill, yet only one fifth (20%) of employees want to develop this in order to progress their careers.

There is also a mismatch with regards to negotiation. Although 27% of employees rate negotiation as an important skill, only 17% of employers do.

### Soft skills employees would like to develop in order to progress their career versus those most needed by employers

■ Soft skills employees would like to develop ■ Soft skills most needed by employers



# RECRUITING TRENDS

## EMPLOYEE UPSKILLING

### Learning and development key to staff attraction and retention

Given the new skills requirements, investment in the [learning and development of staff](#) is important for organisations to consider for both staff retention and attraction. 88% of employers and 71% of employees believe that this is quite or very important to attract new staff. Employers (91%) and employees (70%) both believe upskilling of staff is important to staff retention.

#### How important do employers and employees believe an investment in learning and development is to support staff attraction?

Very important   Quite important   Neutral   Not important

Employers



Employees



#### How important do employers and employees believe an investment in learning and development is to support staff retention?

Very important   Quite important   Neutral   Not important

Employers



Employees

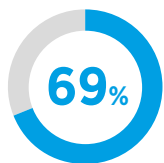


### Upskilling a key focus for employers for the year ahead

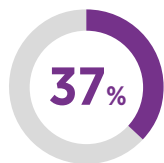
Upskilling staff will be widespread in the year ahead, with two thirds (69%) of employers planning to help their staff upskill in their current profession, and a further third (37%) expecting to support staff to undertake academic qualifications in their current profession.

A further 18% of employers even plan to help their team to upskill or take an academic qualification in a different profession to their current one.

#### How do employers plan to support the upskilling of their team in the next 12 months?



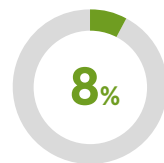
Help them upskill in their current profession



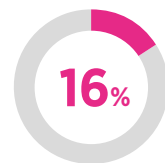
Support them in undertaking academic qualifications in their current profession



Help them upskill in a different profession to their current one



Support them in undertaking academic qualifications in a different profession to their current one



None of the above

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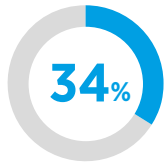
## Employees plan to upskill to progress their careers

Although there is a discrepancy between the skills employers need and those employees wish to develop, Covid-19 has caused employees to consider their skillsets and the need to upskill. Over a third (34%) of employees plan to upskill further in their current profession over the next 12 months, a fifth (20%) plan to upskill in a different profession to their current one, and 12% plan to undertake academic qualifications in a different profession.

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### What changes to their skills do employees plan to make in the next 12 months, as a result of the Covid-19 pandemic?

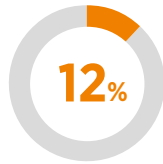
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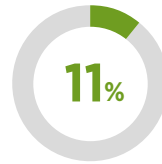
Upskill further in my current profession



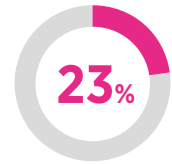
Upskill in a different profession to my current one



Undertake academic qualifications in a different profession to my current one



Undertake academic qualifications in my current profession



None of the above



# RECRUITING TRENDS

## EMPLOYEE MOBILITY

### Employees claim career progression has stalled due to Covid-19

40% of employees do not feel there is scope for career progression within their current organisation, a slight rise from 37% in 2019. Almost a third (29%) of professionals believe this scope for career progression has decreased directly as a result of the Covid-19 pandemic.

Positivity around career prospects for the year ahead has also decreased for employees since last year, from 52% to 38%. A further 47% of professionals say they are uncertain about their career prospects, an increase from 39% in 2019. In addition, 15% say they feel negatively about their prospects, a rise from 9% the prior year.

Although employees are feeling less positive about their career progression and prospects, only just over one fifth (21%) say their employer has taken steps to reduce their uncertainty about their career prospects since the outbreak of the pandemic.

### Do employees feel there is scope for progression within their organisation?

■ Yes ■ No

2020



2019



### How do employees feel about their career prospects for this year?

■ Positive ■ Uncertain ■ Negative

2020



2019



### Covid-19 both motivates and inhibits job moves

When it comes to considering moving roles, Covid-19 is both a motivator – for those frustrated by its impact on their career progression - and an inhibitor for employees who believe now is not the right time for change. Over the last year, 38% of professionals changed roles, a decrease of 5% from 2019, and a further 36% considered doing so. 29% of employees say they left their last role due to redundancy. This was followed by their salary being too low (15%), a lack of career progression (14%) and a lack of career development opportunities (13%).

Prior to the onset of the pandemic, 44% of professionals were looking to move roles. Of these, 34% are still in employment and still actively looking for a new job, while 21% are looking for a new role because they are no longer in employment. A quarter (25%) of employees say they are no longer looking for a new role or their search has slowed considerably as a result of the pandemic, the main reason being they believe it is too risky to move jobs at this time.

### Has the Covid-19 pandemic changed the job search of those planning to move roles before the pandemic began?

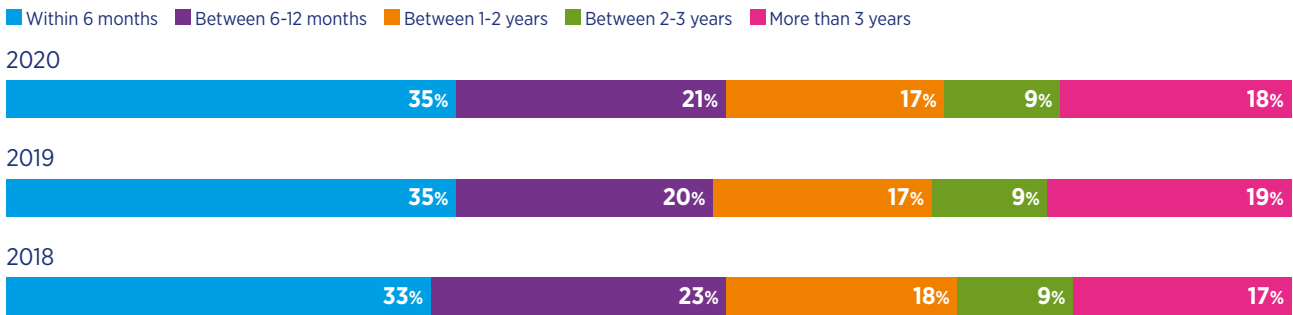
■ Now looking more actively, but still in employment ■ No longer looking/slowed considerably ■ Now need a new job, no longer in employment ■ No





Despite some caution with regards to actively job searching, employees say they are still planning to move jobs. Over half (56%) of employees still anticipate a move in the year ahead, which is on a par with the survey in 2019 (55%). Of these, over a third (35%) plan to do so in the next six months, again in line with last year's survey. Indeed, there has been very little change in employee plans to move jobs over the past three years.

### When do employees anticipate they will next move jobs?

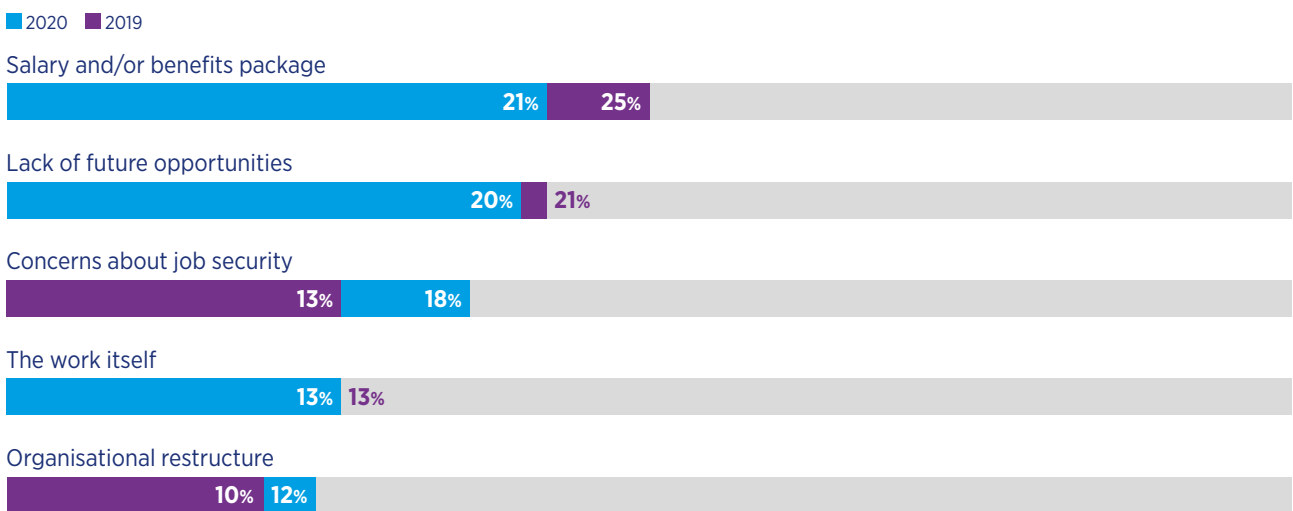


### Employees dissatisfied with career development and concerned about job security

Almost a third (29%) of employees say they are dissatisfied with their job, the main reasons being a lack of career development opportunities (42%), as well as a lack of job security (42%). Furthermore, a third (32%) of employees specifically say their job satisfaction has worsened as a result of the Covid-19 pandemic.

In line with previous years, the main reason employees plan to leave their current role is because of their salary and benefits package (21%). A lack of future opportunities is also a key reason to move for 20% of employees. Furthermore, this year has seen a jump in those wanting to change job due to concerns about job security, increasing from 13% in 2019 to almost a fifth (18%).

### Top five reasons employees want to leave their current role:



# RECRUITING TRENDS

## EMPLOYEE MOBILITY

Job security has also risen in importance for those employees looking for a new role in 2020 compared to 2019. Its importance has risen from 12% to 19% for employers, and from 12% to 18% for employees, to become the second most important factor for both.

After a year spent grappling with remote working, with many parents furthermore being forced to juggle childcare with their professional commitments on top of this, the most important factor for professionals when considering a new role, aside from salary, is work-life balance (30%).

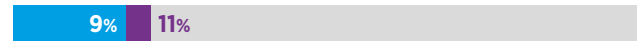
### Difference between what employees and employers rate as most important when considering a new role, aside from salary

■ Important for employees ■ Important for employers

Work-life balance (including flexible working)



Challenging role/projects



Job security



Benefits package



Career development/CPD



Work environment



Location



Employer brand

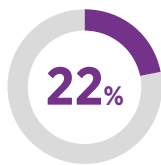


The past year has also led professionals to reconsider their career options. Over a third (35%) plan to change organisation but stay within the same role or industry due to the impacts of Covid-19. Almost a quarter (22%) plan to find a role with a greater purpose and almost a fifth (17%) plan to follow a completely different career path.

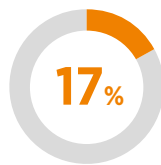
### What changes to their career path do employees plan to make in the next 12 months, as a result of the Covid-19 pandemic?



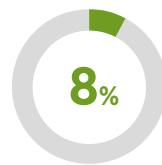
I plan to change organisation but within the same role/industry



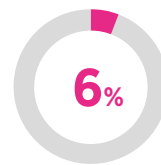
I plan to find a role with greater purpose



I plan to follow a completely different career path



I plan to find a new role within my current organisation



I plan to set up my own business/become self-employed



None of the above



# RECRUITING TRENDS

## SALARY STRATEGY

### Salary increases targeted in areas of skills shortages

An uncertain marketplace caused by Covid-19, Brexit, IR35 and other industry-specific factors has undoubtedly influenced salaries. Although, overall, there has been an average salary increase of 1.2% across the UK, this increase isn't widespread across all roles and regions, reflecting the more targeted increases in areas of skills shortages.

With areas such as IT, procurement, HR and life sciences topping the list of largest salary increases, this reflects the increased demand in these areas. However, even within these areas, the increases are largely driven by niche roles achieving significant increases.

### Salary changes and the outlook for the year ahead

Over the last 12 months, almost half (48%) of employers increased their employees' salaries compared to over three quarters (76%) who said they increased salaries the previous year. A further 47% kept them the same, compared to 23% who kept them the same in 2019. These changes and a rise in the number of employers who stated they decreased salaries is reflective of Covid-19. 5% of employers decreased salaries over the last year, of whom 92% say this was as a direct result of the Covid-19 pandemic.

This situation looks set to remain for the next year, with half (50%) of employers predicting their employees' salaries will stay the same and 48% expecting them to increase in the next 12 months. This reflects a decrease compared to 2019, when 71% of employers stated they were planning to increase salaries.

#### During the last 12 months, how have employers changed their workforce's salaries?

■ Increased ■ Stayed the same ■ Decreased

2020



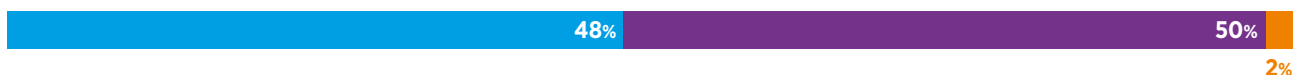
2019



#### Over the next 12 months, how are employers likely to change their workforce's salaries?

■ Increase ■ Stay the same ■ Decrease

2020



2019



Perhaps unsurprisingly given the disparity between what employers were planning for salaries compared to the salary increases they are actually awarded, salary dissatisfaction remains high. Over a third (38%) of employees stated they aren't satisfied with their salary. However, this does remain on a par with the previous year, when 39% of employees stated they weren't satisfied with their salary.

### Are employees satisfied with their salary?

■ Yes ■ No

2020



2019



Furthermore, while 18% of employees also received a performance-related bonus in the last 12 months, just over a fifth (22%) say they are dissatisfied or very dissatisfied with their bonus payment. This remains consistent with 2019, when 20% of professionals received a bonus, of whom 24% were dissatisfied or very dissatisfied.

### Are employees satisfied with their bonus?

■ Very satisfied ■ Satisfied ■ Dissatisfied ■ Very dissatisfied

2020



2019



### Covid-19 led to leadership pay cuts but these are not forecast to continue

Salary dissatisfaction may also have been fuelled by pay cuts that took place as a direct result of Covid-19. Almost a third (29%) of employers say their leadership team took a pay cut or reduced their bonuses during 2020. However, not all leadership teams have not committed to taking a pay cut or reducing their bonuses in the year ahead, with only 11% of employers saying their senior leaders plan to do so in the next 12 months.

### Did your leadership teams take a pay cut or reduce their bonuses as a result of the Covid-19 pandemic?

■ Yes, they took a pay cut ■ Yes, they reduced their bonuses ■ Yes, both ■ No ■ Unsure



# RECRUITING TRENDS

## SALARY STRATEGY

### Employees value pay transparency

For organisations looking to address salary satisfaction levels, pay transparency is key. Over two thirds (70%) of professionals say it is important for their organisation to be transparent about how pay levels and pay rises are set, but a third (35%) of employers do not agree that their organisation is consistently transparent with employees. This is on a par with 2019, when almost three quarters (74%) of employees deemed it to be important, yet two fifths (41%) of employers felt their organisation wasn't transparent about pay levels.

#### How important is it to employees that their organisation is transparent about how pay levels and pay rises are set?

■ Important ■ Neutral ■ Not important

2020



2019



#### Do employees agree their organisation is consistently transparent with employees about how pay levels and pay rises are set?

■ Agree ■ Disagree

2020



2019



### Perceived gender pay gap negatively impacting retention

Gender pay gaps also continue to be an issue within organisations, which is prompting some employee attrition. 27% of employers and 18% of employees say they are aware of a gender pay gap in their organisation. Of these employees, 83% say it is an issue for them, with 18% saying it is enough of an issue that they will either leave their organisation or are considering leaving.

In a similar trend to last year, women are more likely than men to say they are aware of a gender pay gap at their organisation (21% and 15% respectively). Of those who are aware of a gap, 88% of women consider it an issue compared to 77% of men. Over a fifth (21%) of women say it is enough of an issue for them that they either will leave or are considering leaving their organisation, compared to only 13% of men.

#### Of those employees who are aware of a gender pay gap in their organisation, how much of an issue is this for them?

■ Significant issue - enough to consider leaving their organisation ■ Moderate issue ■ Minor issue ■ Not an issue ■ Unsure



**21% of women say the issue is significant enough for them to consider leaving**



# RECRUITING TRENDS

## BENEFITS & WELLBEING

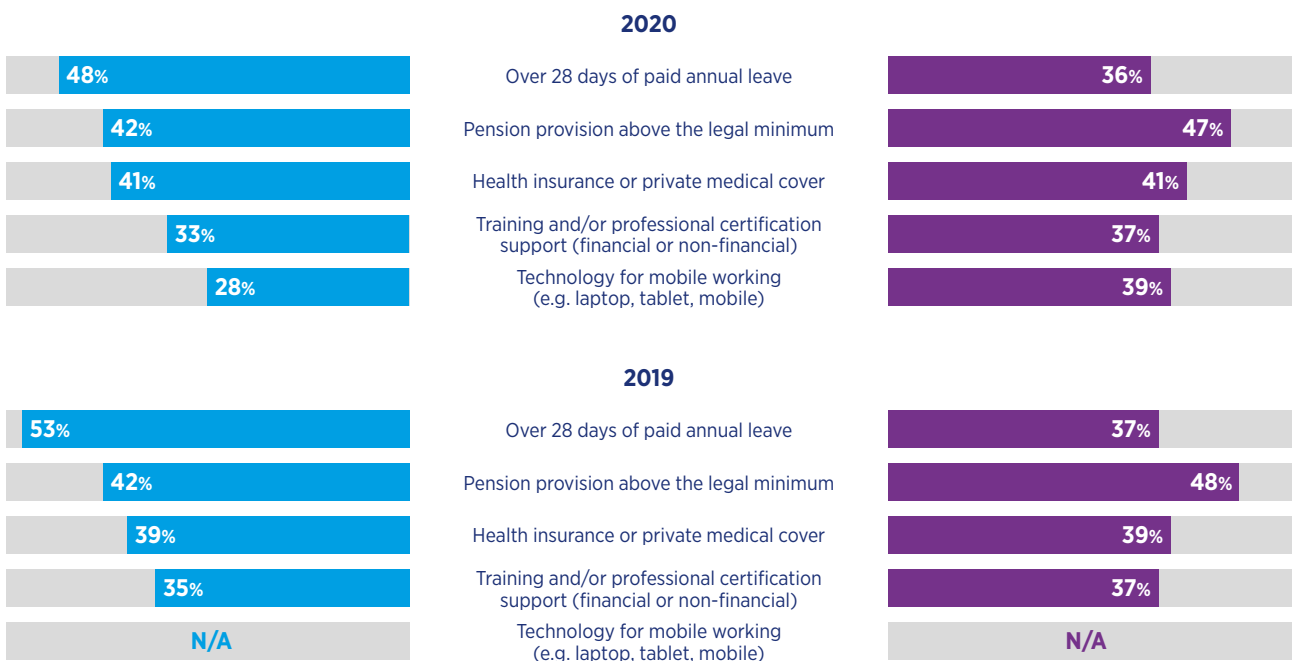
### Generous annual leave prized by employees

Almost half (48%) of employees deem having over 28 days of paid annual leave as the most important benefit when moving to a new role. This is slightly lower than 2019 when 53% of employees rated generous annual leave as the most important benefit. This is followed by placing importance on a pension provision above the legal minimum (42%), and health insurance or private medical cover (41%), both of which remain on a par with the previous year.

It is also interesting to note the discrepancy between employers and employees with regards to technology. 39% of employers stated that they now offer technology for mobile working, yet only just over a quarter (28%) of employees deem this to be important.

### Top five benefits considered important to employees/offered by employers:

■ Important to employees ■ Offered by employers



### Covid-19 changed the benefits employees want

With many employees encouraged to work from home where possible, benefits have needed a rethink. Over a third (37%) of employers say they have reviewed their benefits offering as a result of the Covid-19 pandemic. Many of the top benefits centre around enabling employees to carry out their roles from home, including providing hardware, such as headsets and computer monitors (58%), laptops (57%) and an office chair (46%).

However, there is also a clear mismatch with regards to what employers are offering and what employees rate as important. For example, 58% of employers provide hardware to support remote working, but only 32% of employees rate this as an important benefit, and 57% of employers provide laptops, but only 32% of employees rate this as an important benefit.

A further example is also seen in wellbeing support. Almost half (45%) of employees would like to have the option for additional days off work for wellbeing, but under a third (28%) of employers have offered this so far.



## What benefits have employers offered as a result of the Covid-19 pandemic/would employees prefer?

■ Preferred by employees ■ Offered by employers



## Greater disparity amongst workforce's work-life balance

Overall, work-life balance has been negatively affected over the course of 2020. There has been a 5% rise in professionals who rate their work-life balance as average or poor compared to last year, increasing from 43% to 48%. However, Covid-19 hasn't merely caused this decrease, but it has created greater disparity amongst the workforce. 29% of professionals say their work-life balance has improved since the Covid-19 lockdowns began, while 29% say it has worsened and 42% say it has stayed the same.

To improve their work-life balance, over a third (36%) of employees would ideally change their working hours, and a fifth (20%) would change the expectation to work outside their contracted hours, a continued upward trend from 2019 (16%) and 2018 (12%).

## How would employees rate their work-life balance?



## How do employees feel their work-life balance has changed since the Covid-19 lockdowns began?



# RECRUITING TRENDS BENEFITS & WELLBEING

## Switch to remote working viewed positively

With many having switched to remote working for the first time on such a scale, it is significant that even with the added complications of Covid-19, 59% of employers and 63% of employees feel that since March 2020, remote working has had a positive impact on their organisation.

However, the proportion of those with a negative view towards remote working since March 2020 was greater for employees, with over a quarter (27%) of employees regarding the switch to remote working as negative compared to only 13% of employers.

### How do employees and employers rate the impact of remote working on their organisation since March 2020?

■ Positive ■ Negative ■ Uncertain

Employee



Employer



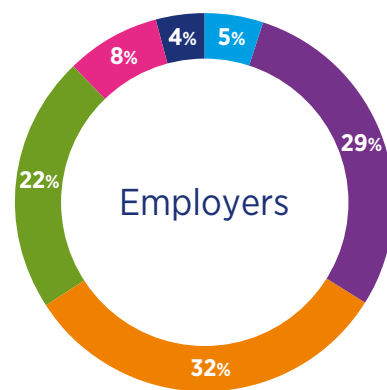
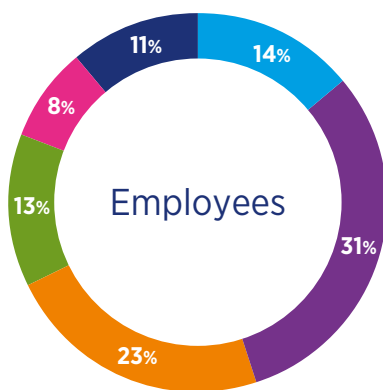
## The future is hybrid

While professionals have had to adapt to remote working, looking ahead employees are most inclined to prefer some form of hybrid working, with over two thirds (67%) of employees preferring this option and 83% of employers stating that they would prefer their staff to be working in a hybrid manner in 12 months' time.

Overall, employees' preference is to work mostly, but not fully, remotely (31%) or split their time evenly between the office and working remotely (23%). When considering a new role, over a third (38%) of jobseekers state that hybrid working is the most important flexible working option for them. Only 14% of employees and 5% of employers state that their preference is to be working fully remotely in a year's time.

### Ideally how would employees prefer to be working/employers prefer their staff to be working in 12 months' time?

■ Fully remotely ■ Majority remote, with some in the office ■ Half in the office, half remote  
■ Majority in the office, with some remote ■ Fully in the office ■ Not sure





# RECRUITING TRENDS RECOMMENDATIONS

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Despite the challenges presented by Covid-19, employers still need to ensure they have access to the talent they need and to do so they must combat both existing and new challenges. Below are some recommendations to help employers with their talent management strategies for the year ahead.

## Upskilling is vital

As the world has changed so have the skills that employers need most. This year, project and change management skills top the list of specialist skills most wanted by employers. However, there is an understanding gap between the skills employees want to develop to progress their careers and the skills employers need. Employers should provide support to their teams to help develop this understanding and close this gap.

Supporting staff with targeted training and development opportunities should be a priority for employers. This could include supporting your team in undertaking academic qualifications, or investing in online training, such as Hays Thrive, our free online training portal to help your team with the tools they need to thrive in the new world of work.

## Plan your contractor recruitment

Engaging non-permanent contractors and temporary workers is how many employers plan to meet peaks in demand and overcome immediate skill shortages caused by Brexit and the Covid-19 pandemic. However, from April 2021, reforms to IR35 legislation will come into effect for medium and large-sized organisations in the private sector which will pass the responsibility for determining the tax status of all personal service company (PSC) interim workers to the hiring organisation, including potential liability for tax and national insurance contributions.

In order to continue to engage contractors and keep projects on track, employers should prepare for the IR35 changes by taking the time to understand the reforms, implementing appropriate processes to determine if roles are in or out of scope of IR35, and auditing their recruitment partners to ensure they are familiar with the reforms and able to demonstrate they are following the correct procedures.

“ Over two thirds of professionals say it is important for their organisation to be transparent about how pay levels and pay rises are set. ”

## Get remote recruitment and onboarding right

It's not just how we work that's changed, for many the recruitment process has also changed, and interviews are now more likely to take place over a video than in person. This is a significant shift and employers need to ensure that those responsible for hiring understand how to conduct successful video interviews and identify the right candidate without meeting them in person.

Remote onboarding is also key to the success of any new hires – don't underestimate how important this is to get your new hire up to speed quickly, engaged with the team and the company culture, and contributing to the team's success. Failure to adapt your onboarding process could risk your new hires leaving shortly after joining. Consider working with an expert like Hays, who understands not only how to find talent remotely but can also advise you on the changes needed to your onboarding process to ensure it is effective for those working partially or fully remotely.

## Be transparent about pay and bonuses

After a challenging year with pay increases not meeting many employees' expectations, it isn't surprising that salary dissatisfaction has increased. Ensuring there is clarity about how pay structures are set is key to improving salary satisfaction and staff retention. Over two thirds (70%) of professionals say it is important for their organisation to be transparent about how pay levels and pay rises are set.

Sharing how pay and promotion structures are agreed, and publishing pay levels within your business will help improve transparency. With many organisations going through rapid change its important to ensure regular pay reviews are in place so that if employees' roles expand and their responsibilities increase their remuneration package is also reviewed.

Assessing the pay of your team regularly and being transparent about how pay and bonuses are set will not only improve your existing staff salary satisfaction, but it will also make your business more attractive to new potential new employees.

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## Consider long-term hybrid and remote working policies

The events of 2020 radically accelerated the uptake of remote working for many organisations, and while the extent to which remote working will continue remains to be seen, most professionals believe the workplace has changed forever.

With the door now open for more employees than ever before to work remotely, employers should consider what impact this has on hiring, such as access to wider talent pools if proximity to the workplace is no longer a necessity.

Employers should also consider the effects of the rise of remote working on their current staff. Looking long-term, employees are more inclined to want to work remotely most of the time. Flexibility is the key here, as one size won't fit all when it comes to preferred ways of working, so putting processes and resources in place should be a focus throughout.

## Recognise the importance of work-life balance and wellbeing

After a year grappling with remote working, many parents forced to juggle childcare on top of their professional commitments and limited options for annual leave, the most important factor for professionals, aside from salary, when considering a new role is work-life balance. It would be remiss of employers not to look at how they can facilitate a better work-life balance and support their teams to put in place positive working routines.

Employers should also evaluate whether their benefits package should change in light of the Covid-19 pandemic. For example, Covid-19 has affected the benefits employees want with almost half of employees saying they would like to have the option for additional days off work for wellbeing. Employers should look at what support structures they have in place to help their staff improve their wellbeing, such as mental health first aiders and wellbeing ambassadors.

Ensuring policies and agreed working practices are led from the top is also an important strategy for companies that need to drive cultural change with a new approach to work-life balance and wellbeing.

## 6 THINGS TO TACKLE THIS YEAR

- 1 Make upskilling a priority
- 2 Plan your contractor recruitment
- 3 Get remote recruitment and onboarding right
- 4 Be transparent about pay and bonuses
- 5 Consider long-term hybrid and remote working policies
- 6 Recognise the importance of work-life balance and wellbeing

**To discuss how these recommendations could be applied to your organisation, contact your Hays consultant. To find your recruiting expert, visit [hays.co.uk/offices](https://hays.co.uk/offices)**

“ With the door now open for more employees than ever before to work remotely, employers should consider what impact this has on hiring. ”

# SALARY GUIDE









# ACCOUNTANCY & FINANCE TARGETED HIRING A PRIORITY

Ongoing skills shortages in niche areas means targeted hiring with a focus on contractors is vital for employers. Pay transparency and a creative approach to flexible working are essential for those employers wanting to attract talented professionals.

## Optimistic short-term outlook

Although most accountancy and finance employers are expecting activity levels to increase or stay the same over the next 12 months (88%), this is a slight dip in comparison to 94% the previous year.

However, employer sentiment hasn't changed with regards to their longer-term outlook. Just over a third (34%) say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, which is on a par with the previous year's figure (33%).

Employee sentiment around the longer-term economic future has seen a significant decline, with over three quarters (76%) of accountancy and finance employees citing concern, as opposed to 48% last year.

**0.9%** Average salary increase over the last year

## Targeted hiring a priority as skills shortages prevail

Nearly three quarters (73%) of accountancy and finance employers say they have experienced some form of skills shortages within the past year, with half (50%) finding it difficult to recruit permanent staff over the last 12 months and just under a third (31%) struggling to recruit for temporary staff.

54% of employers plan to hire new staff in the year ahead, which shows a slight increase on the previous year (50%). These hiring plans are most prevalent for tax (75%) and audit, risk and compliance professionals (73%).

Hiring challenges are furthermore expected to continue, with half (50%) expecting a shortage of suitable applicants to be their top hiring challenge this year, and 46% anticipating their biggest challenge to be competition from other employers.

“ 54% of employers plan to hire new staff in the year ahead, which shows a slight increase on the previous year. ”

## Contractor hiring to mitigate impact of skills gaps

These skills shortages have the potential to impact on business growth. Nearly a fifth (19%) of accountancy and finance employers do not think their organisation has the talent needed to achieve current business objectives, and negative impacts from a lack of skills are being felt on productivity (46%), the ability to deliver projects (35%) and employee morale (31%).

The soft skills that employers are most in need of from employees are communication and interpersonal skills (55%), the ability to adopt change (54%) and problem-solving skills (45%). The speed with which organisations have had to adapt to new ways of working in light of Covid-19 is likely to have made the ability to adopt change a high priority, along with wider transformation that is impacting the profession.

Over half (54%) of accountancy and finance employers believe the main cause of skills shortages is the increase in job opportunities from the competition, which is greater than the 47% UK average, and 30% attribute it to fewer people entering the industry. Actions that employers have taken to combat these shortages include the hiring of temps or contractors (36%) and the increased use of recruitment agencies (22%).

### Top specialist skills in demand:

#### Finance

48%

#### Administration

21%

#### Operations

21%

### Top soft skills in demand:

#### Communication and interpersonal skills

55%

#### Ability to adopt change

54%

#### Problem-solving

45%

# ACCOUNTANCY & FINANCE TARGETED HIRING A PRIORITY

## Skills shortages driving salary increases

Given the skills shortages, it isn't surprising that half (50%) of accountancy and finance employers increased their salaries over the past year, which is lower than the number who expected to the previous year (78%). 46% kept their salaries static, and of those that decreased them, nearly all (98%) attributed the decision to the pandemic. On average, salaries for accountancy and finance roles increased by 0.9% over the last year, but certain functions within the profession, such as payroll, accounts receivable and insolvency practice, all received increases of over 2%.

Most (71%) accountancy and finance professionals deem it important that organisations are transparent about how pay levels and pay rises are set. Despite the importance attributed to this by professionals, 40% of employers don't believe their organisation is consistently transparent, higher than the UK average (35%), suggesting this is an area that can be improved across the accountancy and finance profession.

## Professionals seeking progression

Even with the lack of pay transparency, employees aren't unhappy with their salaries. Almost two thirds (64%) of accountancy and finance professionals are satisfied with their salary, which is level with last year. Employee movement also remains consistent with last year, with 32% moving jobs within the last 12 months, and 40% considering it. In line with the widespread economic repercussions of the Covid-19 pandemic, redundancy was the main reason professionals left their last job (30%), with a further 17% leaving due to a lack of career development opportunities. A lack of future opportunities is the most frequently given reason (22%) for accountancy and finance professionals wanting to leave their current role.

In line with last year's findings just over half (53%) of accountancy and finance professionals expect to move roles this year. More specifically, movement in the next year looks to be highest amongst those working in credit control (60%), with salary and benefits (26%) the most cited reason for credit control professionals wanting to change roles. For those professionals not intending to change job in the year ahead, 45% would still be tempted to if they were offered the right salary and benefits package.

### Top three reasons employees want to leave their current role:

Lack of future opportunities

22%

My salary or benefits package

19%

Concerns around job security

18%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

45%

Future opportunities

17%

Location

12%

“ Most accountancy and finance professionals deem it important that organisations are transparent about how pay levels and pay rises are set. ”

### Covid-19 perceived as a career barrier

This employee movement is likely to be fuelled by some career dissatisfaction, which is a direct result of the impact of Covid-19. Only just over a third (39%) of accountancy and finance professionals feel positive about their career prospects this year, a significant decrease on last year (55%). Furthermore, 81% of professionals say that their employer has taken no steps to reduce their uncertainty around their career prospects since March 2020, and 28% deem their career progression to have decreased in scope as a result of the pandemic.

A significant proportion (40%) plan to make changes to their career in response to the effects of Covid-19. Of these, 63% want to look for a hybrid role (i.e. partly remote, partly workplace based), and over a third (35%) plan to upskill in their current profession.

### Hybrid working options now highly sought after

The desire for greater hybrid working is likely to be driven, at least in part, by the desire to achieve a greater work-life balance. Work-life balance – including flexible working – is the most important factor to a third (33%) of accountancy and finance professionals when considering a new role. The most sought-after flexible working options are deemed to be home or remote working (59%) and also hybrid working (45%), which is higher than the UK average of 38%.

When it comes to specific benefits, those seen as most important include over 28 days of paid annual leave (49%), pension provision above the legal minimum (46%) and health insurance (44%). As a result of the Covid-19 pandemic, 44% of professionals would like employers to provide additional days off work for wellbeing, and 39% see hardware to support home working as an additional useful benefit.

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

49%

Pension provision above the legal minimum

46%

Health insurance

44%

### Survey highlights for accountancy and finance

#### Employers

**88%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**73%** experienced skills shortages in the last 12 months

**54%** plan on recruiting staff over the next 12 months

**29%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

#### Employees

**45%** would be tempted to change role due to the salary or benefits package on offer

**45%** feel there is no scope for progression within their organisation

**52%** give their work-life balance a positive rating

**44%** would like additional days off for wellbeing due to the Covid-19 pandemic

# ACCOUNTANCY & FINANCE

## ACCOUNTANCY SUPPORT

London	£ Range	£ Typical
QBE Finance Manager	35,000-50,000	45,000
Assistant Accountant	27,000-35,000	32,000
Bookkeeper	28,000-36,000	32,000
AAT Studier	22,000-28,000	26,000
Accounts Assistant	20,000-27,000	25,000

East Midlands	£ Range	£ Typical
QBE Finance Manager	30,000-36,000	35,000
Assistant Accountant	25,000-30,000	27,000
Bookkeeper	20,000-26,000	25,000
AAT Studier	18,000-25,000	22,000
Accounts Assistant	18,000-25,000	22,000

South East England	£ Range	£ Typical
QBE Finance Manager	35,000-47,500	43,000
Assistant Accountant	26,000-35,000	31,000
Bookkeeper	25,000-35,000	30,000
AAT Studier	20,000-28,000	25,000
Accounts Assistant	20,000-26,000	23,500

Yorkshire and the Humber	£ Range	£ Typical
QBE Finance Manager	28,000-38,000	34,000
Assistant Accountant	20,000-28,000	25,000
Bookkeeper	20,000-26,000	24,000
AAT Studier	18,000-24,000	21,000
Accounts Assistant	18,000-24,000	20,000

East of England	£ Range	£ Typical
QBE Finance Manager	35,000-45,000	35,000
Assistant Accountant	26,000-32,000	28,000
Bookkeeper	28,000-32,000	28,000
AAT Studier	22,000-25,000	22,000
Accounts Assistant	22,000-26,000	24,000

North East England	£ Range	£ Typical
QBE Finance Manager	28,000-36,000	34,000
Assistant Accountant	20,000-28,000	25,000
Bookkeeper	19,000-23,000	21,000
AAT Studier	18,500-22,500	20,500
Accounts Assistant	18,500-21,500	19,500

South West England	£ Range	£ Typical
QBE Finance Manager	33,000-47,000	38,000
Assistant Accountant	23,000-35,000	30,000
Bookkeeper	22,000-30,000	25,000
AAT Studier	18,000-28,000	25,000
Accounts Assistant	18,000-27,000	22,500

North West England	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	35,000
Assistant Accountant	22,000-28,000	26,000
Bookkeeper	22,000-30,000	25,000
AAT Studier	18,000-25,000	21,500
Accounts Assistant	18,000-23,000	21,000

Wales	£ Range	£ Typical
QBE Finance Manager	28,000-35,000	32,000
Assistant Accountant	22,000-28,000	25,000
Bookkeeper	20,000-25,000	24,000
AAT Studier	18,000-24,000	21,000
Accounts Assistant	18,000-24,000	21,000

Northern Ireland	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	34,000
Assistant Accountant	24,000-33,000	28,000
Bookkeeper	20,000-30,000	27,000
AAT Studier	20,000-30,000	26,000
Accounts Assistant	18,000-24,000	23,000

West Midlands	£ Range	£ Typical
QBE Finance Manager	33,000-40,000	38,000
Assistant Accountant	24,000-32,000	26,000
Bookkeeper	25,000-35,000	27,000
AAT Studier	20,000-25,000	22,000
Accounts Assistant	20,000-25,000	23,000

Scotland	£ Range	£ Typical
QBE Finance Manager	28,000-38,000	35,000
Assistant Accountant	26,000-35,000	28,000
Bookkeeper	23,000-28,000	25,000
AAT Studier	18,000-25,000	22,000
Accounts Assistant	20,000-25,000	22,000



**Mark Farrar**  
Chief Executive,  
AAT (Association  
of Accounting  
Technicians)



This has been a challenging year for the entire UK business community, and the accountancy sector has been no exception. As well as Covid-19, Brexit too is likely to continue to impact the profession, with significant changes expected around tax, tariffs and customs procedures in the coming months. This will place small businesses under particular strain – many of whom have already been significantly affected by the Covid-19 pandemic and face solvency or employment challenges. While AAT (Association of Accounting Technicians) members are found in all shapes and sizes of commercial and public sector organisations, those that look after the finance needs of over half a million SMEs have a key role to play in providing information and communicating how these changes will affect them.

Although there are significant concerns for many people around job security, this does present a huge opportunity as well – highlighting the need for retraining and upskilling individuals in order to drive the country's economic recovery.

Amidst the ongoing economic turmoil, people from all backgrounds are taking the opportunity to upskill or gain new skills in finance to boost their employability.

A recent survey by AAT found that accountancy, banking and finance are seen as some of the most secure professions, along with healthcare and education. Over half of those getting in touch about our accountancy or bookkeeping qualifications have never worked in the finance profession before, and we are delighted to see our Level 3 Advanced Diploma in Accounting and Advanced Certificate in Bookkeeping qualifications included on the list of fully funded courses from April 2021 that have been carefully chosen to help adults improve their job prospects and meet the needs of the economy.

Accounting technicians are best placed to work with and drive forward the developing technology we are seeing in the profession. Businesses regularly inform us that people who come through AAT qualifications are practical, experienced and can get the job done. They will be the people who can spot where things aren't quite right, as well as interpreting results and adapting for the future to ensure that the technology supports clients' needs. Despite the challenging times ahead, AAT members will still be very well placed. They will be hands-on, driving the technology.

# ACCOUNTANCY & FINANCE

## ACCOUNTS PAYABLE

London	£ Range	£ Typical
Accounts Payable Manager	38,000-60,000	45,000
Accounts Payable Team Leader/ Supervisor	30,000-37,000	35,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	22,000-30,000	25,000

East Midlands	£ Range	£ Typical
Accounts Payable Manager	30,000-43,000	38,000
Accounts Payable Team Leader/ Supervisor	26,000-30,000	28,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-24,000	21,000

South East England	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	28,000-36,000	34,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	20,000-27,000	24,500

Yorkshire and the Humber	£ Range	£ Typical
Accounts Payable Manager	27,000-42,000	35,000
Accounts Payable Team Leader/ Supervisor	23,000-30,000	28,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	17,000-23,000	20,000

East of England	£ Range	£ Typical
Accounts Payable Manager	35,000-40,000	37,000
Accounts Payable Team Leader/ Supervisor	28,000-32,000	30,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	22,000-26,000	23,000

North East England	£ Range	£ Typical
Accounts Payable Manager	30,000-42,000	36,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	30,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-23,000	20,500

South West England	£ Range	£ Typical
Accounts Payable Manager	30,000-46,000	41,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	28,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	20,000-25,000	23,500

North West England	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	30,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-26,000	21,500

Wales	£ Range	£ Typical
Accounts Payable Manager	28,000-40,000	34,000
Accounts Payable Team Leader/ Supervisor	25,000-32,000	26,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-24,000	20,500

Northern Ireland	£ Range	£ Typical
Accounts Payable Manager	30,000-60,000	45,000
Accounts Payable Team Leader/ Supervisor	25,000-40,000	35,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	17,000-28,000	22,000

West Midlands	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	30,000-38,000	32,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	19,000-25,000	22,000

Scotland	£ Range	£ Typical
Accounts Payable Manager	30,000-40,000	35,000
Accounts Payable Team Leader/ Supervisor	28,000-35,000	32,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	19,000-23,000	20,000



**Jamie Radford**  
CEO,  
Accounts Payable  
Association



Although 2020 was a significantly challenging year, the Accounts Payable (AP) Industry as a whole has had the opportunity to shine, by taking a predominately back office transactional function and adapting it to working remotely overnight, allowing companies to continue working under difficult circumstances.

Companies and organisations across our membership base have had to reduce staffing levels whilst still facing the increasing pressures of ensuring their suppliers are paid on time. During 2020 the APA worked closely with the CICM & Small Business Commissioner on best practices to support the UK economy.

The pandemic has driven a lot of organisations to look at process improvements whilst continuing to invest in technology and people development. Changes that might otherwise have taken years to see have had to happen quickly and have demonstrated the value of the AP function. At the APA we will continue our development of online support whilst teams are managed remotely.

The roles of AP professionals will continue to evolve, with more analytical focus adding continued value to organisations, which has driven the need for formal certifications. For this reason, we believe the demand for first-rate courses that teach crucial but practical skills will continue to increase in 2021, and this improvement in the outlook of AP as a career choice is set to see more students entering the sector.

Finally, we would like to thank the amazing AP teams throughout the UK for their hard work, professionalism and literally keeping the lights on during these unprecedented times.

# ACCOUNTANCY & FINANCE

## AUDIT, RISK & COMPLIANCE

### Audit

London	£ Range	£ Typical
Head of/Director	120,000-250,000	150,000
Senior Audit Manager	80,000-120,000	95,000
Audit Manager	60,000-95,000	75,000
Senior Auditor	55,000-65,000	61,000
Auditor (Newly Qualified)	48,000-57,000	55,000
Junior Auditor	35,000-47,000	40,000

Wales	£ Range	£ Typical
Head of/Director	75,000-130,000	95,000
Senior Audit Manager	60,000-90,000	76,000
Audit Manager	50,000-75,000	65,000
Senior Auditor	40,000-60,000	53,000
Auditor (Newly Qualified)	35,000-40,000	37,500
Junior Auditor	28,000-40,000	33,000

South East England	£ Range	£ Typical
Head of/Director	95,000-160,000	125,000
Senior Audit Manager	65,000-90,000	88,000
Audit Manager	60,000-85,000	75,000
Senior Auditor	44,000-60,000	60,000
Auditor (Newly Qualified)	45,000-55,000	54,000
Junior Auditor	30,000-45,000	38,000

West Midlands	£ Range	£ Typical
Head of/Director	75,000-150,000	100,000
Senior Audit Manager	60,000-90,000	75,000
Audit Manager	50,000-80,000	65,000
Senior Auditor	40,000-55,000	50,000
Auditor (Newly Qualified)	35,000-50,000	45,000
Junior Auditor	30,000-40,000	35,000

East of England	£ Range	£ Typical
Head of/Director	80,000-125,000	105,000
Senior Audit Manager	65,000-80,000	71,000
Audit Manager	58,000-75,000	61,000
Senior Auditor	48,000-55,000	52,000
Auditor (Newly Qualified)	45,000-52,000	48,000
Junior Auditor	27,000-40,000	35,000

East Midlands	£ Range	£ Typical
Head of/Director	70,000-135,000	100,000
Senior Audit Manager	55,000-90,000	75,000
Audit Manager	45,000-80,000	65,000
Senior Auditor	40,000-55,000	49,000
Auditor (Newly Qualified)	40,000-50,000	45,000
Junior Auditor	30,000-40,000	35,000

South West England	£ Range	£ Typical
Head of/Director	75,000-160,000	110,000
Senior Audit Manager	65,000-90,000	80,000
Audit Manager	50,000-85,000	70,000
Senior Auditor	45,000-60,000	54,000
Auditor (Newly Qualified)	45,000-52,000	50,000
Junior Auditor	28,000-45,000	35,000

Yorkshire and the Humber	£ Range	£ Typical
Head of/Director	70,000-145,000	110,000
Senior Audit Manager	55,000-90,000	75,000
Audit Manager	50,000-80,000	65,000
Senior Auditor	40,000-55,000	50,000
Auditor (Newly Qualified)	35,000-45,000	42,000
Junior Auditor	30,000-35,000	32,000



North East England	£ Range	£ Typical
Head of/Director	70,000-120,000	95,000
Senior Audit Manager	55,000-80,000	68,000
Audit Manager	50,000-70,000	60,000
Senior Auditor	42,000-50,000	46,000
Auditor (Newly Qualified)	40,000-46,000	43,000
Junior Auditor	30,000-40,000	31,000

Scotland	£ Range	£ Typical
Head of/Director	80,000-160,000	100,000
Senior Audit Manager	65,000-90,000	80,000
Audit Manager	50,000-70,000	60,000
Senior Auditor	40,000-55,000	47,000
Auditor (Newly Qualified)	38,000-42,000	40,000
Junior Auditor	30,000-35,000	32,000

North West England	£ Range	£ Typical
Head of/Director	65,000-120,000	100,000
Senior Audit Manager	55,000-90,000	73,000
Audit Manager	50,000-80,000	65,000
Senior Auditor	45,000-55,000	48,000
Auditor (Newly Qualified)	36,000-46,000	44,000
Junior Auditor	30,000-35,000	32,000



**John Wood,**  
Chief Executive,  
Chartered Institute  
of Internal Auditors



The coronavirus pandemic has transformed the risk landscape, leading to a whole range of business-critical risks being exacerbated, such as cashflow and liquidity, cybersecurity, and fraud risks to name just a few. This means that now more than ever organisations should be harnessing the skills and talents of professional internal auditors to get the independent assurance they need, that their risks are being identified, managed and mitigated effectively. It is therefore an exciting time to be an internal auditor.

In fact, a recent research study by the Chartered IIA found that a third of internal audit functions have had their hours increased to meet the extra demand for independent assurance. However, like many other professions, internal audit has had to adapt to working remotely, including by reorganising their work plan and harnessing the power of new technologies. This has included a move towards providing real-time assurance, something we expect to continue going forwards.

Climate change is also a new and emerging risk that is moving up internal audit's agenda, notably due to the increasing regulatory requirements on climate disclosures, as well as pressures from governments, consumers, investors and civil society. This is a great opportunity for internal auditors to add value to the organisation they serve by ensuring they understand the risks and opportunities posed by climate change, and assessing whether controls are in place to manage and mitigate these risks.

In terms of other key developments for the profession, our Internal Audit Code of Practice for the private and third sectors launched in January 2020, received tremendous support and will help strengthen corporate governance by raising the bar for professional internal audit in the UK and Ireland.

The Chartered IIA continues to boast over 10,000 members across the UK and Ireland. We continue to work hard to provide a high-quality service for our members and support them throughout their careers. This includes through developing member communities, such as our Aspire network to support people early in their internal audit careers and our Women in Internal Audit network to support women in the profession, as well as through online training and events.

Given the unprecedented economic uncertainty for the year ahead there is a vital role for internal audit in supporting the long-term sustainability of organisations. This means there has never been a more interesting time to embark on a career in internal audit.

# ACCOUNTANCY & FINANCE

## AUDIT, RISK & COMPLIANCE

### Risk and compliance

London		
Financial services	£ Range	£ Typical
Risk and Compliance Director	100,000-200,000	150,000
Head of Compliance/Risk	100,000-160,000	125,000
Compliance Manager	40,000-60,000	55,000
Compliance Advisory Manager	75,000-120,000	95,000
Compliance Monitoring Manager	75,000-110,000	95,000
Operational/Conduct Risk Manager	75,000-95,000	85,000
Enterprise Risk Manager	65,000-85,000	75,000
Financial Crime Manager	70,000-140,000	110,000
Financial Crime Analyst	30,000-60,000	50,000
Compliance/Risk Analyst	25,000-40,000	30,000
Compliance Co-ordinator	25,000-50,000	40,000
Data Governance/GDPR	40,000-90,000	70,000

Commerce and industry	£ Range	£ Typical
Head of Risk	100,000-150,000	130,000
Head of Ethics & Compliance	80,000-120,000	95,000
Head of Data Governance	80,000-130,000	100,000
Risk Manager	70,000-90,000	75,000
Governance Manager	50,000-70,000	60,000
Compliance Manager (Regulatory or Operational)	50,000-70,000	60,000
Data Governance Manager	50,000-70,000	60,000
Business Continuity Manager	55,000-95,000	65,000
Risk Analyst	45,000-65,000	58,000
Compliance Officer/Assistant/Advisor	40,000-50,000	48,000
Data Governance Officer	35,000-45,000	38,000
Compliance Administrator	30,000-40,000	35,000

South		
Financial services	£ Range	£ Typical
Risk and Compliance Director	100,000-150,000	110,000
Head of Compliance/Risk	80,000-120,000	90,000
Compliance Manager	50,000-85,000	70,000
Compliance Advisory Manager	40,000-60,000	55,000
Compliance Monitoring Manager	35,000-55,000	47,000
Operational/Conduct Risk Manager	50,000-100,000	75,000
Enterprise Risk Manager	50,000-85,000	68,000
Financial Crime Manager	50,000-85,000	65,000
Financial Crime Analyst	25,000-50,000	40,000
Compliance/Risk Analyst	30,000-50,000	35,000
Compliance Co-ordinator	25,000-30,000	28,000
Data Governance/GDPR	35,000-60,000	45,000

Commerce and industry	£ Range	£ Typical
Head of Risk	80,000-150,000	90,000
Head of Ethics & Compliance	65,000-100,000	80,000
Head of Data Governance	60,000-120,000	80,000
Risk Manager	50,000-85,000	63,000
Governance Manager	45,000-65,000	55,000
Compliance Manager (Regulatory or Operational)	45,000-65,000	55,000
Data Governance Manager	45,000-65,000	55,000
Business Continuity Manager	45,000-90,000	55,000
Risk Analyst	35,000-65,000	50,000
Compliance Officer/Assistant/Advisor	32,000-45,000	40,000
Data Governance Officer	30,000-40,000	35,000
Compliance Administrator	28,000-35,000	30,000



# ACCOUNTANCY & FINANCE

## CREDIT MANAGEMENT

London	£ Range	£ Typical
Credit Director	80,000-110,000	95,000
Group Credit Manager/Head of Credit	65,000-85,000	72,000
Credit Manager	45,000-60,000	55,000
Credit Control Supervisor	30,000-40,000	36,000
Credit Risk Analyst	40,000-60,000	50,000
Senior Credit Controller	30,000-35,000	32,000
Credit Controller	22,000-30,000	27,000

Wales	£ Range	£ Typical
Credit Director	55,000-85,000	65,000
Group Credit Manager/Head of Credit	45,000-65,000	52,000
Credit Manager	28,000-40,000	37,000
Credit Control Supervisor	25,000-32,000	27,000
Credit Risk Analyst	26,000-38,000	30,000
Senior Credit Controller	21,000-27,000	25,000
Credit Controller	17,000-23,000	20,000

South East England	£ Range	£ Typical
Credit Director	75,000-110,000	85,000
Group Credit Manager/Head of Credit	55,000-80,000	65,000
Credit Manager	38,000-55,000	45,000
Credit Control Supervisor	32,000-40,000	35,000
Credit Risk Analyst	30,000-50,000	40,000
Senior Credit Controller	28,000-36,000	32,000
Credit Controller	24,000-33,000	27,500

West Midlands	£ Range	£ Typical
Credit Director	60,000-90,000	80,000
Group Credit Manager/Head of Credit	50,000-75,000	65,000
Credit Manager	40,000-55,000	48,000
Credit Control Supervisor	30,000-35,000	33,000
Credit Risk Analyst	30,000-42,000	37,000
Senior Credit Controller	25,000-30,000	27,000
Credit Controller	20,000-27,000	24,000

East of England	£ Range	£ Typical
Credit Director	55,000-80,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	60,000
Credit Manager	40,000-55,000	47,000
Credit Control Supervisor	32,000-42,000	38,000
Credit Risk Analyst	35,000-45,000	40,000
Senior Credit Controller	25,000-34,000	29,000
Credit Controller	22,000-28,000	25,000

East Midlands	£ Range	£ Typical
Credit Director	60,000-85,000	80,000
Group Credit Manager/Head of Credit	50,000-70,000	60,000
Credit Manager	33,000-45,000	40,000
Credit Control Supervisor	25,000-33,000	29,000
Credit Risk Analyst	30,000-45,000	40,000
Senior Credit Controller	23,000-28,000	26,000
Credit Controller	19,000-24,000	23,000

South West England	£ Range	£ Typical
Credit Director	65,000-95,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	55,000
Credit Manager	30,000-50,000	40,000
Credit Control Supervisor	25,000-35,000	30,000
Credit Risk Analyst	30,000-45,000	42,000
Senior Credit Controller	24,000-30,000	27,000
Credit Controller	20,000-27,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Credit Director	60,000-85,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	60,000
Credit Manager	30,000-45,000	40,000
Credit Control Supervisor	24,000-32,000	28,000
Credit Risk Analyst	28,000-40,000	32,000
Senior Credit Controller	22,000-28,000	25,000
Credit Controller	18,000-26,000	23,000

North East England	£ Range	£ Typical
Credit Director	55,000-90,000	75,000
Group Credit Manager/Head of Credit	45,000-70,000	60,000
Credit Manager	30,000-45,000	39,000
Credit Control Supervisor	24,000-32,000	27,000
Credit Risk Analyst	26,000-40,000	32,000
Senior Credit Controller	20,000-26,000	25,000
Credit Controller	18,000-25,000	21,000

Northern Ireland	£ Range	£ Typical
Credit Director	60,000-85,000	72,000
Group Credit Manager/Head of Credit	40,000-70,000	55,000
Credit Manager	35,000-60,000	47,000
Credit Control Supervisor	25,000-45,000	38,000
Credit Risk Analyst	25,000-40,000	33,000
Senior Credit Controller	22,000-35,000	29,000
Credit Controller	20,000-28,000	24,000

North West England	£ Range	£ Typical
Credit Director	60,000-100,000	80,000
Group Credit Manager/Head of Credit	50,000-80,000	60,000
Credit Manager	35,000-55,000	45,000
Credit Control Supervisor	27,000-35,000	30,000
Credit Risk Analyst	24,000-45,000	40,000
Senior Credit Controller	24,000-29,000	27,000
Credit Controller	21,000-26,000	24,500

Scotland	£ Range	£ Typical
Credit Director	55,000-80,000	65,000
Group Credit Manager/Head of Credit	45,000-65,000	55,000
Credit Manager	35,000-45,000	40,000
Credit Control Supervisor	28,000-34,000	30,000
Credit Risk Analyst	30,000-40,000	32,000
Senior Credit Controller	25,000-28,000	26,000
Credit Controller	21,000-25,000	23,000



**Sue Chapple,**  
Chief Executive,  
Chartered Institute of  
Credit Management



When my predecessor wrote the commentary for this guide 12 months ago, he reflected on how the Brexit negotiations were progressing and what outcomes we could expect from a new European 'norm'. Global economic uncertainty and increasing anxiety about the tariffs and sanctions being imposed by a thoroughly unpredictable US administration also made for interesting times.

Fast forward 12 months, and some things haven't changed. The merits of a 'hard' or 'soft' Brexit are still being debated and will be for years to come, global economic uncertainty remains, and the US has become arguably even more unpredictable given the thoroughly chaotic outcome of its Presidential election.

But while we transition to a new relationship with Europe and the EU, and the US is experiencing a social (if not economic) meltdown, our world has of course been taken over by a new phenomenon: Covid-19.

While on the one hand it may be argued that Covid-19 has taken the concept of 'crisis' to another level, on the other, it is much like any other period of sudden and dramatic uncertainty, where the focus shifts to the essential need to keep the cash flowing. This in turn puts the credit manager, and the credit management profession, firmly in the spotlight. Their role becomes more vital than ever, using their knowledge to navigate their business through previously uncharted waters.

One positive to come from Covid-19, is that it has accelerated companies' investment in technology to support their credit operations, although the real winners have been those who have already embedded such systems into their everyday working lives. Either way, it has demonstrated how the latest developments in Artificial Intelligence (AI) and Machine Learning are helping to further streamline the credit management process, accelerate decision-making, and enhance the accuracy of data presented.

Technology alone, however, is not a panacea. Human, emotional intelligence is still essential, and perhaps even more so now as we seek to maintain critical relationships with our partners and suppliers and begin to envision life beyond the pandemic.

# ACCOUNTANCY & FINANCE

## ACCOUNTS RECEIVABLE

London	£ Range	£ Typical
Manager	35,000-55,000	45,000
Team Leader/Supervisor	28,000-38,000	35,000
Analyst	28,000-32,000	30,000
Assistant/Clerk	20,000-30,000	26,000
Administrator	18,000-22,000	20,000

East Midlands	£ Range	£ Typical
Manager	27,000-40,000	35,000
Team Leader/Supervisor	24,000-28,000	27,000
Analyst	22,000-26,000	25,000
Assistant/Clerk	19,000-24,000	22,000
Administrator	17,000-20,000	18,500

South East England	£ Range	£ Typical
Manager	34,000-48,000	40,000
Team Leader/Supervisor	28,000-36,000	32,000
Analyst	28,000-35,000	31,000
Assistant/Clerk	24,000-28,000	26,000
Administrator	20,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Manager	28,000-45,000	38,000
Team Leader/Supervisor	25,000-30,000	27,000
Analyst	22,000-28,000	25,000
Assistant/Clerk	18,000-25,000	22,000
Administrator	18,000-20,000	18,500

East of England	£ Range	£ Typical
Manager	32,000-48,000	40,000
Team Leader/Supervisor	28,000-35,000	32,000
Analyst	24,000-30,000	28,000
Assistant/Clerk	20,000-26,000	23,000
Administrator	18,000-22,000	20,000

North East England	£ Range	£ Typical
Manager	28,000-45,000	35,000
Team Leader/Supervisor	23,000-32,000	29,000
Analyst	22,000-30,000	24,000
Assistant/Clerk	18,000-22,000	20,000
Administrator	17,000-19,000	18,000

South West England	£ Range	£ Typical
Manager	28,000-45,000	38,000
Team Leader/Supervisor	26,000-35,000	30,000
Analyst	25,000-32,000	27,000
Assistant/Clerk	19,000-26,000	23,000
Administrator	18,000-22,000	20,000

North West England	£ Range	£ Typical
Manager	32,000-50,000	42,000
Team Leader/Supervisor	26,000-33,000	29,000
Analyst	24,000-32,000	27,000
Assistant/Clerk	18,000-25,000	22,000
Administrator	18,000-20,000	18,500

Wales	£ Range	£ Typical
Manager	28,000-42,000	36,000
Team Leader/Supervisor	24,000-32,000	26,000
Analyst	22,000-30,000	23,000
Assistant/Clerk	18,000-24,000	20,500
Administrator	17,000-21,000	18,500

Northern Ireland	£ Range	£ Typical
Manager	30,000-55,000	45,000
Team Leader/Supervisor	25,000-35,000	33,000
Analyst	23,000-32,000	27,000
Assistant/Clerk	19,000-25,000	21,000
Administrator	17,000-20,000	18,500

West Midlands	£ Range	£ Typical
Manager	32,000-50,000	42,000
Team Leader/Supervisor	25,000-35,000	30,000
Analyst	22,000-30,000	26,000
Assistant/Clerk	20,000-25,000	23,000
Administrator	18,000-22,000	20,000

Scotland	£ Range	£ Typical
Manager	30,000-43,000	35,000
Team Leader/Supervisor	27,000-32,000	28,500
Analyst	27,000-32,000	28,000
Assistant/Clerk	20,000-25,000	22,500
Administrator	18,000-20,000	18,000



# ACCOUNTANCY & FINANCE PAYROLL

London	£ Range	£ Typical
Head of Payroll	60,000-120,000	78,000
International Payroll Manager	50,000-80,000	65,000
Payroll Manager	45,000-65,000	52,000
Payroll Supervisor/Team Leader	32,000-45,000	39,000
International Payroll Specialist	35,000-52,000	44,000
Sole Charge Payroller	30,000-45,000	38,000
Payroll Clerk	26,000-32,000	30,000
Payroll Administrator	23,000-30,000	26,000

South East England	£ Range	£ Typical
Head of Payroll	55,000-80,000	65,000
Payroll Manager	40,000-55,000	47,000
Payroll Supervisor/Team Leader	28,000-40,000	35,000
Sole Charge Payroller	26,000-34,000	30,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	20,000-26,000	24,000

East of England	£ Range	£ Typical
Head of Payroll	45,000-65,000	55,000
Payroll Manager	35,000-45,000	40,000
Payroll Supervisor/Team Leader	28,000-35,000	32,000
Sole Charge Payroller	26,000-30,000	28,000
Payroll Clerk	24,000-27,000	26,000
Payroll Administrator	22,000-26,000	24,000

South West England	£ Range	£ Typical
Head of Payroll	46,000-65,000	55,000
Payroll Manager	38,000-55,000	45,000
Payroll Supervisor/Team Leader	28,000-35,000	32,500
Sole Charge Payroller	25,000-32,000	28,000
Payroll Clerk	21,000-27,000	25,500
Payroll Administrator	20,000-25,000	23,000

Wales	£ Range	£ Typical
Head of Payroll	46,000-60,000	52,500
Payroll Manager	32,000-50,000	40,000
Payroll Supervisor/Team Leader	27,000-34,000	30,000
Sole Charge Payroller	23,000-30,000	26,500
Payroll Clerk	20,000-25,000	23,500
Payroll Administrator	18,000-22,000	19,500

West Midlands	£ Range	£ Typical
Head of Payroll	65,000-78,000	68,000
International Payroll Manager	48,000-59,000	57,000
Payroll Manager	46,500-56,000	51,000
Payroll Supervisor/Team Leader	35,000-39,500	38,000
International Payroll Specialist	31,000-35,000	33,000
Sole Charge Payroller	28,000-33,000	31,000
Payroll Clerk	25,000-31,000	28,000
Payroll Administrator	21,500-26,000	24,000

East Midlands	£ Range	£ Typical
Head of Payroll	50,000-70,000	65,000
Payroll Manager	40,000-50,000	48,000
Payroll Supervisor/Team Leader	30,000-38,000	35,000
Sole Charge Payroller	25,000-32,000	28,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	18,000-24,000	21,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Payroll	50,000-70,000	60,000
Payroll Manager	35,000-50,000	45,000
Payroll Supervisor/Team Leader	28,000-35,000	30,000
Sole Charge Payroller	26,000-30,000	28,000
Payroll Clerk	21,000-26,000	24,000
Payroll Administrator	18,000-22,000	20,000



North East England	£ Range	£ Typical
Head of Payroll	46,500-60,000	55,000
Payroll Manager	33,000-45,000	42,000
Payroll Supervisor/Team Leader	26,500-33,000	30,000
Sole Charge Payroller	22,500-30,000	27,500
Payroll Clerk	19,000-25,000	22,000
Payroll Administrator	18,000-21,000	19,000

Northern Ireland	£ Range	£ Typical
Head of Payroll	41,000-70,000	55,000
Payroll Manager	32,000-45,000	42,000
Payroll Supervisor/Team Leader	23,000-32,000	28,000
Sole Charge Payroller	23,000-33,000	30,000
Payroll Clerk	18,000-25,000	22,000
Payroll Administrator	17,000-22,000	20,000

North West England	£ Range	£ Typical
Head of Payroll	50,000-70,000	60,000
Payroll Manager	35,000-50,000	45,000
Payroll Supervisor/Team Leader	28,000-35,000	32,000
Sole Charge Payroller	26,000-30,000	28,500
Payroll Clerk	21,000-26,000	25,000
Payroll Administrator	18,500-22,000	20,000

Scotland	£ Range	£ Typical
Head of Payroll	55,000-65,000	60,000
Payroll Manager	42,000-52,000	48,000
Payroll Supervisor/Team Leader	32,000-40,000	35,000
Sole Charge Payroller	25,000-30,000	27,000
Payroll Clerk	22,000-26,000	24,000
Payroll Administrator	19,000-23,000	21,000



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2020 was a challenging year for all, especially those working within the Payroll industry. Government initiatives such as the Coronavirus Job Retention Scheme and the Job Support Scheme which were introduced to keep people paid and in viable jobs during the Coronavirus pandemic, created last minute guidance changes and implementation for payroll departments. Whilst this created additional work and pressures within already busy teams, these Government schemes have raised the profile of the payroll profession, and the importance of payroll within the economy and businesses.

After the initial shock of going into lockdown in March 2020, and the slowdown of activity which followed as recruitment and projects were placed on hold, it became

apparent that the situation was longer term than a few weeks of home working, and recruitment for payroll professionals and training within payroll departments soon picked up. At the CIPP, we saw an increase in demand for our Payroll Update course which is updated every seven days to reflect current guidance, legislation and examples of case law. Investment in long-term learning through qualifications has also increased.

We are also starting to see projects, previously put on hold, commencing again. Payroll professionals with traditional, legacy software have started procurement projects to seek cloud-based solutions which will enable them to process payroll from any location. Many payroll professionals who had to process CJRS claims manually are looking for solutions which will automate many of the transactional aspects of payroll. Robotic process automation is something which has been discussed within payroll for some time but seems to have accelerated in importance during 2020 and into 2021.

Payroll never stands still, and despite the disruptions of 2020, there are a number of other challenges facing the industry as we approach the new tax year. The off-payroll working reforms (IR35) will come into effect from 6 April 2021 and a recent poll of the payroll professionals indicates that many organisations are not prepared. Changes to Scottish student loans and holiday pay are also topical, as well as Veterans NICs to support those from within the forces back into civilian life.

# ACCOUNTANCY & FINANCE

## PART-QUALIFIED ACCOUNTANCY

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	40,000-46,000	44,000	40,000-46,000	44,000	28,500-40,000	35,000	35,000-42,000	38,000
Part-Qualified/Semi Senior	30,000-37,000	36,000	30,000-37,000	36,000	23,500-33,000	29,000	29,000-35,000	35,000
Trainee	20,000-28,000	25,000	20,000-30,000	25,000	18,500-27,000	23,500	25,000-29,000	28,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	36,000-44,000	40,000	36,000-43,000	41,000	28,000-35,000	33,000	32,000-40,000	36,000
Part-Qualified/Semi Senior	30,000-37,000	35,000	30,000-36,000	33,000	24,000-32,000	28,500	25,000-32,000	30,000
Trainee	20,000-28,000	25,000	22,000-28,000	25,000	20,000-26,000	23,500	20,000-26,000	24,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	32,000-40,000	36,000	32,000-40,000	36,000	32,000-38,000	33,000	32,000-40,000	36,000
Part-Qualified/Semi Senior	26,000-34,000	32,000	26,000-32,000	30,000	26,000-32,000	28,500	25,000-32,000	30,000
Trainee	20,000-25,000	24,000	20,000-25,000	23,000	20,000-25,000	22,000	19,000-25,000	23,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	32,000-42,000	37,000	30,000-45,000	37,000	32,000-40,000	32,000	33,000-42,000	34,000
Part-Qualified/Semi Senior	26,000-37,000	32,000	26,000-36,000	32,000	25,000-30,000	27,000	26,000-35,000	30,000
Trainee	18,000-25,000	22,000	18,000-27,000	22,500	18,000-25,000	21,000	17,000-27,000	21,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	26,000-38,000	30,000	26,000-38,000	30,000	24,000-32,000	28,000	26,000-35,000	30,000
Part-Qualified/Semi Senior	22,000-28,000	26,000	22,000-28,000	28,000	18,000-24,000	22,000	22,000-28,000	25,000
Trainee	17,000-22,000	18,500	16,000-22,000	20,000	15,000-20,000	18,000	17,000-22,000	18,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-38,000	35,000	31,000-40,000	36,000	28,000-36,000	30,000	30,000-38,000	35,000
Part-Qualified/Semi Senior	25,000-32,000	30,000	25,000-33,000	29,000	24,000-30,000	27,000	23,000-30,000	28,000
Trainee	19,000-25,000	23,000	20,000-26,000	23,000	19,000-25,000	22,000	18,000-24,000	23,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
<b>East Midlands</b>	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-36,000	33,000	30,000-38,000	35,000	23,000-30,000	30,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	22,000-30,000	28,000	25,000-30,000	28,000	20,000-27,000	26,000	24,000-30,000	27,000
Trainee	18,000-24,000	22,500	20,000-24,000	22,000	16,000-23,000	22,000	18,000-24,000	22,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
<b>Yorkshire and the Humber</b>	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-38,000	34,000	30,000-38,000	33,000	28,000-33,000	30,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	24,000-32,000	28,000	24,000-30,000	27,000	22,000-28,000	26,000	24,000-30,000	26,000
Trainee	18,000-24,000	21,000	18,000-24,000	21,500	18,000-25,000	21,500	18,000-24,000	21,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
<b>North East England</b>	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-38,000	33,000	28,000-38,000	33,000	28,000-35,000	31,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	23,000-32,000	26,000	21,000-32,000	28,000	20,000-28,000	25,000	23,000-30,000	26,000
Trainee	18,000-24,000	20,000	18,000-23,000	21,000	18,000-24,000	21,000	18,000-22,000	19,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
<b>North West England</b>	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	32,000-38,000	35,000	32,000-38,000	35,000	30,000-36,000	33,000	24,000-32,000	30,000
Part-Qualified/Semi Senior	27,000-32,000	30,000	27,000-32,000	30,000	27,000-32,000	30,000	20,000-27,000	26,000
Trainee	19,000-26,000	23,000	19,000-26,000	23,000	19,000-26,000	23,000	16,000-21,000	19,500

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
<b>Northern Ireland</b>	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	26,000-33,000	30,000	26,000-33,000	30,000	23,000-27,000	26,000	20,000-30,000	28,000
Part-Qualified/Semi Senior	24,000-30,000	28,000	24,000-30,000	28,000	20,000-24,000	22,000	18,000-25,000	22,000
Trainee	18,000-25,000	21,000	18,000-25,000	21,000	17,000-20,000	17,500	17,000-20,000	17,500

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
<b>Scotland</b>	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-35,000	33,000	33,000-38,000	34,000	27,000-35,000	30,000	28,000-35,000	33,000
Part-Qualified/Semi Senior	27,000-31,000	30,000	27,000-33,000	31,000	19,000-27,000	25,000	28,000-31,000	28,000
Trainee	20,000-25,000	23,000	20,000-26,000	24,000	18,000-20,000	18,500	18,000-23,000	21,000

# ACCOUNTANCY & FINANCE QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	300,000	-	-
Financial Director	125,000-200,000	160,000	100,000-150,000	125,000
Financial Controller	80,000-130,000	100,000	65,000-85,000	75,000
Financial Planning & Analysis Manager*	70,000-90,000	80,000	65,000-80,000	70,000
Financial Accountant	50,000-60,000	55,000	45,000-55,000	50,000
Company Accountant	-	-	50,000-60,000	55,000
Management Accountant	47,500-55,000	52,500	47,500-52,500	50,000
Business/Finance Analyst*	50,000-65,000	60,000	40,000-60,000	55,000
Finance Manager	60,000-70,000	65,000	55,000-65,000	60,000
Business Partner†	55,000-80,000	67,000	50,000-65,000	57,500
Systems Accountant*	60,000-75,000	65,000	60,000-80,000	70,000
<b>Qualification Experience</b>				
5+ Years' PQE**	65,000-100,000	80,000	60,000-80,000	70,000
2-4 Years' PQE**	55,000-70,000	65,000	50,000-60,000	60,000
Recently Qualified (up to 2 years)	50,000-60,000	56,000	45,000-55,000	52,500
Newly Qualified	48,000-55,000	50,000	45,000-52,000	50,000

	Large organisation ▼		SME ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	280,000	-	-
Financial Director	100,000-200,000	155,000	70,000-140,000	95,000
Financial Controller	70,000-130,000	100,000	55,000-85,000	70,000
Financial Planning & Analysis Manager*	65,000-85,000	80,000	55,000-75,000	65,000
Financial Accountant	50,000-65,000	58,000	45,000-65,000	54,000
Company Accountant	-	-	38,000-55,000	50,000
Management Accountant	50,000-60,000	54,000	42,000-55,000	50,000
Business/Finance Analyst*	55,000-62,000	56,000	45,000-60,000	52,000
Finance Manager	60,000-75,000	64,000	45,000-60,000	55,000
Business Partner†	55,000-80,000	70,000	55,000-70,000	62,500
Systems Accountant*	50,000-80,000	65,000	50,000-70,000	62,500
<b>Qualification Experience</b>				
5+ Years' PQE**	60,000-90,000	76,000	55,000-75,000	68,000
2-4 Years' PQE**	55,000-70,000	66,000	52,000-60,000	55,000
Recently Qualified (up to 2 years)	50,000-65,000	58,000	48,000-60,000	54,000
Newly Qualified	45,000-55,000	50,000	45,000-57,000	50,000

\* Group FD, Systems Accountant, Financial Planning & Analysis Manager, and Business/Finance Analyst are job titles not typically found within the SME finance structure. The exception to this is within the higher concentration of medium-sized businesses located in the South East and London where you may find Finance Analysts and Financial Planning & Analysis Managers. † In SMEs the role of Business Partner is typically filled by a Management Accountant. \*\* PQE: Post-qualified experience. NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	Large organisation ▼		SME ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	150,000-300,000	200,000	-	-
Financial Director	95,000-160,000	130,000	70,000-115,000	90,000
Financial Controller	75,000-90,000	85,000	65,000-85,000	75,000
Financial Planning & Analysis Manager*	65,000-80,000	75,000	55,000-65,000	62,000
Financial Accountant	45,000-65,000	55,000	40,000-50,000	48,000
Company Accountant	-	-	45,000-65,000	55,000
Management Accountant	45,000-55,000	50,000	40,000-50,000	48,000
Business/Finance Analyst*	45,000-60,000	53,000	45,000-55,000	50,000
Finance Manager	58,000-70,000	65,000	55,000-60,000	58,000
Business Partner†	50,000-68,000	62,000	50,000-65,000	58,000
Systems Accountant*	47,500-63,000	55,000	45,000-55,000	50,000
<b>Qualification</b>				
5+ Years' PQE**	60,000-85,000	70,000	60,000-70,000	65,000
2-4 Years' PQE**	50,000-65,000	55,000	49,000-55,000	53,000
Recently Qualified (up to 2 years)	40,000-55,000	48,000	45,000-50,000	48,000
Newly Qualified	40,000-50,000	48,000	43,000-50,000	45,000

	Large organisation ▼		SME ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-300,000	250,000	-	-
Financial Director	85,000-150,000	115,000	80,000-130,000	95,000
Financial Controller	65,000-100,000	90,000	45,000-70,000	59,000
Financial Planning & Analysis Manager*	55,000-90,000	75,000	50,000-75,000	60,000
Financial Accountant	43,000-55,000	51,000	36,000-50,000	45,000
Company Accountant	-	-	40,000-50,000	46,000
Management Accountant	42,000-55,000	50,000	38,000-47,000	44,000
Business/Finance Analyst*	43,000-60,000	53,000	40,000-50,000	44,000
Finance Manager	50,000-65,000	58,000	38,000-55,000	48,000
Business Partner†	45,000-65,000	60,000	42,000-65,000	49,000
Systems Accountant*	40,000-60,000	52,000	45,000-50,000	46,000
<b>Qualification</b>				
5+ Years' PQE**	55,000-85,000	80,000	50,000-75,000	65,000
2-4 Years' PQE**	45,000-60,000	57,000	43,000-55,000	53,000
Recently Qualified (up to 2 years)	40,000-52,000	48,000	37,000-52,500	47,500
Newly Qualified	38,000-48,000	45,000	35,000-46,000	43,000

# ACCOUNTANCY & FINANCE QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	150,000-300,000	200,000	-	-
Financial Director	80,000-130,000	100,000	70,000-120,000	85,000
Financial Controller	50,000-90,000	80,000	45,000-65,000	55,000
Financial Planning & Analysis Manager*	55,000-80,000	68,000	45,000-65,000	55,000
Financial Accountant	35,000-45,000	45,000	32,000-45,000	42,000
Company Accountant	-	-	32,000-45,000	40,000
Management Accountant	35,000-50,000	45,000	32,000-45,000	42,000
Business/Finance Analyst*	40,000-50,000	45,000	40,000-50,000	45,000
Finance Manager	35,000-55,000	47,000	35,000-45,000	42,000
Business Partner†	45,000-60,000	53,000	40,000-50,000	47,500
Systems Accountant*	35,000-50,000	45,000	40,000-50,000	45,000
<b>Experience</b>				
5+ Years' PQE**	50,000-75,000	65,000	42,000-65,000	55,000
2-4 Years' PQE**	40,000-50,000	48,000	32,000-48,000	45,000
Recently Qualified (up to 2 years)	38,000-45,000	43,000	32,000-42,000	40,000
Newly Qualified	30,000-40,000	38,000	28,000-38,000	35,000

	Large organisation ▼		SME ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	100,000-200,000	130,000	70,000-150,000	95,000
Financial Controller	70,000-120,000	95,000	48,000-83,000	70,000
Financial Planning & Analysis Manager*	60,000-90,000	70,000	52,000-75,000	62,000
Financial Accountant	40,000-50,000	45,000	38,000-50,000	44,000
Company Accountant	-	-	42,000-63,000	49,000
Management Accountant	35,000-50,000	45,000	37,000-48,000	42,000
Business/Finance Analyst*	40,000-50,000	45,000	40,000-52,000	44,000
Finance Manager	45,000-65,000	52,500	42,000-55,000	47,000
Business Partner†	50,000-85,000	60,000	50,000-65,000	56,000
Systems Accountant*	40,000-65,000	52,000	40,000-50,000	46,000
<b>Experience</b>				
5+ Years' PQE**	50,000-90,000	70,000	52,000-72,000	65,000
2-4 Years' PQE**	40,000-60,000	55,000	42,000-52,000	47,000
Recently Qualified (up to 2 years)	40,000-50,000	45,000	40,000-45,000	43,000
Newly Qualified	40,000-45,000	40,000	38,000-43,000	40,000

\* Group FD, Systems Accountant, Financial Planning & Analysis Manager, and Business/Finance Analyst are job titles not typically found within the SME finance structure. The exception to this is within the higher concentration of medium-sized businesses located in the South East and London where you may find Finance Analysts and Financial Planning & Analysis Managers. † In SMEs the role of Business Partner is typically filled by a Management Accountant. \*\* PQE: Post-qualified experience. NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	Large organisation ▼		SME ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	90,000-200,000	130,000	60,000-150,000	95,000
Financial Controller	70,000-100,000	90,000	45,000-70,000	60,000
Financial Planning & Analysis Manager*	50,000-90,000	70,000	45,000-60,000	55,000
Financial Accountant	35,000-50,000	45,000	35,000-48,000	44,000
Company Accountant	-	-	30,000-50,000	45,000
Management Accountant	38,000-50,000	45,000	35,000-48,000	45,000
Business/Finance Analyst*	36,000-52,000	45,000	35,000-48,000	45,000
Finance Manager	45,000-65,000	52,000	35,000-50,000	48,000
Business Partner†	45,000-70,000	55,000	45,000-55,000	50,000
Systems Accountant*	40,000-60,000	50,000	30,000-45,000	42,000
<b>Experience</b>				
5+ Years' PQE**	50,000-90,000	70,000	50,000-70,000	65,000
2-4 Years' PQE**	40,000-60,000	50,000	40,000-50,000	47,000
Recently Qualified (up to 2 years)	38,000-50,000	45,000	33,000-48,000	45,000
Newly Qualified	36,000-45,000	40,000	30,000-40,000	38,000

	Large organisation ▼		SME ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	175,000-280,000	200,000	-	-
Financial Director	90,000-130,000	120,000	60,000-115,000	90,000
Financial Controller	60,000-90,000	80,000	38,000-75,000	60,000
Financial Planning & Analysis Manager*	45,000-80,000	60,000	40,000-65,000	52,000
Financial Accountant	35,000-55,000	48,000	33,000-42,000	40,000
Company Accountant	-	-	35,000-55,000	42,000
Management Accountant	35,000-55,000	45,000	30,000-45,000	40,000
Business/Finance Analyst*	40,000-55,000	45,000	32,000-48,000	40,000
Finance Manager	50,000-70,000	56,000	31,000-55,000	45,000
Business Partner†	40,000-65,000	56,000	35,000-52,000	45,000
Systems Accountant*	35,000-55,000	47,000	35,000-47,000	43,000
<b>Experience</b>				
5+ Years' PQE**	50,000-82,000	67,000	50,000-65,000	60,000
2-4 Years' PQE**	45,000-58,000	50,000	36,000-48,000	45,000
Recently Qualified (up to 2 years)	40,000-48,000	45,000	35,000-42,000	40,000
Newly Qualified	35,000-43,000	40,000	31,000-41,000	38,000

# ACCOUNTANCY & FINANCE QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	160,000-280,000	200,000	-	-
Financial Director	90,000-180,000	120,000	50,000-125,000	90,000
Financial Controller	60,000-95,000	80,000	35,000-65,000	55,000
Financial Planning & Analysis Manager*	45,000-65,000	55,000	40,000-65,000	48,000
Financial Accountant	38,000-46,000	42,000	37,500-45,000	40,000
Company Accountant	-	-	35,000-50,000	45,000
Management Accountant	38,000-48,000	45,000	32,000-48,000	40,000
Business/Finance Analyst*	40,000-55,000	48,000	32,000-48,000	40,000
Finance Manager	45,000-61,500	50,000	40,000-60,000	47,000
Business Partner†	45,000-75,000	56,000	35,000-52,000	45,000
Systems Accountant*	45,000-65,000	50,000	35,000-48,000	43,000
<b>Qualification Experience</b>				
5+ Years' PQE**	50,000-80,000	65,000	50,000-75,000	60,000
2-4 Years' PQE**	45,000-55,000	50,000	40,000-50,000	47,000
Recently Qualified (up to 2 years)	40,000-50,000	45,000	35,000-45,000	40,000
Newly Qualified	35,000-42,000	40,000	30,000-42,000	38,000

	Large organisation ▼		SME ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	100,000-200,000	150,000	90,000-140,000	100,000
Financial Controller	75,000-130,000	100,000	55,000-85,000	65,000
Financial Planning & Analysis Manager*	65,000-85,000	75,000	50,000-70,000	55,000
Financial Accountant	40,000-60,000	48,000	35,000-50,000	45,000
Company Accountant	-	-	35,000-55,000	45,000
Management Accountant	40,000-55,000	45,000	35,000-53,000	45,000
Business/Finance Analyst*	40,000-55,000	48,000	35,000-45,000	40,000
Finance Manager	55,000-75,000	65,000	40,000-60,000	50,000
Business Partner†	50,000-75,000	65,000	40,000-60,000	50,000
Systems Accountant*	40,000-58,000	52,000	42,000-55,000	50,000
<b>Qualification Experience</b>				
5+ Years' PQE**	65,000-110,000	80,000	60,000-100,000	75,000
2-4 Years' PQE**	50,000-75,000	65,000	45,000-60,000	50,000
Recently Qualified (up to 2 years)	42,000-55,000	47,000	40,000-50,000	45,000
Newly Qualified	40,000-45,000	42,000	35,000-42,000	37,000

\* Group FD, Systems Accountant, Financial Planning & Analysis Manager, and Business/Finance Analyst are job titles not typically found within the SME finance structure. The exception to this is within the higher concentration of medium-sized businesses located in the South East and London where you may find Finance Analysts and Financial Planning & Analysis Managers. † In SMEs the role of Business Partner is typically filled by a Management Accountant. \*\* PQE: Post-qualified experience. NOTE: Absence of figures denotes insufficient salary data or role not applicable.



	Large organisation ▼		SME ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	100,000-200,000	150,000	70,000-120,000	100,000
Financial Director	80,000-140,000	100,000	60,000-100,000	80,000
Financial Controller	50,000-80,000	65,000	50,000-65,000	55,000
Financial Planning & Analysis Manager*	40,000-65,000	52,000	40,000-65,000	50,000
Financial Accountant	35,000-45,000	40,000	34,000-45,000	38,000
Company Accountant	-	-	34,000-45,000	38,000
Management Accountant	35,000-45,000	40,000	34,000-45,000	38,000
Business/Finance Analyst*	35,000-50,000	42,000	33,000-45,000	38,000
Finance Manager	45,000-60,000	55,000	40,000-55,000	47,000
Business Partner†	40,000-65,000	50,000	35,000-55,000	45,000
Systems Accountant*	45,000-70,000	50,000	40,000-60,000	50,000
<b>Experience</b>				
5+ Years' PQE**	45,000-65,000	55,000	40,000-60,000	50,000
2-4 Years' PQE**	38,000-50,000	45,000	35,000-45,000	44,000
Recently Qualified (up to 2 years)	35,000-45,000	42,000	34,000-42,000	38,000
Newly Qualified	33,000-37,000	35,000	34,000-36,000	35,000

	Large organisation ▼		SME ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	180,000-300,000	250,000	-	-
Financial Director	100,000-180,000	140,000	60,000-100,000	80,000
Financial Controller	65,000-80,000	75,000	50,000-60,000	58,000
Financial Planning & Analysis Manager*	55,000-70,000	66,000	45,000-50,000	50,000
Financial Accountant	38,000-48,000	43,000	36,000-45,000	42,000
Company Accountant	-	-	32,000-46,000	43,000
Management Accountant	38,000-48,000	45,000	36,000-46,000	43,000
Business/Finance Analyst*	36,000-50,000	48,000	35,000-48,000	42,000
Finance Manager	42,000-60,000	55,000	40,000-52,000	50,000
Business Partner†	45,000-65,000	60,000	43,000-48,000	46,000
Systems Accountant*	45,000-60,000	55,000	40,000-45,000	44,000
<b>Experience</b>				
5+ Years' PQE**	55,000-80,000	64,000	48,000-60,000	58,000
2-4 Years' PQE**	44,000-60,000	48,000	40,000-48,000	46,000
Recently Qualified (up to 2 years)	38,000-44,000	43,000	35,000-45,000	42,000
Newly Qualified	37,000-42,000	40,000	34,000-40,000	38,000

# ACCOUNTANCY & FINANCE QUALIFIED ACCOUNTANCY



**Andrew Harding**  
FCMA, CGMA, Chief  
Executive – Management  
Accounting, Association  
of International Certified  
Professional Accountants



For many, 2020 was one of the most difficult years they have ever experienced. Sadly, businesses and finance professionals will continue to face significant challenges in 2021. Businesses have had to quickly adapt to survive. To use one of 2020's most popular expressions, they have 'pivoted' in response to the pandemic and tailored their business and operating models to a new, rapidly changing business environment – this shift had a direct impact on the skills they need from their employees. In fact, 37% of businesses asked their employees to take on new responsibilities and expand their skillset according to our research with SMEs. In the face of the biggest economic hurdle in decades, it now seems evident that having the

right skills isn't just 'a nice to have' – it is essential for business survival and growth. To succeed, employees must be actively involved in the upskilling journey.

This applies to the finance profession as much as it does to any other profession. Well before the coronavirus pandemic hit the world, new and emerging technologies were already pushing finance teams to radically transform and become more agile. Amid the pandemic, many companies started accelerating their digital transformation plans and improving their finance capabilities to better support their organisations now and in the future.

To thrive in the next normal, finance professionals will need to continue to grow their digital finance mindset and develop their skills (e.g. data analytics, risk management, cybersecurity and business models). This means moving from traditional reporting to business intelligence – they must become influential business partners who question constructively, deliver insights and make recommendations, guide strategic decision-making, manage risks and seize opportunities to create value and help the organisation grow.

In 2021, businesses that demonstrate ongoing agility and adaptability will emerge stronger. Those who do, will be able to seize new opportunities and build resilience – not just in reaction to the current crisis, but in preparation for whatever comes next.



**Claire Bennison,**  
**Head of ACCA UK**  
Association of Chartered  
Certified Accountants



Accountants and finance professionals have continued to be in demand in recent times, despite the effects of Covid-19 threatening jobs in many other sectors.

The resilience of the finance and professional services sector is an indication of the increased importance of the skills that accountants can bring to help businesses and organisations weather financial storms and build back better.

Our traditional skills in terms of good financial management have been in demand as clients seek advice on what government assistance might be available to them and what steps to take in order to keep their businesses solvent.

However, the pandemic has increasingly highlighted the skills senior finance professionals can offer in terms of setting strategic direction for their organisations. Increasingly, corporates are relying on accountants to go further than reporting on previous quarters and to help them make the next strategic business decision using analytical tools to predict outcomes.

At ACCA, our focus has been on Rethinking Business for a Sustainable Recovery, which we adopted as our latest brand theme. Our Professional Insights reports have shown that accountants are 'deeply concerned' about building back better and the social and environmental impact of business.

And they are in a pivotal position to influence the way sustainable businesses can generate financial returns, while also creating positive value for society and being environmentally responsible. We are committed to sustainability and green finance as an integral part of our world-class qualification and we have introduced a range of new online learning offerings in this area.

Ethics is another area where Covid-19 has increased the challenges our members face. These include ethical dilemmas caused by being asked to make decisions too quickly without adequate consideration of risks, an increased risk of online fraud and supply chain ethics, when smaller businesses may feel under pressure to comply with unethical practices due to financial vulnerability.



# ACCOUNTANCY & FINANCE PUBLIC PRACTICE

## Audit and assurance

London	£ Range	£ Typical
Director	90,000-120,000	110,000
Assistant Director/Senior Manager	75,000-90,000	80,000
Manager	60,000-70,000	65,000
Assistant Manager	49,000-55,000	52,500
Qualified Senior/Executive	45,000-52,000	49,000

East Midlands	£ Range	£ Typical
Director	65,000-95,000	85,000
Assistant Director/Senior Manager	55,000-70,000	58,000
Manager	45,000-55,000	48,000
Assistant Manager	35,000-45,000	40,000
Qualified Senior/Executive	31,000-40,000	36,000

South East England	£ Range	£ Typical
Director	75,000-100,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	48,000-59,000	55,000
Assistant Manager	42,000-50,000	48,000
Qualified Senior/Executive	36,000-45,000	43,000

Yorkshire and the Humber	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	50,000-68,000	58,000
Manager	40,000-50,000	45,000
Assistant Manager	35,000-45,000	40,000
Qualified Senior/Executive	29,000-40,000	36,000

East of England	£ Range	£ Typical
Director	70,000-90,000	80,000
Assistant Director/Senior Manager	51,000-71,000	66,000
Manager	36,500-56,000	50,000
Assistant Manager	36,000-48,500	45,000
Qualified Senior/Executive	28,500-43,000	40,000

North East England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	50,000-65,000	58,000
Manager	40,000-52,000	48,000
Assistant Manager	35,000-42,000	40,000
Qualified Senior/Executive	29,000-40,000	36,000

South West England	£ Range	£ Typical
Director	80,000-110,000	90,000
Assistant Director/Senior Manager	55,000-88,000	70,000
Manager	45,000-65,000	53,000
Assistant Manager	44,000-50,000	46,000
Qualified Senior/Executive	34,000-43,000	38,000

North West England	£ Range	£ Typical
Director	75,000-125,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	45,000-55,000	53,000
Assistant Manager	38,000-45,000	40,000
Qualified Senior/Executive	28,000-36,000	36,000

Wales	£ Range	£ Typical
Director	70,000-100,000	80,000
Assistant Director/Senior Manager	50,000-70,000	60,000
Manager	40,000-55,000	48,000
Assistant Manager	32,000-45,000	40,000
Qualified Senior/Executive	28,000-38,000	33,000

Northern Ireland	£ Range	£ Typical
Director	65,000-90,000	70,000
Assistant Director/Senior Manager	50,000-80,000	57,500
Manager	37,000-46,000	42,000
Assistant Manager	33,000-37,000	34,000
Qualified Senior/Executive	30,000-35,000	33,000

West Midlands	£ Range	£ Typical
Director	70,000-100,000	90,000
Assistant Director/Senior Manager	55,000-78,000	68,500
Manager	42,500-58,500	52,000
Assistant Manager	36,500-46,000	43,000
Qualified Senior/Executive	32,000-44,000	39,000

Scotland	£ Range	£ Typical
Director	70,000-95,000	80,000
Assistant Director/Senior Manager	52,000-80,000	62,000
Manager	40,000-55,000	48,000
Assistant Manager	35,000-42,000	39,000
Qualified Senior/Executive	32,000-39,000	36,000

## General practice

London	£ Range	£ Typical
Director	80,000-120,000	100,000
Assistant Director/Senior Manager	65,000-80,000	75,000
Manager	55,000-65,000	60,000
Assistant Manager	48,000-52,000	50,000
Qualified Senior/Executive	42,000-47,000	45,000
Semi-Senior Accountant	25,000-34,000	32,000
Trainee Accountant	24,000-28,000	26,000
Bookkeeper	27,000-40,000	35,000

Wales	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	45,000-58,000	52,000
Manager	35,000-50,000	45,000
Assistant Manager	32,000-42,000	38,000
Qualified Senior/Executive	30,000-37,000	33,000
Semi-Senior Accountant	22,000-26,000	24,000
Trainee Accountant	15,000-22,000	19,000
Bookkeeper	18,000-25,000	22,000

South East England	£ Range	£ Typical
Director	75,000-100,000	85,000
Assistant Director/Senior Manager	60,000-65,000	63,000
Manager	50,000-60,000	55,000
Assistant Manager	45,000-50,000	48,000
Qualified Senior/Executive	40,000-46,000	44,000
Semi-Senior Accountant	22,000-33,000	27,500
Trainee Accountant	20,000-25,000	22,500
Bookkeeper	26,000-32,000	30,000

West Midlands	£ Range	£ Typical
Director	65,000-85,000	75,000
Assistant Director/Senior Manager	45,000-65,000	57,500
Manager	35,000-50,000	46,000
Assistant Manager	35,000-42,000	38,000
Qualified Senior/Executive	28,000-35,000	33,000
Semi-Senior Accountant	22,000-27,000	24,000
Trainee Accountant	15,000-22,000	20,000
Bookkeeper	18,000-26,000	24,000

East of England	£ Range	£ Typical
Director	65,000-90,000	76,000
Assistant Director/Senior Manager	52,000-72,000	59,000
Manager	41,000-52,000	47,000
Assistant Manager	38,000-47,000	43,000
Qualified Senior/Executive	31,500-41,000	38,500
Semi-Senior Accountant	22,000-29,500	26,000
Trainee Accountant	16,000-19,500	18,500
Bookkeeper	19,500-31,000	25,500

East Midlands	£ Range	£ Typical
Director	55,000-85,000	73,000
Assistant Director/Senior Manager	45,000-60,000	55,000
Manager	34,000-49,000	44,000
Assistant Manager	34,000-42,000	38,000
Qualified Senior/Executive	27,000-35,000	32,500
Semi-Senior Accountant	22,000-26,000	23,000
Trainee Accountant	18,000-20,000	20,000
Bookkeeper	16,000-20,000	18,000

South West England	£ Range	£ Typical
Director	68,000-100,000	82,000
Assistant Director/Senior Manager	55,000-75,000	59,000
Manager	40,000-56,000	48,000
Assistant Manager	40,000-50,000	42,500
Qualified Senior/Executive	32,000-42,000	36,000
Semi-Senior Accountant	22,000-28,500	25,500
Trainee Accountant	16,000-24,500	19,500
Bookkeeper	20,000-33,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	45,000-55,000	54,000
Manager	35,000-45,000	42,000
Assistant Manager	30,000-40,000	37,000
Qualified Senior/Executive	28,000-35,000	32,000
Semi-Senior Accountant	18,000-24,000	22,000
Trainee Accountant	15,000-19,000	18,000
Bookkeeper	16,000-20,000	18,000

# ACCOUNTANCY & FINANCE PUBLIC PRACTICE

North East England	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	40,000-58,000	54,000
Manager	32,000-49,500	42,000
Assistant Manager	37,000-41,500	38,000
Qualified Senior/Executive	25,000-40,000	33,000
Semi-Senior Accountant	20,000-25,000	22,000
Trainee Accountant	15,000-19,000	18,000
Bookkeeper	16,000-20,000	19,000

Northern Ireland	£ Range	£ Typical
Director	60,000-75,000	65,000
Assistant Director/Senior Manager	45,000-60,000	52,500
Manager	38,000-45,000	40,000
Assistant Manager	33,000-37,000	35,000
Qualified Senior/Executive	29,000-34,000	31,000
Semi-Senior Accountant	24,000-32,000	30,000
Trainee Accountant	16,000-20,000	18,000
Bookkeeper	21,000-25,000	23,000

North West England	£ Range	£ Typical
Director	65,000-90,000	75,000
Assistant Director/Senior Manager	50,000-75,000	62,000
Manager	40,000-55,000	47,000
Assistant Manager	35,000-42,000	39,000
Qualified Senior/Executive	28,000-35,000	33,000
Semi-Senior Accountant	20,000-24,000	22,000
Trainee Accountant	15,000-19,000	18,000
Bookkeeper	20,000-25,000	24,000

Scotland	£ Range	£ Typical
Director	65,000-80,000	75,000
Assistant Director/Senior Manager	50,000-68,000	56,000
Manager	40,000-52,000	47,000
Assistant Manager	32,000-38,000	36,000
Qualified Senior/Executive	30,000-36,000	34,000
Semi-Senior Accountant	24,000-30,000	27,000
Trainee Accountant	18,000-25,000	22,000
Bookkeeper	18,000-27,000	25,000



**Bruce Cartwright CA**  
Chief Executive,  
ICAS



Covid-19 has had far-reaching consequences, not only on our health and the economy but also on our way of life. We have all experienced downturns in the past, but these were cyclical, not a sudden, widespread global shutdown. For many Chartered Accountants working in the business and finance sector, 2020 turned out to be a very busy year. The accountant as an adviser was as much swept up in the lockdown storm as any other business. They were advising clients through difficult times whilst managing the impact on their own businesses.

We needed to introduce new ways of working and react to the challenges that coronavirus brought. We have demonstrated that accountancy is adaptable and agile, and the trusted and informed role that accountants play in a financial crisis has come to the fore. Chartered Accountants are conduits for information and translation, not only for understanding what is available and how to access it, but also in how to apply that knowledge to help owners and managers work through their options.

Chartered Accountants are uniquely placed to have an overview of any business because they get to see all the moving parts and can translate them into financial implications. Whether as a CEO, CFO, financial controller or an adviser, accountants understand the business levers that need to be pulled. They can say, "This is the outcome of doing X and Y, this is the impact on your cashflow, this is the gap, and these are the options to bridge the gap."

But it is not just about the numbers. Now is a moment when we really need Chartered Accountants who deeply care about their moral responsibility to others and the sustainability of businesses. They have a hugely important role to play in helping businesses to navigate the Covid-19 crisis and in getting us all back on our feet.



# ACCOUNTANCY & FINANCE PUBLIC PRACTICE

## Corporate finance

London	£ Range	£ Typical
Director	96,000-160,000	130,000
Assistant Director/Senior Manager	78,000-100,000	88,000
Manager	57,000-78,000	68,000
Qualified Senior/Executive	47,000-60,000	55,000

East Midlands	£ Range	£ Typical
Director	75,000-120,000	100,000
Assistant Director/Senior Manager	55,000-75,000	70,000
Manager	45,000-57,000	54,000
Qualified Senior/Executive	34,000-45,000	42,000

South East England	£ Range	£ Typical
Director	80,000-120,000	110,000
Assistant Director/Senior Manager	70,000-95,000	80,000
Manager	52,000-65,000	56,000
Qualified Senior/Executive	40,000-50,000	45,000

Yorkshire and the Humber	£ Range	£ Typical
Director	75,000-110,000	92,000
Assistant Director/Senior Manager	60,000-78,500	68,000
Manager	45,000-57,500	50,000
Qualified Senior/Executive	36,000-45,000	40,000

East of England	£ Range	£ Typical
Director	60,000-120,000	90,000
Assistant Director/Senior Manager	55,000-80,000	70,000
Manager	41,000-56,000	52,500
Qualified Senior/Executive	36,000-46,000	42,000

North East England	£ Range	£ Typical
Director	75,000-110,000	92,000
Assistant Director/Senior Manager	60,000-78,500	68,000
Manager	45,000-57,500	50,000
Qualified Senior/Executive	36,000-45,000	40,000

South West England	£ Range	£ Typical
Director	80,000-120,000	92,000
Assistant Director/Senior Manager	60,000-92,000	74,000
Manager	50,000-70,000	58,500
Qualified Senior/Executive	40,000-48,000	44,000

North West England	£ Range	£ Typical
Director	80,000-120,000	95,000
Assistant Director/Senior Manager	50,000-75,000	72,000
Manager	45,000-55,000	50,000
Qualified Senior/Executive	35,000-45,000	42,000

Wales	£ Range	£ Typical
Director	60,000-100,000	75,000
Assistant Director/Senior Manager	50,000-75,000	65,000
Manager	35,000-55,000	50,000
Qualified Senior/Executive	30,000-45,000	37,000

Northern Ireland	£ Range	£ Typical
Director	65,000-90,000	70,000
Assistant Director/Senior Manager	45,000-75,000	55,000
Manager	37,000-46,000	44,000
Qualified Senior/Executive	30,000-35,000	33,000

West Midlands	£ Range	£ Typical
Director	75,000-150,000	105,000
Assistant Director/Senior Manager	65,000-82,000	77,500
Manager	45,000-60,000	55,000
Qualified Senior/Executive	38,000-48,000	43,000

Scotland	£ Range	£ Typical
Director	70,000-100,000	85,000
Assistant Director/Senior Manager	55,000-80,000	68,000
Manager	45,000-60,000	52,000
Qualified Senior/Executive	33,000-40,000	36,000



## Forensic accounting

London	£ Range	£ Typical
Director	100,000-170,000	140,000
Assistant Director/Senior Manager	78,000-100,000	85,000
Manager	60,000-80,000	70,000
Assistant Manager	55,000-60,000	55,000
Senior/Executive	47,000-55,000	50,000

East Midlands	£ Range	£ Typical
Director	65,000-95,000	82,500
Assistant Director/Senior Manager	55,000-72,000	67,500
Manager	40,000-56,000	52,000
Assistant Manager	38,000-45,000	41,500
Senior/Executive	34,000-42,000	38,500

South East England	£ Range	£ Typical
Director	90,000-120,500	115,000
Assistant Director/Senior Manager	70,000-95,000	78,000
Manager	50,000-65,000	63,000
Assistant Manager	45,000-52,000	50,000
Senior/Executive	40,000-50,000	46,000

Yorkshire and the Humber	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-72,000	65,000
Manager	40,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-40,000	38,500

East of England	£ Range	£ Typical
Director	85,000-120,000	93,000
Assistant Director/Senior Manager	65,000-90,000	72,000
Manager	45,000-60,000	53,500
Assistant Manager	40,000-48,500	46,000
Senior/Executive	36,500-45,000	42,500

North East England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-72,000	65,000
Manager	40,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-40,000	38,500

South West England	£ Range	£ Typical
Director	80,000-110,000	90,000
Assistant Director/Senior Manager	58,000-88,000	70,000
Manager	49,000-68,000	56,000
Assistant Manager	44,000-55,000	48,000
Senior/Executive	38,500-45,000	42,500

North West England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-75,000	68,000
Manager	45,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-40,000	38,500

Wales	£ Range	£ Typical
Director	60,000-100,000	70,000
Assistant Director/Senior Manager	50,000-70,000	52,500
Manager	40,000-55,000	45,000
Assistant Manager	38,000-46,000	40,000
Senior/Executive	30,000-40,000	32,000

Northern Ireland	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	45,000-55,000	50,000
Manager	36,000-45,000	42,000
Assistant Manager	32,000-35,000	34,000
Senior/Executive	30,000-33,000	32,000

West Midlands	£ Range	£ Typical
Director	70,000-110,000	90,000
Assistant Director/Senior Manager	55,000-75,000	68,000
Manager	42,000-58,000	52,500
Assistant Manager	40,000-48,000	44,000
Senior/Executive	34,000-44,000	40,000

Scotland	£ Range	£ Typical
Director	80,000-100,000	90,000
Assistant Director/Senior Manager	55,000-80,000	65,000
Manager	45,000-60,000	52,000
Assistant Manager	36,000-44,000	42,000
Senior/Executive	33,000-40,000	37,000

# ACCOUNTANCY & FINANCE PUBLIC PRACTICE

## Insolvency/corporate recovery

London	£ Range	£ Typical
Director	95,000-130,000	120,000
Assistant Director/Senior Manager	75,000-95,000	85,000
Manager	55,000-75,000	65,000
Assistant Manager	45,000-55,000	50,000
Senior Administrator	37,000-47,000	42,000
Administrator	28,000-37,000	32,000
Trainee/Junior Administrator	23,000-28,000	25,000

Wales	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	45,000-70,000	58,000
Manager	40,000-55,000	45,000
Assistant Manager	30,000-40,000	35,000
Senior Administrator	23,000-30,000	28,000
Administrator	18,000-23,000	20,000
Trainee/Junior Administrator	16,000-20,000	17,500

South East England	£ Range	£ Typical
Director	60,000-90,000	90,000
Assistant Director/Senior Manager	50,000-70,000	65,000
Manager	45,000-55,000	55,000
Assistant Manager	40,000-50,000	46,500
Senior Administrator	25,000-40,000	32,500
Administrator	20,000-32,000	27,000
Trainee/Junior Administrator	18,000-24,000	22,500

West Midlands	£ Range	£ Typical
Director	60,000-95,000	80,000
Assistant Director/Senior Manager	45,000-68,000	60,000
Manager	38,000-52,000	48,000
Assistant Manager	30,000-42,000	38,000
Senior Administrator	25,000-34,000	31,000
Administrator	20,000-28,000	26,000
Trainee/Junior Administrator	15,000-22,000	20,000

East of England	£ Range	£ Typical
Director	65,000-85,000	75,000
Assistant Director/Senior Manager	50,000-70,000	62,500
Manager	47,000-60,000	55,000
Assistant Manager	40,000-49,000	46,000
Senior Administrator	26,000-41,000	32,500
Administrator	21,000-32,000	28,500
Trainee/Junior Administrator	18,000-25,000	23,000

East Midlands	£ Range	£ Typical
Director	50,000-90,000	75,000
Assistant Director/Senior Manager	40,000-55,000	55,000
Manager	34,000-48,000	45,000
Assistant Manager	30,000-40,000	35,000
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	19,000

South West England	£ Range	£ Typical
Director	78,000-110,000	90,000
Assistant Director/Senior Manager	58,000-88,000	64,000
Manager	48,500-65,000	56,000
Assistant Manager	43,500-55,000	47,000
Senior Administrator	28,000-39,000	32,000
Administrator	23,000-31,000	27,500
Trainee/Junior Administrator	20,000-24,000	22,000

Yorkshire and the Humber	£ Range	£ Typical
Director	50,000-80,000	70,000
Assistant Director/Senior Manager	38,000-55,000	50,000
Manager	34,000-45,000	42,000
Assistant Manager	28,000-36,000	34,000
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

North East England	£ Range	£ Typical
Director	50,000-80,000	70,000
Assistant Director/Senior Manager	38,000-55,000	50,000
Manager	34,000-45,000	42,000
Assistant Manager	28,000-36,000	34,000
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

Northern Ireland	£ Range	£ Typical
Director	60,000-70,000	65,000
Assistant Director/Senior Manager	45,000-55,000	50,000
Manager	38,000-45,000	40,000
Assistant Manager	32,000-37,000	33,000
Senior Administrator	18,000-22,000	20,000
Administrator	16,000-18,000	17,500
Trainee/Junior Administrator	15,000-17,500	17,000

North West England	£ Range	£ Typical
Director	70,000-100,000	80,000
Assistant Director/Senior Manager	55,000-75,000	63,000
Manager	40,000-55,000	45,000
Assistant Manager	35,000-45,000	40,000
Senior Administrator	25,000-35,000	30,000
Administrator	20,000-30,000	27,000
Trainee/Junior Administrator	17,500-22,000	20,000

Scotland	£ Range	£ Typical
Director	55,000-75,000	65,000
Assistant Director/Senior Manager	50,000-65,000	52,000
Manager	38,000-55,000	45,000
Assistant Manager	28,000-37,000	33,000
Senior Administrator	21,000-26,000	23,000
Administrator	17,000-24,000	20,000
Trainee/Junior Administrator	16,500-19,000	18,000

# ACCOUNTANCY & FINANCE TAXATION

## In-house

	FTSE 100/250 ▼		FS ▼		LTD/SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Head of Tax/Director	140,000-310,000	180,000	180,000-350,000	215,000	90,000-150,000	125,000
Group Tax Manager	100,000-130,000	115,000	120,000-160,000	128,000	70,000-110,000	87,000
Senior/International Tax Manager	100,000-130,000	120,000	90,000-130,000	102,000	60,000-80,000	75,000
European Tax Manager	80,000-100,000	90,000	72,000-90,000	83,000	75,000-85,000	80,000
UK Tax Manager	75,000-85,000	83,000	65,000-80,000	75,000	50,000-70,000	63,000
Tax Accountant	45,000-60,000	53,000	55,000-70,000	58,000	35,000-55,000	50,000
Transfer Pricing Manager	75,000-90,000	85,000	70,000-100,000	90,000	50,000-80,000	60,000
VAT Director	100,000-140,000	125,000	90,000-155,000	140,000	80,000-110,000	90,000
VAT Manager	65,000-85,000	75,000	73,000-95,000	90,000	65,000-85,000	75,000
VAT Accountant	35,000-50,000	47,000	47,000-60,000	53,000	35,000-45,000	40,000
Employee/Expat/Trusts Manager	50,000-75,000	60,000	50,000-85,000	60,000	50,000-75,000	55,000
Operational Tax Manager	-	-	72,000-85,000	80,000	-	-

South East England	£ Range	£ Typical
Head of Tax/Director	110,000-180,000	150,000
Group Tax Manager	80,000-120,000	100,000
Senior/International Tax Manager	75,000-90,000	87,500
Tax Manager	60,000-75,000	67,500
Tax Accountant	50,000-60,000	52,000
Transfer Pricing Manager	65,000-90,000	78,000
VAT Director	75,000-95,000	80,000
VAT Manager	65,000-75,000	70,000
VAT Accountant	40,000-60,000	50,000

South West England	£ Range	£ Typical
Head of Tax/Director	100,000-175,000	130,000
Group Tax Manager	75,000-110,000	85,000
Senior/International Tax Manager	65,000-90,000	80,000
Tax Manager	50,000-75,000	60,000
Tax Accountant	40,000-50,000	47,000
Transfer Pricing Manager	60,000-80,000	72,500
VAT Director	65,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	54,000

East of England	£ Range	£ Typical
Head of Tax/Director	100,000-175,000	130,000
Group Tax Manager	75,000-110,000	95,000
Senior/International Tax Manager	65,000-95,000	80,000
Tax Manager	50,000-70,000	60,000
Tax Accountant	40,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	72,500
VAT Director	65,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	50,000

Wales	£ Range	£ Typical
Head of Tax/Director	75,000-120,000	100,000
Group Tax Manager	65,000-85,000	75,000
Senior/International Tax Manager	55,000-75,000	65,000
Tax Manager	45,000-55,000	50,000
Tax Accountant	40,000-60,000	48,000
Transfer Pricing Manager	45,000-75,000	60,000
VAT Director	60,000-90,000	80,000
VAT Manager	45,000-65,000	55,000
VAT Accountant	40,000-50,000	50,000

NOTE: Absence of figures denotes insufficient salary data or role not applicable.

West Midlands	£ Range	£ Typical
Head of Tax/Director	110,000-175,000	140,000
Group Tax Manager	75,000-110,000	90,000
Senior/International Tax Manager	65,000-90,000	80,000
Tax Manager	55,000-70,000	60,000
Tax Accountant	40,000-50,000	47,500
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	65,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	50,000

North East England	£ Range	£ Typical
Head of Tax/Director	80,000-120,000	100,000
Group Tax Manager	65,000-95,000	80,000
Senior/International Tax Manager	60,000-75,000	65,000
Tax Manager	50,000-65,000	55,000
Tax Accountant	35,000-50,000	45,000
Transfer Pricing Manager	60,000-75,000	65,000
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	38,000-50,000	42,000

East Midlands	£ Range	£ Typical
Head of Tax/Director	110,000-175,000	135,000
Group Tax Manager	75,000-110,000	87,500
Senior/International Tax Manager	65,000-90,000	77,000
Tax Manager	50,000-70,000	60,000
Tax Accountant	40,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	60,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	50,000

North West England	£ Range	£ Typical
Head of Tax/Director	80,000-120,000	100,000
Group Tax Manager	65,000-100,000	85,000
Senior/International Tax Manager	60,000-85,000	75,000
Tax Manager	50,000-65,000	55,000
Tax Accountant	35,000-50,000	45,000
Transfer Pricing Manager	60,000-80,000	75,000
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	38,000-55,000	45,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Tax/Director	90,000-130,000	105,000
Group Tax Manager	65,000-95,000	82,000
Senior/International Tax Manager	65,000-80,000	70,000
Tax Manager	50,000-65,000	55,000
Tax Accountant	35,000-46,000	42,000
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	38,000-50,000	44,000

Scotland	£ Range	£ Typical
Head of Tax/Director	80,000-140,000	100,000
Group Tax Manager	60,000-80,000	76,000
Senior/International Tax Manager	65,000-85,000	73,000
Tax Manager	50,000-60,000	55,000
Tax Accountant	38,000-50,000	45,000
Transfer Pricing Manager	50,000-75,000	61,000
VAT Director	70,000-100,000	82,000
VAT Manager	52,000-80,000	65,000
VAT Accountant	38,000-55,000	45,000

# ACCOUNTANCY & FINANCE TAXATION

## Practice

London	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	110,000-200,000	150,000	90,000-150,000	100,000	75,000-110,000	90,000
Assistant Director/Senior Manager	80,000-100,000	85,000	60,000-85,000	75,000	60,000-80,000	70,000
Manager	55,000-75,000	65,000	55,000-65,000	60,000	45,000-60,000	53,000
Assistant Manager/Supervisor	45,000-55,000	55,000	42,000-50,000	47,500	42,000-50,000	47,500
Senior	35,000-45,000	45,000	34,000-45,000	42,000	34,000-45,000	42,000
Assistant	27,000-35,000	31,000	24,000-35,000	30,000	27,000-36,000	30,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	110,000-200,000	150,000	90,000-150,000	100,000	70,000-105,000	85,000
Assistant Director/Senior Manager	80,000-100,000	85,000	60,000-85,000	70,000	60,000-80,000	70,000
Manager	55,000-75,000	65,000	50,000-65,000	55,000	45,000-60,000	52,500
Assistant Manager/Supervisor	45,000-55,000	50,000	42,000-50,000	47,500	40,000-50,000	45,000
Senior	35,000-45,000	43,000	34,000-45,000	42,000	32,000-42,500	36,000
Assistant	27,000-35,000	31,000	25,000-32,000	30,000	25,000-30,000	28,000

South East England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	115,000	90,000-130,000	100,000	65,000-90,000	75,000
Assistant Director/Senior Manager	75,000-99,500	83,000	55,000-80,000	67,500	50,000-70,000	57,000
Manager	50,000-65,000	60,000	45,000-60,000	54,000	40,000-55,000	47,000
Assistant Manager/Supervisor	35,000-57,000	50,000	35,000-52,000	44,500	35,000-45,000	40,000
Senior	36,000-52,000	47,000	26,000-45,000	35,000	25,000-40,000	35,000
Assistant	24,000-34,000	27,000	20,000-30,000	25,000	18,000-25,000	23,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	90,000-130,000	100,000	65,000-110,000	70,000
Assistant Director/Senior Manager	70,000-90,000	80,000	55,000-70,000	65,000	55,000-70,000	57,000
Manager	50,000-65,000	60,000	45,000-55,000	52,000	40,000-55,000	45,000
Assistant Manager/Supervisor	40,000-55,000	48,000	35,000-50,000	42,000	30,000-45,000	37,000
Senior	36,000-50,000	43,000	26,000-45,000	35,000	25,000-35,000	30,000
Assistant	22,000-30,000	27,000	21,000-27,000	25,000	18,000-25,000	22,500

East of England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	81,000-150,000	115,000	68,000-150,000	88,000	51,000-82,000	77,000
Assistant Director/Senior Manager	66,000-92,000	76,000	56,000-76,000	72,000	56,000-68,000	58,000
Manager	45,000-67,000	61,000	41,000-61,000	57,000	43,000-52,000	49,000
Assistant Manager/Supervisor	36,000-47,500	42,500	36,000-44,000	42,500	33,500-46,500	43,000
Senior	31,000-38,500	36,500	26,500-38,500	37,000	28,500-35,000	32,000
Assistant	23,000-31,000	28,000	18,000-25,000	23,500	19,500-24,500	23,500

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	115,000	70,000-115,000	86,000	67,000-88,000	77,000
Assistant Director/Senior Manager	60,000-85,000	71,000	55,000-75,000	66,000	42,000-63,000	57,000
Manager	42,500-60,000	56,000	40,000-55,000	46,500	36,500-57,000	43,500
Assistant Manager/Supervisor	32,500-46,000	43,000	35,000-42,000	40,000	33,000-42,000	38,000
Senior	30,000-42,000	38,000	27,000-36,000	35,000	27,000-33,500	33,000
Assistant	22,500-32,000	26,500	18,000-24,000	23,500	18,000-25,000	22,000

South West England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	88,000-160,000	118,000	78,000-105,000	92,000	60,000-90,000	73,000
Assistant Director/Senior Manager	58,000-90,000	78,000	57,000-78,000	69,000	50,000-73,000	58,000
Manager	47,000-60,000	54,000	47,000-57,000	52,000	42,000-51,000	48,000
Assistant Manager/Supervisor	39,000-48,000	43,000	34,000-45,000	41,000	34,000-43,000	40,000
Senior	35,000-44,000	38,500	32,000-43,000	38,000	30,000-40,000	36,000
Assistant	22,000-31,000	26,000	20,000-31,000	23,500	20,000-29,000	23,500

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	88,000-160,000	113,000	78,000-105,000	90,000	60,000-88,000	67,000
Assistant Director/Senior Manager	55,000-86,000	75,000	57,000-78,000	64,000	50,000-73,000	56,000
Manager	52,000-60,000	52,000	47,000-57,000	50,000	42,000-51,000	46,000
Assistant Manager/Supervisor	39,000-47,000	42,000	34,000-45,000	41,000	34,000-43,000	39,000
Senior	34,000-43,000	37,500	32,000-43,000	37,000	30,000-40,000	36,000
Assistant	22,000-31,000	26,000	20,000-31,000	22,500	20,000-29,000	23,000

# ACCOUNTANCY & FINANCE TAXATION

## Practice

Wales	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-95,000	80,000	55,000-80,000	60,000
Assistant Director/Senior Manager	60,000-85,000	75,000	50,000-70,000	60,000	45,000-65,000	55,000
Manager	45,000-55,000	50,000	40,000-50,000	50,000	35,000-50,000	42,000
Assistant Manager/Supervisor	35,000-45,000	40,000	30,000-40,000	35,000	28,000-37,000	35,000
Senior	28,000-38,000	35,000	28,000-35,000	31,000	25,000-35,000	30,000
Assistant	20,000-25,000	23,000	18,000-25,000	21,000	18,000-25,000	21,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-95,000	80,000	55,000-80,000	60,000
Assistant Director/Senior Manager	60,000-85,000	75,000	50,000-70,000	60,000	45,000-65,000	55,000
Manager	45,000-55,000	50,000	40,000-50,000	50,000	35,000-50,000	42,000
Assistant Manager/Supervisor	35,000-45,000	40,000	30,000-40,000	35,000	28,000-37,000	35,000
Senior	28,000-38,000	35,000	28,000-35,000	31,000	25,000-35,000	30,000
Assistant	20,000-25,000	23,000	18,000-25,000	21,000	18,000-25,000	21,000

West Midlands	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	90,000-170,000	110,000	75,000-120,000	90,000	70,000-90,000	80,000
Assistant Director/Senior Manager	60,000-85,000	68,000	55,000-70,000	65,000	50,000-65,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	45,000	38,000-52,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	35,000-43,000	38,000	30,000-40,000	33,500
Senior	30,000-38,000	36,000	30,000-38,000	32,500	26,000-32,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-170,000	110,000	75,000-120,000	90,000	60,000-80,000	70,000
Assistant Director/Senior Manager	60,000-85,000	68,000	50,000-75,000	65,000	50,000-65,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	44,500	38,000-50,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	34,000-44,000	35,000	30,000-40,000	33,500
Senior	30,000-38,000	34,000	30,000-38,000	32,500	26,000-32,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000



East Midlands	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	85,000-150,000	110,000	75,000-120,000	85,000	65,000-80,000	75,000
Assistant Director/Senior Manager	60,000-85,000	68,000	50,000-75,000	65,000	50,000-65,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	45,000	38,000-52,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	34,000-44,000	35,000	30,000-40,000	33,500
Senior	30,000-38,000	36,000	30,000-39,000	31,500	26,000-32,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	85,000-150,000	110,000	70,000-100,000	80,000	60,000-80,000	70,000
Assistant Director/Senior Manager	60,000-85,000	63,000	50,000-75,000	65,000	50,000-60,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	44,500	39,000-52,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	33,500-43,000	34,500	30,000-40,000	33,500
Senior	30,000-38,000	34,000	30,000-38,000	31,500	26,000-35,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000

Yorkshire and the Humber	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	65,000-100,000	80,000	50,000-80,000	65,000
Assistant Director/Senior Manager	55,000-80,000	65,000	48,000-65,000	60,000	45,000-60,000	52,000
Manager	42,000-55,000	48,000	40,000-50,000	45,000	36,000-48,000	40,000
Assistant Manager/Supervisor	35,000-42,000	40,000	35,000-42,000	37,000	30,000-38,000	34,000
Senior	32,000-40,000	35,000	28,000-38,000	33,000	25,000-35,000	30,000
Assistant	20,000-30,000	25,000	20,000-28,000	23,000	17,000-22,000	20,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-90,000	80,000	55,000-80,000	65,000
Assistant Director/Senior Manager	50,000-80,000	65,000	50,000-75,000	60,000	40,000-55,000	50,000
Manager	40,000-50,000	45,000	35,000-45,000	42,000	32,000-40,000	38,000
Assistant Manager/Supervisor	35,000-42,000	38,000	32,000-37,000	33,000	30,000-36,000	32,000
Senior	32,000-40,000	35,000	28,000-34,000	30,000	25,000-32,000	28,000
Assistant	22,000-28,000	25,000	18,000-25,000	22,000	18,500-23,000	20,000

# ACCOUNTANCY & FINANCE TAXATION

## Practice

North East England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	65,000-100,000	80,000	60,000-90,000	65,000
Assistant Director/Senior Manager	55,000-80,000	65,000	50,000-65,000	58,000	45,000-58,000	52,000
Manager	40,000-50,000	45,000	40,000-50,000	42,000	35,000-45,000	40,000
Assistant Manager/Supervisor	30,000-45,000	40,000	28,000-42,000	37,000	26,000-38,000	34,000
Senior	24,000-40,000	35,000	28,000-38,000	33,000	25,000-35,000	28,000
Assistant	23,000-29,000	25,500	22,000-28,000	23,000	19,000-25,000	20,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-90,000	80,000	55,000-80,000	65,000
Assistant Director/Senior Manager	50,000-75,000	65,000	45,000-70,000	55,000	40,000-55,000	50,000
Manager	40,000-50,000	45,000	35,000-45,000	40,000	32,000-40,000	38,000
Assistant Manager/Supervisor	33,000-42,000	37,500	32,000-37,000	33,000	30,000-36,000	32,000
Senior	24,000-35,000	32,000	24,000-34,000	30,000	22,000-30,000	28,000
Assistant	20,000-25,000	23,000	18,000-25,000	22,000	17,500-23,000	19,500

North West England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	75,000-120,000	110,000	75,000-120,000	100,000	75,000-120,000	80,000
Assistant Director/Senior Manager	60,000-80,000	70,000	55,000-75,000	70,000	60,000-80,000	65,000
Manager	45,000-55,000	50,000	40,000-55,000	50,000	45,000-55,000	45,000
Assistant Manager/Supervisor	35,000-42,000	40,000	35,000-40,000	39,000	35,000-42,000	38,000
Senior	25,000-37,000	36,000	25,000-35,000	33,000	25,000-37,000	33,000
Assistant	18,000-24,000	24,000	22,000-26,000	24,000	18,000-24,000	22,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-120,000	100,000	70,000-90,000	85,000	80,000-120,000	80,000
Assistant Director/Senior Manager	60,000-80,000	70,000	55,000-70,000	65,000	60,000-80,000	60,000
Manager	40,000-55,000	45,000	40,000-50,000	45,000	40,000-55,000	45,000
Assistant Manager/Supervisor	35,000-40,000	40,000	35,000-42,000	40,000	35,000-40,000	38,000
Senior	24,000-32,000	30,000	25,000-32,000	30,000	24,000-32,000	28,000
Assistant	18,000-23,000	23,000	21,000-24,000	22,000	18,000-22,000	21,000

Northern Ireland		Big 4 ▼	Other ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical
Director	70,000-100,000	85,000	60,000-80,000	70,000
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-60,000	50,000
Manager	38,000-50,000	44,000	36,000-45,000	40,000
Assistant Manager/Supervisor	33,000-37,000	34,500	31,000-35,000	34,000
Senior	28,000-33,000	31,000	28,000-32,000	29,000
Assistant	16,000-22,000	20,000	19,000-23,000	20,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical
Director	70,000-100,000	85,000	60,000-80,000	70,000
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-60,000	52,000
Manager	38,000-50,000	44,000	37,000-48,000	41,000
Assistant Manager/Supervisor	33,000-37,000	34,500	31,000-35,000	32,500
Senior	28,000-33,000	31,000	28,000-33,000	31,000
Assistant	16,000-22,000	20,000	18,000-22,000	20,000

Scotland		Big 4 ▼	Top 50 ▼	Below Top 50 ▼		
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	75,000-130,000	95,000	60,000-100,000	80,000	50,000-90,000	75,000
Assistant Director/Senior Manager	60,000-80,000	72,000	55,000-70,000	60,000	45,000-60,000	55,000
Manager	45,000-55,000	50,000	40,000-55,000	49,000	37,000-50,000	45,000
Assistant Manager/Supervisor	38,000-47,000	43,000	33,000-43,000	40,000	35,000-45,000	37,000
Senior	30,000-37,000	35,000	25,000-34,000	32,000	23,000-29,000	27,000
Assistant	20,000-28,000	25,000	17,500-25,000	22,000	18,000-25,000	20,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	75,000-130,000	95,000	60,000-100,000	80,000	50,000-90,000	75,000
Assistant Director/Senior Manager	60,000-80,000	70,000	55,000-70,000	60,000	45,000-60,000	55,000
Manager	44,000-54,000	50,000	40,000-55,000	49,000	37,000-50,000	45,000
Assistant Manager/Supervisor	33,000-45,000	41,000	33,000-43,000	40,000	33,000-43,000	37,000
Senior	27,000-35,000	32,000	25,000-34,000	32,000	22,500-28,000	27,000
Assistant	18,000-27,000	23,000	17,500-25,000	22,000	18,000-23,000	20,000



**Helen Whiteman**  
Chief Executive,  
The Chartered Institute  
of Taxation



With hundreds of pages of new tax law passed every year, chartered tax advisers are used to change. However, looking back over the past 12 months, the pace and depth of change in how we work has been exceptional, mainly because of the impact of Covid-19.

It has been a period of national tragedy and our thoughts are with those who have experienced significant disruption to their personal and professional lives.

But it has also shown the tremendous capacity of tax advisers to adapt to changed circumstances, working effectively from spare bedrooms and kitchen tables.

The investment that organisations have made in their IT capabilities in the past decade has paid off, making what might have been impossible ten years ago, now possible every day. And we have lost the stigma associated with assuming employees cannot perform all of their job from home.

The mass shift to remote working has affected people differently – for some workers and their employers, it has boosted wellbeing and productivity; for others it has been more of a struggle, professionally and mentally. A big question for the future is how organisations manage workplaces and workforces where employees find it quite normal to work from home and in some cases expect to; and how these organisations manage relationships with clients. In some ways, tax advisers may be able to have more face-to-face contact with clients than usual because of ‘virtual’ meeting technology.

We have ourselves seen a significant increase in the number of tax professionals joining our branch events since they went ‘virtual’, as barriers of geography and, to an extent, time have been overcome. These events will continue to run virtually into 2021, and we invite you to join in.

The shift to digital taxation, such as with the Making Tax Digital project, shows that the modern tax adviser has to be IT savvy. We therefore continue to consider the digital skills that will be required from future generations of chartered tax advisers.

As we head into 2021, the challenges are not yet over. The temptation to recoil from following the news these days is understandable but we will continue to ensure that our members remain informed as the UK faces continuing upheaval in 2021.



# ACCOUNTANCY & FINANCE TREASURY

	FTSE 100 ▼		FTSE 250 ▼		Multinationals ▼		SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	120,000-250,000	160,000	90,000-140,000	110,000	90,000-200,000	120,000	75,000-130,000	95,000
Assistant/Deputy Treasurer	100,000-200,000	110,000	-	-	80,000-110,000	85,000	-	-
Treasury Manager	65,000-120,000	78,000	55,000-80,000	67,000	60,000-120,000	75,000	60,000-90,000	65,000
Treasury Accountant	65,000-90,000	78,000	40,000-70,000	55,000	65,000-90,000	70,000	40,000-55,000	50,000
Treasury Dealer	50,000-90,000	60,000	32,000-55,000	45,000	50,000-90,000	55,000	-	-
Treasury Analyst	40,000-70,000	52,000	32,000-55,000	43,000	40,000-70,000	50,000	32,000-45,000	39,000

	FTSE 100/250 ▼		SME ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	80,000-160,000	130,000	70,000-110,000	80,000
Assistant/Deputy Treasurer	80,000-110,000	95,000	-	-
Treasury Manager	50,000-80,000	60,000	40,000-75,000	52,000
Treasury Accountant	40,000-70,000	50,000	35,000-45,000	42,000
Treasury Analyst	35,000-50,000	42,000	30,000-38,000	34,000

	FTSE 100/250 ▼		SME ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-130,000	110,000	60,000-85,000	80,000
Assistant/Deputy Treasurer	65,000-85,000	80,000	-	-
Treasury Manager	40,000-60,000	50,000	40,000-68,000	46,000
Treasury Accountant	35,000-65,000	50,000	30,000-40,000	34,000
Treasury Analyst	30,000-45,000	36,000	25,000-35,000	29,000

	FTSE 100/250 ▼		SME ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-150,000	120,000	60,000-85,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	50,000-65,000	55,000	40,000-65,000	50,000
Treasury Accountant	35,000-55,000	47,000	35,000-50,000	40,000
Treasury Analyst	28,000-40,000	36,000	25,000-35,000	33,500

NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	FTSE 100/250 ▼		SME ▼	
<b>Wales</b>	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-130,000	110,000	65,000-85,000	75,000
Assistant/Deputy Treasurer	70,000-90,000	75,000	-	-
Treasury Manager	40,000-70,000	55,000	45,000-65,000	50,000
Treasury Accountant	30,000-45,000	42,000	38,000-45,000	40,000
Treasury Analyst	28,000-40,000	35,000	28,000-38,000	32,000

	FTSE 100/250 ▼		SME ▼	
<b>West Midlands</b>	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-170,000	115,000	70,000-110,000	85,000
Assistant/Deputy Treasurer	70,000-120,000	85,000	-	-
Treasury Manager	45,000-75,000	65,000	50,000-75,000	53,000
Treasury Accountant	40,000-55,000	47,000	35,000-50,000	42,000
Treasury Analyst	25,000-40,000	36,000	25,000-40,000	32,000

	FTSE 100/250 ▼		SME ▼	
<b>East Midlands</b>	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-150,000	110,000	60,000-90,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	40,000-70,000	58,000	40,000-70,000	45,000
Treasury Accountant	35,000-50,000	40,000	33,000-50,000	35,000
Treasury Analyst	28,000-40,000	33,000	25,000-40,000	31,000

	FTSE 100/250 ▼		SME ▼	
<b>Yorkshire and the Humber</b>	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-140,000	110,000	75,000-90,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	40,000-55,000	52,000	38,000-65,000	45,000
Treasury Accountant	37,000-50,000	44,000	35,000-50,000	38,000
Treasury Analyst	25,000-38,000	30,000	22,000-36,000	29,000

# ACCOUNTANCY & FINANCE TREASURY

FTSE 100/250 ▼

SME ▼

North East England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-140,000	110,000	78,000-90,000	80,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	40,000-55,000	50,000	40,000-65,000	44,000
Treasury Accountant	37,000-55,000	46,000	33,000-50,000	34,000
Treasury Analyst	25,000-35,000	30,000	22,000-32,000	28,000

FTSE 100/250 ▼

SME ▼

North West England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-140,000	122,000	80,000-100,000	85,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	45,000-70,000	60,000	50,000-75,000	60,000
Treasury Accountant	35,000-55,000	46,000	35,000-50,000	40,000
Treasury Analyst	28,000-40,000	32,000	20,000-30,000	29,000

FTSE 100/250 ▼

SME ▼

Scotland	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	80,000-140,000	127,000	55,000-85,000	70,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	50,000-70,000	57,000	45,000-60,000	52,000
Treasury Accountant	40,000-55,000	47,000	35,000-50,000	42,000
Treasury Analyst	35,000-50,000	42,000	30,000-40,000	35,000

NOTE: Absence of figures denotes insufficient salary data or role not applicable.





**Caroline Stockmann**  
Chief Executive,  
Association of Corporate  
Treasurers



The world is a very different one as we look back over the last 12 months. The challenges for businesses have been immense and will continue to be so. The treasurer has been at the heart of the crisis as they ensure the liquidity of their organisation – and never have their skills been more in need than in 2020.

We had seen the trend of treasurers getting closer to their boards in our latest Business of Treasury research, published in May 2020 but based on interviews at the very outset of Covid-19, but the pandemic has accelerated that development. Treasurers have the opportunity to contribute more actively to the strategic direction of their business, and many have said they enjoy the ‘intellectual challenge’ of dealing with the pandemic, as it really tests one’s capabilities.

Interestingly, strategic influencing and other behavioural skills the ACT has been promoting (treasurers say this area, if undeveloped, is their biggest blocker to career advancement) are indispensable in the current environment, where it is critical for CFOs, CEOs and boards to listen to the treasurer and take their advice. Equally critical are the technical professional skills that a treasurer needs in order to make the best decisions, whether around debt funding, FX management, cashflow forecasting, trade finance, investment – or any of the other areas in their remit. Get the principles wrong, and there is a huge and negative impact on the organisation.

That’s why now, more than ever, treasury qualifications are a must-have for the budding treasurer. And given all the ACT learning and exams are online, what better time to upskill oneself and be in a position not only to increase one’s salary, but also to work in a profession that most treasurers say they would definitely join if starting all over again? The variety of tasks in any one day, the mix of strategic and operational, and the externally-facing focus with relationships at the heart of it, makes this profession very attractive.

Technology is another area being accelerated by Covid-19, and treasurers must understand technological developments and adopt them where appropriate. Blockchain has been used very successfully to improve efficiency of letters of credit, and big data and AI generally will have a significant role to play in the future treasury function. Some worry how new entrants to the profession will learn if out of human contact or if machines replace all tasks, and others are concerned that they might be out of a job. However, the expert view tends to be that we will simply evolve and our tasks will become different – it won’t be that we are jobless, but it will be that the focus is very different day-to-day.

Diversity and inclusion and mental wellbeing awareness have also been in the spotlight during the Covid-19 pandemic. Whereas there is some evidence that diversity outcomes have been adversely impacted by lockdowns, the upside perhaps comes with the greater awareness of mental health issues, where taboos are rapidly being broken down. And that’s got to be good, right?

Treasurers have also needed to keep their eye on geopolitical developments, and again, what a year for those! Whether the US election, Brexit or LIBOR transition, treasurers have been estimating the impact on the markets and ensuring they are as prepared as they can be for any outcome. It’s a fine balancing act between taking no action and being caught out, and taking too much action only to find it was a waste of time and money.



# CONSTRUCTION & PROPERTY

## SKILLS SHORTAGES DAMAGING PRODUCTIVITY

The pandemic has had an impact on job satisfaction and salaries, yet employers remain confident about their mid- to long-term activity.

### Prevailing confidence in the industry

Despite a rocky 2020, the majority of construction and property employers are optimistic about the year ahead, with 89% expecting their organisation's activity levels to increase or stay the same over the next 12 months. While this demonstrates employer confidence in the recovering market, there are still concerns from professionals, 68% of whom are concerned about the wider economic climate and the employment opportunities it may create within the next 2-5 years.

**1.1%** Average salary increase over the last year

### Hiring plans continue – with competition rising

In the last 12 months, over four out of five (82%) construction and property employers reported some form of skills shortage in their team. To add to the challenge, 58% found it difficult to recruit permanent staff and 41% struggled to hire temporary staff.

Looking to the year ahead, activity is set to rise, with the majority of employers (70%) intending to hire new staff. Almost half (47%) are planning to recruit permanent staff and over a third (35%) are planning to hire temporary, contract or interim staff.

For many, the expectation is that they face another challenging year with their recruitment. More than half (55%) anticipate that a shortage of suitable applicants will be their top hiring challenge this year, followed by competition from other employers (44%) and unrealistic salary requirements (40%).

“ Looking to the year ahead, activity is set to rise, with the majority of employers intending to hire new staff. ”

### Pay transparency key to attracting and retaining talent

Less than half (44%) of construction and property employers increased salaries over the past 12 months – far lower than the two thirds (68%) who expected to. Just over a third (34%) say that their organisation's leadership team took a pay cut this year as a direct result of the Covid-19 pandemic, yet despite this more than a quarter (26%) of construction and property professionals have seen their salaries decrease, with over three quarters (79%) of these attributing the reduction to Covid-19.

Overall, construction and property salaries increased by an average rate of 1.1% in the past year, slightly less than the UK average of 1.2%. There are exceptions, however, with health and safety professionals bucking the trend and reporting an average 3.2% salary increase in the last year.

Pay transparency remains an issue. 31% of construction and property employers don't believe their organisation is consistently transparent about how pay levels and pay rises are set, although this is an improvement on the UK average of 35%. Further to this, 38% of professionals expressed dissatisfaction with their salary, with the reasons most cited for this being that it doesn't reflect their individual performance (54%). Clear pay transparency (valued by 62% of construction and property professionals), will be key to improving both talent attraction and retention in the year ahead, as will raising salaries again further after the challenge of the pandemic has passed.

#### Top specialist skills in demand:

Projects and change management

29%

Operations

26%

Managerial/Leadership

23%

#### Top soft skills in demand:

Communication and interpersonal

49%

Ability to adopt change

45%

Problem-solving

45%

# CONSTRUCTION & PROPERTY

## SKILLS SHORTAGES DAMAGING PRODUCTIVITY

### Skills shortages impacting productivity

Almost a fifth (18%) of employers do not think their organisation has the talent needed to achieve current business objectives. Negative impacts from a lack of skills are being felt on productivity (57%), the ability to deliver projects (43%) and employee morale (27%).

Soft skills sought after by employers include communication and interpersonal skills (49%), the ability to adopt change (45%) and problem-solving skills (also 45%). Technical skills most required include projects and change management (29%), operations (26%) and managerial and leadership skills (23%).

Almost half (46%) of employers believe the main cause of skills shortages is a lack of people entering the job market looking for construction and property roles. This is greater than the UK average of 35%.

### Employee movement high due to Covid-19

Employees showed a slightly more cautious approach to changing jobs this year, with only 40% moving roles in comparison to 45% last year. The economic effects of the Covid-19 pandemic had a considerable part to play, with 22% of those who did leave their job doing so due to redundancy. Other commonly cited reasons for leaving included a too low salary (15%) and a lack of job security (13%).

Over half (56%) of construction and property professionals are anticipating moving roles in the next 12 months, just under a fifth (19%) saying salary and benefits packages are the top reason. A further 18% cite concerns around job security as their reason for moving roles and another 18% attribute a move to a lack of future opportunities. It's also worth noting that 64% of construction and property professionals were not considering moving roles before the Covid-19 pandemic began.

### Top three reasons employees want to leave their current role:

My salary or benefits package

19%

Lack of future opportunities

18%

Concerns around job security

18%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

44%

Location

14%

Future career opportunities

13%

“ More than half of construction and property professionals are anticipating moving roles in the next 12 months, with a fifth saying salary and benefits packages are the top reason. ”

### Covid-19 has increased career uncertainty

A third of construction and property professionals (33%) say that they are more actively looking for employment due to Covid-19 even though they are still employed, implying a sense of uncertainty about long-term job prospects. Reactions to this are mixed, and while some are keeping a close eye on the job market, a quarter of professionals (26%) who were seeking to move jobs before the pandemic say they have decided to stop job searching. Of this group, 24% say they are concerned about job security and 39% believe it's too risky to move jobs in light of the pandemic. Despite widespread fears of job security, almost four fifths (79%) say that their employer has taken no steps to reduce their career uncertainty since the beginning of the lockdown in March.

As a direct result of the pandemic, over a third (37%) plan to make changes to their career, with almost half (47%) wishing to find a new role which includes a mix of hybrid working – part remote and part in the workplace. A further third (39%) also plan to upskill further in their current profession.

### Workers rate work-life balance as highly as salary

When considering a new role, job security is top of professionals' wish list aside from salary, with 23% considering it important, on a par with work-life balance (23%). Job location is also important for 16% of professionals.

44% said that a better salary or benefits package would tempt them to move jobs. In line with this, the most popular benefit jobseekers look for is having over 28 days paid annual leave (39%) and pension provision above the legal minimum (34%). Combining generous holiday allowances with hybrid working practices, taking into account concerns about job security and defining key opportunities for progression could help with key talent attraction.

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

39%

Pension provision above the legal minimum

34%

Health insurance

32%

### Survey highlights for construction and property

#### Employers

**89%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**82%** experienced skills shortages in the last 12 months

**70%** plan on recruiting staff over the next 12 months

**36%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

#### Employees

**44%** would be tempted to change role due to the salary or benefits package on offer

**36%** feel there is no scope for progression within their organisation

**46%** give their work-life balance a positive rating

**36%** would like additional days off for wellbeing due to the Covid-19 pandemic

# CONSTRUCTION & PROPERTY CONSTRUCTION

## Operational functions

London		
Site management	£ Range	£ Typical
Senior Site Manager	60,000-75,000	68,000
Site Manager	45,000-60,000	55,500
Assistant Site Manager	28,000-45,000	42,500
General Foreman	30,000-40,000	36,500
Contract and project managers	£ Range	£ Typical
Contract Manager	65,000-80,000	78,000
Project Manager	60,000-75,000	70,500
On-site engineering	£ Range	£ Typical
Senior Engineer	50,000-60,000	55,000
Engineer	38,000-48,000	45,000

South West England		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-62,000	57,000
Site Manager	45,000-55,000	49,000
Assistant Site Manager	32,000-40,000	37,500
General Foreman	27,000-35,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-65,000	62,000
Project Manager	55,000-65,000	62,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	47,000
Engineer	37,500-44,000	41,500

South East England		
Site management	£ Range	£ Typical
Senior Site Manager	60,000-70,000	65,000
Site Manager	45,000-60,000	55,000
Assistant Site Manager	28,000-40,000	40,000
General Foreman	25,000-40,000	35,000
Contract and project managers	£ Range	£ Typical
Contract Manager	65,000-90,000	75,000
Project Manager	60,000-85,000	70,000
On-site engineering	£ Range	£ Typical
Senior Engineer	50,000-60,000	55,000
Engineer	35,000-50,000	45,000

Wales		
Site management	£ Range	£ Typical
Senior Site Manager	47,500-52,500	50,000
Site Manager	40,000-47,000	44,000
Assistant Site Manager	32,500-37,500	35,000
General Foreman	27,500-32,500	30,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-60,000	60,000
Project Manager	50,000-60,000	55,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	45,000
Engineer	37,500-42,500	40,000

East of England		
Site management	£ Range	£ Typical
Senior Site Manager	55,000-65,000	60,000
Site Manager	50,000-60,000	55,000
Assistant Site Manager	40,000-50,000	45,000
General Foreman	33,000-40,000	37,000
Contract and project managers	£ Range	£ Typical
Contract Manager	60,000-70,000	65,000
Project Manager	60,000-70,000	65,000
On-site engineering	£ Range	£ Typical
Senior Engineer	43,000-55,000	47,000
Engineer	34,000-46,000	38,500

West Midlands		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-60,000	55,000
Site Manager	43,000-50,000	48,000
Assistant Site Manager	30,000-35,000	35,000
General Foreman	30,000-40,000	34,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-70,000	65,000
Project Manager	55,000-65,000	58,000
On-site engineering	£ Range	£ Typical
Senior Engineer	45,000-55,000	48,000
Engineer	30,000-50,000	40,000

East Midlands		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-58,000	55,000
Site Manager	43,000-48,000	47,000
Assistant Site Manager	30,000-35,000	35,000
General Foreman	30,000-40,000	34,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-70,000	65,000
Project Manager	55,000-65,000	58,000
On-site engineering	£ Range	£ Typical
Senior Engineer	45,000-55,000	48,000
Engineer	30,000-50,000	40,000

North West England		
Site management	£ Range	£ Typical
Senior Site Manager	48,000-58,000	53,000
Site Manager	40,000-55,000	49,000
Assistant Site Manager	28,000-35,000	33,000
General Foreman	28,000-35,000	30,000
Contract and project managers	£ Range	£ Typical
Contract Manager	50,000-68,000	62,000
Project Manager	55,000-63,000	58,000
On-site engineering	£ Range	£ Typical
Senior Engineer	45,000-58,000	53,000
Engineer	38,000-50,000	46,000

Yorkshire and the Humber		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-55,000	52,000
Site Manager	40,000-50,000	45,000
Assistant Site Manager	28,000-35,000	32,000
General Foreman	25,000-35,000	30,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-65,000	60,000
Project Manager	55,000-65,000	58,000
On-site engineering	£ Range	£ Typical
Senior Engineer	45,000-55,000	48,000
Engineer	30,000-50,000	40,000

Northern Ireland		
Site management	£ Range	£ Typical
Senior Site Manager	40,000-52,000	45,000
Site Manager	34,000-52,000	45,000
Assistant Site Manager	25,000-33,000	30,000
General Foreman	32,000-48,000	36,000
Contract and project managers	£ Range	£ Typical
Contract Manager	36,000-75,000	55,000
Project Manager	45,000-70,000	50,000
On-site engineering	£ Range	£ Typical
Senior Engineer	35,000-45,000	40,000
Engineer	28,000-36,000	34,000

North East England		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-55,000	52,000
Site Manager	40,000-50,000	45,000
Assistant Site Manager	28,000-35,000	30,000
General Foreman	25,000-35,000	30,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-65,000	62,000
Project Manager	55,000-62,000	60,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	45,000
Engineer	35,000-45,000	42,000

Scotland		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-60,000	53,000
Site Manager	48,000-53,000	48,000
Assistant Site Manager	35,000-42,000	38,500
General Foreman	33,000-40,000	35,000
Contract and project managers	£ Range	£ Typical
Contract Manager	52,000-62,000	58,000
Project Manager	50,000-60,000	57,500
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-47,000	45,000
Engineer	36,000-42,000	40,000

# CONSTRUCTION & PROPERTY CONSTRUCTION

## Commercial functions

London		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	85,000-115,000	98,000
Senior Quantity Surveyor	70,000-85,000	72,000
Intermediate Quantity Surveyor	45,000-60,000	50,000
Assistant Quantity Surveyor	36,000-45,000	37,500
Estimators	£ Range	£ Typical
Senior Estimator	75,000-90,000	77,000
Estimator	55,000-70,000	59,000
Assistant Estimator	35,000-45,000	38,000

South West England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	68,000-77,500	72,000
Senior Quantity Surveyor	55,000-65,000	60,000
Intermediate Quantity Surveyor	40,000-50,000	47,000
Assistant Quantity Surveyor	28,000-35,000	33,000
Estimators	£ Range	£ Typical
Senior Estimator	57,500-65,000	62,000
Estimator	50,000-60,000	53,000
Assistant Estimator	30,000-35,000	32,000

South East England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	85,000-110,000	91,000
Senior Quantity Surveyor	65,000-75,000	70,000
Intermediate Quantity Surveyor	45,000-60,000	50,000
Assistant Quantity Surveyor	25,000-45,000	35,000
Estimators	£ Range	£ Typical
Senior Estimator	65,000-80,000	70,000
Estimator	50,000-65,000	55,000
Assistant Estimator	25,000-40,000	34,500

Wales		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-70,000	67,500
Senior Quantity Surveyor	55,000-60,000	57,500
Intermediate Quantity Surveyor	40,000-45,000	42,500
Assistant Quantity Surveyor	27,500-32,500	29,000
Estimators	£ Range	£ Typical
Senior Estimator	55,000-60,000	57,000
Estimator	45,000-50,000	47,500
Assistant Estimator	30,000-35,000	31,500

East of England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-80,000	70,000
Senior Quantity Surveyor	55,000-70,000	62,500
Intermediate Quantity Surveyor	40,000-55,000	50,000
Assistant Quantity Surveyor	27,000-40,000	34,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-70,000	60,000
Estimator	45,000-60,000	53,000
Assistant Estimator	30,000-45,000	35,000

West Midlands		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-75,000	70,000
Senior Quantity Surveyor	50,000-65,000	55,000
Intermediate Quantity Surveyor	40,000-45,000	45,000
Assistant Quantity Surveyor	25,000-35,000	30,000
Estimators	£ Range	£ Typical
Senior Estimator	57,000-70,000	64,000
Estimator	45,000-55,000	50,000
Assistant Estimator	25,000-35,000	30,000



East Midlands		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-75,000	70,000
Senior Quantity Surveyor	50,000-65,000	55,000
Intermediate Quantity Surveyor	40,000-45,000	45,000
Assistant Quantity Surveyor	25,000-35,000	28,000
Estimators	£ Range	£ Typical
Senior Estimator	57,000-70,000	64,000
Estimator	44,000-55,000	50,000
Assistant Estimator	22,000-35,000	27,000

Yorkshire and the Humber		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-75,000	70,000
Senior Quantity Surveyor	50,000-65,000	55,000
Intermediate Quantity Surveyor	40,000-45,000	45,000
Assistant Quantity Surveyor	25,000-35,000	28,000
Estimators	£ Range	£ Typical
Senior Estimator	57,000-70,000	64,000
Estimator	40,000-55,000	48,000
Assistant Estimator	25,000-35,000	30,000

North East England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	68,000
Senior Quantity Surveyor	47,000-55,000	50,000
Intermediate Quantity Surveyor	39,000-42,000	42,000
Assistant Quantity Surveyor	24,000-30,000	29,000
Estimators	£ Range	£ Typical
Senior Estimator	48,000-60,000	55,000
Estimator	43,000-55,000	46,000
Assistant Estimator	30,000-35,000	32,000

North West England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-72,000	65,000
Senior Quantity Surveyor	48,000-60,000	54,000
Intermediate Quantity Surveyor	40,000-48,000	47,000
Assistant Quantity Surveyor	22,000-34,000	28,000
Estimators	£ Range	£ Typical
Senior Estimator	55,000-70,000	65,000
Estimator	40,000-57,000	52,000
Assistant Estimator	30,000-38,000	33,000

Northern Ireland		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	65,000
Senior Quantity Surveyor	50,000-60,000	55,000
Intermediate Quantity Surveyor	39,000-48,000	43,000
Assistant Quantity Surveyor	30,000-37,000	35,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-65,000	55,000
Estimator	40,000-50,000	45,000
Assistant Estimator	32,000-40,000	35,000

Scotland		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	65,000
Senior Quantity Surveyor	52,000-60,000	55,000
Intermediate Quantity Surveyor	40,000-48,000	44,000
Assistant Quantity Surveyor	30,000-38,000	35,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-60,000	54,000
Estimator	40,000-50,000	45,000
Assistant Estimator	25,000-35,000	31,000

# CONSTRUCTION & PROPERTY

## HEALTH & SAFETY

London	£ Range	£ Typical
H&S Director	85,000-150,000	110,000
Senior H&S Manager	65,000-85,000	75,000
H&S Manager	50,000-65,000	56,000
H&S Advisor	36,000-50,000	43,000
H&S Coordinator	25,000-35,000	30,000
CDM Coordinator/Principal Designer	50,000-60,000	55,000

Wales	£ Range	£ Typical
H&S Director	60,000-80,000	67,500
Senior H&S Manager	48,000-58,000	51,000
H&S Manager	37,000-47,000	42,000
H&S Advisor	25,000-35,000	30,000
H&S Coordinator	22,500-27,000	26,000
CDM Coordinator/Principal Designer	33,000-40,000	37,000

South East England	£ Range	£ Typical
H&S Director	80,000-120,000	95,000
Senior H&S Manager	60,000-75,000	65,000
H&S Manager	45,000-60,000	53,000
H&S Advisor	35,000-45,000	40,000
H&S Coordinator	25,000-34,000	30,000
CDM Coordinator/Principal Designer	40,000-55,000	47,000

West Midlands	£ Range	£ Typical
H&S Director	75,000-120,000	95,000
Senior H&S Manager	45,000-65,000	60,000
H&S Manager	40,000-55,000	48,000
H&S Advisor	32,000-45,000	38,000
H&S Coordinator	25,000-35,000	30,000
CDM Coordinator/Principal Designer	40,000-60,000	50,000

East of England	£ Range	£ Typical
H&S Director	60,000-80,000	75,000
Senior H&S Manager	45,000-59,000	52,000
H&S Manager	40,000-45,000	42,000
H&S Advisor	30,000-36,000	33,000
H&S Coordinator	25,000-30,000	28,000
CDM Coordinator/Principal Designer	35,000-40,000	38,000

East Midlands	£ Range	£ Typical
H&S Director	75,000-120,000	95,000
Senior H&S Manager	45,000-65,000	60,000
H&S Manager	40,000-55,000	48,000
H&S Advisor	32,000-45,000	38,000
H&S Coordinator	25,000-35,000	30,000
CDM Coordinator/Principal Designer	40,000-60,000	50,000

South West England	£ Range	£ Typical
H&S Director	70,000-80,000	75,000
Senior H&S Manager	50,000-60,000	57,000
H&S Manager	45,000-50,000	47,500
H&S Advisor	35,000-42,500	38,000
H&S Coordinator	30,000-35,000	32,000
CDM Coordinator/Principal Designer	35,000-45,000	40,000

Yorkshire and the Humber	£ Range	£ Typical
H&S Director	75,000-100,000	85,000
Senior H&S Manager	50,000-65,000	55,000
H&S Manager	35,000-45,000	45,000
H&S Advisor	25,000-36,000	35,250
H&S Coordinator	19,000-25,000	21,000
CDM Coordinator/Principal Designer	38,000-48,000	44,000

North East England	£ Range	£ Typical
H&S Director	55,000-70,000	66,000
Senior H&S Manager	39,000-49,000	47,000
H&S Manager	33,000-40,000	38,000
H&S Advisor	25,000-35,000	26,000
H&S Coordinator	18,000-23,000	20,000
CDM Coordinator/Principal Designer	32,000-40,000	38,000

Northern Ireland	£ Range	£ Typical
H&S Director	50,000-70,000	55,000
Senior H&S Manager	40,000-57,500	45,000
H&S Manager	32,000-48,000	42,000
H&S Advisor	25,000-40,000	32,000
H&S Coordinator	18,000-26,000	22,000
CDM Coordinator/Principal Designer	30,000-40,000	35,000

North West England	£ Range	£ Typical
H&S Director	65,000-80,000	70,000
Senior H&S Manager	55,000-60,000	55,000
H&S Manager	45,000-50,000	45,000
H&S Advisor	35,000-38,000	35,000
H&S Coordinator	28,000-30,000	28,000
CDM Coordinator/Principal Designer	45,000-50,000	45,000

Scotland	£ Range	£ Typical
H&S Director	48,000-56,000	54,000
Senior H&S Manager	41,000-46,000	44,000
H&S Manager	34,000-41,000	39,500
H&S Advisor	26,000-31,000	29,000
H&S Coordinator	18,000-23,000	22,000
CDM Coordinator/Principal Designer	45,000-60,000	49,500



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Occupational safety and health (OSH) professionals are front and centre of organisations' recovery from Covid-19. Senior leaders are turning to them for guidance on protecting their workforce and the future of their business.

How can they restart operations safely? How can they prevent virus transmission on site? How can they protect remote workers? How can they avert mental health and wellbeing issues?

These are just some of the questions OSH professionals are being called on to answer. At the same time, they must ensure their employers don't lose sight of non-Covid risks.

To achieve this, OSH professionals must be attuned to how their organisation is run and how OSH can enable it to sustain its future and achieve strategic goals. They must be able to adapt quickly as new risks emerge and provide senior leaders with assurance.

The demand for expert OSH advice will continue into 2021 and beyond. IOSH is seeking to ensure there is a significant pool of high-calibre people who can respond. We are doing this via our Student Membership Scheme, which provides those studying IOSH-accredited programmes with networking opportunities, our IOSH Mentoring platform, which enables people at differing career stages to share knowledge and good practice, and our Future Leaders Community, which is led by new and aspiring professionals to help members build their OSH career.

With demand high for relevant skills, IOSH's main safety and health training products have moved online, including our Level 3 Certificate in Safety and Health for Business, which ensures professionals are equipped with both the technical knowledge and the business acumen employers need.

That is why I am confident our profession can continue to deliver, to protect the futures of organisations and those who work for them.

# CONSTRUCTION & PROPERTY SURVEYING CONSULTANTS

## Professional quantity surveyors

London	£ Range	£ Typical
Partner/Director	100,000-120,000	110,000
Associate	75,000-85,000	80,000
Senior Surveyor	55,000-65,000	60,000
Newly Qualified Surveyor	40,000-50,000	45,000
Graduate Surveyor	25,000-35,000	30,000

South West England	£ Range	£ Typical
Partner/Director	65,000-70,000	69,000
Associate	53,000-59,000	56,000
Senior Surveyor	45,000-52,500	48,500
Newly Qualified Surveyor	35,000-40,000	37,000
Graduate Surveyor	23,000-29,000	26,500

South East England	£ Range	£ Typical
Partner/Director	80,000-100,000	90,000
Associate	65,000-75,000	70,000
Senior Surveyor	50,000-60,000	56,000
Newly Qualified Surveyor	40,000-50,000	43,000
Graduate Surveyor	22,000-28,000	26,500

Wales	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	45,000-55,000	53,500
Senior Surveyor	42,500-47,500	47,500
Newly Qualified Surveyor	30,000-37,500	34,000
Graduate Surveyor	20,000-26,000	23,500

East of England	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	55,000-65,000	62,000
Senior Surveyor	45,000-55,000	48,000
Newly Qualified Surveyor	30,000-40,000	37,000
Graduate Surveyor	22,000-30,000	24,500

West Midlands	£ Range	£ Typical
Partner/Director	70,000-85,000	73,000
Associate	55,000-70,000	61,000
Senior Surveyor	50,000-65,000	65,000
Newly Qualified Surveyor	38,000-45,000	40,000
Graduate Surveyor	20,000-27,000	26,000

East Midlands	£ Range	£ Typical
Partner/Director	68,000-83,000	70,000
Associate	53,000-68,000	67,000
Senior Surveyor	50,000-65,000	65,000
Newly Qualified Surveyor	38,000-45,000	40,000
Graduate Surveyor	20,000-27,000	26,000

North West England	£ Range	£ Typical
Partner/Director	60,000-90,000	70,000
Associate	50,000-60,000	55,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	35,000-43,000	40,000
Graduate Surveyor	22,000-30,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	50,000-60,000	57,000
Senior Surveyor	40,000-50,000	48,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-28,000	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	58,000-75,000	70,000
Associate	45,000-55,000	50,000
Senior Surveyor	36,000-48,000	42,000
Newly Qualified Surveyor	28,000-36,000	35,000
Graduate Surveyor	20,000-25,000	22,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	62,000
Associate	50,000-60,000	55,000
Senior Surveyor	45,000-55,000	50,000
Newly Qualified Surveyor	26,000-35,000	31,000
Graduate Surveyor	20,000-24,000	22,500

Scotland	£ Range	£ Typical
Partner/Director	70,000-80,000	78,000
Associate	60,000-70,000	60,000
Senior Surveyor	50,000-58,000	55,000
Newly Qualified Surveyor	34,000-40,000	38,000
Graduate Surveyor	21,000-26,000	24,000

# CONSTRUCTION & PROPERTY SURVEYING CONSULTANTS

## Building surveyors

London	£ Range	£ Typical
Partner/Director	90,000-120,000	100,000
Associate	70,000-85,000	76,500
Senior Surveyor	55,000-65,000	60,000
Newly Qualified Building Surveyor	42,000-50,000	45,000
Graduate Building Surveyor	27,000-35,000	29,000
Maintenance Surveyor	35,000-50,000	45,000

South West England	£ Range	£ Typical
Partner/Director	65,000-75,000	68,750
Associate	50,000-60,000	56,000
Senior Surveyor	40,000-50,000	44,000
Newly Qualified Building Surveyor	30,000-35,000	33,500
Graduate Building Surveyor	23,000-26,000	25,000
Maintenance Surveyor	30,000-35,000	33,000

South East England	£ Range	£ Typical
Partner/Director	70,000-90,000	80,000
Associate	55,000-65,000	65,000
Senior Surveyor	50,000-55,000	55,000
Newly Qualified Building Surveyor	35,000-42,000	38,000
Graduate Building Surveyor	20,000-26,000	24,000
Maintenance Surveyor	35,000-45,000	37,000

Wales	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	45,000-55,000	51,000
Senior Surveyor	37,500-47,500	46,000
Newly Qualified Building Surveyor	30,000-37,500	35,000
Graduate Building Surveyor	21,000-26,500	23,000
Maintenance Surveyor	27,500-35,000	33,500

East of England	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	50,000-65,000	58,000
Senior Surveyor	40,000-50,000	48,000
Newly Qualified Building Surveyor	30,000-40,000	35,000
Graduate Building Surveyor	20,000-26,000	24,000
Maintenance Surveyor	35,000-45,000	38,000

West Midlands	£ Range	£ Typical
Partner/Director	70,000-85,000	75,000
Associate	50,000-65,000	55,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Building Surveyor	33,000-40,000	36,000
Graduate Building Surveyor	22,000-30,000	26,000
Maintenance Surveyor	30,000-40,000	35,000

East Midlands	£ Range	£ Typical
Partner/Director	65,000-75,000	65,000
Associate	48,000-55,000	52,000
Senior Surveyor	35,000-48,000	46,000
Newly Qualified Building Surveyor	33,000-40,000	36,000
Graduate Building Surveyor	22,000-30,000	26,000
Maintenance Surveyor	30,000-40,000	35,000

North West England	£ Range	£ Typical
Partner/Director	65,000-90,000	75,000
Associate	45,000-60,000	55,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Building Surveyor	38,000-42,000	40,000
Graduate Building Surveyor	22,000-30,000	28,000
Maintenance Surveyor	30,000-38,000	34,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	60,000-75,000	67,000
Associate	50,000-60,000	51,000
Senior Surveyor	40,000-50,000	44,000
Newly Qualified Building Surveyor	30,000-40,000	35,000
Graduate Building Surveyor	21,000-27,000	24,000
Maintenance Surveyor	25,000-32,000	29,000

Northern Ireland	£ Range	£ Typical
Partner/Director	50,000-70,000	55,000
Associate	40,000-48,000	42,000
Senior Surveyor	33,000-40,000	35,000
Newly Qualified Building Surveyor	28,000-35,000	32,000
Graduate Building Surveyor	18,000-24,000	19,500
Maintenance Surveyor	24,000-32,000	28,000

North East England	£ Range	£ Typical
Partner/Director	50,000-65,000	55,000
Associate	48,000-55,000	49,500
Senior Surveyor	43,000-47,000	44,000
Newly Qualified Building Surveyor	26,000-34,000	30,000
Graduate Building Surveyor	20,000-24,000	23,000
Maintenance Surveyor	30,000-37,000	35,000

Scotland	£ Range	£ Typical
Partner/Director	65,000-90,000	70,000
Associate	55,000-65,000	60,000
Senior Surveyor	45,000-55,000	53,000
Newly Qualified Building Surveyor	33,000-43,000	35,000
Graduate Building Surveyor	21,000-25,000	24,000
Maintenance Surveyor	25,000-30,000	29,250

# CONSTRUCTION & PROPERTY SURVEYING CONSULTANTS

## Project managers

London	£ Range	£ Typical
Partner/Director	90,000-120,000	100,000
Associate	75,000-85,000	80,000
Senior Surveyor	60,000-75,000	65,000
Newly Qualified Surveyor	45,000-55,000	50,000
APC Surveyor	30,000-35,000	35,000
Graduate	24,000-28,000	27,500

South West England	£ Range	£ Typical
Partner/Director	65,000-72,000	71,250
Associate	55,000-62,500	60,000
Senior Surveyor	47,500-52,500	50,000
Newly Qualified Surveyor	27,500-37,500	35,000
APC Surveyor	25,000-29,000	26,500
Graduate	23,000-25,000	24,000

South East England	£ Range	£ Typical
Partner/Director	80,000-100,000	85,000
Associate	65,000-75,000	68,000
Senior Surveyor	55,000-65,000	60,000
Newly Qualified Surveyor	40,000-50,000	43,000
APC Surveyor	28,000-36,000	32,000
Graduate	24,000-28,000	25,000

Wales	£ Range	£ Typical
Partner/Director	65,000-72,000	70,000
Associate	45,000-52,500	50,000
Senior Surveyor	45,000-50,000	47,000
Newly Qualified Surveyor	32,500-36,500	35,000
APC Surveyor	25,000-30,000	28,000
Graduate	23,500-25,000	24,000

East of England	£ Range	£ Typical
Partner/Director	67,500-80,000	72,000
Associate	50,000-62,000	60,000
Senior Surveyor	42,000-50,000	48,000
Newly Qualified Surveyor	32,000-42,000	38,000
APC Surveyor	28,000-32,000	30,000
Graduate	22,000-28,000	25,000

West Midlands	£ Range	£ Typical
Partner/Director	75,000-82,000	78,000
Associate	55,000-70,000	65,000
Senior Surveyor	55,000-60,000	55,000
Newly Qualified Surveyor	33,000-45,000	35,000
APC Surveyor	22,000-30,000	28,000
Graduate	20,000-28,000	24,000



East Midlands	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	55,000-65,000	60,000
Senior Surveyor	45,000-55,000	50,000
Newly Qualified Surveyor	33,000-43,000	35,000
APC Surveyor	22,000-30,000	28,000
Graduate	20,000-27,000	24,000

North West England	£ Range	£ Typical
Partner/Director	70,000-90,000	80,000
Associate	50,000-65,000	60,000
Senior Surveyor	40,000-60,000	55,000
Newly Qualified Surveyor	35,000-40,000	40,000
APC Surveyor	25,000-32,000	30,000
Graduate	22,000-27,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	50,000-60,000	57,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	30,000-40,000	35,000
APC Surveyor	25,000-31,000	28,000
Graduate	21,000-25,000	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	64,000
Associate	45,000-60,000	55,000
Senior Surveyor	38,000-45,000	43,000
Newly Qualified Surveyor	31,000-40,000	34,000
APC Surveyor	25,000-30,000	28,000
Graduate	19,000-23,000	21,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	63,000
Associate	50,000-60,000	54,500
Senior Surveyor	42,000-48,000	43,000
Newly Qualified Surveyor	29,000-37,000	31,000
APC Surveyor	22,000-27,000	25,000
Graduate	19,000-24,000	23,000

Scotland	£ Range	£ Typical
Partner/Director	75,000-100,000	80,000
Associate	60,000-70,000	67,000
Senior Surveyor	45,000-58,000	55,000
Newly Qualified Surveyor	35,000-43,000	40,000
APC Surveyor	25,000-32,000	32,000
Graduate	20,000-25,000	24,000

# CONSTRUCTION & PROPERTY GENERAL PRACTICE SURVEYING

## General practice surveyors

London	£ Range	£ Typical
Partner/Director	70,000-100,000	85,000
Associate	58,000-68,000	65,000
Senior Surveyor	45,000-55,000	48,000
Newly Qualified Surveyor	38,000-42,000	40,000
Graduate Surveyor	25,000-28,000	26,500

East Midlands	£ Range	£ Typical
Partner/Director	55,000-65,000	60,000
Associate	50,000-60,000	58,000
Senior Surveyor	38,000-48,000	42,000
Newly Qualified Surveyor	28,000-35,000	32,000
Graduate Surveyor	20,000-25,000	21,000

South East England	£ Range	£ Typical
Partner/Director	71,000-88,000	80,000
Associate	55,000-65,000	63,000
Senior Surveyor	48,000-58,000	51,000
Newly Qualified Surveyor	35,000-38,000	37,500
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	70,000-80,000	75,000
Associate	45,000-55,000	50,000
Senior Surveyor	39,000-47,000	42,000
Newly Qualified Surveyor	30,000-38,000	33,000
Graduate Surveyor	21,000-25,000	23,000

East of England	£ Range	£ Typical
Partner/Director	60,000-80,000	70,000
Associate	50,000-60,000	53,500
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	20,000-28,000	23,500

North East England	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	50,000-60,000	55,000
Senior Surveyor	40,000-50,000	48,000
Newly Qualified Surveyor	25,000-35,000	32,000
Graduate Surveyor	20,000-24,000	22,500

South West England	£ Range	£ Typical
Partner/Director	65,000-77,000	75,000
Associate	50,000-60,000	57,000
Senior Surveyor	42,500-47,500	45,000
Newly Qualified Surveyor	30,000-35,000	33,500
Graduate Surveyor	22,500-25,000	24,500

North West England	£ Range	£ Typical
Partner/Director	70,000-85,000	80,000
Associate	50,000-60,000	58,000
Senior Surveyor	40,000-45,000	43,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-27,000	25,000

Wales	£ Range	£ Typical
Partner/Director	67,500-72,500	70,500
Associate	45,000-55,000	50,500
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	30,000-35,000	32,500
Graduate Surveyor	22,500-25,000	23,750

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	68,000
Associate	45,000-55,000	50,000
Senior Surveyor	36,000-42,000	39,000
Newly Qualified Surveyor	25,000-34,000	33,000
Graduate Surveyor	18,000-22,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	55,000-65,000	60,000
Senior Surveyor	40,000-55,000	50,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-28,000	24,000

Scotland	£ Range	£ Typical
Partner/Director	65,000-72,000	72,000
Associate	40,000-52,000	52,000
Senior Surveyor	36,000-44,000	43,000
Newly Qualified Surveyor	28,000-35,000	33,000
Graduate Surveyor	20,000-24,000	23,000

## Property managers

London	£ Range	£ Typical
Partner/Director	72,000-100,000	82,000
Associate	55,000-68,000	62,500
Senior Surveyor	45,000-52,000	48,500
Newly Qualified Surveyor	38,000-42,000	40,000
Graduate Surveyor	25,000-28,000	26,000

East Midlands	£ Range	£ Typical
Partner/Director	55,000-65,000	60,000
Associate	50,000-60,000	53,000
Senior Surveyor	38,000-48,000	42,000
Newly Qualified Surveyor	28,000-35,000	32,000
Graduate Surveyor	20,000-25,000	21,000

South East England	£ Range	£ Typical
Partner/Director	65,000-85,000	73,000
Associate	58,000-65,000	60,000
Senior Surveyor	47,000-58,000	52,000
Newly Qualified Surveyor	36,000-43,000	38,000
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	73,000
Associate	45,000-55,000	50,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	31,000-37,000	33,000
Graduate Surveyor	20,000-25,000	24,000

East of England	£ Range	£ Typical
Partner/Director	60,000-80,000	68,000
Associate	50,000-60,000	54,000
Senior Surveyor	37,000-47,000	45,000
Newly Qualified Surveyor	30,000-35,000	35,000
Graduate Surveyor	22,000-26,000	24,000

North East England	£ Range	£ Typical
Partner/Director	65,000-75,000	68,000
Associate	45,000-55,000	51,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	31,000-37,000	31,000
Graduate Surveyor	20,000-25,000	24,000

South West England	£ Range	£ Typical
Partner/Director	67,500-72,500	70,000
Associate	52,500-57,500	55,000
Senior Surveyor	42,500-47,500	45,000
Newly Qualified Surveyor	30,000-35,000	32,000
Graduate Surveyor	22,500-27,500	25,000

North West England	£ Range	£ Typical
Partner/Director	60,000-80,000	75,000
Associate	45,000-65,000	54,000
Senior Surveyor	38,000-45,000	43,000
Newly Qualified Surveyor	35,000-40,000	38,000
Graduate Surveyor	22,000-26,000	25,000

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	67,500
Associate	50,000-55,000	52,500
Senior Surveyor	40,000-47,000	42,500
Newly Qualified Surveyor	27,500-32,500	29,000
Graduate Surveyor	22,500-27,500	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	56,000-75,000	70,000
Associate	45,000-55,000	49,500
Senior Surveyor	36,000-43,000	40,000
Newly Qualified Surveyor	25,000-35,000	32,000
Graduate Surveyor	18,000-21,000	19,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	55,000-65,000	60,000
Senior Surveyor	40,000-55,000	50,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-28,000	24,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-72,000	70,000
Associate	46,000-54,000	52,000
Senior Surveyor	38,000-47,000	40,000
Newly Qualified Surveyor	25,000-34,000	30,000
Graduate Surveyor	20,000-25,000	24,000

# CONSTRUCTION & PROPERTY GENERAL PRACTICE SURVEYING

## Commercial surveyors

London	£ Range	£ Typical
Partner/Director	70,000-100,000	85,000
Associate	55,000-65,000	62,500
Senior Surveyor	42,000-52,000	48,000
Newly Qualified Surveyor	38,000-40,000	38,500
Graduate Surveyor	25,000-28,000	27,000

East Midlands	£ Range	£ Typical
Partner/Director	55,000-65,000	55,000
Associate	50,000-60,000	54,000
Senior Surveyor	38,000-48,000	47,000
Newly Qualified Surveyor	28,000-35,000	32,000
Graduate Surveyor	20,000-25,000	21,000

South East England	£ Range	£ Typical
Partner/Director	65,000-85,000	72,000
Associate	55,000-65,000	60,000
Senior Surveyor	48,000-55,000	52,000
Newly Qualified Surveyor	35,000-38,000	36,000
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	45,000-55,000	51,000
Senior Surveyor	38,000-47,000	40,000
Newly Qualified Surveyor	31,000-37,000	33,000
Graduate Surveyor	20,000-25,000	24,000

East of England	£ Range	£ Typical
Partner/Director	60,000-80,000	68,000
Associate	50,000-60,000	56,000
Senior Surveyor	40,000-50,000	48,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-28,000	25,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	63,000
Associate	45,000-55,000	51,000
Senior Surveyor	38,000-47,000	46,000
Newly Qualified Surveyor	28,000-35,000	29,000
Graduate Surveyor	20,000-25,000	22,000

South West England	£ Range	£ Typical
Partner/Director	67,500-75,000	72,500
Associate	52,500-57,500	55,000
Senior Surveyor	42,500-45,000	43,500
Newly Qualified Surveyor	32,500-35,000	33,000
Graduate Surveyor	22,500-27,500	25,000

North West England	£ Range	£ Typical
Partner/Director	60,000-85,000	80,000
Associate	50,000-60,000	55,000
Senior Surveyor	35,000-44,000	42,000
Newly Qualified Surveyor	35,000-40,000	38,000
Graduate Surveyor	23,000-26,000	25,000

Wales	£ Range	£ Typical
Partner/Director	59,000-69,000	67,000
Associate	47,500-52,500	50,000
Senior Surveyor	37,500-42,500	41,000
Newly Qualified Surveyor	30,000-32,500	31,500
Graduate Surveyor	23,500-27,500	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	45,000-55,000	51,000
Senior Surveyor	36,000-42,000	38,000
Newly Qualified Surveyor	27,000-35,000	32,000
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	55,000-65,000	60,000
Senior Surveyor	40,000-55,000	50,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-28,000	24,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	40,000-55,000	50,000
Senior Surveyor	30,000-45,000	40,000
Newly Qualified Surveyor	27,000-33,000	32,000
Graduate Surveyor	20,000-24,000	23,000

## Development surveyors

London	£ Range	£ Typical
Partner/Director	75,000-100,000	86,500
Associate	58,000-75,000	70,000
Senior Surveyor	45,000-55,000	50,000
Newly Qualified Surveyor	38,000-42,000	40,000
Graduate Surveyor	25,000-28,000	27,000

East Midlands	£ Range	£ Typical
Partner/Director	55,000-65,000	60,000
Associate	50,000-60,000	55,000
Senior Surveyor	38,000-48,000	45,000
Newly Qualified Surveyor	28,000-35,000	32,000
Graduate Surveyor	20,000-25,000	21,000

South East England	£ Range	£ Typical
Partner/Director	70,000-90,000	80,000
Associate	55,000-65,000	60,000
Senior Surveyor	45,000-55,000	53,000
Newly Qualified Surveyor	35,000-40,000	38,000
Graduate Surveyor	23,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	70,000-90,000	75,000
Associate	50,000-65,000	54,000
Senior Surveyor	40,000-60,000	46,000
Newly Qualified Surveyor	32,000-40,000	35,000
Graduate Surveyor	20,000-25,000	24,000

East of England	£ Range	£ Typical
Partner/Director	60,000-80,000	70,000
Associate	55,000-60,000	58,000
Senior Surveyor	42,000-55,000	48,000
Newly Qualified Surveyor	32,000-40,000	35,000
Graduate Surveyor	22,000-28,000	23,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	48,000-60,000	50,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	28,000-35,000	31,500
Graduate Surveyor	20,000-26,000	25,000

South West England	£ Range	£ Typical
Partner/Director	67,500-72,500	70,000
Associate	50,000-55,000	52,500
Senior Surveyor	40,000-45,000	42,500
Newly Qualified Surveyor	32,000-35,000	33,000
Graduate Surveyor	24,000-27,500	25,000

North West England	£ Range	£ Typical
Partner/Director	70,000-100,000	85,000
Associate	50,000-65,000	64,000
Senior Surveyor	38,000-55,000	52,000
Newly Qualified Surveyor	33,000-43,000	39,000
Graduate Surveyor	23,000-26,000	24,000

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	69,000
Associate	50,000-52,500	51,000
Senior Surveyor	40,000-42,500	42,000
Newly Qualified Surveyor	32,000-42,500	32,500
Graduate Surveyor	24,000-27,500	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	45,000-55,000	50,000
Senior Surveyor	36,000-42,000	40,000
Newly Qualified Surveyor	27,000-35,000	30,000
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	55,000-65,000	60,000
Senior Surveyor	40,000-55,000	50,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	22,000-28,000	24,000

Scotland	£ Range	£ Typical
Partner/Director	65,000-80,000	70,000
Associate	43,000-55,000	50,000
Senior Surveyor	33,000-45,000	40,000
Newly Qualified Surveyor	28,000-33,000	28,500
Graduate Surveyor	20,000-24,000	23,000

# CONSTRUCTION & PROPERTY GENERAL PRACTICE SURVEYING

## Valuation surveyors

London	£ Range	£ Typical
Partner/Director	70,000-100,000	85,000
Associate	60,000-70,000	65,000
Senior Surveyor	46,000-55,000	48,000
Newly Qualified Surveyor	40,000-45,000	42,500
APC Surveyor	30,000-34,000	33,500
Graduate Surveyor	26,000-28,000	26,000

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	67,500
Associate	47,500-50,000	50,000
Senior Surveyor	40,000-45,000	41,000
Newly Qualified Surveyor	30,000-35,000	33,000
APC Surveyor	25,000-30,000	26,000
Graduate Surveyor	24,000-26,000	25,000

South East England	£ Range	£ Typical
Partner/Director	70,000-85,000	78,000
Associate	60,000-70,000	65,000
Senior Surveyor	50,000-55,000	52,000
Newly Qualified Surveyor	38,000-43,000	41,000
APC Surveyor	30,000-36,000	34,000
Graduate Surveyor	22,000-26,000	23,500

West Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	69,000
Associate	55,000-70,000	60,000
Senior Surveyor	40,000-54,000	50,000
Newly Qualified Surveyor	33,000-42,000	36,000
APC Surveyor	25,000-35,000	28,000
Graduate Surveyor	22,000-28,000	25,000

East of England	£ Range	£ Typical
Partner/Director	60,000-80,000	70,000
Associate	50,000-60,000	54,000
Senior Surveyor	40,000-50,000	46,000
Newly Qualified Surveyor	30,000-40,000	36,000
APC Surveyor	25,000-32,000	30,000
Graduate Surveyor	22,000-26,000	23,000

East Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	69,000
Associate	55,000-70,000	58,000
Senior Surveyor	40,000-54,000	45,000
Newly Qualified Surveyor	33,000-42,000	36,000
APC Surveyor	25,000-35,000	28,000
Graduate Surveyor	22,000-28,000	25,000

South West England	£ Range	£ Typical
Partner/Director	70,000-80,000	75,000
Associate	50,000-60,000	55,000
Senior Surveyor	42,500-47,500	45,000
Newly Qualified Surveyor	32,500-37,500	35,000
APC Surveyor	25,000-29,000	27,500
Graduate Surveyor	24,000-26,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	75,000
Associate	50,000-60,000	50,000
Senior Surveyor	40,000-55,000	44,000
Newly Qualified Surveyor	33,000-45,000	35,000
APC Surveyor	25,000-31,000	27,000
Graduate Surveyor	20,000-25,000	23,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	45,000-55,000	49,000
Senior Surveyor	40,000-50,000	47,000
Newly Qualified Surveyor	28,000-35,000	34,000
APC Surveyor	24,000-29,000	27,500
Graduate Surveyor	20,000-25,000	22,500

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	45,000-55,000	50,000
Senior Surveyor	36,000-42,000	39,000
Newly Qualified Surveyor	27,000-35,000	32,000
APC Surveyor	21,000-27,000	25,000
Graduate Surveyor	18,000-21,000	20,000

North West England	£ Range	£ Typical
Partner/Director	65,000-85,000	78,000
Associate	50,000-60,000	55,000
Senior Surveyor	39,000-50,000	45,000
Newly Qualified Surveyor	35,000-43,000	38,000
APC Surveyor	25,000-32,000	29,000
Graduate Surveyor	22,000-26,000	25,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	47,000-55,000	50,000
Senior Surveyor	33,000-42,000	38,000
Newly Qualified Surveyor	27,000-33,000	32,000
APC Surveyor	21,000-26,000	25,000
Graduate Surveyor	20,000-23,000	23,000



**Tarrant Parsons**  
Economist,  
Royal Institution of  
Chartered Surveyors  
(RICS)



The ongoing Covid-19 pandemic and associated lockdown measures will continue to weigh heavily on the outlook for the UK economy well into 2021. On current forecasts, GDP is expected to remain 10% below pre-crisis levels come the end of 2020, with the second lockdown ordered in November setting the recovery back considerably. Barring any further setbacks in 2021, output should then retrace a lot of lost ground, although it is still likely that the economy will not return to pre-pandemic levels until the following year.

Under this backdrop, unemployment will continue to rise sharply in the coming months, potentially peaking above 7% by the mid-point of 2021. While the furlough scheme has been extended into 2021, its eventual withdrawal will still likely prompt a wave of redundancies given the drastically weakened demand conditions.

Looking specifically at the construction sector, output is forecast to fall by nearly 15% during 2020 as a whole (according to the Construction Products Association). Commercial property development activity has been

hardest hit, with feedback to the RICS construction market survey noticeably more downbeat in this area. Furthermore, with capital values falling sharply and rental growth prospects muted by the pandemic, it seems as if a recovery across the commercial market will be slow to come through. In particular, structural changes such as increased remote working and rapid growth in online sales (which have been accelerated by the Covid-19 outbreak) are creating an extremely challenging climate for the retail and office sectors. In both cases, vacancies have risen significantly over recent months.

On the flipside, infrastructure stands out as a sector that should prove more resilient, with output not falling as sharply this year as in other areas. Major projects such as HS2, offshore wind, Thames Tideway and Hinkley Point C will all contribute to growth across the sector going forward, while social distancing practices are made easier by working on these larger sites. The private residential sector has also been boosted by an incredibly strong rebound in sales activity following the introduction of the Stamp Duty holiday back in July 2020. Solid sales and price growth should give housebuilders confidence in the near term, albeit some caution remains on the outlook further ahead as the removal of the tax break in March may be followed by a significant drop in demand thereafter.

Overall, construction output is projected to recover by close to 14% in 2021, provided further lockdowns are not needed to stem the spread of the virus. Nevertheless, the scope for employment and wage growth will remain subdued, with profit margins expected to remain under pressure amid rising costs.

# CONSTRUCTION & PROPERTY ARCHITECTURE

London		
Architects	£ Range	£ Typical
Partner/Director	75,000-120,000	90,000
Associate	55,000-75,000	65,000
Architect (Senior)	50,000-58,000	53,000
Architect (5 years PQE)	43,000-50,000	45,000
Architect (Recently Qualified)	36,000-41,000	38,500
Architectural Assistant, Part II	28,000-34,000	30,000
Architectural Assistant, Part I	20,000-25,000	22,500

Architectural technologist	£ Range	£ Typical
Associate	53,000-63,000	60,000
Senior Technologist	43,000-52,500	50,000
Technologist	34,000-41,000	38,500

BIM	£ Range	£ Typical
BIM Manager	55,000-65,500	62,500
BIM Coordinator	35,000-45,000	38,500

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	45,000-55,000	50,000
Interior Designer (Midweight)	38,000-44,000	42,000
Interior Designer (Junior)	21,000-25,500	24,000
Spaceplanner	27,000-36,000	31,000

Planners	£ Range	£ Typical
Partner/Director	75,000-100,000	87,500
Associate	50,000-65,000	60,000
Planner	30,000-50,000	40,000
Assistant Planner	22,500-30,000	27,000

Design Manager	£ Range	£ Typical
Design Manager	65,000-85,000	75,000
Design Coordinator	35,000-50,000	45,000

South East England		
Architects	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	50,000-60,000	55,000
Architect (Senior)	45,000-50,000	48,000
Architect (5 years PQE)	38,000-45,000	42,000
Architect (Recently Qualified)	32,000-36,000	34,000
Architectural Assistant, Part II	25,000-30,000	28,000
Architectural Assistant, Part I	18,000-24,000	22,000

Architectural technologist	£ Range	£ Typical
Associate	45,000-55,000	50,000
Senior Technologist	40,000-50,000	45,000
Technologist	32,000-38,000	35,000

BIM	£ Range	£ Typical
BIM Manager	45,000-55,000	50,000
BIM Coordinator	38,000-44,000	42,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-40,000	38,000
Interior Designer (Midweight)	28,000-35,000	32,500
Interior Designer (Junior)	18,000-24,000	20,000
Spaceplanner	27,000-36,000	32,000

Planners	£ Range	£ Typical
Partner/Director	60,000-80,000	75,000
Associate	45,000-62,000	58,000
Planner	25,000-40,000	37,000
Assistant Planner	20,000-28,000	25,000

Design Manager	£ Range	£ Typical
Design Manager	50,000-60,000	55,000
Design Coordinator	40,000-50,000	45,000



East of England		
Architects	£ Range	£ Typical
Partner/Director	55,000-70,000	58,000
Associate	45,000-60,000	48,000
Architect (Senior)	40,000-50,000	45,000
Architect (5 years PQE)	35,000-45,000	38,000
Architect (Recently Qualified)	28,000-38,000	33,000
Architectural Assistant, Part II	23,000-30,000	24,500
Architectural Assistant, Part I	20,000-22,000	20,000

Architectural technologist	£ Range	£ Typical
Associate	48,000-60,000	52,000
Senior Technologist	40,000-50,000	45,000
Technologist	30,000-40,000	35,000

BIM	£ Range	£ Typical
BIM Manager	45,000-55,000	50,000
BIM Coordinator	35,000-50,000	45,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-50,000	43,500
Interior Designer (Midweight)	28,000-38,000	32,000
Interior Designer (Junior)	21,000-26,000	22,000
Spaceplanner	22,500-28,000	25,000

Planners	£ Range	£ Typical
Partner/Director	70,000-85,000	75,000
Associate	50,000-65,000	62,000
Planner	35,000-45,000	40,000
Assistant Planner	25,000-30,000	27,000

Design Manager	£ Range	£ Typical
Design Manager	55,000-80,000	60,000
Design Coordinator	35,000-52,000	42,000

South West England		
Architects	£ Range	£ Typical
Partner/Director	46,000-60,000	55,000
Associate	40,500-50,000	45,000
Architect (Senior)	37,500-42,500	40,000
Architect (5 years PQE)	35,000-40,000	36,000
Architect (Recently Qualified)	30,000-35,000	32,000
Architectural Assistant, Part II	25,000-30,000	27,500
Architectural Assistant, Part I	18,000-20,000	18,000

Architectural technologist	£ Range	£ Typical
Associate	37,500-42,500	40,000
Senior Technologist	35,000-40,000	36,500
Technologist	25,000-30,000	27,000

BIM	£ Range	£ Typical
BIM Manager	37,500-42,500	40,000
BIM Coordinator	30,000-35,000	32,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	30,000-35,000	32,500
Interior Designer (Midweight)	25,000-30,000	27,500
Interior Designer (Junior)	18,000-22,500	20,000
Spaceplanner	30,000-35,000	32,000

Planners	£ Range	£ Typical
Partner/Director	45,000-50,000	48,000
Associate	35,000-40,000	37,500
Planner	27,500-32,500	30,000
Assistant Planner	22,000-25,000	22,750

Design Manager	£ Range	£ Typical
Design Manager	45,000-50,000	47,500
Design Coordinator	35,000-40,000	37,500

# CONSTRUCTION & PROPERTY ARCHITECTURE

Wales		
Architects	£ Range	£ Typical
Partner/Director	50,000-55,000	53,000
Associate	40,000-45,000	43,000
Architect (Senior)	37,500-42,500	39,000
Architect (5 years PQE)	30,000-37,500	35,000
Architect (Recently Qualified)	27,500-32,500	30,000
Architectural Assistant, Part II	23,500-27,500	26,000
Architectural Assistant, Part I	18,000-20,000	18,000

Architectural technologist	£ Range	£ Typical
Associate	35,000-40,000	37,500
Senior Technologist	27,500-35,000	34,000
Technologist	18,000-26,000	22,500

BIM	£ Range	£ Typical
BIM Manager	37,500-42,500	40,000
BIM Coordinator	30,000-35,000	32,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	30,000-35,000	33,000
Interior Designer (Midweight)	25,000-30,000	27,500
Interior Designer (Junior)	17,500-22,500	20,000
Spaceplanner	30,000-35,000	31,000

Planners	£ Range	£ Typical
Partner/Director	45,000-55,000	49,000
Associate	35,000-40,000	37,500
Planner	25,000-28,000	27,500
Assistant Planner	18,000-22,000	20,000

Design Manager	£ Range	£ Typical
Design Manager	40,000-50,000	45,000
Design Coordinator	32,500-37,500	35,000

West Midlands		
Architects	£ Range	£ Typical
Partner/Director	55,000-65,000	64,000
Associate	43,000-52,000	43,000
Architect (Senior)	36,000-48,000	42,000
Architect (5 years PQE)	34,000-42,000	40,000
Architect (Recently Qualified)	27,000-36,000	34,000
Architectural Assistant, Part II	25,000-31,000	27,000
Architectural Assistant, Part I	18,000-25,000	21,000

Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	46,000
Senior Technologist	36,000-47,000	39,000
Technologist	27,000-36,000	33,000

BIM	£ Range	£ Typical
BIM Manager	45,000-55,000	51,000
BIM Coordinator	32,000-40,000	36,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-46,000	42,000
Interior Designer (Midweight)	25,000-33,000	30,000
Interior Designer (Junior)	18,000-25,000	20,000
Spaceplanner	20,000-28,000	27,000

Planners	£ Range	£ Typical
Partner/Director	55,000-65,000	62,000
Associate	45,000-51,000	47,000
Planner	28,000-36,000	34,000
Assistant Planner	18,000-25,000	23,000

Design Manager	£ Range	£ Typical
Design Manager	50,000-65,000	60,000
Design Coordinator	40,000-47,000	46,000

East Midlands		
Architects	£ Range	£ Typical
Partner/Director	55,000-65,000	64,000
Associate	43,000-52,000	48,000
Architect (Senior)	36,000-48,000	42,000
Architect (5 years PQE)	34,000-42,000	40,000
Architect (Recently Qualified)	27,000-36,000	34,000
Architectural Assistant, Part II	25,000-31,000	27,000
Architectural Assistant, Part I	18,000-25,000	21,000

Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	46,000
Senior Technologist	36,000-47,000	39,000
Technologist	27,000-36,000	33,000

BIM	£ Range	£ Typical
BIM Manager	45,000-55,000	51,000
BIM Coordinator	32,000-40,000	36,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-46,000	42,000
Interior Designer (Midweight)	25,000-33,000	30,000
Interior Designer (Junior)	18,000-25,000	20,000
Spaceplanner	20,000-28,000	27,000

Planners	£ Range	£ Typical
Partner/Director	55,000-65,000	62,000
Associate	45,000-51,000	47,000
Planner	28,000-36,000	34,000
Assistant Planner	18,000-25,000	23,000

Design Manager	£ Range	£ Typical
Design Manager	50,000-65,000	60,000
Design Coordinator	40,000-47,000	46,000

Yorkshire and the Humber		
Architects	£ Range	£ Typical
Partner/Director	58,000-75,000	62,000
Associate	42,500-52,500	47,000
Architect (Senior)	37,000-44,000	41,000
Architect (5 years PQE)	34,000-40,000	36,000
Architect (Recently Qualified)	27,500-34,000	32,000
Architectural Assistant, Part II	22,000-30,000	25,000
Architectural Assistant, Part I	17,000-20,000	18,500

Architectural technologist	£ Range	£ Typical
Associate	42,000-55,000	47,000
Senior Technologist	30,000-48,000	38,000
Technologist	18,000-32,000	28,500

BIM	£ Range	£ Typical
BIM Manager	40,000-55,000	47,000
BIM Coordinator	35,000-44,000	39,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	30,000-50,000	31,500
Interior Designer (Midweight)	25,000-30,000	27,000
Interior Designer (Junior)	18,000-23,000	20,500
Spaceplanner	22,000-30,000	25,000

Planners	£ Range	£ Typical
Partner/Director	55,000-70,000	59,000
Associate	41,000-46,000	43,500
Planner	26,000-43,000	31,000
Assistant Planner	16,000-23,000	20,000

Design Manager	£ Range	£ Typical
Design Manager	50,000-65,000	57,500
Design Coordinator	35,000-45,000	40,000

# CONSTRUCTION & PROPERTY ARCHITECTURE

## North East England

Architects	£ Range	£ Typical
Partner/Director	50,000-60,000	55,000
Associate	40,000-50,000	44,000
Architect (Senior)	40,000-49,000	41,000
Architect (5 years PQE)	30,000-40,000	36,000
Architect (Recently Qualified)	28,000-35,000	32,500
Architectural Assistant, Part II	21,000-26,000	22,750
Architectural Assistant, Part I	18,000-22,000	18,500

## Architectural technologist

Architectural technologist	£ Range	£ Typical
Associate	42,000-55,000	45,000
Senior Technologist	30,000-48,000	37,000
Technologist	18,000-32,000	28,250

## BIM

BIM	£ Range	£ Typical
BIM Manager	40,000-55,000	47,000
BIM Coordinator	35,000-44,000	37,500

## Interior designers

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	29,000-39,000	30,500
Interior Designer (Midweight)	24,000-28,000	27,000
Interior Designer (Junior)	18,000-23,000	20,500
Spaceplanner	21,000-30,000	25,000

## Planners

Planners	£ Range	£ Typical
Partner/Director	45,000-55,000	50,000
Associate	37,000-46,000	38,500
Planner	24,000-39,000	27,000
Assistant Planner	16,000-23,000	20,000

## Design Manager

Design Manager	£ Range	£ Typical
Design Manager	50,000-65,000	56,500
Design Coordinator	35,000-45,000	40,000

## North West England

Architects	£ Range	£ Typical
Partner/Director	62,000-75,000	65,000
Associate	42,000-55,000	48,000
Architect (Senior)	38,000-52,500	43,000
Architect (5 years PQE)	36,000-42,000	37,000
Architect (Recently Qualified)	27,000-36,000	34,000
Architectural Assistant, Part II	22,000-28,000	25,500
Architectural Assistant, Part I	16,000-20,000	19,250

## Architectural technologist

Architectural technologist	£ Range	£ Typical
Associate	42,000-55,000	47,000
Senior Technologist	35,000-48,000	42,250
Technologist	21,000-35,000	31,000

## BIM

BIM	£ Range	£ Typical
BIM Manager	45,000-60,000	52,000
BIM Coordinator	32,000-44,000	38,500

## Interior designers

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-55,000	41,000
Interior Designer (Midweight)	25,000-30,000	29,000
Interior Designer (Junior)	18,000-23,000	19,500
Spaceplanner	18,000-25,000	23,000

## Planners

Planners	£ Range	£ Typical
Partner/Director	55,000-70,000	61,000
Associate	35,000-45,000	44,000
Planner	24,000-36,000	32,000
Assistant Planner	17,000-23,000	21,000

## Design Manager

Design Manager	£ Range	£ Typical
Design Manager	45,000-65,000	58,000
Design Coordinator	35,000-45,000	41,000

Northern Ireland		
Architects	£ Range	£ Typical
Partner/Director	50,000-60,000	52,000
Associate	42,000-50,000	45,000
Architect (Senior)	38,000-45,000	42,000
Architect (5 years PQE)	33,000-42,000	36,500
Architect (Recently Qualified)	25,000-33,000	28,000
Architectural Assistant, Part II	20,000-25,000	23,000
Architectural Assistant, Part I	17,000-19,000	18,000

Architectural technologist	£ Range	£ Typical
Associate	35,000-45,000	40,000
Senior Technologist	32,000-38,000	36,000
Technologist	21,000-32,000	26,000

BIM	£ Range	£ Typical
BIM Manager	35,000-48,000	46,000
BIM Coordinator	27,000-36,000	30,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	25,000-35,000	31,000
Interior Designer (Midweight)	22,000-26,000	25,000
Interior Designer (Junior)	17,000-21,000	20,000
Spaceplanner	16,500-20,000	19,000

Planners	£ Range	£ Typical
Partner/Director	40,000-50,000	48,000
Associate	35,000-42,000	39,000
Planner	25,000-35,000	32,000
Assistant Planner	17,000-22,000	21,000

Design Manager	£ Range	£ Typical
Design Manager	40,000-55,000	50,000
Design Coordinator	32,000-40,000	38,000

Scotland		
Architects	£ Range	£ Typical
Partner/Director	55,000-85,000	60,000
Associate	42,000-55,000	46,000
Architect (Senior)	38,000-42,000	40,000
Architect (5 years PQE)	33,000-38,000	35,000
Architect (Recently Qualified)	28,000-32,000	30,000
Architectural Assistant, Part II	18,000-26,000	24,000
Architectural Assistant, Part I	15,000-18,000	16,000

Architectural technologist	£ Range	£ Typical
Associate	40,000-55,000	42,500
Senior Technologist	36,000-42,000	40,000
Technologist	18,000-32,000	28,000

BIM	£ Range	£ Typical
BIM Manager	40,000-50,000	40,000
BIM Coordinator	32,000-40,000	36,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	32,000-38,000	36,000
Interior Designer (Midweight)	23,000-32,000	29,000
Interior Designer (Junior)	18,000-22,000	18,000
Spaceplanner	20,000-35,000	30,000

Planners	£ Range	£ Typical
Partner/Director	45,000-60,000	50,000
Associate	35,000-45,000	42,000
Planner	24,000-35,000	32,000
Assistant Planner	16,000-25,000	24,000

Design Manager	£ Range	£ Typical
Design Manager	45,000-65,000	55,000
Design Coordinator	35,000-45,000	40,000



**Francesca Berriman**  
**MBE HonDTech**  
Chief Executive,  
Chartered Institute  
of Architectural  
Technologists (CIAT)



The year 2020 was challenging for everyone, but our members fared better than might have been expected than in March when the first lockdown was announced.

Chartered Architectural Technologists proved themselves to be incredibly versatile and resilient. They worked from home and safely on site. They utilised the remote and collaborative technologies they were experts in before the pandemic. As a result, some practices have picked up work throughout.

Unfortunately, some have struggled or fallen through the cracks of government support programmes. As an Institute we have done all we can to support them and will continue to do so until the pandemic and the economic fallout from it diminishes. Any withdrawal of government support would be a considerable concern, although the investment in infrastructure and the mantra of 'build, build, build' are positives to focus on. However, the construction industry still faces uncertainty around Brexit, the agreement did not cover all aspects and the skills gap and mutual recognition of professional qualifications are of continuing concern and must be addressed.

But members can look to the future with optimism.

There will be a need for the design of 'pandemic aware' spaces which recognise that social distancing and extra hygiene measures could endure. With Chartered Architectural Technologists involved in the performance and functions of buildings and spaces, this is an area where they can excel.

Looking at the new building safety regime and the regulatory requirements that will be placed upon the industry once the Building Safety Bill is enacted, it is essential that members play their part in ensuring that all the buildings we occupy (not just high-rise structures) are safe and fit for us to do so. The Institute is preparing for the introduction of the mandatory competences for when they are approved. We will provide the support for members to prepare themselves for this and for entry on the necessary accreditation schemes.

What the world and the profession will look like after the pandemic is unclear but we think practices will look to a hybrid model of working from home and the office. This will provide flexibility but also opportunities for those who could benefit from in-person mentoring and/or those who do not enjoy working from home, given that mental wellbeing is as important as the physical health of all. The organic spread and development of ideas, which happens best in-person, is also important for our industry.

In the longer term, members will continue to adapt in order to survive, flourish and serve society. As the government pledges to build, Chartered Architectural Technologists will be ready to ensure that the communities we develop are the best they can be and are safe, inclusive and sustainable.



# CONSTRUCTION & PROPERTY

## CIVIL & STRUCTURAL ENGINEERING

### Civil engineers

London	£ Range	£ Typical
Associate Engineer	60,000-75,000	66,000
Senior Engineer	45,000-60,000	55,000
Engineer	32,000-45,000	42,000
Graduate Engineer	25,000-32,000	30,000

East Midlands	£ Range	£ Typical
Associate Engineer	55,000-70,000	63,000
Senior Engineer	38,000-55,000	48,000
Engineer	33,000-40,000	38,000
Graduate Engineer	23,000-28,000	27,000

South East England	£ Range	£ Typical
Associate Engineer	50,000-60,000	56,000
Senior Engineer	40,000-52,000	47,000
Engineer	34,000-40,000	38,500
Graduate Engineer	22,000-28,000	26,000

Yorkshire and the Humber	£ Range	£ Typical
Associate Engineer	45,000-52,000	50,000
Senior Engineer	34,000-38,000	37,000
Engineer	27,000-33,000	32,000
Graduate Engineer	20,000-25,000	24,000

East of England	£ Range	£ Typical
Associate Engineer	50,000-65,000	57,500
Senior Engineer	40,000-55,000	47,500
Engineer	32,000-45,000	38,500
Graduate Engineer	22,000-30,000	27,000

North East England	£ Range	£ Typical
Associate Engineer	45,000-52,000	50,750
Senior Engineer	35,000-44,000	42,500
Engineer	31,000-38,000	36,000
Graduate Engineer	20,500-25,000	24,000

South West England	£ Range	£ Typical
Associate Engineer	55,000-65,000	60,000
Senior Engineer	35,000-50,000	43,500
Engineer	28,000-35,000	33,000
Graduate Engineer	22,500-27,500	25,000

North West England	£ Range	£ Typical
Associate Engineer	50,000-65,000	55,000
Senior Engineer	40,000-50,000	45,000
Engineer	30,000-35,000	34,000
Graduate Engineer	25,000-30,000	28,000

Wales	£ Range	£ Typical
Associate Engineer	50,000-60,000	55,000
Senior Engineer	35,000-45,000	42,000
Engineer	30,000-35,000	32,500
Graduate Engineer	22,000-25,000	24,000

Northern Ireland	£ Range	£ Typical
Associate Engineer	40,000-52,000	48,000
Senior Engineer	30,000-42,000	37,500
Engineer	26,000-35,000	30,000
Graduate Engineer	20,000-26,000	25,000

West Midlands	£ Range	£ Typical
Associate Engineer	55,000-70,000	63,000
Senior Engineer	38,000-55,000	48,000
Engineer	33,000-40,000	38,000
Graduate Engineer	23,000-28,000	27,000

Scotland	£ Range	£ Typical
Associate Engineer	52,000-65,000	58,000
Senior Engineer	40,000-50,000	43,000
Engineer	30,000-38,000	33,000
Graduate Engineer	20,000-28,000	26,000





**Seán P F Harris**  
Director of Membership,  
Institution of Civil  
Engineers



Despite the travails of 2020, there remains good reason for significant optimism for the profession. As the impact of Covid-19 has been felt politically, socially and economically, society has increasingly looked towards civil engineering for solutions. The government is clear that investment in infrastructure will kickstart the economic recovery and lead to widescale re-skilling of the workforce. Construction was one of the few sectors to remain operating at full tilt throughout the Spring lockdown.

Despite the economic impact of Covid-19, optimism amongst those employed in construction remained ahead of aviation, manufacturing and the service industry.

Applications to Further Education and Higher Education remain buoyant as do the numbers of graduates entering the profession. Additionally, the Migration Advisory Committee (MAC) has recommended that civil engineering is placed on the Shortage Occupation List, a clear sign that there will be a strong demand for skilled workers to deliver the UK infrastructure programme.

The skills required by the sector will need to incorporate all aspects of digital technology, including AI and coding; digital first is transforming the way in which projects are designed and delivered. Importantly, the sector continues to work towards a broad, professionally qualified, diverse, and inclusive workforce. Civil engineering boasts the highest level of female employment across all engineering disciplines. Likewise, in the under 30 age group, the 25% BAME civil engineering workforce is almost double the 13% UK BAME population (ONS 2020 statistics).

Civil engineers will become increasingly agile and creative. They will be comfortable with the privations and restrictions of a changing world and clear that they offer many of the solutions to make society a safer, fairer place in which to live.

# CONSTRUCTION & PROPERTY CIVIL & STRUCTURAL ENGINEERING

## Structural engineers

London	£ Range	£ Typical
Associate Engineer	60,000-75,000	67,500
Senior Engineer	45,000-60,000	55,000
Engineer	32,000-45,000	42,000
Graduate Engineer	25,000-32,000	30,000

East Midlands	£ Range	£ Typical
Associate Engineer	50,000-70,000	63,000
Senior Engineer	40,000-56,000	45,000
Engineer	30,000-45,000	40,000
Graduate Engineer	23,000-28,000	25,000

South East England	£ Range	£ Typical
Associate Engineer	55,000-65,000	58,000
Senior Engineer	42,000-55,000	47,000
Engineer	30,000-40,000	37,000
Graduate Engineer	22,000-28,000	26,000

Yorkshire and the Humber	£ Range	£ Typical
Associate Engineer	44,000-54,000	50,500
Senior Engineer	35,000-42,000	41,000
Engineer	29,000-34,000	32,000
Graduate Engineer	20,000-25,000	24,000

East of England	£ Range	£ Typical
Associate Engineer	50,000-65,000	58,000
Senior Engineer	40,000-55,000	47,000
Engineer	32,000-45,000	38,000
Graduate Engineer	22,000-30,000	27,000

North East England	£ Range	£ Typical
Associate Engineer	45,000-55,000	51,500
Senior Engineer	36,000-43,500	42,500
Engineer	30,000-38,000	34,000
Graduate Engineer	20,000-25,000	23,250

South West England	£ Range	£ Typical
Associate Engineer	55,000-65,000	60,000
Senior Engineer	35,000-50,000	43,500
Engineer	28,000-35,000	35,000
Graduate Engineer	22,500-27,500	25,000

North West England	£ Range	£ Typical
Associate Engineer	50,000-65,000	55,000
Senior Engineer	40,000-50,000	45,000
Engineer	30,000-40,000	35,000
Graduate Engineer	25,000-30,000	27,000

Wales	£ Range	£ Typical
Associate Engineer	50,000-60,000	55,000
Senior Engineer	35,000-45,000	42,000
Engineer	30,000-35,000	33,500
Graduate Engineer	22,000-25,000	24,000

Northern Ireland	£ Range	£ Typical
Associate Engineer	40,000-52,000	48,000
Senior Engineer	30,000-41,500	39,000
Engineer	29,000-35,000	32,000
Graduate Engineer	20,000-26,000	25,000

West Midlands	£ Range	£ Typical
Associate Engineer	50,000-70,000	63,000
Senior Engineer	40,000-56,000	45,000
Engineer	30,000-45,000	40,000
Graduate Engineer	23,000-28,000	25,000

Scotland	£ Range	£ Typical
Associate Engineer	52,000-70,000	58,000
Senior Engineer	38,000-48,000	44,000
Engineer	27,000-38,000	32,000
Graduate Engineer	20,000-28,000	26,000

## CAD technicians

London	£ Range	£ Typical
BIM/Revit Manager	50,000-65,000	58,000
Senior CAD/Revit Technician	40,000-50,000	47,500
CAD/Revit Technician	27,500-40,000	38,500

East Midlands	£ Range	£ Typical
BIM/Revit Manager	35,000-50,000	42,000
Senior CAD/Revit Technician	35,000-50,000	42,000
CAD/Revit Technician	30,000-40,000	35,000

South East England	£ Range	£ Typical
BIM/Revit Manager	40,000-60,000	45,000
Senior CAD/Revit Technician	35,000-45,000	40,000
CAD/Revit Technician	25,000-36,000	32,000

Yorkshire and the Humber	£ Range	£ Typical
BIM/Revit Manager	34,000-40,000	38,750
Senior CAD/Revit Technician	30,000-34,000	33,000
CAD/Revit Technician	24,000-29,000	27,750

East of England	£ Range	£ Typical
BIM/Revit Manager	40,000-60,000	45,000
Senior CAD/Revit Technician	35,000-45,000	40,000
CAD/Revit Technician	25,000-40,000	32,000

North East England	£ Range	£ Typical
BIM/Revit Manager	33,000-39,000	37,500
Senior CAD/Revit Technician	30,000-34,000	33,000
CAD/Revit Technician	20,000-25,000	23,500

South West England	£ Range	£ Typical
BIM/Revit Manager	40,000-50,000	43,000
Senior CAD/Revit Technician	35,000-42,000	38,000
CAD/Revit Technician	25,000-30,000	29,000

North West England	£ Range	£ Typical
BIM/Revit Manager	40,000-50,000	45,000
Senior CAD/Revit Technician	35,000-45,000	42,000
CAD/Revit Technician	25,000-35,000	30,000

Wales	£ Range	£ Typical
BIM/Revit Manager	37,000-42,000	40,000
Senior CAD/Revit Technician	32,000-35,000	35,000
CAD/Revit Technician	25,000-30,000	27,500

Northern Ireland	£ Range	£ Typical
BIM/Revit Manager	32,000-38,000	34,000
Senior CAD/Revit Technician	26,000-34,000	31,000
CAD/Revit Technician	23,000-30,000	27,500

West Midlands	£ Range	£ Typical
BIM/Revit Manager	35,000-50,000	42,000
Senior CAD/Revit Technician	35,000-50,000	42,000
CAD/Revit Technician	30,000-40,000	35,000

Scotland	£ Range	£ Typical
BIM/Revit Manager	40,000-50,000	45,000
Senior CAD/Revit Technician	35,000-43,000	40,000
CAD/Revit Technician	20,000-35,000	30,000

# CONSTRUCTION & PROPERTY FACILITIES MANAGEMENT

London	£ Range	£ Typical
Facilities Director	85,000-120,000	95,000
Facilities Manager	40,000-55,000	53,000
Facilities Assistant	25,000-28,000	25,500
Technical Services Manager	50,000-60,000	58,000
Technical Services Supervisor	40,000-48,000	45,000
Contract Manager	50,000-60,000	57,500
Electrical/Mechanical Engineer	32,000-40,000	36,000

South West England	£ Range	£ Typical
Facilities Director	65,000-80,000	74,000
Facilities Manager	37,000-45,000	40,000
Facilities Assistant	18,000-25,000	23,000
Technical Services Manager	38,000-50,000	41,000
Technical Services Supervisor	30,000-38,000	35,000
Contract Manager	40,000-45,000	43,000
Electrical/Mechanical Engineer	30,000-35,000	34,000

South East England	£ Range	£ Typical
Facilities Director	69,000-76,000	76,000
Facilities Manager	36,000-42,000	39,000
Facilities Assistant	23,000-26,000	24,500
Technical Services Manager	45,000-55,000	53,000
Technical Services Supervisor	38,000-45,000	41,000
Contract Manager	49,000-56,000	55,000
Electrical/Mechanical Engineer	29,000-35,000	34,000

Wales	£ Range	£ Typical
Facilities Director	60,000-70,000	62,000
Facilities Manager	38,000-43,000	40,000
Facilities Assistant	18,000-24,000	23,000
Technical Services Manager	40,000-50,000	42,000
Technical Services Supervisor	30,000-36,000	34,500
Contract Manager	38,000-45,000	40,500
Electrical/Mechanical Engineer	30,000-35,000	32,000

East of England	£ Range	£ Typical
Facilities Director	60,000-80,000	70,000
Facilities Manager	35,000-50,000	43,000
Facilities Assistant	20,000-28,000	23,000
Technical Services Manager	40,000-50,000	45,000
Technical Services Supervisor	32,000-40,000	36,000
Contract Manager	35,000-45,000	42,000
Electrical/Mechanical Engineer	28,000-36,000	32,000

West Midlands	£ Range	£ Typical
Facilities Director	65,000-80,000	68,000
Facilities Manager	32,000-45,000	38,000
Facilities Assistant	18,000-25,000	22,000
Technical Services Manager	36,000-46,000	45,000
Technical Services Supervisor	30,000-35,000	34,000
Contract Manager	40,000-50,000	45,000
Electrical/Mechanical Engineer	28,000-36,000	33,000

East Midlands	£ Range	£ Typical
Facilities Director	55,000-75,000	67,000
Facilities Manager	32,000-44,000	40,000
Facilities Assistant	18,000-24,000	23,000
Technical Services Manager	36,000-46,000	43,000
Technical Services Supervisor	30,000-37,000	36,000
Contract Manager	39,000-48,000	46,500
Electrical/Mechanical Engineer	28,000-34,000	34,000

North West England	£ Range	£ Typical
Facilities Director	65,000-90,000	75,000
Facilities Manager	35,000-60,000	40,000
Facilities Assistant	18,500-30,000	22,500
Technical Services Manager	36,000-55,000	48,000
Technical Services Supervisor	29,500-43,000	36,750
Contract Manager	36,000-50,000	47,000
Electrical/Mechanical Engineer	30,000-38,000	33,000

Yorkshire and the Humber	£ Range	£ Typical
Facilities Director	60,000-70,000	63,000
Facilities Manager	35,000-45,000	40,000
Facilities Assistant	19,000-28,000	25,000
Technical Services Manager	35,000-45,000	43,000
Technical Services Supervisor	30,000-35,000	33,000
Contract Manager	40,000-55,000	45,000
Electrical/Mechanical Engineer	32,000-35,000	35,000

Northern Ireland	£ Range	£ Typical
Facilities Director	55,000-75,000	60,000
Facilities Manager	32,000-40,000	36,000
Facilities Assistant	16,000-25,000	19,000
Technical Services Manager	35,000-42,000	38,750
Technical Services Supervisor	30,000-36,000	35,000
Contract Manager	35,000-44,000	40,000
Electrical/Mechanical Engineer	28,000-34,000	31,000

North East England	£ Range	£ Typical
Facilities Director	55,000-65,000	62,000
Facilities Manager	35,000-45,000	39,000
Facilities Assistant	20,000-24,000	22,000
Technical Services Manager	32,000-45,000	38,000
Technical Services Supervisor	27,000-35,000	30,000
Contract Manager	40,000-50,000	45,000
Electrical/Mechanical Engineer	29,000-35,000	34,000

Scotland	£ Range	£ Typical
Facilities Director	55,000-65,000	58,500
Facilities Manager	34,000-44,000	38,000
Facilities Assistant	24,000-28,000	24,250
Technical Services Manager	35,000-42,000	39,250
Technical Services Supervisor	30,000-37,000	34,000
Contract Manager	38,000-45,000	43,000
Electrical/Mechanical Engineer	28,000-35,000	31,750

# CONSTRUCTION & PROPERTY BUILDING SERVICES

## Consulting

London	£ Range	£ Typical
Director	90,000-120,000	95,000
Associate	65,000-75,000	70,000
Senior Design Engineer (M&E)	50,000-65,000	58,000
Intermediate Design Engineer (M&E)	35,000-48,000	40,000
Junior Design Engineer (M&E)	25,000-32,000	31,000
Revit/BIM Technician	40,000-65,000	50,000
CAD Technician	30,000-40,000	35,000
Professional Quantity Surveyor	55,000-75,000	70,000
Sustainability Consultant	45,000-65,000	56,000

South West England	£ Range	£ Typical
Director	60,000-75,000	63,000
Associate	55,000-60,000	58,000
Senior Design Engineer (M&E)	45,000-55,000	49,000
Intermediate Design Engineer (M&E)	35,000-40,000	39,000
Junior Design Engineer (M&E)	25,000-33,000	28,500
Revit/BIM Technician	38,000-45,000	41,500
CAD Technician	25,000-33,000	30,000
Professional Quantity Surveyor	50,000-60,000	53,500
Sustainability Consultant	45,000-50,000	48,000

South East England	£ Range	£ Typical
Director	70,000-85,000	75,000
Associate	60,000-70,000	65,000
Senior Design Engineer (M&E)	52,000-57,000	57,000
Intermediate Design Engineer (M&E)	33,000-38,000	36,000
Junior Design Engineer (M&E)	22,000-30,000	30,000
Revit/BIM Technician	43,000-55,000	45,000
CAD Technician	30,000-35,000	33,000
Professional Quantity Surveyor	55,000-70,000	68,000
Sustainability Consultant	42,000-47,000	45,000

Wales	£ Range	£ Typical
Director	55,000-65,000	58,000
Associate	50,000-60,000	55,000
Senior Design Engineer (M&E)	42,000-50,000	47,500
Intermediate Design Engineer (M&E)	30,000-40,000	36,000
Junior Design Engineer (M&E)	25,000-32,000	27,000
Revit/BIM Technician	34,000-42,000	39,000
CAD Technician	25,000-32,000	31,000
Professional Quantity Surveyor	42,000-55,000	45,000
Sustainability Consultant	42,000-50,000	44,000

East of England	£ Range	£ Typical
Director	60,000-70,000	65,000
Associate	55,000-67,000	59,000
Senior Design Engineer (M&E)	43,500-58,000	50,000
Intermediate Design Engineer (M&E)	37,000-50,000	42,000
Junior Design Engineer (M&E)	22,500-30,000	26,000
Revit/BIM Technician	30,000-45,000	38,000
CAD Technician	25,000-38,000	32,000
Professional Quantity Surveyor	40,000-60,000	54,000
Sustainability Consultant	42,000-60,000	52,000

West Midlands	£ Range	£ Typical
Director	60,000-70,000	66,000
Associate	50,000-60,000	55,000
Senior Design Engineer (M&E)	42,000-55,000	47,000
Intermediate Design Engineer (M&E)	25,000-40,000	35,000
Junior Design Engineer (M&E)	22,000-30,000	25,000
Revit/BIM Technician	25,000-40,000	35,000
CAD Technician	25,000-35,000	30,000
Professional Quantity Surveyor	40,000-50,000	45,000
Sustainability Consultant	39,000-48,000	45,000

East Midlands	£ Range	£ Typical
Director	60,000-70,000	68,000
Associate	55,000-65,000	60,000
Senior Design Engineer (M&E)	45,000-55,000	50,000
Intermediate Design Engineer (M&E)	33,000-40,000	37,500
Junior Design Engineer (M&E)	25,000-30,000	28,000
Revit/BIM Technician	30,000-40,000	35,000
CAD Technician	25,000-32,000	32,000
Professional Quantity Surveyor	45,000-60,000	50,000
Sustainability Consultant	40,000-50,000	45,000

North West England	£ Range	£ Typical
Director	60,000-75,000	70,000
Associate	50,000-60,000	58,500
Senior Design Engineer (M&E)	45,000-55,000	50,000
Intermediate Design Engineer (M&E)	28,000-38,000	37,000
Junior Design Engineer (M&E)	18,000-27,000	26,750
Revit/BIM Technician	32,000-45,000	40,000
CAD Technician	25,000-37,000	29,000
Professional Quantity Surveyor	38,000-50,000	45,000
Sustainability Consultant	40,000-50,000	47,000

Yorkshire and the Humber	£ Range	£ Typical
Director	43,000-56,000	54,000
Associate	43,000-50,000	49,500
Senior Design Engineer (M&E)	39,000-46,000	44,500
Intermediate Design Engineer (M&E)	23,000-28,500	27,500
Junior Design Engineer (M&E)	18,000-25,000	22,250
Revit/BIM Technician	28,000-38,000	36,500
CAD Technician	23,000-29,500	27,500
Professional Quantity Surveyor	35,000-45,000	43,750
Sustainability Consultant	40,000-47,500	45,000

Northern Ireland	£ Range	£ Typical
Director	60,000-70,000	65,000
Associate	50,000-55,000	55,000
Senior Design Engineer (M&E)	40,000-48,000	43,000
Intermediate Design Engineer (M&E)	30,000-35,000	32,000
Junior Design Engineer (M&E)	23,000-28,000	25,000
Revit/BIM Technician	25,000-35,000	30,000
CAD Technician	20,000-28,000	24,000
Professional Quantity Surveyor	35,000-45,000	40,000
Sustainability Consultant	35,000-45,000	38,000

North East England	£ Range	£ Typical
Director	43,000-55,000	53,500
Associate	39,000-46,000	44,750
Senior Design Engineer (M&E)	40,000-45,500	45,500
Intermediate Design Engineer (M&E)	28,000-40,000	32,000
Junior Design Engineer (M&E)	18,000-24,000	22,250
Revit/BIM Technician	28,000-36,000	35,500
CAD Technician	21,000-26,500	25,500
Professional Quantity Surveyor	36,000-42,000	41,000
Sustainability Consultant	36,500-44,000	42,500

Scotland	£ Range	£ Typical
Director	55,000-80,000	60,000
Associate	55,000-60,000	55,000
Senior Design Engineer (M&E)	38,000-50,000	48,000
Intermediate Design Engineer (M&E)	28,500-38,000	36,500
Junior Design Engineer (M&E)	24,000-31,000	29,000
Revit/BIM Technician	25,000-40,000	32,000
CAD Technician	22,000-30,000	28,000
Professional Quantity Surveyor	35,000-50,000	40,000
Sustainability Consultant	35,000-50,000	45,000

# CONSTRUCTION & PROPERTY BUILDING SERVICES

## Contractors

London	£ Range	£ Typical
Director	85,000-120,000	100,000
Senior Contracts Manager	65,000-85,000	70,000
Contract Quantity Surveyor	60,000-80,000	65,000
Project Manager	65,000-80,000	70,000
Project Engineer	50,000-60,000	54,000
Estimator	50,000-62,000	60,000
CAD Technician	40,000-50,000	44,000

Wales	£ Range	£ Typical
Director	55,000-65,000	59,000
Senior Contracts Manager	45,000-55,000	51,000
Contract Quantity Surveyor	43,000-50,000	46,000
Project Manager	40,000-50,000	45,000
Project Engineer	35,000-40,000	37,000
Estimator	40,000-45,000	42,000
CAD Technician	25,000-30,000	30,000

South East England	£ Range	£ Typical
Director	73,000-80,000	76,500
Senior Contracts Manager	57,000-69,000	68,000
Contract Quantity Surveyor	60,000-68,000	65,000
Project Manager	52,500-67,000	65,000
Project Engineer	42,000-55,000	47,500
Estimator	47,000-65,000	62,000
CAD Technician	33,000-40,000	38,000

West Midlands	£ Range	£ Typical
Director	60,000-80,000	70,000
Senior Contracts Manager	50,000-70,000	55,000
Contract Quantity Surveyor	44,000-55,000	45,000
Project Manager	40,000-55,000	49,000
Project Engineer	30,000-45,000	40,000
Estimator	30,000-50,000	44,500
CAD Technician	25,000-30,000	29,000

East of England	£ Range	£ Typical
Director	60,000-80,000	67,000
Senior Contracts Manager	55,000-70,000	60,000
Contract Quantity Surveyor	47,000-60,000	50,000
Project Manager	40,000-57,000	50,000
Project Engineer	32,000-50,000	42,000
Estimator	40,000-60,000	47,500
CAD Technician	24,000-32,000	27,500

East Midlands	£ Range	£ Typical
Director	60,000-80,000	65,000
Senior Contracts Manager	45,000-65,000	55,000
Contract Quantity Surveyor	45,000-60,000	50,000
Project Manager	40,000-55,000	49,000
Project Engineer	30,000-45,000	39,000
Estimator	30,000-55,000	46,000
CAD Technician	25,000-32,000	30,000

South West England	£ Range	£ Typical
Director	62,500-67,500	65,000
Senior Contracts Manager	50,000-60,000	55,000
Contract Quantity Surveyor	45,000-55,000	52,500
Project Manager	42,000-50,000	50,000
Project Engineer	38,000-45,000	42,000
Estimator	42,000-47,000	46,000
CAD Technician	25,000-32,000	31,750

Yorkshire and the Humber	£ Range	£ Typical
Director	57,000-62,000	60,500
Senior Contracts Manager	35,000-45,000	40,500
Contract Quantity Surveyor	32,000-42,000	39,500
Project Manager	40,000-57,000	49,500
Project Engineer	30,000-42,000	36,500
Estimator	27,000-38,000	36,500
CAD Technician	23,000-28,500	26,750



North East England	£ Range	£ Typical
Director	48,000-62,000	56,500
Senior Contracts Manager	32,000-46,000	44,000
Contract Quantity Surveyor	35,000-45,000	43,000
Project Manager	40,000-50,000	46,000
Project Engineer	28,000-38,000	35,500
Estimator	31,000-40,000	38,000
CAD Technician	23,000-28,500	27,250

North West England	£ Range	£ Typical
Director	65,000-85,000	72,000
Senior Contracts Manager	50,000-68,000	54,000
Contract Quantity Surveyor	40,000-55,000	45,000
Project Manager	40,000-50,000	48,000
Project Engineer	30,000-45,000	40,000
Estimator	38,000-45,000	43,000
CAD Technician	25,000-32,000	30,000

Northern Ireland	£ Range	£ Typical
Director	65,000-85,000	75,000
Senior Contracts Manager	50,000-60,000	55,000
Contract Quantity Surveyor	40,000-50,000	46,000
Project Manager	38,000-46,000	40,000
Project Engineer	30,000-40,000	35,000
Estimator	35,000-45,000	40,000
CAD Technician	25,000-40,000	35,000

Scotland	£ Range	£ Typical
Director	50,000-65,000	58,000
Senior Contracts Manager	40,000-50,000	47,000
Contract Quantity Surveyor	36,000-46,000	44,000
Project Manager	32,000-47,000	45,000
Project Engineer	29,000-41,000	40,000
Estimator	35,000-44,000	41,000
CAD Technician	22,000-26,000	24,000

# CONSTRUCTION & PROPERTY

## SOCIAL HOUSING

London	£ Range	£ Typical
Area Housing Manager	45,000-52,000	49,000
Housing Manager	38,000-42,000	40,500
Senior Housing Officer	35,000-38,000	37,000
Housing Officer	30,000-35,000	33,000
Housing Assistant	23,000-25,000	23,800
Resident Involvement Manager	39,000-42,000	39,000
Anti-Social Behaviour/Community Safety Officer	31,000-35,000	34,000
Income Recovery Officer	29,000-33,000	31,500
Team Manager Supported Housing	30,000-33,000	31,000
Support/Project Worker	22,000-25,000	24,000
Scheme Manager	22,000-25,000	23,500

South West England	£ Range	£ Typical
Area Housing Manager	37,500-44,000	41,500
Housing Manager	35,000-40,000	38,000
Senior Housing Officer	27,500-32,500	30,000
Housing Officer	23,000-30,000	27,500
Housing Assistant	15,000-22,000	18,500
Resident Involvement Manager	25,000-33,000	28,000
Anti-Social Behaviour/Community Safety Officer	25,000-30,000	28,000
Income Recovery Officer	25,000-32,000	29,000
Team Manager Supported Housing	25,000-35,000	28,000
Support/Project Worker	16,000-24,000	20,500
Scheme Manager	18,000-24,000	21,000

South East England	£ Range	£ Typical
Area Housing Manager	38,000-48,000	42,000
Housing Manager	32,000-39,000	38,750
Senior Housing Officer	28,000-36,000	31,000
Housing Officer	24,000-32,000	27,750
Housing Assistant	17,500-21,000	19,750
Resident Involvement Manager	30,000-37,000	36,500
Anti-Social Behaviour/Community Safety Officer	25,000-29,000	28,500
Income Recovery Officer	24,000-32,000	31,000
Team Manager Supported Housing	26,000-31,000	29,000
Support/Project Worker	16,500-20,000	17,500
Scheme Manager	16,000-25,000	23,250

Wales	£ Range	£ Typical
Area Housing Manager	36,000-41,000	38,000
Housing Manager	32,000-38,000	37,000
Senior Housing Officer	26,000-32,000	29,500
Housing Officer	21,000-27,000	27,000
Housing Assistant	15,000-21,000	18,000
Resident Involvement Manager	24,000-35,000	27,500
Anti-Social Behaviour/Community Safety Officer	24,000-28,000	26,000
Income Recovery Officer	19,000-30,000	27,500
Team Manager Supported Housing	26,000-32,000	28,000
Support/Project Worker	16,000-24,000	19,000
Scheme Manager	17,000-23,000	20,500

East of England	£ Range	£ Typical
Area Housing Manager	35,000-47,000	40,000
Housing Manager	35,000-42,500	38,000
Senior Housing Officer	30,000-35,000	33,000
Housing Officer	26,000-33,500	28,000
Housing Assistant	18,000-24,000	20,000
Resident Involvement Manager	30,000-40,000	36,000
Anti-Social Behaviour/Community Safety Officer	25,000-30,000	27,000
Income Recovery Officer	25,000-30,000	27,000
Team Manager Supported Housing	27,500-32,000	30,000
Support/Project Worker	19,000-24,000	21,000
Scheme Manager	22,000-26,000	24,000

West Midlands	£ Range	£ Typical
Area Housing Manager	35,000-45,000	39,500
Housing Manager	28,000-40,000	35,500
Senior Housing Officer	25,000-30,000	27,500
Housing Officer	20,000-26,000	24,000
Housing Assistant	17,500-22,000	19,000
Resident Involvement Manager	29,000-36,000	33,000
Anti-Social Behaviour/Community Safety Officer	20,000-30,000	26,500
Income Recovery Officer	24,000-30,000	25,000
Team Manager Supported Housing	26,000-32,000	29,000
Support/Project Worker	17,000-21,000	19,000
Scheme Manager	18,000-24,000	22,500

East Midlands	£ Range	£ Typical
Area Housing Manager	34,000-42,000	40,500
Housing Manager	28,000-40,000	36,500
Senior Housing Officer	25,000-31,000	30,000
Housing Officer	20,000-26,000	25,000
Housing Assistant	17,500-20,000	18,500
Resident Involvement Manager	29,000-36,000	31,500
Anti-Social Behaviour/Community Safety Officer	20,000-30,000	27,000
Income Recovery Officer	26,000-34,000	29,000
Team Manager Supported Housing	26,000-32,000	28,500
Support/Project Worker	18,000-21,000	18,500
Scheme Manager	19,000-24,000	21,000

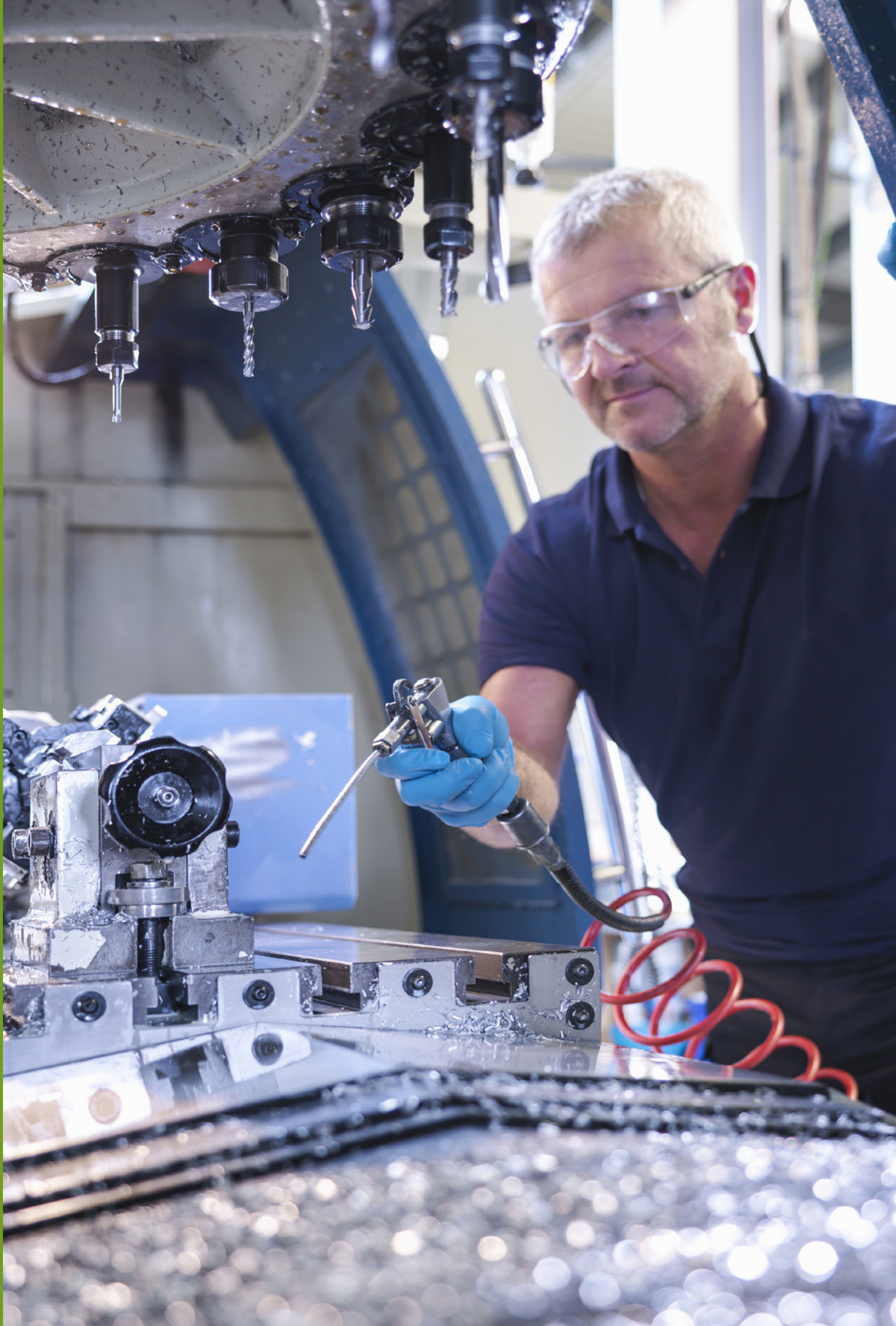
North West England	£ Range	£ Typical
Area Housing Manager	35,000-50,000	40,000
Housing Manager	32,000-37,000	35,000
Senior Housing Officer	25,000-30,000	28,000
Housing Officer	23,000-28,000	26,000
Housing Assistant	17,000-22,000	20,000
Resident Involvement Manager	28,000-35,000	33,000
Anti-Social Behaviour/Community Safety Officer	25,000-31,000	27,000
Income Recovery Officer	22,000-30,000	26,000
Team Manager Supported Housing	24,000-32,000	28,000
Support/Project Worker	17,000-22,000	19,000
Scheme Manager	17,000-23,000	19,500

Yorkshire and the Humber	£ Range	£ Typical
Area Housing Manager	27,000-40,000	35,500
Housing Manager	28,000-36,000	33,500
Senior Housing Officer	26,500-30,500	30,000
Housing Officer	21,000-26,500	24,500
Housing Assistant	16,000-19,000	18,750
Resident Involvement Manager	27,500-33,000	30,500
Anti-Social Behaviour/Community Safety Officer	23,000-30,000	26,000
Income Recovery Officer	21,000-28,500	27,750
Team Manager Supported Housing	26,500-31,500	29,000
Support/Project Worker	15,500-22,500	19,750
Scheme Manager	15,500-20,000	17,250

Northern Ireland	£ Range	£ Typical
Area Housing Manager	38,000-42,000	38,500
Housing Manager	35,000-40,000	37,000
Senior Housing Officer	27,000-33,000	29,000
Housing Officer	23,000-28,000	24,000
Housing Assistant	16,000-19,000	17,500
Resident Involvement Manager	18,000-21,000	19,500
Anti-Social Behaviour/Community Safety Officer	18,000-21,000	19,500
Income Recovery Officer	19,000-23,000	21,000
Team Manager Supported Housing	27,000-30,000	29,000
Support/Project Worker	17,500-21,000	19,000
Scheme Manager	19,000-23,000	21,500

North East England	£ Range	£ Typical
Area Housing Manager	35,000-50,000	40,000
Housing Manager	32,000-37,000	35,000
Senior Housing Officer	25,000-30,000	28,000
Housing Officer	23,000-28,000	26,000
Housing Assistant	17,000-22,000	20,000
Resident Involvement Manager	28,000-35,000	33,000
Anti-Social Behaviour/Community Safety Officer	25,000-31,000	27,000
Income Recovery Officer	22,000-30,000	26,000
Team Manager Supported Housing	24,000-32,000	28,000
Support/Project Worker	17,000-22,000	19,000
Scheme Manager	17,000-23,000	19,500

Scotland	£ Range	£ Typical
Area Housing Manager	38,000-50,000	41,000
Housing Manager	35,000-45,000	38,500
Senior Housing Officer	28,500-38,000	32,000
Housing Officer	23,000-32,000	29,250
Housing Assistant	18,000-24,000	23,000
Resident Involvement Manager	28,000-33,000	31,000
Anti-Social Behaviour/Community Safety Officer	23,000-30,000	28,000
Income Recovery Officer	24,500-28,000	27,500
Team Manager Supported Housing	26,000-29,500	28,000
Support/Project Worker	15,500-20,000	18,500
Scheme Manager	18,000-21,000	19,250



# ENGINEERING & MANUFACTURING UPSKILLING KEY TO COMBAT SKILLS SHORTAGES

A smaller number of people entering the industry is driving skills shortages and competition for talent. Clear pay transparency and upskilling opportunities will be key to improving talent attraction and retention in the coming year.

## Employers maintain a positive outlook

Engineering and manufacturing employers' expectations around activity levels have dipped slightly on last year, but the majority still do not anticipate a decrease in activity. 87% expect their activity to increase or stay the same in the next 12 months in comparison to the previous year's figure of 95%. Food production and the manufacturing of medical and consumer products including cleaning products, vaccinations, hand gels and masks continue to be strong areas, and demand is increasing in the power, energy and utilities sectors. Projects put on pause due to Covid-19 continue to resume, and still need to be delivered on time and on budget.

Employers are also positive about the longer-term future, with sentiment remaining level with last year. 43% are positive about the wider economic climate and the opportunities it might create within the next 2-5 years, higher than the UK average of 37%. However, engineering and manufacturing professionals are far more concerned about the longer-term economic climate. This has increased considerably over the past year, with 73% expressing concern in comparison to 50% the prior year.

**1.5%** Average salary increase over the last year

## Lack of new entrants driving skills shortages

Measures to improve talent attraction are likely to be key for the coming year due to ongoing skills shortages. 85% of engineering and manufacturing employers have experienced skills shortages within the past year, considerably higher than the UK average (77%). 66% have struggled to recruit permanent staff over the last 12 months and 42% have found sourcing temporary staff difficult. Over half (53%) attribute skills shortages to fewer people entering the industry, considerably higher than the UK average (35%).

Over a quarter (27%) of engineering and manufacturing employers do not think their organisation has the talent needed to achieve current business objectives, and demand for skilled workers continues as employers strive to maintain business as usual. Three quarters (75%) actively plan to recruit over the coming 12 months, which is consistent with the previous year. However, competitiveness in the market remains, with over half (59%) expecting a shortage of suitable applicants to be their top hiring challenge this year, and 50% anticipating applicants with unrealistic salary requirements.

## Employers plan to upskill staff amidst skills shortages

Among the specialist skills seeing the highest employer demand are operations (33%), projects and change management (23%) and managerial and leadership skills (20%).

Over two thirds (69%) of employers plan to help their team upskill in their current profession over the coming year, and over a third (35%) intend to support them in undertaking academic qualifications. Businesses are looking to evaluate their contingent workforce and supply chains to ensure they have recruitment partners that can supply in times of need, and with regards to specific actions for combating skills shortages, actions that employers have taken include the hiring of temps or contractors (38%) and the uptake of apprentices (26%).

### Top specialist skills in demand:

#### Operations

33%

#### Projects and change management

23%

#### Managerial/leadership

20%

### Top soft skills in demand:

#### Ability to adopt change

48%

#### Communication and interpersonal skills

46%

#### People management

44%

# ENGINEERING & MANUFACTURING UPSKILLING KEY TO COMBAT SKILLS SHORTAGES

## Salary rises remain consistent, but pay transparency is an issue

There is a mismatch in salary expectations which is likely fuelled by salary increases being curtailed. Less than half (49%) of engineering and manufacturing employers increased their employees' salaries over the past 12 months – lower than the three quarters (74%) who expected to – and a fifth (20%) say that their organisation's leadership team took a pay cut this year as a direct result of the Covid-19 pandemic. Engineering and manufacturing salaries increased by an average rate of 1.5% in the past year, with the highest increases reserved for process engineering professionals (2%) and trade engineers (1.8%).

Over a third (37%) of professionals expressed dissatisfaction with their salary, with the reasons most commonly cited for this being that it doesn't reflect either their performance or experience (both 55%). Furthermore, 42% of engineering and manufacturing employers don't believe their organisation is consistently transparent about how pay levels and pay rises are set, higher than the UK average of 35%. Clear pay transparency (valued by 69% of engineering and manufacturing professionals), will be key to improving both talent attraction and retention in the year ahead.

## Professionals seeking future opportunities

Employees demonstrated a slightly more cautious approach to changing jobs this year, with 35% moving roles in comparison to 39% last year. The economic effects of the pandemic had a considerable part to play, with 37% of those who did leave their job doing so due to redundancy. Other commonly cited reasons for leaving included dissatisfaction with their salary and a lack of career progression opportunities (both 15%).

For those who want to leave their current role in the next year (55%), salary and benefits packages are the main driver for doing so (22%) with 19% attributing it to a lack of future opportunities and 16% citing concerns around job security.

For those not intending on changing jobs in the year ahead (47%), nearly half (46%) would be tempted to do so with a better salary and benefits package.

### Top three reasons employees want to leave their current role:

Salary and/or benefits package

22%

Lack of future opportunities

19%

Concerns about job security

16%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

46%

Location

14%

Future opportunities

12%

“ Employees demonstrated a slightly more cautious approach to changing jobs this year, with 35% moving roles in comparison to 39% last year. ”

### Career changes due to Covid-19

Employee job movement is also being fuelled by less optimism about their career prospects. Only 37% of engineering and manufacturing professionals feel positive about their career prospects this year, which is significantly lower than last year's figure (52%). Furthermore, a third (33%) say that their job satisfaction has worsened as a result of the Covid-19 pandemic, and (79%) say that their employer has taken no steps to reduce their career uncertainty since the beginning of the lockdown in March 2020.

As a direct result of the pandemic, 43% plan to make changes to their career, with almost a third (31%) looking to upskill in their current role, and nearly a fifth (18%) planning to reduce their working hours, i.e. move from a full-time to a part-time role.

### Remote working sought after to improve work-life balance

Not only are professionals looking to reduce their working hours, but they are looking to improve their work-life balance. Although 44% of engineering and manufacturing professionals rate their work-life balance positively, it is far lower than the UK average of 52%. Work-life balance is considered the most important factor for nearly a quarter (24%) of professionals when considering a new role, with remote working (36%) the most sought-after flexible working option.

More specifically, the most important benefits to professionals seeking a new role include having over 28 days of paid annual leave (45%), a pension provision above the legal minimum (41%) and health insurance (40%). Covid-19 has created scope for additional benefits and factors to look for in a new role, with almost half (42%) of professionals saying they would like additional days off work for wellbeing, and over a quarter (28%) citing additional payments to cover housing costs as a useful benefit.

### Top three benefits most important to employees when considering a new role:

Over 28 days paid annual leave

45%

Pension provision above the legal minimum

41%

Health insurance

40%

### Survey highlights for engineering and manufacturing

#### Employers

87%

expect their organisation's activity levels to increase or stay the same over the next 12 months

85%

experienced skills shortages in the last 12 months

75%

plan on recruiting staff over the next 12 months

38%

have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

#### Employees

46%

would be tempted to change role due to the salary or benefits package on offer

39%

feel there is no scope for progression within their organisation

44%

give their work-life balance a positive rating

42%

would like additional days off for wellbeing due to the Covid-19 pandemic

# ENGINEERING & MANUFACTURING

## DESIGN ENGINEERING (MANUFACTURING)

London	£ Range	£ Typical
Design Engineer/Manager	45,000-60,000	49,000
Electrical CAD Technician	33,000-45,000	37,000
Electrical Engineer	32,000-35,000	33,000
Electrical Design Engineer	43,000-55,000	48,000
Electronics Engineer	40,000-60,000	48,000
Mechanical Design Engineer	46,000-56,000	51,000
Cost Engineer	45,000-60,000	46,000
Planning Engineer	49,000-70,000	55,000
C&I Engineer	39,000-50,000	47,000
NPI/NPD Engineer	35,000-50,000	45,000
Application/Sales Engineer	35,000-45,000	37,000

South West and Wales	£ Range	£ Typical
Design Engineer/Manager	40,000-55,000	45,000
Electrical CAD Technician	30,000-35,000	32,000
Electrical Engineer	35,000-45,000	40,000
Electrical Design Engineer	35,000-42,000	37,000
Electronics Engineer	40,000-47,000	42,000
Mechanical Design Engineer	40,000-55,000	48,000
Cost Engineer	30,000-40,000	32,000
Planning Engineer	40,000-45,000	42,000
C&I Engineer	40,000-45,000	41,000
NPI/NPD Engineer	35,000-42,000	36,000
Application/Sales Engineer	35,000-60,000	40,000

South East England	£ Range	£ Typical
Design Engineer/Manager	40,000-60,000	50,000
Electrical CAD Technician	30,000-45,000	38,000
Electrical Engineer	30,000-35,000	33,000
Electrical Design Engineer	40,000-50,000	45,000
Electronics Engineer	40,000-50,000	45,000
Mechanical Design Engineer	35,000-50,000	44,000
Cost Engineer	45,000-60,000	48,000
Planning Engineer	49,000-60,000	55,000
C&I Engineer	40,000-50,000	45,000
NPI/NPD Engineer	35,000-48,000	45,000
Application/Sales Engineer	35,000-45,000	38,000

Midlands	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technician	27,000-32,000	30,000
Electrical Engineer	32,000-42,000	37,000
Electrical Design Engineer	32,000-42,000	35,000
Electronics Engineer	32,000-42,000	35,000
Mechanical Design Engineer	35,000-45,000	40,000
Cost Engineer	25,000-35,000	30,000
Planning Engineer	35,000-42,000	40,000
C&I Engineer	35,000-50,000	42,000
NPI/NPD Engineer	30,000-36,000	34,000
Application/Sales Engineer	30,000-40,000	35,000

East of England	£ Range	£ Typical
Design Engineer/Manager	40,000-60,000	50,000
Electrical CAD Technician	30,000-45,000	38,000
Electrical Engineer	30,000-35,000	33,000
Electrical Design Engineer	40,000-50,000	45,000
Electronics Engineer	40,000-50,000	45,000
Mechanical Design Engineer	35,000-50,000	44,000
Cost Engineer	45,000-60,000	48,000
Planning Engineer	49,000-60,000	55,000
C&I Engineer	40,000-50,000	45,000
NPI/NPD Engineer	35,000-48,000	45,000
Application/Sales Engineer	35,000-45,000	38,000

North East England	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technician	27,000-32,000	30,000
Electrical Engineer	32,000-42,000	37,000
Electrical Design Engineer	32,000-42,000	35,000
Electronics Engineer	32,000-42,000	35,000
Mechanical Design Engineer	35,000-45,000	40,000
Cost Engineer	25,000-35,000	30,000
Planning Engineer	35,000-42,000	40,000
C&I Engineer	35,000-50,000	42,000
NPI/NPD Engineer	30,000-36,000	34,000
Application/Sales Engineer	30,000-40,000	35,000



North West England	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technician	27,000-32,000	30,000
Electrical Engineer	32,000-42,000	37,000
Electrical Design Engineer	32,000-42,000	35,000
Electronics Engineer	32,000-42,000	35,000
Mechanical Design Engineer	35,000-45,000	40,000
Cost Engineer	25,000-35,000	30,000
Planning Engineer	35,000-42,000	40,000
C&I Engineer	35,000-50,000	42,000
NPI/NPD Engineer	30,000-36,000	34,000
Application/Sales Engineer	30,000-40,000	35,000

Northern Ireland	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technician	27,000-32,000	30,000
Electrical Engineer	32,000-42,000	37,000
Electrical Design Engineer	32,000-42,000	35,000
Electronics Engineer	32,000-42,000	35,000
Mechanical Design Engineer	35,000-45,000	40,000
Cost Engineer	25,000-35,000	30,000
Planning Engineer	35,000-42,000	40,000
C&I Engineer	35,000-50,000	42,000
NPI/NPD Engineer	30,000-36,000	34,000
Application/Sales Engineer	30,000-40,000	35,000

Scotland	£ Range	£ Typical
Design Engineer/Manager	41,000-51,000	46,000
Electrical CAD Technician	27,000-32,000	30,000
Electrical Engineer	27,000-41,000	34,000
Electrical Design Engineer	28,000-38,000	33,000
Electronics Engineer	32,000-42,000	35,000
Mechanical Design Engineer	28,000-38,000	33,000
Cost Engineer	26,000-37,000	31,500
Planning Engineer	30,000-40,000	35,000
C&I Engineer	30,000-41,000	34,000
NPI/NPD Engineer	25,000-36,000	30,500
Application/Sales Engineer	30,000-39,000	33,000

# ENGINEERING & MANUFACTURING

## MAINTENANCE ENGINEERING (MANUFACTURING)

London	£ Range	£ Typical
Engineering Manager	60,000-70,000	65,000
Maintenance Manager	52,000-65,000	58,000
Electrical Maintenance Engineer	36,000-50,000	43,000
Mechanical Maintenance Engineer	36,000-50,000	43,000
Mechatronic Engineer	35,000-50,000	42,000
Automation Engineer	43,000-55,000	48,000
Commissioning Engineer	35,000-49,000	39,000
Field Service Engineer	30,000-40,000	35,000
Global Service Engineer	45,000-60,000	54,000
Multi-Skilled Maintenance Engineer	38,000-52,000	40,000

South West and Wales	£ Range	£ Typical
Engineering Manager	65,000-70,000	70,000
Maintenance Manager	45,000-60,000	54,000
Electrical Maintenance Engineer	40,000-45,000	42,000
Mechanical Maintenance Engineer	30,000-40,000	38,000
Mechatronic Engineer	40,000-47,000	42,000
Automation Engineer	45,000-62,000	47,000
Commissioning Engineer	30,000-35,000	34,000
Field Service Engineer	30,000-45,000	37,000
Global Service Engineer	40,000-55,000	47,000
Multi-Skilled Maintenance Engineer	40,000-48,000	46,000

South East England	£ Range	£ Typical
Engineering Manager	50,000-70,000	60,000
Maintenance Manager	50,000-65,000	55,000
Electrical Maintenance Engineer	35,000-45,000	40,000
Mechanical Maintenance Engineer	35,000-45,000	40,000
Mechatronic Engineer	40,000-50,000	45,000
Automation Engineer	43,000-50,000	48,000
Commissioning Engineer	35,000-50,000	40,000
Field Service Engineer	30,000-40,000	35,000
Global Service Engineer	45,000-60,000	55,000
Multi-Skilled Maintenance Engineer	35,000-45,000	40,000

Midlands	£ Range	£ Typical
Engineering Manager	60,000-75,000	69,000
Maintenance Manager	58,000-67,000	61,000
Electrical Maintenance Engineer	35,000-44,000	42,000
Mechanical Maintenance Engineer	35,000-42,000	39,000
Mechatronic Engineer	36,000-43,000	40,000
Automation Engineer	40,000-50,000	45,000
Commissioning Engineer	35,000-40,000	37,000
Field Service Engineer	32,000-38,000	35,000
Global Service Engineer	48,000-58,000	54,000
Multi-Skilled Maintenance Engineer	38,000-50,000	45,000

East of England	£ Range	£ Typical
Engineering Manager	50,000-70,000	60,000
Maintenance Manager	50,000-65,000	55,000
Electrical Maintenance Engineer	35,000-45,000	40,000
Mechanical Maintenance Engineer	35,000-45,000	40,000
Mechatronic Engineer	40,000-50,000	45,000
Automation Engineer	43,000-50,000	48,000
Commissioning Engineer	35,000-50,000	40,000
Field Service Engineer	30,000-40,000	35,000
Global Service Engineer	45,000-60,000	55,000
Multi-Skilled Maintenance Engineer	35,000-45,000	40,000

North East England	£ Range	£ Typical
Engineering Manager	50,000-70,000	60,000
Maintenance Manager	45,000-50,000	50,000
Electrical Maintenance Engineer	32,000-42,000	37,000
Mechanical Maintenance Engineer	30,000-40,000	35,000
Mechatronic Engineer	38,000-47,000	40,000
Automation Engineer	36,000-51,000	40,000
Commissioning Engineer	36,000-42,000	40,000
Field Service Engineer	30,000-38,000	35,000
Global Service Engineer	45,000-55,000	48,000
Multi-Skilled Maintenance Engineer	35,000-45,000	40,000

North West England	£ Range	£ Typical
Engineering Manager	45,000-55,000	50,000
Maintenance Manager	40,000-48,000	48,000
Electrical Maintenance Engineer	30,000-41,000	39,000
Mechanical Maintenance Engineer	30,000-41,000	36,000
Mechatronic Engineer	32,000-40,000	32,000
Automation Engineer	40,000-45,000	40,000
Commissioning Engineer	28,000-38,000	35,000
Field Service Engineer	32,000-40,000	32,000
Global Service Engineer	38,000-48,000	40,000
Multi-Skilled Maintenance Engineer	30,000-42,000	42,000

Northern Ireland	£ Range	£ Typical
Engineering Manager	45,000-55,000	45,000
Maintenance Manager	40,000-45,000	43,000
Electrical Maintenance Engineer	30,000-41,000	36,000
Mechanical Maintenance Engineer	30,000-41,000	36,000
Mechatronic Engineer	32,000-40,000	36,000
Automation Engineer	40,000-45,000	42,000
Commissioning Engineer	28,000-38,000	33,000
Field Service Engineer	34,000-40,000	38,000
Global Service Engineer	38,000-48,000	45,000
Multi-Skilled Maintenance Engineer	30,000-40,000	36,000

Scotland	£ Range	£ Typical
Engineering Manager	50,000-55,000	53,000
Maintenance Manager	45,000-50,000	50,000
Electrical Maintenance Engineer	32,000-42,000	37,000
Mechanical Maintenance Engineer	30,000-40,000	35,000
Mechatronic Engineer	32,000-42,000	37,000
Automation Engineer	36,000-51,000	40,000
Commissioning Engineer	31,000-41,000	36,000
Field Service Engineer	30,000-38,000	35,000
Global Service Engineer	46,000-56,000	52,000
Multi-Skilled Maintenance Engineer	34,000-42,000	38,000

# ENGINEERING & MANUFACTURING OPERATIONS (MANUFACTURING)

London	£ Range	£ Typical
General Manager	65,000-85,000	80,000
Operations Manager	45,000-65,000	58,000
Production Manager	45,000-60,000	55,000
Plant Manager	30,000-40,000	38,000
Project Manager	45,000-65,000	60,000
Planner	40,000-55,000	45,000
Production Shift Manager	45,000-55,000	47,000

North East England	£ Range	£ Typical
General Manager	60,000-70,000	65,000
Operations Manager	55,000-65,000	60,000
Production Manager	45,000-60,000	52,000
Plant Manager	50,000-58,000	55,000
Project Manager	48,000-55,000	52,000
Planner	30,000-40,000	30,000
Production Shift Manager	38,000-50,000	45,000

South East England	£ Range	£ Typical
General Manager	60,000-75,000	70,000
Operations Manager	50,000-55,000	53,000
Production Manager	40,000-50,000	45,000
Plant Manager	55,000-60,000	55,000
Project Manager	50,000-65,000	60,000
Planner	30,000-40,000	35,000
Production Shift Manager	35,000-45,000	40,000

North West England	£ Range	£ Typical
General Manager	70,000-90,000	75,000
Operations Manager	55,000-65,000	55,000
Production Manager	42,000-50,000	45,000
Plant Manager	50,000-65,000	57,000
Project Manager	35,000-55,000	50,000
Planner	27,000-37,000	32,000
Production Shift Manager	35,000-45,000	40,000

East of England	£ Range	£ Typical
General Manager	80,000-120,000	90,000
Operations Manager	60,000-80,000	70,000
Production Manager	40,000-50,000	45,000
Plant Manager	50,000-60,000	60,000
Project Manager	45,000-60,000	55,000
Planner	25,000-35,000	30,000
Production Shift Manager	35,000-45,000	40,000

Northern Ireland	£ Range	£ Typical
General Manager	60,000-70,000	65,000
Operations Manager	48,000-60,000	55,000
Production Manager	38,000-45,000	40,000
Plant Manager	50,000-60,000	55,000
Project Manager	40,000-50,000	45,000
Planner	25,000-35,000	30,000
Production Shift Manager	30,000-40,000	35,000

South West and Wales	£ Range	£ Typical
General Manager	70,000-90,000	75,000
Operations Manager	55,000-65,000	55,000
Production Manager	42,000-50,000	45,000
Plant Manager	50,000-65,000	57,000
Project Manager	35,000-55,000	50,000
Planner	27,000-37,000	32,000
Production Shift Manager	35,000-45,000	40,000

Scotland	£ Range	£ Typical
General Manager	60,000-70,000	65,000
Operations Manager	50,000-60,000	55,000
Production Manager	45,000-55,000	50,000
Plant Manager	50,000-58,000	55,000
Project Manager	45,000-51,000	48,000
Planner	30,000-40,000	30,000
Production Shift Manager	35,000-45,000	40,000

Midlands	£ Range	£ Typical
General Manager	70,000-90,000	75,000
Operations Manager	55,000-65,000	55,000
Production Manager	42,000-50,000	45,000
Plant Manager	50,000-65,000	57,000
Project Manager	35,000-55,000	50,000
Planner	27,000-37,000	32,000
Production Shift Manager	35,000-45,000	40,000



# ENGINEERING & MANUFACTURING

## PROCESS ENGINEERING (MANUFACTURING)

London	£ Range	£ Typical
Project Manager	55,000-70,000	65,000
Project Engineer	40,000-50,000	45,000
Process Engineer	30,000-45,000	43,000
Chemical Engineer	35,000-45,000	40,000
Commissioning	40,000-50,000	43,000
Project Control	38,000-50,000	45,000
Production Engineer	40,000-55,000	45,000
Industrial Engineer	30,000-48,000	42,000

South West and Wales	£ Range	£ Typical
Project Manager	48,000-58,000	53,000
Project Engineer	38,000-45,000	42,000
Process Engineer	30,000-45,000	40,000
Chemical Engineer	38,000-45,000	42,000
Commissioning	40,000-45,000	42,000
Project Control	40,000-50,000	43,000
Production Engineer	34,000-45,000	40,000
Industrial Engineer	35,000-45,000	42,000

South East England	£ Range	£ Typical
Project Manager	50,000-70,000	65,000
Project Engineer	40,000-50,000	45,000
Process Engineer	30,000-45,000	44,000
Chemical Engineer	35,000-45,000	40,000
Commissioning	38,000-50,000	45,000
Project Control	38,000-50,000	45,000
Production Engineer	30,000-45,000	40,000
Industrial Engineer	35,000-45,000	43,000

Midlands	£ Range	£ Typical
Project Manager	48,000-58,000	53,000
Project Engineer	38,000-45,000	42,000
Process Engineer	30,000-45,000	40,000
Chemical Engineer	38,000-45,000	42,000
Commissioning	40,000-45,000	42,000
Project Control	40,000-50,000	43,000
Production Engineer	34,000-45,000	40,000
Industrial Engineer	35,000-45,000	42,000

East of England	£ Range	£ Typical
Project Manager	50,000-70,000	65,000
Project Engineer	40,000-50,000	45,000
Process Engineer	30,000-45,000	44,000
Chemical Engineer	35,000-45,000	40,000
Commissioning	38,000-50,000	45,000
Project Control	38,000-50,000	45,000
Production Engineer	30,000-45,000	40,000
Industrial Engineer	35,000-45,000	43,000

North East England	£ Range	£ Typical
Project Manager	48,000-55,000	52,000
Project Engineer	38,000-45,000	43,000
Process Engineer	40,000-45,000	45,000
Chemical Engineer	40,000-45,000	42,000
Commissioning	40,000-45,000	43,000
Project Control	40,000-50,000	45,000
Production Engineer	38,000-40,000	38,000
Industrial Engineer	35,000-40,000	36,000

North West England	£ Range	£ Typical
Project Manager	48,000-58,000	53,000
Project Engineer	38,000-45,000	42,000
Process Engineer	30,000-45,000	40,000
Chemical Engineer	38,000-45,000	42,000
Commissioning	40,000-45,000	42,000
Project Control	40,000-50,000	43,000
Production Engineer	34,000-45,000	40,000
Industrial Engineer	35,000-45,000	42,000

Northern Ireland	£ Range	£ Typical
Project Manager	48,000-58,000	51,500
Project Engineer	38,000-45,000	41,000
Process Engineer	30,000-45,000	38,000
Chemical Engineer	38,000-45,000	38,000
Commissioning	40,000-45,000	40,000
Project Control	40,000-50,000	43,000
Production Engineer	34,000-45,000	37,000
Industrial Engineer	34,000-45,000	34,500

Scotland	£ Range	£ Typical
Project Manager	48,000-56,000	51,500
Project Engineer	38,000-44,000	41,000
Process Engineer	33,000-41,000	38,000
Chemical Engineer	36,000-42,000	38,000
Commissioning	38,000-42,000	40,000
Project Control	40,000-50,000	43,000
Production Engineer	34,000-44,000	37,000
Industrial Engineer	31,000-40,000	34,500

# ENGINEERING & MANUFACTURING

## QUALITY ENGINEERING (MANUFACTURING)

London	£ Range	£ Typical
Quality Manager	50,000-60,000	55,000
Quality Engineer	36,000-46,000	40,000
Quality Technician	25,000-35,000	28,000
Quality Assurance Inspector	35,000-45,000	38,000
Process Analyst	36,000-50,000	45,000
CMM Inspector	35,000-45,000	38,000
Continuous Improvement Engineer	45,000-55,000	50,000
Process Engineer	35,000-48,000	43,000
Electronic Test Engineer	30,000-38,000	35,000
NDT Inspector	27,000-35,000	30,000

South West and Wales	£ Range	£ Typical
Quality Manager	45,000-60,000	50,000
Quality Engineer	35,000-45,000	40,000
Quality Technician	27,000-35,000	30,000
Quality Assurance Inspector	22,000-29,000	26,000
Process Analyst	40,000-50,000	44,000
CMM Inspector	34,000-38,000	36,000
Continuous Improvement Engineer	45,000-60,000	50,000
Process Engineer	35,000-45,000	40,000
Electronic Test Engineer	27,000-35,000	30,000
NDT Inspector	22,000-29,000	26,000

South East England	£ Range	£ Typical
Quality Manager	50,000-60,000	55,000
Quality Engineer	36,000-46,000	40,000
Quality Technician	25,000-35,000	28,000
Quality Assurance Inspector	35,000-45,000	38,000
Process Analyst	36,000-50,000	45,000
CMM Inspector	35,000-45,000	38,000
Continuous Improvement Engineer	45,000-55,000	50,000
Process Engineer	35,000-48,000	43,000
Electronic Test Engineer	30,000-38,000	35,000
NDT Inspector	27,000-35,000	30,000

Midlands	£ Range	£ Typical
Quality Manager	42,000-55,000	50,000
Quality Engineer	35,000-45,000	40,000
Quality Technician	27,000-35,000	30,000
Quality Assurance Inspector	22,000-29,000	26,000
Process Analyst	40,000-50,000	44,000
CMM Inspector	34,000-38,000	36,000
Continuous Improvement Engineer	37,000-45,000	42,000
Process Engineer	30,000-40,000	37,000
Electronic Test Engineer	20,000-30,000	26,000
NDT Inspector	28,000-39,000	37,000

East of England	£ Range	£ Typical
Quality Manager	50,000-60,000	55,000
Quality Engineer	36,000-46,000	40,000
Quality Technician	25,000-35,000	28,000
Quality Assurance Inspector	35,000-45,000	38,000
Process Analyst	36,000-50,000	45,000
CMM Inspector	35,000-45,000	38,000
Continuous Improvement Engineer	45,000-55,000	50,000
Process Engineer	35,000-48,000	43,000
Electronic Test Engineer	30,000-38,000	35,000
NDT Inspector	27,000-35,000	30,000

North East England	£ Range	£ Typical
Quality Manager	42,000-55,000	50,000
Quality Engineer	32,000-40,000	35,000
Quality Technician	21,000-30,000	25,000
Quality Assurance Inspector	21,000-30,000	25,000
Process Analyst	32,000-40,000	34,000
CMM Inspector	25,000-30,000	28,000
Continuous Improvement Engineer	37,000-45,000	40,000
Process Engineer	30,000-40,000	36,000
Electronic Test Engineer	20,000-30,000	26,000
NDT Inspector	25,000-31,000	26,000



North West England	£ Range	£ Typical
Quality Manager	45,000-55,000	50,000
Quality Engineer	35,000-45,000	40,000
Quality Technician	22,000-30,000	27,000
Quality Assurance Inspector	20,000-30,000	25,000
Process Analyst	35,000-45,000	38,000
CMM Inspector	25,000-32,000	27,000
Continuous Improvement Engineer	37,000-45,000	40,000
Process Engineer	30,000-40,000	36,000
Electronic Test Engineer	20,000-30,000	25,000
NDT Inspector	25,000-31,000	25,000

Northern Ireland	£ Range	£ Typical
Quality Manager	32,000-45,000	45,000
Quality Engineer	32,000-40,000	32,000
Quality Technician	23,000-28,000	24,000
Quality Assurance Inspector	23,000-28,000	25,000
Process Analyst	25,000-32,000	25,000
CMM Inspector	30,000-33,000	32,000
Continuous Improvement Engineer	30,000-36,000	34,000
Process Engineer	28,000-34,000	32,000
Electronic Test Engineer	22,000-28,000	25,000
NDT Inspector	25,000-28,000	26,000

Scotland	£ Range	£ Typical
Quality Manager	42,000-55,000	50,000
Quality Engineer	32,000-40,000	36,000
Quality Technician	22,000-32,000	27,000
Quality Assurance Inspector	21,000-30,000	26,000
Process Analyst	32,000-40,000	36,000
CMM Inspector	25,000-30,000	27,000
Continuous Improvement Engineer	37,000-45,000	40,000
Process Engineer	30,000-40,000	36,000
Electronic Test Engineer	20,000-30,000	25,000
NDT Inspector	25,000-31,000	25,000

# ENGINEERING & MANUFACTURING

## ENGINEERING TRADE (MANUFACTURING)

London	£ Range	£ Typical
Platers	27,000-35,000	32,000
Fabricator/Welder	27,000-34,000	29,000
CNC Milling Programmer	25,000-36,000	29,000
CNC Turning Programmer	26,000-30,000	29,000
CNC Laser/Punch/Press Brake	22,000-28,000	24,000
CNC Plasma	20,000-28,000	23,000
CNC Lathe	20,000-29,000	23,000
Panel Wirer	23,000-28,000	24,000
Engineering Operative	21,000-26,000	22,500
Electronic Assembly	21,000-26,000	22,500

South West and Wales	£ Range	£ Typical
Platers	25,000-27,000	27,000
Fabricator/Welder	23,000-28,000	28,000
CNC Milling Programmer	30,000-35,000	32,000
CNC Turning Programmer	30,000-35,000	32,000
CNC Laser/Punch/Press Brake	21,000-27,000	23,000
CNC Plasma	21,000-27,000	23,000
CNC Lathe	21,000-27,000	24,000
Panel Wirer	21,000-28,000	27,000
Engineering Operative	18,500-25,000	25,000
Electronic Assembly	19,000-24,000	24,000

South East England	£ Range	£ Typical
Platers	27,000-35,000	32,000
Fabricator/Welder	27,000-34,000	29,000
CNC Milling Programmer	25,000-36,000	29,000
CNC Turning Programmer	26,000-30,000	29,000
CNC Laser/Punch/Press Brake	22,000-28,000	24,000
CNC Plasma	20,000-28,000	23,000
CNC Lathe	20,000-29,000	23,000
Panel Wirer	23,000-28,000	24,000
Engineering Operative	21,000-26,000	22,500
Electronic Assembly	21,000-26,000	22,500

Midlands	£ Range	£ Typical
Platers	25,000-27,000	27,000
Fabricator/Welder	23,000-28,000	28,000
CNC Milling Programmer	30,000-35,000	32,000
CNC Turning Programmer	30,000-35,000	32,000
CNC Laser/Punch/Press Brake	21,000-27,000	23,000
CNC Plasma	21,000-27,000	23,000
CNC Lathe	21,000-27,000	24,000
Panel Wirer	21,000-28,000	27,000
Engineering Operative	18,500-25,000	25,000
Electronic Assembly	19,000-24,000	24,000

East of England	£ Range	£ Typical
Platers	25,000-27,000	27,000
Fabricator/Welder	23,000-28,000	28,000
CNC Milling Programmer	30,000-35,000	32,000
CNC Turning Programmer	30,000-35,000	32,000
CNC Laser/Punch/Press Brake	21,000-27,000	23,000
CNC Plasma	21,000-27,000	23,000
CNC Lathe	21,000-27,000	24,000
Panel Wirer	21,000-28,000	27,000
Engineering Operative	18,500-25,000	25,000
Electronic Assembly	19,000-24,000	24,000

North East England	£ Range	£ Typical
Platers	20,000-30,000	27,000
Fabricator/Welder	20,000-25,000	23,000
CNC Milling Programmer	22,000-30,000	27,000
CNC Turning Programmer	22,000-30,000	27,000
CNC Laser/Punch/Press Brake	19,000-23,000	22,000
CNC Plasma	19,000-24,000	22,000
CNC Lathe	19,000-24,000	22,000
Panel Wirer	20,000-24,000	22,000
Engineering Operative	18,000-25,000	22,000
Electronic Assembly	18,000-25,000	22,000

North West England	£ Range	£ Typical
Platers	25,000-27,000	27,000
Fabricator/Welder	23,000-28,000	28,000
CNC Milling Programmer	30,000-35,000	32,000
CNC Turning Programmer	30,000-35,000	32,000
CNC Laser/Punch/Press Brake	21,000-27,000	23,000
CNC Plasma	21,000-27,000	23,000
CNC Lathe	21,000-27,000	26,000
Panel Wirer	21,000-28,000	27,000
Engineering Operative	18,500-25,000	25,000
Electronic Assembly	19,000-24,000	24,000

Northern Ireland	£ Range	£ Typical
Platers	25,000-27,000	27,000
Fabricator/Welder	23,000-28,000	25,000
CNC Milling Programmer	30,000-35,000	33,000
CNC Turning Programmer	30,000-35,000	33,000
CNC Laser/Punch/Press Brake	21,000-27,000	23,000
CNC Plasma	21,000-27,000	23,000
CNC Lathe	21,000-27,000	23,000
Panel Wirer	21,000-28,000	23,000
Engineering Operative	18,500-24,000	20,000
Electronic Assembly	19,000-22,000	22,000

Scotland	£ Range	£ Typical
Platers	25,000-27,000	27,000
Fabricator/Welder	23,000-28,000	25,000
CNC Milling Programmer	30,000-35,000	32,000
CNC Turning Programmer	30,000-35,000	32,000
CNC Laser/Punch/Press Brake	21,000-27,000	23,000
CNC Plasma	21,000-27,000	23,000
CNC Lathe	21,000-27,000	23,000
Panel Wirer	21,000-28,000	23,000
Engineering Operative	18,500-24,000	22,000
Electronic Assembly	19,000-22,000	22,000

# ENGINEERING & MANUFACTURING PROJECT MANAGEMENT (TECHNICAL)

London	£ Range	£ Typical
General Manager	65,000-85,000	80,000
Business Manager	35,000-45,000	40,000
Operations Manager	45,000-60,000	50,000
Operations Director	70,000-90,000	80,000
EC&I Project Manager	40,000-55,000	48,000
M&P Project Manager	40,000-55,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	30,000-40,000	35,000
Site Foreman	28,000-38,000	33,000

South West and Wales	£ Range	£ Typical
General Manager	60,000-75,000	68,000
Business Manager	45,000-72,000	56,000
Operations Manager	50,000-62,000	52,000
Operations Director	55,000-70,000	62,000
EC&I Project Manager	45,000-60,000	52,000
M&P Project Manager	40,000-60,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	36,000-45,000	40,000
Site Foreman	32,000-36,000	33,000

South East England	£ Range	£ Typical
General Manager	65,000-85,000	80,000
Business Manager	35,000-45,000	40,000
Operations Manager	45,000-60,000	50,000
Operations Director	70,000-90,000	80,000
EC&I Project Manager	40,000-55,000	48,000
M&P Project Manager	40,000-55,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	30,000-40,000	35,000
Site Foreman	28,000-38,000	33,000

Midlands	£ Range	£ Typical
General Manager	60,000-75,000	68,000
Business Manager	35,000-45,000	40,000
Operations Manager	50,000-62,000	52,000
Operations Director	55,000-70,000	62,000
EC&I Project Manager	45,000-60,000	52,000
M&P Project Manager	40,000-60,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	36,000-45,000	40,000
Site Foreman	32,000-36,000	33,000

East of England	£ Range	£ Typical
General Manager	65,000-85,000	80,000
Business Manager	35,000-45,000	40,000
Operations Manager	45,000-60,000	50,000
Operations Director	70,000-90,000	80,000
EC&I Project Manager	40,000-55,000	48,000
M&P Project Manager	40,000-55,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	30,000-40,000	35,000
Site Foreman	28,000-38,000	33,000

North East England	£ Range	£ Typical
General Manager	60,000-75,000	68,000
Business Manager	45,000-72,000	56,000
Operations Manager	50,000-62,000	52,000
Operations Director	55,000-70,000	62,000
EC&I Project Manager	45,000-60,000	52,000
M&P Project Manager	40,000-60,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	36,000-45,000	40,000
Site Foreman	32,000-36,000	33,000

North West England	£ Range	£ Typical
General Manager	60,000-75,000	68,000
Business Manager	45,000-72,000	56,000
Operations Manager	50,000-62,000	52,000
Operations Director	55,000-70,000	62,000
EC&I Project Manager	45,000-60,000	52,000
M&P Project Manager	40,000-60,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	36,000-45,000	40,000
Site Foreman	32,000-36,000	33,000

Northern Ireland	£ Range	£ Typical
General Manager	60,000-75,000	68,000
Business Manager	45,000-72,000	56,000
Operations Manager	44,000-70,000	60,000
Operations Director	44,000-78,000	66,000
EC&I Project Manager	45,000-60,000	52,000
M&P Project Manager	40,000-60,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	36,000-45,000	40,000
Site Foreman	32,000-36,000	33,000

Scotland	£ Range	£ Typical
General Manager	60,000-75,000	68,000
Business Manager	45,000-72,000	56,000
Operations Manager	50,000-62,000	52,000
Operations Director	55,000-70,000	62,000
EC&I Project Manager	45,000-60,000	52,000
M&P Project Manager	40,000-60,000	48,000
Site Manager	40,000-50,000	45,000
Site Supervisor	36,000-45,000	40,000
Site Foreman	32,000-36,000	33,000

# ENGINEERING & MANUFACTURING

## ENGINEERING (TECHNICAL)

London	£ Range	£ Typical
Mechanical Engineer	45,000-55,000	49,000
Piping Engineer	40,000-50,000	44,000
Electrical Engineer	40,000-60,000	48,000
C&I Engineer	40,000-55,000	49,000
EC&I Engineer	45,000-60,000	50,000
NDT Inspector	40,000-55,000	45,000
NDT Engineer/Technician	30,000-45,000	40,000

South West and Wales	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

South East England	£ Range	£ Typical
Mechanical Engineer	45,000-55,000	49,000
Piping Engineer	40,000-50,000	44,000
Electrical Engineer	40,000-60,000	48,000
C&I Engineer	40,000-55,000	49,000
EC&I Engineer	45,000-60,000	50,000
NDT Inspector	40,000-55,000	45,000
NDT Engineer/Technician	30,000-45,000	40,000

Midlands	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

East of England	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

North East England	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

North West England	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

Northern Ireland	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

Scotland	£ Range	£ Typical
Mechanical Engineer	39,000-54,000	42,000
Piping Engineer	38,000-48,000	39,000
Electrical Engineer	39,000-54,000	42,000
C&I Engineer	38,000-53,000	46,000
EC&I Engineer	40,000-54,000	48,000
NDT Inspector	40,000-50,000	42,000
NDT Engineer/Technician	32,000-42,000	39,000

# ENGINEERING & MANUFACTURING PROCESS ENGINEERING (TECHNICAL)

London	£ Range	£ Typical
Project Manager	58,000-70,000	66,000
Project Engineer	40,000-50,000	45,000
EC&I Process Engineer	45,000-50,000	47,000
Mechanical Process Engineer	43,000-55,000	48,000
Chemical Process Engineer	38,000-45,000	44,000
Production Engineer	38,000-45,000	40,000
Industrial Engineer	35,000-45,000	38,000

South West and Wales	£ Range	£ Typical
Project Manager	55,000-65,000	60,000
Project Engineer	35,000-45,000	40,000
EC&I Process Engineer	45,000-50,000	45,000
Mechanical Process Engineer	40,000-50,000	45,000
Chemical Process Engineer	35,000-45,000	40,000
Production Engineer	35,000-40,000	36,000
Industrial Engineer	35,000-40,000	36,000

South East England	£ Range	£ Typical
Project Manager	58,000-70,000	66,000
Project Engineer	40,000-50,000	45,000
EC&I Process Engineer	45,000-50,000	47,000
Mechanical Process Engineer	43,000-55,000	48,000
Chemical Process Engineer	38,000-45,000	44,000
Production Engineer	38,000-45,000	40,000
Industrial Engineer	35,000-45,000	38,000

Midlands	£ Range	£ Typical
Project Manager	55,000-65,000	60,000
Project Engineer	35,000-45,000	40,000
EC&I Process Engineer	45,000-50,000	45,000
Mechanical Process Engineer	40,000-50,000	45,000
Chemical Process Engineer	35,000-45,000	40,000
Production Engineer	35,000-40,000	36,000
Industrial Engineer	35,000-40,000	36,000

East of England	£ Range	£ Typical
Project Manager	55,000-65,000	60,000
Project Engineer	35,000-45,000	40,000
EC&I Process Engineer	45,000-50,000	45,000
Mechanical Process Engineer	40,000-50,000	45,000
Chemical Process Engineer	35,000-45,000	40,000
Production Engineer	35,000-40,000	36,000
Industrial Engineer	35,000-40,000	36,000

North East England	£ Range	£ Typical
Project Manager	52,000-62,000	58,000
Project Engineer	40,000-50,000	45,000
EC&I Process Engineer	40,000-50,000	45,000
Mechanical Process Engineer	40,000-45,000	40,000
Chemical Process Engineer	40,000-45,000	40,000
Production Engineer	35,000-40,000	36,000
Industrial Engineer	35,000-40,000	36,000



North West England	£ Range	£ Typical
Project Manager	55,000-65,000	60,000
Project Engineer	35,000-45,000	40,000
EC&I Process Engineer	45,000-50,000	45,000
Mechanical Process Engineer	40,000-50,000	45,000
Chemical Process Engineer	35,000-45,000	40,000
Production Engineer	35,000-40,000	36,000
Industrial Engineer	35,000-40,000	36,000

Northern Ireland	£ Range	£ Typical
Project Manager	40,000-50,000	45,000
Project Engineer	28,000-35,000	33,000
EC&I Process Engineer	40,000-50,000	45,000
Mechanical Process Engineer	28,000-34,000	31,000
Chemical Process Engineer	28,000-36,000	32,000
Production Engineer	28,000-33,000	30,000
Industrial Engineer	32,000-36,000	34,000

Scotland	£ Range	£ Typical
Project Manager	52,000-62,000	58,000
Project Engineer	40,000-50,000	45,000
EC&I Process Engineer	40,000-50,000	45,000
Mechanical Process Engineer	40,000-45,000	40,000
Chemical Process Engineer	40,000-45,000	40,000
Production Engineer	35,000-40,000	36,000
Industrial Engineer	35,000-40,000	36,000

# ENGINEERING & MANUFACTURING DESIGN ENGINEERING (TECHNICAL)

London	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

South West and Wales	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

South East England	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

Midlands	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

East of England	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

North East England	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	45,000
Electrical CAD Technician	30,000-38,000	30,000
Mechanical & Pipe CAD Technician	30,000-36,000	31,000
Electrical Design Engineer	35,000-50,000	35,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

North West England	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

Northern Ireland	£ Range	£ Typical
M&P Design Engineer/Manager	40,000-55,000	40,000
Electrical CAD Technician	30,000-38,000	34,000
Mechanical & Pipe CAD Technician	30,000-36,000	33,000
Electrical Design Engineer	32,000-37,000	35,000
Mechanical Design Engineer	28,000-37,000	35,000
C&I Design Engineer	35,000-40,000	36,000

Scotland	£ Range	£ Typical
M&P Design Engineer/Manager	45,000-60,000	47,000
Electrical CAD Technician	30,000-38,000	37,000
Mechanical & Pipe CAD Technician	30,000-36,000	35,000
Electrical Design Engineer	38,000-50,000	40,000
Mechanical Design Engineer	38,000-50,000	40,000
C&I Design Engineer	40,000-50,000	40,000

# ENGINEERING & MANUFACTURING

## MEP TRADES (TECHNICAL)

London	£ Range	£ Typical
Bolting Technician	27,000-30,000	29,500
Coded Welder	30,000-38,000	36,000
Electrical Trades	32,000-37,000	35,000
EC&I Technician	37,000-45,000	40,000
C&I Technician	35,000-40,000	37,500
Valve Technician	28,000-34,000	30,000
Turbine Technician	30,000-36,000	32,000
Maintenance Technician	30,000-40,000	35,000
Mechanical Fitter	28,000-35,000	32,000
Pipefitter/Instrument Pipefitter	36,000-38,000	36,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	25,000-33,000	29,000

South West and Wales	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	33,000
Electrical Trades	30,000-37,000	34,000
EC&I Technician	37,000-45,000	40,000
C&I Technician	35,000-45,000	35,000
Valve Technician	30,000-34,000	33,000
Turbine Technician	30,000-38,000	38,000
Maintenance Technician	32,000-40,000	38,000
Mechanical Fitter	32,000-42,000	35,000
Pipefitter/Instrument Pipefitter	32,000-42,000	35,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	32,000-38,000	34,000

South East England	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	36,000
Electrical Trades	32,000-37,000	35,000
EC&I Technician	37,000-45,000	40,000
C&I Technician	35,000-40,000	37,500
Valve Technician	28,000-34,000	30,000
Turbine Technician	30,000-36,000	32,000
Maintenance Technician	30,000-40,000	35,000
Mechanical Fitter	28,000-35,000	32,000
Pipefitter/Instrument Pipefitter	36,000-38,000	36,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	25,000-33,000	29,000

Midlands	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	33,000
Electrical Trades	30,000-37,000	34,000
EC&I Technician	37,000-45,000	40,000
C&I Technician	35,000-45,000	35,000
Valve Technician	30,000-34,000	33,000
Turbine Technician	30,000-38,000	38,000
Maintenance Technician	32,000-40,000	38,000
Mechanical Fitter	32,000-42,000	35,000
Pipefitter/Instrument Pipefitter	32,000-42,000	35,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	32,000-38,000	34,000

East of England	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	36,000
Electrical Trades	32,000-37,000	35,000
EC&I Technician	37,000-45,000	40,000
C&I Technician	35,000-40,000	37,500
Valve Technician	28,000-34,000	30,000
Turbine Technician	30,000-36,000	32,000
Maintenance Technician	30,000-40,000	35,000
Mechanical Fitter	28,000-35,000	32,000
Pipefitter/Instrument Pipefitter	36,000-38,000	36,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	25,000-33,000	29,000

North East England	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	33,000
Electrical Trades	30,000-37,000	34,000
EC&I Technician	37,000-45,000	40,000
C&I Technician	35,000-45,000	35,000
Valve Technician	30,000-34,000	33,000
Turbine Technician	30,000-38,000	38,000
Maintenance Technician	32,000-40,000	38,000
Mechanical Fitter	32,000-42,000	35,000
Pipefitter/Instrument Pipefitter	32,000-42,000	35,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	32,000-38,000	34,000

North West England	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	33,000
Electrical Trades	30,000-37,000	34,000
EC&I Technician	37,000-45,000	37,000
C&I Technician	37,000-45,000	38,000
Valve Technician	30,000-34,000	31,000
Turbine Technician	30,000-38,000	32,000
Maintenance Technician	32,000-40,000	35,000
Mechanical Fitter	32,000-42,000	35,000
Pipefitter/Instrument Pipefitter	32,000-42,000	35,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	32,000-38,000	34,000

Northern Ireland	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	33,000
Electrical Trades	30,000-37,000	34,000
EC&I Technician	37,000-45,000	37,000
C&I Technician	37,000-45,000	38,000
Valve Technician	30,000-34,000	31,000
Turbine Technician	30,000-38,000	32,000
Maintenance Technician	32,000-40,000	35,000
Mechanical Fitter	32,000-42,000	35,000
Pipefitter/Instrument Pipefitter	32,000-42,000	35,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	32,000-38,000	34,000

Scotland	£ Range	£ Typical
Bolting Technician	27,000-30,000	28,000
Coded Welder	30,000-38,000	33,000
Electrical Trades	30,000-37,000	34,000
EC&I Technician	37,000-45,000	37,000
C&I Technician	37,000-45,000	38,000
Valve Technician	30,000-34,000	31,000
Turbine Technician	30,000-38,000	32,000
Maintenance Technician	32,000-40,000	35,000
Mechanical Fitter	32,000-42,000	35,000
Pipefitter/Instrument Pipefitter	32,000-42,000	35,000
Thermal Insulation Engineer	24,000-30,000	27,000
Field Service Technician	32,000-38,000	34,000

# ENGINEERING & MANUFACTURING PROJECT CONTROLS (TECHNICAL)

London	£ Range	£ Typical
Commercial Manager	60,000-75,000	63,000
Planning Engineer	60,000-75,000	63,000
Cost Engineer	50,000-60,000	55,000
Cost Estimator	37,000-40,000	40,000
Quality & Assurance Manager	70,000-80,000	74,000
Project Manager	45,000-65,000	50,000
PMO Professional	55,000-65,000	58,000
Risk Analyst/Manager	40,000-55,000	45,000
Programme Manager	50,000-70,000	58,000
Project Controls Manager	35,000-42,000	39,000
Change Manager	45,000-65,000	50,000

South West and Wales	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000-60,000	44,000

South East England	£ Range	£ Typical
Commercial Manager	60,000-75,000	63,000
Planning Engineer	60,000-75,000	63,000
Cost Engineer	50,000-60,000	55,000
Cost Estimator	37,000-40,000	40,000
Quality & Assurance Manager	70,000-80,000	74,000
Project Manager	45,000-65,000	50,000
PMO Professional	55,000-65,000	58,000
Risk Analyst/Manager	40,000-55,000	45,000
Programme Manager	50,000-70,000	58,000
Project Controls Manager	35,000-42,000	39,000
Change Manager	45,000-65,000	50,000

Midlands	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000-60,000	44,000

East of England	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000-60,000	44,000

North East England	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000-60,000	44,000

North West England	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000- 60,000	44,000

Northern Ireland	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000-60,000	44,000

Scotland	£ Range	£ Typical
Commercial Manager	43,000-57,000	43,000
Planning Engineer	37,000-47,000	42,000
Cost Engineer	31,000-45,000	39,000
Cost Estimator	34,000-41,000	36,000
Quality & Assurance Manager	42,000-55,000	46,000
Project Manager	38,000-56,000	44,000
PMO Professional	35,000-46,000	42,000
Risk Analyst/Manager	35,000-49,000	41,000
Programme Manager	44,000-70,000	55,000
Project Controls Manager	45,000-75,000	57,000
Change Manager	42,000-60,000	44,000





# HUMAN RESOURCES PROVING STRATEGIC VALUE

2020 was transformative for HR as it proved its strategic worth. As demand for HR professionals remains high, employers should prioritise their career progression and prospects.

## HR activity consistently high

HR employers have had a difficult year, with many facing unprecedented levels of activity and challenges like never before. It might come as some relief that they are anticipating a slight decrease in activity levels over the coming 12 months, with 90% expecting their activity to increase or stay the same in comparison to 96% the previous year. Despite a small drop, these figures are still universally high and Covid-19 has cemented HR as a strategic cornerstone of many organisations.

While employers predict high levels of activity for the year ahead, they also report a notable drop in confidence in the wider economy. Just over a third (34%) say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, which is far lower than the previous year's figure of 57%.

**1.8%** Average salary increase over the last year

## Hiring grows in priority

Over the next 12 months, 85% of employers plan to hire new staff, which shows a significant increase on the previous year (75%). Despite good intentions, hiring challenges are expected to continue, with just over half of HR employers (51%) expecting heavy competition from other employers, and almost half (45%) expecting a shortage of suitable applicants to be their top hiring challenge this year.

More than four fifths (84%) of HR employers say they have experienced some form of skills shortages within the past year, with almost half (49%) finding it difficult to recruit permanent staff over the last 12 months and 37% struggling to recruit temporary, contract and interim staff.

“ Over the next 12 months, 85% of employers plan to hire new staff, which shows a significant increase on the previous year. ”

## Targeting diverse talent

This lack of skills is impacting productivity (51%), employee morale (41%) and the ability to deliver projects (39%). A high number (29%) also reported absenteeism due to stress.

42% of HR employers believe skills shortages are rising due to increased competition for job roles, while 36% say the main reason is fewer people entering the industry. Actions that employers have taken to combat these shortages include the hiring of temps or contractors (42%), increasing marketing activity to raise their organisation's profile with prospective candidates (37%), and reviewing their recruitment processes to attract a more diverse range of applicants (31%).

The soft skills that employers need most from their employees include communication and interpersonal skills (55%), the ability to adopt change (53%) and people management (48%). The top specialist skills in demand from HR professionals are operations (26%), IT infrastructure (26%) and managerial and leadership skills (24%). These skills, in particular IT infrastructure skills and the ability to adopt change, have been invaluable in helping to adapt the workplace to a more remote model during the pandemic and supporting the workforce through the numerous changes and uncertainty.

### Top specialist skills in demand:

#### Operations

26%

#### IT Infrastructure

26%

#### Managerial/leadership

24%

### Top soft skills in demand:

#### Communication and interpersonal

55%

#### Ability to adopt change

53%

#### People management

48%

# HUMAN RESOURCES PROVING STRATEGIC VALUE

## Salaries steady although pay transparency is an issue

Although not as many HR employers increased salaries in the last year as expected, salary increases were above average as employers sought professionals with in-demand skillsets. Half (50%) of HR employers increased salaries over the past year, less than the number who expected to the previous year (78%). 46% kept salaries steady, with no increase or decrease, and of the 4% who decreased them, nearly all (90%) attributed the decision to the Covid-19 pandemic. On average, salaries for HR roles increased by 1.8% over the last year, exceeding the UK average of 1.2%.

The majority (79%) of HR professionals deem it important that organisations are transparent about how pay levels and pay rises are set. Despite the importance attributed to this by professionals and their role in setting salaries, 29% of employers don't believe that their organisation is consistently transparent with employees, suggesting this is an area which needs to be improved upon.

## Salary satisfaction high, but job satisfaction has worsened

Concerns over a lack of pay transparency haven't dampened attitudes towards salaries. Salary satisfaction remains high, with 71% of HR professionals saying they are satisfied with their salary. Despite this, employee mobility in HR is higher than average, with 40% of professionals saying they have moved jobs within the last 12 months, above the UK average of 38%.

In line with the widespread economic repercussions of the Covid-19 pandemic, redundancy was the main reason professionals left their last job (27%), followed closely by a poor work-life balance (21%) and a further 20% leaving due to a poor fit with their manager. The impact of the pandemic on morale and work-life balance has created a perfect storm for HR professionals, who were already coping with skills shortages. 30% of HR professionals say that their job satisfaction has worsened since the Covid-19 pandemic began.

Just over half (55%) of HR professionals expect to move roles this year. This movement has been accelerated by the pandemic, with 36% of HR professionals stating that they are more actively looking to change roles as a direct result of the impact of Covid-19.

A lack of future opportunities is the main reason HR professionals want to move jobs in the year ahead (22%), followed by their salary or benefits package (20%) and concerns about their job security (16%).

For those not intending on changing job in the next 12 months, half (50%) could be tempted to do so by a better salary or benefits package.

### Top three reasons employees want to leave their current role:

Lack of future opportunities

22%

My salary or benefits package

20%

Concerns around job security

16%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

50%

Future career opportunities

14%

The work itself

13%

## Covid-19 impacting career prospects

Not only is Covid-19 causing HR professionals to consider moving jobs, but it is fuelling concerns about the wider economic impact. Throughout the pandemic and in the shadow of Brexit, HR professionals have been able to demonstrate their strategic value. However, this has had a high cost for many individuals. 79% of HR professionals are concerned about the wider economic climate and their long-term employment options, and 60% say they are feeling uncertain or negatively about their personal career prospects in 2021, up from 49% who said the same last year.

On top of this, three quarters (75%) of professionals say that their employer has taken no steps to reduce their uncertainty around their career prospects since March 2020, and 36% of professionals attribute the lack of career development opportunities as the cause of their job dissatisfaction.

Almost half of HR professionals (43%) plan to make changes to their career in response to the effects of Covid-19. Of these, over half (57%) say they want to find a new hybrid role, whereas just under a quarter (24%) plan to find a role they can do completely remotely.

## Hybrid working highly sought after

The impact of the pandemic on morale and work-life balance, as well as the shift to remote working during various lockdowns over the course of 2020, has led HR professionals to favour hybrid working in any future roles. When looking for a new role, almost two thirds (64%) of HR professionals consider home or remote working to be important, while around half (47%) consider hybrid working to be most important.

When it comes to specific benefits, those seen as most important to HR professionals include over 28 days of paid annual leave (63%), pension provision above the legal minimum (53%) and health insurance (50%). As a result of the Covid-19 pandemic, 52% of HR professionals would like employers to provide additional days off work for wellbeing, and 38% would like better hardware for remote working, such as headsets, monitors or printers, provided by their employer.

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

63%

Pension provision above the legal minimum

53%

Health insurance

50%

## Survey highlights for human resources

### Employers

**90%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**84%** experienced skills shortages in the last 12 months

**85%** plan on recruiting staff over the next 12 months

**48%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

### Employees

**50%** would be tempted to change role due to the salary or benefits package on offer

**34%** feel there is no scope for progression within their organisation

**60%** give their work-life balance a positive rating

**52%** would like additional days off for wellbeing due to the Covid-19 pandemic

# HUMAN RESOURCES COMMERCE & INDUSTRY

## Generalist

London	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-120,000	120,000	90,000-150,000	140,000
Divisional HR Director	-	-	85,000-120,000	100,000
Head of HR	80,000-110,000	90,000	85,000-100,000	95,000
Senior HR Business Partner	-	-	70,000-85,000	77,000
HR Business Partner	55,000-85,000	65,000	60,000-75,000	67,000
HR Manager	50,000-70,000	60,000	50,000-75,000	65,000
HR Officer/Advisor	38,000-45,000	42,000	38,000-45,000	42,000
HR Coordinator	28,000-34,000	32,000	28,000-34,000	32,000
HR Assistant/Administrator	22,000-30,000	26,000	22,000-30,000	26,000

South East England	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-120,000	90,000	80,000-125,000	110,000
Divisional HR Director	-	-	70,000-100,000	90,000
Head of HR	60,000-80,000	70,000	70,000-90,000	80,000
Senior HR Business Partner	-	-	58,000-75,000	70,000
HR Business Partner	40,000-65,000	52,000	50,000-70,000	60,000
HR Manager	40,000-65,000	50,000	50,000-70,000	58,000
HR Officer/Advisor	28,000-40,000	35,000	30,000-42,000	38,000
HR Coordinator	25,000-30,000	28,000	25,000-30,000	28,000
HR Assistant/Administrator	23,000-26,000	25,000	23,000-26,000	25,000

East of England	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-125,000	95,000	90,000-140,000	120,000
Divisional HR Director	-	-	80,000-110,000	95,000
Head of HR	65,000-85,000	75,000	75,000-100,000	85,000
Senior HR Business Partner	-	-	60,000-80,000	70,000
HR Business Partner	45,000-80,000	58,000	50,000-75,000	65,000
HR Manager	40,000-55,000	50,000	50,000-70,000	60,000
HR Officer/Advisor	30,000-40,000	35,000	30,000-42,000	38,000
HR Coordinator	25,000-30,000	28,000	25,000-30,000	28,000
HR Assistant/Administrator	21,000-30,000	24,000	23,000-28,000	25,000

NOTE: Absence of figures denotes insufficient data or role not applicable.

South West England	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-120,000	90,000	80,000-150,000	90,000
Divisional HR Director	-	-	60,000-80,000	70,000
Head of HR	50,000-80,000	70,000	60,000-80,000	65,000
Senior HR Business Partner	-	-	45,000-65,000	55,000
HR Business Partner	45,000-70,000	60,000	40,000-55,000	50,000
HR Manager	45,000-70,000	55,000	40,000-65,000	45,000
HR Officer/Advisor	25,000-38,000	35,000	25,000-35,000	28,000
HR Coordinator	25,000-32,000	28,000	18,500-25,000	22,000
HR Assistant/Administrator	20,000-30,000	25,000	17,500-23,000	20,000

Wales	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-120,000	85,000	80,000-150,000	90,000
Divisional HR Director	-	-	60,000-80,000	70,000
Head of HR	45,000-85,000	60,000	60,000-80,000	65,000
Senior HR Business Partner	-	-	45,000-65,000	55,000
HR Business Partner	35,000-55,000	45,000	40,000-55,000	50,000
HR Manager	35,000-50,000	40,000	40,000-65,000	45,000
HR Officer/Advisor	25,000-35,000	28,000	25,000-35,000	30,000
HR Coordinator	18,500-22,000	20,500	18,500-25,000	22,000
HR Assistant/Administrator	17,500-22,500	19,500	17,500-23,000	20,000

West Midlands	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	65,000-125,000	80,000	75,000-140,000	95,000
Divisional HR Director	-	-	70,000-115,000	85,000
Head of HR	45,000-75,000	65,000	60,000-80,000	70,000
Senior HR Business Partner	-	-	60,000-80,000	65,000
HR Business Partner	40,000-60,000	46,000	45,000-65,000	50,000
HR Manager	40,000-55,000	47,000	45,000-60,000	45,000
HR Officer/Advisor	28,000-38,000	32,000	32,000-38,000	35,000
HR Coordinator	19,000-24,000	22,000	20,000-28,000	25,000
HR Assistant/Administrator	18,000-23,000	21,000	18,000-26,000	22,000

# HUMAN RESOURCES COMMERCE & INDUSTRY

East Midlands	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	70,000-120,000	85,000	70,000-120,000	95,000
Divisional HR Director	-	-	70,000-110,000	85,000
Head of HR	55,000-85,000	75,000	65,000-85,000	80,000
Senior HR Business Partner	-	-	55,000-70,000	65,000
HR Business Partner	38,000-60,000	45,000	45,000-60,000	50,000
HR Manager	35,000-55,000	42,000	45,000-55,000	45,000
HR Officer/Advisor	26,000-35,000	30,000	30,000-40,000	35,000
HR Coordinator	23,000-27,000	26,000	25,000-30,000	30,000
HR Assistant/Administrator	18,000-24,000	22,000	22,000-28,000	25,000

Yorkshire and the Humber	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-100,000	85,000	70,000-120,000	95,000
Divisional HR Director	-	-	70,000-110,000	85,000
Head of HR	50,000-75,000	63,000	65,000-75,000	70,000
Senior HR Business Partner	-	-	50,000-60,000	55,000
HR Business Partner	37,000-60,000	45,000	45,000-60,000	50,000
HR Manager	30,000-50,000	42,000	45,000-55,000	45,000
HR Officer/Advisor	25,000-37,000	32,000	30,000-38,000	35,000
HR Coordinator	18,000-25,000	23,000	25,000-30,000	30,000
HR Assistant/Administrator	17,000-24,000	20,000	22,000-26,000	24,000

North East England	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-100,000	78,000	70,000-120,000	95,000
Divisional HR Director	-	-	70,000-110,000	85,000
Head of HR	48,000-70,000	60,000	65,000-75,000	70,000
Senior HR Business Partner	-	-	50,000-60,000	55,000
HR Business Partner	35,000-60,000	43,000	45,000-60,000	50,000
HR Manager	35,000-45,000	40,000	44,000-55,000	44,000
HR Officer/Advisor	23,000-35,000	29,000	30,000-38,000	35,000
HR Coordinator	18,000-25,000	23,000	25,000-30,000	30,000
HR Assistant/Administrator	16,000-23,000	20,000	22,000-26,000	24,000

NOTE: Absence of figures denotes insufficient data or role not applicable.

North West England	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-150,000	90,000	75,000-120,000	95,000
Divisional HR Director	-	-	70,000-110,000	85,000
Head of HR	60,000-85,000	70,000	65,000-80,000	70,000
Senior HR Business Partner	-	-	50,000-60,000	60,000
HR Business Partner	45,000-70,000	52,000	45,000-70,000	55,000
HR Manager	35,000-55,000	45,000	38,000-60,000	48,000
HR Officer/Advisor	25,000-35,000	32,000	27,000-35,000	32,000
HR Coordinator	22,000-26,000	24,000	22,000-26,000	24,000
HR Assistant/Administrator	20,000-26,000	23,000	20,000-26,000	23,000

Northern Ireland	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-80,000	67,500	70,000-90,000	80,000
Divisional HR Director	-	-	60,000-80,000	70,000
Head of HR	50,000-65,000	52,500	55,000-65,000	65,000
Senior HR Business Partner	-	-	50,000-60,000	55,000
HR Business Partner	35,000-45,000	40,000	40,000-45,000	40,000
HR Manager	38,000-45,000	38,500	35,000-40,000	37,000
HR Officer/Advisor	25,000-35,000	29,000	26,000-33,000	32,000
HR Coordinator	20,000-25,000	23,000	22,000-24,000	23,000
HR Assistant/Administrator	17,000-22,000	20,000	20,000-23,000	22,000

Scotland	SME ▼		Large organisation ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	70,000-90,000	75,000	70,000-90,000	75,000
Divisional HR Director	-	-	60,000-80,000	70,000
Head of HR	55,000-67,000	58,000	55,000-65,000	58,000
Senior HR Business Partner	-	-	50,000-60,000	55,000
HR Business Partner	40,000-60,000	52,000	40,000-50,000	45,000
HR Manager	35,000-55,000	45,000	35,000-55,000	40,000
HR Officer/Advisor	24,000-38,000	32,000	24,000-38,000	30,000
HR Coordinator	22,000-28,000	26,000	22,000-28,000	24,000
HR Assistant/Administrator	18,000-24,000	22,000	18,000-24,000	21,000

# HUMAN RESOURCES COMMERCE & INDUSTRY

## Employee relations

London	£ Range	£ Typical
Senior Employee Relations Partner	80,000-120,000	95,000
Employee Relations Manager	50,000-75,000	65,000
Employee Relations Advisor	35,000-50,000	45,000

East Midlands	£ Range	£ Typical
Senior Employee Relations Partner	45,000-60,000	55,000
Employee Relations Manager	40,000-50,000	47,000
Employee Relations Advisor	30,000-40,000	33,000

South East England	£ Range	£ Typical
Senior Employee Relations Partner	50,000-80,000	73,000
Employee Relations Manager	40,000-60,000	50,000
Employee Relations Advisor	35,000-50,000	40,000

Yorkshire and the Humber	£ Range	£ Typical
Senior Employee Relations Partner	50,000-65,000	60,000
Employee Relations Manager	40,000-55,000	50,000
Employee Relations Advisor	28,000-40,000	33,000

East of England	£ Range	£ Typical
Senior Employee Relations Partner	60,000-85,000	75,000
Employee Relations Manager	45,000-65,000	53,000
Employee Relations Advisor	35,000-42,000	38,000

North East England	£ Range	£ Typical
Senior Employee Relations Partner	55,000-65,000	60,000
Employee Relations Manager	40,000-55,000	48,000
Employee Relations Advisor	28,000-40,000	32,000

South West England	£ Range	£ Typical
Senior Employee Relations Partner	45,000-65,000	60,000
Employee Relations Manager	38,000-50,000	45,000
Employee Relations Advisor	30,000-38,000	36,000

North West England	£ Range	£ Typical
Senior Employee Relations Partner	55,000-90,000	75,000
Employee Relations Manager	50,000-75,000	55,000
Employee Relations Advisor	35,000-50,000	40,000

Wales	£ Range	£ Typical
Senior Employee Relations Partner	45,000-70,000	55,000
Employee Relations Manager	35,000-50,000	45,000
Employee Relations Advisor	30,000-45,000	35,000

Northern Ireland	£ Range	£ Typical
Senior Employee Relations Partner	50,000-65,000	52,000
Employee Relations Manager	38,000-50,000	40,000
Employee Relations Advisor	28,000-35,000	30,000

West Midlands	£ Range	£ Typical
Senior Employee Relations Partner	45,000-75,000	60,000
Employee Relations Manager	40,000-60,000	50,000
Employee Relations Advisor	30,000-45,000	35,000

Scotland	£ Range	£ Typical
Senior Employee Relations Partner	48,000-68,000	62,000
Employee Relations Manager	38,000-52,000	45,000
Employee Relations Advisor	26,000-32,000	30,000



## Organisational development

London	£ Range	£ Typical
Head of Organisational Development	70,000-140,000	90,000
OD Business Partner	55,000-80,000	70,000

East Midlands	£ Range	£ Typical
Head of Organisational Development	55,000-75,000	65,000
OD Business Partner	40,000-60,000	50,000

South East England	£ Range	£ Typical
Head of Organisational Development	80,000-120,000	90,000
OD Business Partner	50,000-70,000	65,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Organisational Development	50,000-75,000	62,000
OD Business Partner	35,000-50,000	45,000

East of England	£ Range	£ Typical
Head of Organisational Development	65,000-80,000	74,000
OD Business Partner	55,000-75,000	62,000

North East England	£ Range	£ Typical
Head of Organisational Development	50,000-75,000	60,000
OD Business Partner	35,000-50,000	43,000

South West England	£ Range	£ Typical
Head of Organisational Development	50,000-80,000	70,000
OD Business Partner	47,000-60,000	60,000

North West England	£ Range	£ Typical
Head of Organisational Development	60,000-90,000	75,000
OD Business Partner	45,000-65,000	55,000

Wales	£ Range	£ Typical
Head of Organisational Development	55,000-85,000	68,000
OD Business Partner	42,000-55,000	50,000

Northern Ireland	£ Range	£ Typical
Head of Organisational Development	55,000-75,000	60,000
OD Business Partner	42,000-55,000	44,000

West Midlands	£ Range	£ Typical
Head of Organisational Development	60,000-90,000	74,000
OD Business Partner	50,000-65,000	56,000

Scotland	£ Range	£ Typical
Head of Organisational Development	55,000-70,000	68,000
OD Business Partner	40,000-55,000	48,000

# HUMAN RESOURCES COMMERCE & INDUSTRY

## Equality, Diversity & Inclusion

London	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	65,000-85,000	72,000
Equality, Diversity & Inclusion Manager	45,000-55,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	37,000

East Midlands	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	60,000-80,000	70,000
Equality, Diversity & Inclusion Manager	40,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

South East England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	65,000-90,000	70,000
Equality, Diversity & Inclusion Manager	45,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	60,000-80,000	70,000
Equality, Diversity & Inclusion Manager	40,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

East of England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	60,000-85,000	70,000
Equality, Diversity & Inclusion Manager	45,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

North East England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	55,000-75,000	65,000
Equality, Diversity & Inclusion Manager	38,000-58,000	48,000
Equality, Diversity & Inclusion Advisor	28,000-38,000	33,000

South West England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	50,000-80,000	70,000
Equality, Diversity & Inclusion Manager	40,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

North West England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	60,000-80,000	70,000
Equality, Diversity & Inclusion Manager	40,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

Wales	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	45,000-75,000	60,000
Equality, Diversity & Inclusion Manager	35,000-50,000	45,000
Equality, Diversity & Inclusion Advisor	28,000-38,000	30,000

Northern Ireland	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	50,000-60,000	50,000
Equality, Diversity & Inclusion Manager	35,000-45,000	40,000
Equality, Diversity & Inclusion Advisor	28,000-32,000	30,000

West Midlands	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	60,000-80,000	70,000
Equality, Diversity & Inclusion Manager	40,000-60,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	35,000

Scotland	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	50,000-60,000	50,000
Equality, Diversity & Inclusion Manager	35,000-45,000	40,000
Equality, Diversity & Inclusion Advisor	28,000-32,000	30,000

## Learning & Development

London	£ Range	£ Typical
Head of Training/L&D	70,000-90,000	80,000
Training/L&D Business Partner	50,000-70,000	60,000
Training/L&D Manager	50,000-70,000	60,000
Training/L&D Advisor	30,000-45,000	38,000

East Midlands	£ Range	£ Typical
Head of Training/L&D	50,000-70,000	55,000
Training/L&D Business Partner	35,000-45,000	40,000
Training/L&D Manager	40,000-50,000	45,000
Training/L&D Advisor	30,000-35,000	32,000

South East England	£ Range	£ Typical
Head of Training/L&D	50,000-75,000	68,000
Training/L&D Business Partner	45,000-58,000	52,000
Training/L&D Manager	45,000-58,000	50,000
Training/L&D Advisor	25,000-38,000	34,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Training/L&D	50,000-70,000	60,000
Training/L&D Business Partner	35,000-50,000	44,000
Training/L&D Manager	35,000-55,000	42,000
Training/L&D Advisor	23,000-34,000	30,000

East of England	£ Range	£ Typical
Head of Training/L&D	65,000-80,000	70,000
Training/L&D Business Partner	45,000-60,000	55,000
Training/L&D Manager	45,000-58,000	50,000
Training/L&D Advisor	30,000-45,000	34,000

North East England	£ Range	£ Typical
Head of Training/L&D	50,000-70,000	60,000
Training/L&D Business Partner	35,000-50,000	44,000
Training/L&D Manager	35,000-55,000	42,000
Training/L&D Advisor	26,000-32,000	30,000

South West England	£ Range	£ Typical
Head of Training/L&D	60,000-80,000	70,000
Training/L&D Business Partner	45,000-60,000	50,000
Training/L&D Manager	45,000-65,000	48,000
Training/L&D Advisor	30,000-38,000	35,000

North West England	£ Range	£ Typical
Head of Training/L&D	50,000-75,000	65,000
Training/L&D Business Partner	45,000-65,000	55,000
Training/L&D Manager	40,000-65,000	50,000
Training/L&D Advisor	30,000-40,000	35,000

Wales	£ Range	£ Typical
Head of Training/L&D	40,000-60,000	52,000
Training/L&D Business Partner	35,000-50,000	45,000
Training/L&D Manager	30,000-45,000	35,000
Training/L&D Advisor	20,000-30,000	30,000

Northern Ireland	£ Range	£ Typical
Head of Training/L&D	50,000-70,000	60,000
Training/L&D Business Partner	35,000-45,000	44,000
Training/L&D Manager	35,000-55,000	40,000
Training/L&D Advisor	25,000-35,000	30,000

West Midlands	£ Range	£ Typical
Head of Training/L&D	50,000-75,000	60,000
Training/L&D Business Partner	40,000-55,000	50,000
Training/L&D Manager	38,000-50,000	40,000
Training/L&D Advisor	26,000-40,000	34,000

Scotland	£ Range	£ Typical
Head of Training/L&D	55,000-70,000	65,000
Training/L&D Business Partner	55,000-60,000	55,000
Training/L&D Manager	45,000-55,000	50,000
Training/L&D Advisor	25,000-35,000	31,000

# HUMAN RESOURCES COMMERCE & INDUSTRY

## Reward

London	£ Range	£ Typical
Head of Reward	90,000-120,000	100,000
Reward Manager	55,000-85,000	75,000
Reward Analyst	35,000-55,000	50,000
Reward Advisor	40,000-55,000	50,000
Compensation Specialist	60,000-70,000	65,000
Payroll & Benefits Manager	60,000-80,000	70,000

Wales	£ Range	£ Typical
Head of Reward	50,000-75,000	65,000
Reward Manager	45,000-60,000	52,000
Reward Analyst	30,000-45,000	38,000
Reward Advisor	25,000-40,000	35,000
Compensation Specialist	42,000-53,000	45,000
Payroll & Benefits Manager	40,000-50,000	48,000

South East England	£ Range	£ Typical
Head of Reward	60,000-90,000	85,000
Reward Manager	50,000-70,000	60,000
Reward Analyst	32,000-45,000	41,000
Reward Advisor	32,000-45,000	40,000
Compensation Specialist	45,000-55,000	50,000
Payroll & Benefits Manager	45,000-60,000	52,000

West Midlands	£ Range	£ Typical
Head of Reward	55,000-85,000	72,000
Reward Manager	45,000-75,000	60,000
Reward Analyst	30,000-48,000	39,000
Reward Advisor	30,000-40,000	35,000
Compensation Specialist	42,000-50,000	44,000
Payroll & Benefits Manager	40,000-50,000	48,000

East of England	£ Range	£ Typical
Head of Reward	65,000-100,000	80,000
Reward Manager	45,000-70,000	60,000
Reward Analyst	40,000-55,000	40,000
Reward Advisor	38,000-48,000	42,000
Compensation Specialist	45,000-55,000	50,000
Payroll & Benefits Manager	48,000-60,000	52,000

East Midlands	£ Range	£ Typical
Head of Reward	55,000-75,000	65,000
Reward Manager	45,000-55,000	50,000
Reward Analyst	30,000-40,000	35,000
Reward Advisor	30,000-40,000	35,000
Compensation Specialist	42,000-50,000	44,000
Payroll & Benefits Manager	40,000-50,000	46,000

South West England	£ Range	£ Typical
Head of Reward	60,000-80,000	70,000
Reward Manager	50,000-70,000	60,000
Reward Analyst	35,000-45,000	40,000
Reward Advisor	30,000-40,000	37,000
Compensation Specialist	45,000-55,000	50,000
Payroll & Benefits Manager	45,000-55,000	52,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Reward	60,000-85,000	70,000
Reward Manager	35,000-60,000	50,000
Reward Analyst	25,000-42,000	35,000
Reward Advisor	27,000-37,000	35,000
Compensation Specialist	42,000-48,000	42,000
Payroll & Benefits Manager	35,000-50,000	44,000

North East England	£ Range	£ Typical
Head of Reward	50,000-80,000	65,000
Reward Manager	35,000-52,000	45,000
Reward Analyst	25,000-37,000	31,000
Reward Advisor	25,000-35,000	32,000
Compensation Specialist	40,000-50,000	40,000
Payroll & Benefits Manager	35,000-48,000	42,000

North West England	£ Range	£ Typical
Head of Reward	60,000-85,000	75,000
Reward Manager	50,000-70,000	55,000
Reward Analyst	40,000-50,000	45,000
Reward Advisor	40,000-50,000	44,000
Compensation Specialist	40,000-65,000	42,000
Payroll & Benefits Manager	35,000-55,000	45,000

Northern Ireland	£ Range	£ Typical
Head of Reward	55,000-65,000	60,000
Reward Manager	45,000-55,000	48,000
Reward Analyst	28,000-40,000	38,000
Reward Advisor	30,000-40,000	34,000
Compensation Specialist	30,000-40,000	36,000
Payroll & Benefits Manager	21,000-42,000	38,000

Scotland	£ Range	£ Typical
Head of Reward	60,000-70,000	62,000
Reward Manager	45,000-55,000	52,000
Reward Analyst	30,000-40,000	37,000
Reward Advisor	30,000-40,000	38,000
Compensation Specialist	32,000-42,000	40,000
Payroll & Benefits Manager	34,000-44,000	42,000

# HUMAN RESOURCES COMMERCE & INDUSTRY

## HRMI

London	£ Range	£ Typical
HRMI Manager	60,000-80,000	70,000
HRMI Analyst	45,000-55,000	50,000

East Midlands	£ Range	£ Typical
HRMI Manager	40,000-55,000	50,000
HRMI Analyst	30,000-35,000	33,000

South East England	£ Range	£ Typical
HRMI Manager	45,000-65,000	55,000
HRMI Analyst	35,000-45,000	40,000

Yorkshire and the Humber	£ Range	£ Typical
HRMI Manager	30,000-55,000	45,000
HRMI Analyst	25,000-37,000	35,000

East of England	£ Range	£ Typical
HRMI Manager	45,000-55,000	50,000
HRMI Analyst	35,000-45,000	40,000

North East England	£ Range	£ Typical
HRMI Manager	30,000-55,000	42,000
HRMI Analyst	25,000-37,000	32,000

South West England	£ Range	£ Typical
HRMI Manager	40,000-50,000	47,000
HRMI Analyst	30,000-45,000	37,000

North West England	£ Range	£ Typical
HRMI Manager	45,000-55,000	50,000
HRMI Analyst	32,000-45,000	40,000

Wales	£ Range	£ Typical
HRMI Manager	35,000-45,000	42,000
HRMI Analyst	28,000-38,000	32,000

Northern Ireland	£ Range	£ Typical
HRMI Manager	45,000-58,000	48,000
HRMI Analyst	25,000-35,000	30,000

West Midlands	£ Range	£ Typical
HRMI Manager	40,000-55,000	50,000
HRMI Analyst	30,000-45,000	38,000

Scotland	£ Range	£ Typical
HRMI Manager	45,000-60,000	50,000
HRMI Analyst	30,000-40,000	35,000

## Talent & Resourcing

London	£ Range	£ Typical
Head of Talent/Resourcing	70,000-95,000	82,000
Talent/Resourcing Partner	50,000-75,000	65,000
Talent/Resourcing Advisor	38,000-50,000	45,000
Talent/Resourcing Coordinator	28,000-38,000	35,000

East Midlands	£ Range	£ Typical
Head of Talent/Resourcing	50,000-65,000	55,000
Talent/Resourcing Partner	40,000-50,000	42,000
Talent/Resourcing Advisor	28,000-35,000	30,000
Talent/Resourcing Coordinator	20,000-25,000	23,000

South East England	£ Range	£ Typical
Head of Talent/Resourcing	50,000-80,000	70,000
Talent/Resourcing Partner	40,000-60,000	50,000
Talent/Resourcing Advisor	30,000-40,000	38,000
Talent/Resourcing Coordinator	24,000-28,000	26,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Talent/Resourcing	50,000-75,000	60,000
Talent/Resourcing Partner	35,000-50,000	42,000
Talent/Resourcing Advisor	25,000-40,000	33,000
Talent/Resourcing Coordinator	19,000-25,000	23,000

East of England	£ Range	£ Typical
Head of Talent/Resourcing	55,000-90,000	75,000
Talent/Resourcing Partner	45,000-65,000	55,000
Talent/Resourcing Advisor	35,000-45,000	40,000
Talent/Resourcing Coordinator	25,000-35,000	32,000

North East England	£ Range	£ Typical
Head of Talent/Resourcing	45,000-60,000	55,000
Talent/Resourcing Partner	35,000-45,000	42,000
Talent/Resourcing Advisor	25,000-40,000	31,000
Talent/Resourcing Coordinator	18,000-25,000	23,000

South West England	£ Range	£ Typical
Head of Talent/Resourcing	50,000-70,000	65,000
Talent/Resourcing Partner	40,000-60,000	50,000
Talent/Resourcing Advisor	30,000-35,000	32,000
Talent/Resourcing Coordinator	20,000-25,000	23,000

North West England	£ Range	£ Typical
Head of Talent/Resourcing	50,000-75,000	60,000
Talent/Resourcing Partner	40,000-60,000	52,000
Talent/Resourcing Advisor	30,000-45,000	38,000
Talent/Resourcing Coordinator	20,000-28,000	25,000

Wales	£ Range	£ Typical
Head of Talent/Resourcing	50,000-60,000	55,000
Talent/Resourcing Partner	30,000-45,000	40,000
Talent/Resourcing Advisor	22,000-32,000	28,000
Talent/Resourcing Coordinator	17,500-25,000	20,000

Northern Ireland	£ Range	£ Typical
Head of Talent/Resourcing	45,000-55,000	47,000
Talent/Resourcing Partner	35,000-45,000	35,000
Talent/Resourcing Advisor	25,000-32,000	27,000
Talent/Resourcing Coordinator	20,000-26,000	21,500

West Midlands	£ Range	£ Typical
Head of Talent/Resourcing	50,000-90,000	70,000
Talent/Resourcing Partner	45,000-65,000	50,000
Talent/Resourcing Advisor	30,000-40,000	35,000
Talent/Resourcing Coordinator	19,000-28,000	25,000

Scotland	£ Range	£ Typical
Head of Talent/Resourcing	55,000-65,000	58,000
Talent/Resourcing Partner	40,000-55,000	47,000
Talent/Resourcing Advisor	27,000-35,000	31,000
Talent/Resourcing Coordinator	18,000-25,000	23,000

# HUMAN RESOURCES COMMERCE & INDUSTRY

## Change & Projects

London	£ Range	£ Typical
Head of Change/Projects	90,000-130,000	100,000
Change/Projects Business Partner	70,000-95,000	85,000
Change/Projects Manager	60,000-80,000	70,000

East Midlands	£ Range	£ Typical
Head of Change/Projects	60,000-100,000	75,000
Change/Projects Business Partner	45,000-65,000	55,000
Change/Projects Manager	40,000-55,000	50,000

South East England	£ Range	£ Typical
Head of Change/Projects	80,000-120,000	90,000
Change/Projects Business Partner	50,000-70,000	65,000
Change/Projects Manager	45,000-60,000	52,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Change/Projects	60,000-90,000	75,000
Change/Projects Business Partner	45,000-75,000	60,000
Change/Projects Manager	40,000-65,000	50,000

East of England	£ Range	£ Typical
Head of Change/Projects	80,000-100,000	90,000
Change/Projects Business Partner	55,000-70,000	65,000
Change/Projects Manager	45,000-60,000	55,000

North East England	£ Range	£ Typical
Head of Change/Projects	60,000-90,000	75,000
Change/Projects Business Partner	45,000-75,000	60,000
Change/Projects Manager	40,000-65,000	50,000

South West England	£ Range	£ Typical
Head of Change/Projects	70,000-120,000	85,000
Change/Projects Business Partner	50,000-65,000	55,000
Change/Projects Manager	45,000-60,000	50,000

North West England	£ Range	£ Typical
Head of Change/Projects	55,000-90,000	70,000
Change/Projects Business Partner	45,000-65,000	55,000
Change/Projects Manager	40,000-65,000	52,000

Wales	£ Range	£ Typical
Head of Change/Projects	70,000-120,000	85,000
Change/Projects Business Partner	50,000-65,000	55,000
Change/Projects Manager	45,000-60,000	50,000

Northern Ireland	£ Range	£ Typical
Head of Change/Projects	55,000-65,000	60,000
Change/Projects Business Partner	37,500-42,500	40,000
Change/Projects Manager	35,000-40,000	35,000

West Midlands	£ Range	£ Typical
Head of Change/Projects	70,000-120,000	85,000
Change/Projects Business Partner	50,000-70,000	60,000
Change/Projects Manager	40,000-60,000	50,000

Scotland	£ Range	£ Typical
Head of Change/Projects	60,000-70,000	65,000
Change/Projects Business Partner	50,000-60,000	55,000
Change/Projects Manager	40,000-50,000	45,000





# HUMAN RESOURCES PUBLIC SECTOR

## Generalist

London	£ Range	£ Typical
HR Director	80,000-110,000	90,000
Head of HR	55,000-75,000	72,000
HR Business Partner	45,000-55,000	55,000
HR Manager	40,000-50,000	45,000
HR Officer/Advisor	30,000-40,000	35,000
HR Coordinator	25,000-28,000	28,000
HR Assistant/Administrator	23,000-28,000	25,000

Wales	£ Range	£ Typical
HR Director	60,000-110,000	70,000
Head of HR	40,000-70,000	55,000
HR Business Partner	31,500-45,000	41,000
HR Manager	32,000-50,000	40,000
HR Officer/Advisor	22,000-32,000	28,000
HR Coordinator	19,000-24,000	21,500
HR Assistant/Administrator	17,000-20,000	18,000

South East England	£ Range	£ Typical
HR Director	70,000-110,000	85,000
Head of HR	55,000-75,000	70,000
HR Business Partner	39,000-57,000	45,000
HR Manager	40,000-50,000	46,000
HR Officer/Advisor	30,000-35,000	33,000
HR Coordinator	24,000-27,000	25,000
HR Assistant/Administrator	21,000-26,000	23,000

West Midlands	£ Range	£ Typical
HR Director	70,000-100,000	80,000
Head of HR	50,000-75,000	65,000
HR Business Partner	38,000-55,000	46,000
HR Manager	40,000-55,000	45,000
HR Officer/Advisor	30,000-38,000	32,000
HR Coordinator	18,000-23,000	21,000
HR Assistant/Administrator	18,000-24,000	21,000

East of England	£ Range	£ Typical
HR Director	75,000-100,000	88,000
Head of HR	55,000-75,000	65,000
HR Business Partner	45,000-60,000	52,000
HR Manager	40,000-50,000	45,000
HR Officer/Advisor	28,000-37,000	35,000
HR Coordinator	24,000-28,000	26,000
HR Assistant/Administrator	19,500-25,000	23,000

East Midlands	£ Range	£ Typical
HR Director	70,000-95,000	85,000
Head of HR	55,000-65,000	62,000
HR Business Partner	35,000-45,000	42,000
HR Manager	32,000-45,000	39,000
HR Officer/Advisor	28,000-35,000	30,000
HR Coordinator	22,000-28,000	25,000
HR Assistant/Administrator	19,000-23,000	21,000

South West England	£ Range	£ Typical
HR Director	60,000-90,000	85,000
Head of HR	45,000-80,000	60,000
HR Business Partner	45,000-55,000	50,000
HR Manager	40,000-55,000	50,000
HR Officer/Advisor	25,000-38,000	35,000
HR Coordinator	24,000-26,000	25,000
HR Assistant/Administrator	18,000-26,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
HR Director	55,000-80,000	65,000
Head of HR	45,000-65,000	52,000
HR Business Partner	32,000-47,000	42,000
HR Manager	32,000-45,000	36,000
HR Officer/Advisor	22,000-34,000	29,000
HR Coordinator	19,000-25,000	23,000
HR Assistant/Administrator	17,000-23,000	19,000

North East England	£ Range	£ Typical
HR Director	55,000-75,000	65,000
Head of HR	45,000-65,000	52,000
HR Business Partner	32,000-45,000	42,000
HR Manager	32,000-42,000	36,000
HR Officer/Advisor	22,000-34,000	29,000
HR Coordinator	18,000-25,000	22,000
HR Assistant/Administrator	17,000-23,000	19,000

North West England	£ Range	£ Typical
HR Director	70,000-100,000	80,000
Head of HR	55,000-80,000	65,000
HR Business Partner	40,000-60,000	50,000
HR Manager	35,000-40,000	40,000
HR Officer/Advisor	25,000-33,000	29,000
HR Coordinator	22,000-25,000	23,000
HR Assistant/Administrator	17,000-24,000	21,000

Northern Ireland	£ Range	£ Typical
HR Director	50,000-65,000	60,000
Head of HR	50,000-60,000	52,000
HR Business Partner	30,000-45,000	38,000
HR Manager	29,000-41,000	35,000
HR Officer/Advisor	24,000-30,000	26,000
HR Coordinator	20,000-25,000	21,500
HR Assistant/Administrator	17,000-23,000	19,000

Scotland	£ Range	£ Typical
HR Director	60,000-80,000	70,000
Head of HR	45,000-60,000	55,000
HR Business Partner	40,000-55,000	48,000
HR Manager	35,000-45,000	40,000
HR Officer/Advisor	24,000-34,000	32,000
HR Coordinator	22,000-27,000	25,000
HR Assistant/Administrator	18,000-24,000	20,000

# HUMAN RESOURCES PUBLIC SECTOR

## Employee relations

London	£ Range	£ Typical
Senior Employee Relations Partner	50,000-75,000	67,000
Employee Relations Manager	40,000-55,000	55,000
Employee Relations Advisor	33,000-45,000	36,000

East Midlands	£ Range	£ Typical
Senior Employee Relations Partner	45,000-65,000	55,000
Employee Relations Manager	40,000-55,000	45,000
Employee Relations Advisor	28,000-38,000	32,000

South East England	£ Range	£ Typical
Senior Employee Relations Partner	50,000-75,000	65,000
Employee Relations Manager	45,000-63,000	48,000
Employee Relations Advisor	33,000-45,000	35,000

Yorkshire and the Humber	£ Range	£ Typical
Senior Employee Relations Partner	50,000-65,000	55,000
Employee Relations Manager	30,000-47,000	42,000
Employee Relations Advisor	25,000-38,000	30,000

East of England	£ Range	£ Typical
Senior Employee Relations Partner	55,000-75,000	65,000
Employee Relations Manager	42,000-60,000	45,000
Employee Relations Advisor	32,000-40,000	35,000

North East England	£ Range	£ Typical
Senior Employee Relations Partner	50,000-65,000	55,000
Employee Relations Manager	30,000-47,000	42,000
Employee Relations Advisor	25,000-38,000	30,000

South West England	£ Range	£ Typical
Senior Employee Relations Partner	35,000-60,000	50,000
Employee Relations Manager	35,000-50,000	45,000
Employee Relations Advisor	25,000-35,000	33,000

North West England	£ Range	£ Typical
Senior Employee Relations Partner	50,000-75,000	60,000
Employee Relations Manager	40,000-45,000	42,000
Employee Relations Advisor	30,000-35,000	32,000

Wales	£ Range	£ Typical
Senior Employee Relations Partner	40,000-60,000	50,000
Employee Relations Manager	35,000-50,000	40,000
Employee Relations Advisor	28,000-38,000	32,000

Northern Ireland	£ Range	£ Typical
Senior Employee Relations Partner	40,000-50,000	46,000
Employee Relations Manager	28,000-42,000	33,000
Employee Relations Advisor	20,000-30,000	25,000

West Midlands	£ Range	£ Typical
Senior Employee Relations Partner	45,000-70,000	55,000
Employee Relations Manager	40,000-55,000	45,000
Employee Relations Advisor	26,000-38,000	33,000

Scotland	£ Range	£ Typical
Senior Employee Relations Partner	42,000-62,000	53,000
Employee Relations Manager	38,000-48,000	42,000
Employee Relations Advisor	24,000-34,000	31,000

## Organisational development

London	£ Range	£ Typical
Head of Organisational Development	60,000-80,000	75,000
OD Business Partner	60,000-70,000	65,000

East Midlands	£ Range	£ Typical
Head of Organisational Development	60,000-80,000	70,000
OD Business Partner	40,000-50,000	48,000

South East England	£ Range	£ Typical
Head of Organisational Development	50,000-80,000	65,000
OD Business Partner	45,000-70,000	54,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Organisational Development	45,000-70,000	60,000
OD Business Partner	35,000-50,000	45,000

East of England	£ Range	£ Typical
Head of Organisational Development	60,000-75,000	65,000
OD Business Partner	45,000-60,000	55,000

North East England	£ Range	£ Typical
Head of Organisational Development	45,000-65,000	60,000
OD Business Partner	35,000-47,000	43,000

South West England	£ Range	£ Typical
Head of Organisational Development	45,000-70,000	60,000
OD Business Partner	40,000-55,000	49,000

North West England	£ Range	£ Typical
Head of Organisational Development	58,000-85,000	70,000
OD Business Partner	45,000-60,000	50,000

Wales	£ Range	£ Typical
Head of Organisational Development	50,000-70,000	55,000
OD Business Partner	32,000-50,000	44,000

Northern Ireland	£ Range	£ Typical
Head of Organisational Development	35,000-58,000	58,000
OD Business Partner	28,000-44,000	44,000

West Midlands	£ Range	£ Typical
Head of Organisational Development	60,000-80,000	70,000
OD Business Partner	40,000-52,000	49,000

Scotland	£ Range	£ Typical
Head of Organisational Development	45,000-70,000	60,000
OD Business Partner	35,000-58,000	42,000

# HUMAN RESOURCES PUBLIC SECTOR

## Equality, Diversity & Inclusion

London	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	60,000-70,000	65,000
Equality, Diversity & Inclusion Manager	45,000-55,000	50,000
Equality, Diversity & Inclusion Advisor	30,000-40,000	37,000

East Midlands	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	50,000-60,000	55,000
Equality, Diversity & Inclusion Manager	40,000-50,000	45,000
Equality, Diversity & Inclusion Advisor	30,000-35,000	32,000

South East England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	50,000-68,000	64,000
Equality, Diversity & Inclusion Manager	40,000-53,000	45,000
Equality, Diversity & Inclusion Advisor	27,000-38,000	33,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	45,000-60,000	55,000
Equality, Diversity & Inclusion Manager	35,000-52,000	48,000
Equality, Diversity & Inclusion Advisor	25,000-35,000	30,000

East of England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	55,000-65,000	60,000
Equality, Diversity & Inclusion Manager	40,000-50,000	45,000
Equality, Diversity & Inclusion Advisor	30,000-38,000	35,000

North East England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	45,000-60,000	55,000
Equality, Diversity & Inclusion Manager	35,000-52,000	48,000
Equality, Diversity & Inclusion Advisor	25,000-35,000	30,000

South West England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	45,000-65,000	60,000
Equality, Diversity & Inclusion Manager	35,000-55,000	45,000
Equality, Diversity & Inclusion Advisor	25,000-35,000	30,000

North West England	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	50,000-75,000	60,000
Equality, Diversity & Inclusion Manager	40,000-55,000	45,000
Equality, Diversity & Inclusion Advisor	28,000-38,000	33,000

Wales	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	45,000-75,000	60,000
Equality, Diversity & Inclusion Manager	28,000-45,000	40,000
Equality, Diversity & Inclusion Advisor	20,000-30,000	28,000

Northern Ireland	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	42,000-50,000	45,000
Equality, Diversity & Inclusion Manager	28,000-38,000	33,000
Equality, Diversity & Inclusion Advisor	21,000-27,000	24,000

West Midlands	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	45,000-75,000	62,000
Equality, Diversity & Inclusion Manager	40,000-55,000	48,000
Equality, Diversity & Inclusion Advisor	28,000-35,000	32,000

Scotland	£ Range	£ Typical
Head of Equality, Diversity & Inclusion	40,000-50,000	45,000
Equality, Diversity & Inclusion Manager	35,000-45,000	40,000
Equality, Diversity & Inclusion Advisor	26,000-32,000	28,000

## Learning & Development

London	£ Range	£ Typical
Head of Training/L&D	50,000-70,000	65,000
Training/L&D Business Partner	45,000-55,000	50,000
Training/L&D Manager	40,000-55,000	48,000
Training/L&D Advisor	30,000-40,000	35,000

East Midlands	£ Range	£ Typical
Head of Training/L&D	50,000-60,000	55,000
Training/L&D Business Partner	40,000-50,000	45,000
Training/L&D Manager	40,000-48,000	44,000
Training/L&D Advisor	32,000-37,000	33,000

South East England	£ Range	£ Typical
Head of Training/L&D	45,000-70,000	62,000
Training/L&D Business Partner	43,000-55,000	49,000
Training/L&D Manager	44,000-50,000	47,000
Training/L&D Advisor	27,000-35,000	33,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Training/L&D	40,000-65,000	52,000
Training/L&D Business Partner	30,000-50,000	43,000
Training/L&D Manager	30,000-45,000	42,000
Training/L&D Advisor	22,000-32,000	28,000

East of England	£ Range	£ Typical
Head of Training/L&D	55,000-75,000	65,000
Training/L&D Business Partner	45,000-55,000	50,000
Training/L&D Manager	40,000-50,000	45,000
Training/L&D Advisor	30,000-40,000	33,000

North East England	£ Range	£ Typical
Head of Training/L&D	40,000-65,000	52,000
Training/L&D Business Partner	30,000-50,000	43,000
Training/L&D Manager	30,000-45,000	42,000
Training/L&D Advisor	22,000-32,000	28,000

South West England	£ Range	£ Typical
Head of Training/L&D	50,000-80,000	65,000
Training/L&D Business Partner	40,000-55,000	50,000
Training/L&D Manager	35,000-50,000	43,000
Training/L&D Advisor	30,000-38,000	32,000

North West England	£ Range	£ Typical
Head of Training/L&D	50,000-70,000	60,000
Training/L&D Business Partner	40,000-55,000	47,000
Training/L&D Manager	38,000-48,000	42,000
Training/L&D Advisor	28,000-34,000	30,000

Wales	£ Range	£ Typical
Head of Training/L&D	45,000-60,000	50,000
Training/L&D Business Partner	35,000-45,000	42,000
Training/L&D Manager	30,000-40,000	35,000
Training/L&D Advisor	20,000-28,000	28,000

Northern Ireland	£ Range	£ Typical
Head of Training/L&D	50,000-65,000	52,000
Training/L&D Business Partner	40,000-45,000	43,000
Training/L&D Manager	35,000-45,000	41,000
Training/L&D Advisor	26,000-32,000	26,000

West Midlands	£ Range	£ Typical
Head of Training/L&D	45,000-65,000	57,000
Training/L&D Business Partner	40,000-55,000	50,000
Training/L&D Manager	38,000-55,000	49,000
Training/L&D Advisor	25,000-38,000	33,000

Scotland	£ Range	£ Typical
Head of Training/L&D	50,000-60,000	55,000
Training/L&D Business Partner	40,000-50,000	45,000
Training/L&D Manager	38,000-48,000	42,000
Training/L&D Advisor	24,000-32,000	26,000

# HUMAN RESOURCES PUBLIC SECTOR

## Reward

London	£ Range	£ Typical
Head of Reward	50,000-72,000	70,000
Reward Manager	50,000-60,000	57,000
Reward Analyst	45,000-55,000	50,000
Reward Advisor	30,000-40,000	38,000
Payroll & Benefits Manager	40,000-55,000	52,000

Wales	£ Range	£ Typical
Head of Reward	50,000-65,000	55,000
Reward Manager	35,000-50,000	45,000
Reward Analyst	25,000-35,000	30,000
Reward Advisor	22,000-30,000	28,000
Payroll & Benefits Manager	30,000-50,000	42,000

South East England	£ Range	£ Typical
Head of Reward	55,000-80,000	68,000
Reward Manager	45,000-65,000	55,000
Reward Analyst	28,000-45,000	43,000
Reward Advisor	28,000-45,000	36,000
Payroll & Benefits Manager	40,000-55,000	50,000

West Midlands	£ Range	£ Typical
Head of Reward	55,000-80,000	65,000
Reward Manager	40,000-60,000	50,000
Reward Analyst	30,000-45,000	35,000
Reward Advisor	30,000-40,000	35,000
Payroll & Benefits Manager	40,000-60,000	48,000

East of England	£ Range	£ Typical
Head of Reward	55,000-75,000	65,000
Reward Manager	45,000-55,000	52,000
Reward Analyst	40,000-48,000	43,000
Reward Advisor	35,000-45,000	38,000
Payroll & Benefits Manager	48,000-55,000	50,000

East Midlands	£ Range	£ Typical
Head of Reward	55,000-65,000	60,000
Reward Manager	40,000-55,000	47,000
Reward Analyst	30,000-40,000	35,000
Reward Advisor	30,000-40,000	35,000
Payroll & Benefits Manager	40,000-55,000	45,000

South West England	£ Range	£ Typical
Head of Reward	55,000-70,000	65,000
Reward Manager	45,000-60,000	55,000
Reward Analyst	25,000-40,000	38,000
Reward Advisor	25,000-35,000	32,000
Payroll & Benefits Manager	32,000-55,000	48,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Reward	45,000-65,000	58,000
Reward Manager	40,000-52,000	47,000
Reward Analyst	25,000-35,000	32,000
Reward Advisor	25,000-35,000	32,000
Payroll & Benefits Manager	35,000-55,000	46,000



North East England	£ Range	£ Typical
Head of Reward	45,000-65,000	56,000
Reward Manager	34,000-48,000	44,000
Reward Analyst	22,000-32,000	30,000
Reward Advisor	25,000-33,000	29,000
Payroll & Benefits Manager	35,000-55,000	43,000

North West England	£ Range	£ Typical
Head of Reward	50,000-70,000	65,000
Reward Manager	42,000-55,000	48,000
Reward Analyst	30,000-45,000	38,000
Reward Advisor	30,000-40,000	33,000
Payroll & Benefits Manager	40,000-60,000	46,000

Northern Ireland	£ Range	£ Typical
Head of Reward	40,000-60,000	55,000
Reward Manager	28,000-50,000	40,000
Reward Analyst	25,000-35,000	33,000
Reward Advisor	26,000-38,000	30,000
Payroll & Benefits Manager	35,000-40,000	36,000

Scotland	£ Range	£ Typical
Head of Reward	50,000-65,000	60,000
Reward Manager	40,000-50,000	44,000
Reward Analyst	28,000-38,000	35,000
Reward Advisor	30,000-40,000	32,000
Payroll & Benefits Manager	35,000-45,000	42,000

# HUMAN RESOURCES PUBLIC SECTOR

## HRMI

London	£ Range	£ Typical
HRMI Manager	40,000-55,000	50,000
HRMI Analyst	35,000-45,000	45,000

East Midlands	£ Range	£ Typical
HRMI Manager	45,000-60,000	50,000
HRMI Analyst	30,000-40,000	35,000

South East England	£ Range	£ Typical
HRMI Manager	38,000-50,000	46,000
HRMI Analyst	26,000-35,000	32,000

Yorkshire and the Humber	£ Range	£ Typical
HRMI Manager	30,000-45,000	38,000
HRMI Analyst	25,000-37,000	28,000

East of England	£ Range	£ Typical
HRMI Manager	40,000-50,000	45,000
HRMI Analyst	30,000-40,000	35,000

North East England	£ Range	£ Typical
HRMI Manager	30,000-45,000	38,000
HRMI Analyst	25,000-37,000	27,000

South West England	£ Range	£ Typical
HRMI Manager	40,000-50,000	45,000
HRMI Analyst	30,000-40,000	35,000

North West England	£ Range	£ Typical
HRMI Manager	40,000-48,000	45,000
HRMI Analyst	30,000-40,000	37,000

Wales	£ Range	£ Typical
HRMI Manager	35,000-50,000	40,000
HRMI Analyst	30,000-40,000	35,000

Northern Ireland	£ Range	£ Typical
HRMI Manager	38,000-55,000	45,000
HRMI Analyst	25,000-38,000	30,000

West Midlands	£ Range	£ Typical
HRMI Manager	38,000-55,000	48,000
HRMI Analyst	30,000-45,000	35,000

Scotland	£ Range	£ Typical
HRMI Manager	40,000-50,000	45,000
HRMI Analyst	25,000-35,000	30,000

## Talent & Resourcing

London	£ Range	£ Typical
Head of Talent/Resourcing	50,000-65,000	65,000
Talent/Resourcing Partner	40,000-53,000	51,000
Talent/Resourcing Advisor	30,000-40,000	35,000
Talent/Resourcing Coordinator	25,000-30,000	28,000

East Midlands	£ Range	£ Typical
Head of Talent/Resourcing	45,000-60,000	55,000
Talent/Resourcing Partner	35,000-45,000	40,000
Talent/Resourcing Advisor	28,000-35,000	30,000
Talent/Resourcing Coordinator	20,000-25,000	23,000

South East England	£ Range	£ Typical
Head of Talent/Resourcing	50,000-75,000	60,000
Talent/Resourcing Partner	43,000-56,000	50,000
Talent/Resourcing Advisor	28,000-38,000	34,000
Talent/Resourcing Coordinator	24,000-28,000	26,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Talent/Resourcing	45,000-60,000	52,000
Talent/Resourcing Partner	35,000-50,000	40,000
Talent/Resourcing Advisor	24,000-35,000	28,000
Talent/Resourcing Coordinator	18,000-23,000	22,000

East of England	£ Range	£ Typical
Head of Talent/Resourcing	50,000-70,000	56,000
Talent/Resourcing Partner	40,000-58,000	46,000
Talent/Resourcing Advisor	30,000-40,000	34,000
Talent/Resourcing Coordinator	22,500-28,000	25,000

North East England	£ Range	£ Typical
Head of Talent/Resourcing	40,000-55,000	45,000
Talent/Resourcing Partner	30,000-45,000	37,000
Talent/Resourcing Advisor	22,000-32,000	27,000
Talent/Resourcing Coordinator	17,000-23,000	22,000

South West England	£ Range	£ Typical
Head of Talent/Resourcing	45,000-65,000	55,000
Talent/Resourcing Partner	40,000-55,000	50,000
Talent/Resourcing Advisor	25,000-30,000	29,000
Talent/Resourcing Coordinator	19,000-25,000	22,000

North West England	£ Range	£ Typical
Head of Talent/Resourcing	45,000-60,000	55,000
Talent/Resourcing Partner	33,000-45,000	40,000
Talent/Resourcing Advisor	25,000-35,000	31,000
Talent/Resourcing Coordinator	18,000-24,000	22,000

Wales	£ Range	£ Typical
Head of Talent/Resourcing	40,000-55,000	50,000
Talent/Resourcing Partner	30,000-50,000	40,000
Talent/Resourcing Advisor	20,000-27,000	25,000
Talent/Resourcing Coordinator	17,500-24,000	20,000

Northern Ireland	£ Range	£ Typical
Head of Talent/Resourcing	30,000-45,000	39,000
Talent/Resourcing Partner	28,000-40,000	32,000
Talent/Resourcing Advisor	24,000-29,000	26,000
Talent/Resourcing Coordinator	18,000-25,000	20,500

West Midlands	£ Range	£ Typical
Head of Talent/Resourcing	45,000-70,000	58,000
Talent/Resourcing Partner	40,000-60,000	45,000
Talent/Resourcing Advisor	25,000-40,000	32,000
Talent/Resourcing Coordinator	19,000-28,000	25,000

Scotland	£ Range	£ Typical
Head of Talent/Resourcing	48,000-60,000	55,000
Talent/Resourcing Partner	38,000-48,000	44,000
Talent/Resourcing Advisor	25,000-32,000	30,000
Talent/Resourcing Coordinator	18,000-25,000	23,000

# HUMAN RESOURCES PUBLIC SECTOR

## Change & Projects

London	£ Range	£ Typical
Head of Change/Projects	70,000-100,000	80,000
Change/Projects Business Partner	55,000-70,000	62,000
Change/Projects Manager	45,000-60,000	55,000

East Midlands	£ Range	£ Typical
Head of Change/Projects	55,000-80,000	70,000
Change/Projects Business Partner	45,000-55,000	54,000
Change/Projects Manager	45,000-55,000	48,000

South East England	£ Range	£ Typical
Head of Change/Projects	70,000-100,000	80,000
Change/Projects Business Partner	50,000-65,000	60,000
Change/Projects Manager	44,000-55,000	55,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Change/Projects	50,000-75,000	65,000
Change/Projects Business Partner	40,000-60,000	52,000
Change/Projects Manager	40,000-60,000	48,000

East of England	£ Range	£ Typical
Head of Change/Projects	70,000-100,000	80,000
Change/Projects Business Partner	50,000-65,000	60,000
Change/Projects Manager	45,000-60,000	55,000

North East England	£ Range	£ Typical
Head of Change/Projects	50,000-75,000	62,000
Change/Projects Business Partner	40,000-60,000	50,000
Change/Projects Manager	40,000-60,000	47,000

South West England	£ Range	£ Typical
Head of Change/Projects	70,000-100,000	80,000
Change/Projects Business Partner	50,000-65,000	58,000
Change/Projects Manager	45,000-60,000	50,000

North West England	£ Range	£ Typical
Head of Change/Projects	50,000-80,000	68,000
Change/Projects Business Partner	40,000-60,000	54,000
Change/Projects Manager	40,000-60,000	50,000

Wales	£ Range	£ Typical
Head of Change/Projects	60,000-90,000	75,000
Change/Projects Business Partner	40,000-65,000	55,000
Change/Projects Manager	40,000-60,000	47,000

Northern Ireland	£ Range	£ Typical
Head of Change/Projects	55,000-65,000	60,000
Change/Projects Business Partner	37,500-42,500	40,000
Change/Projects Manager	35,000-40,000	35,000

West Midlands	£ Range	£ Typical
Head of Change/Projects	60,000-100,000	75,000
Change/Projects Business Partner	45,000-60,000	57,000
Change/Projects Manager	40,000-60,000	50,000

Scotland	£ Range	£ Typical
Head of Change/Projects	60,000-70,000	65,000
Change/Projects Business Partner	50,000-60,000	55,000
Change/Projects Manager	40,000-50,000	45,000





# INSURANCE CAREER PROGRESSION VITAL TO RETAIN STAFF

High activity levels will drive recruitment plans in the year ahead, with a focus on permanent hiring. Opportunities for career development are highly prized by professionals and will be crucial to attracting and retaining talent.

## Employer activity for the coming year remains strong

90% of insurance employers expect organisational activity levels to increase or stay the same over the coming year, slightly lower than the previous year (93%) but still showing a strong forecast for the next 12 months.

Optimism about the more long-term future, however, has taken a slight dip for employers, with 43% positive about the wider economic climate and the opportunities it might create within the next 2-5 years, compared to almost half (49%) stating this last year. Employee concern around the longer-term economic climate, meanwhile, has seen a significant increase, with over three quarters (77%) expressing concern about their opportunities in the next 2-5 years compared to just over half (55%) last year.



## Skills shortages are top hiring challenge

Insurance employers have continued to be challenged by skills shortages this year, with 69% saying they have experienced them in some form. 59% have experienced challenges recruiting for permanent staff within the last year, higher than the UK average of 54%, and over a quarter (27%) have had difficulties hiring temporary workers.

82% of employers plan to hire over the coming year, which is higher than the previous year's figure (72%). 64% plan to hire permanent professionals, which is also greater than the UK average (55%). A shortage of suitable applicants is seen as the top hiring challenge over the coming year (53%), with 40% also citing competition from employers as a concern.

## Employee morale a casualty of skills shortages

Nearly half (46%) of insurance employers cited employee morale as an area that had been negatively impacted by skills shortages at their organisation, and over a quarter (27%) of these attributed these shortages to fewer people entering the insurance job market.

Specialist skills seeing the most significant employer demand include data and analytics (41%) and finance (32%), whilst the ability to adopt change (55%) has emerged as the most in-demand soft skill, likely due to the dramatic upheaval to traditional ways of working seen this year and the expectation of further change to come.

Actions taken to combat these skills shortages include hiring temps and contractors (36%) and the increased use of recruitment agencies (27%).

### Top specialist skills in demand:

Data and analytics

41%

Finance

32%

Projects and change management

27%

### Top soft skills in demand:

Ability to adopt change

55%

Communication

55%

People management

39%

“ Insurance employers have continued to be challenged by skills shortages this year, with 69% saying they have experienced them in some form. ”

# INSURANCE

## CAREER PROGRESSION VITAL TO RETAIN STAFF

### Lack of pay transparency fuelling dissatisfaction

58% of insurance employers increased their employees' salaries over the past 12 months, higher than the UK average of 48% but less than the 80% who planned to raise them last year. On average, salaries in insurance saw an increase of 0.7%.

80% of insurance employees said that it was important to them that their organisation was transparent about how pay levels and pay rises were set, higher than the UK average of 70%. However, 57% of employees do not believe that their organisation demonstrates consistent pay transparency, and a further 42% are unhappy with their current salary, with two thirds (66%) saying that it does not reflect their individual performance.

### Future career opportunities key for professionals

With widespread salary dissatisfaction it isn't surprising that employee movement is high, yet it is just one factor for employees. 39% of insurance professionals left their role this year, and over a quarter (28%) considered it. The most cited reason for leaving was redundancy (37%), with a lack of career development opportunities also a key factor for nearly a quarter (23%) of employees.

Furthermore, a quarter (25%) of insurance professionals are concerned about a lack of future opportunities at their current organisation and cite it as their main reason for wanting to leave their role, higher than the UK average of 20%. A further 22% say they are leaving due to their current salary and benefits package, and 20% attribute their desire to leave due to job security concerns.

Over half (54%) of insurance professionals are looking to move jobs in the next year. For those who are not currently considering a new job, almost half (49%) would be tempted by better salary and benefits.

### Top three reasons employees want to leave their current role:

Lack of future opportunities

25%

My salary and/or benefits package

22%

Concerns around job security

20%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

49%

Increased job security

14%

Future opportunities

14%

“ The most cited reason for leaving was redundancy with a lack of career development opportunities also a key factor for nearly a quarter of employees. ”



### Covid-19 causes uncertainty around career prospects

This concern around future progression and career opportunities is also demonstrated by attitudes towards career prospects. Less than a third (32%) of insurance professionals feel positive about their career prospects this year, lower than the UK average (38%) and a significant decrease on last year's figure (53%). A further 35% say they are dissatisfied in their current role, with nearly half (47%) attributing this to a lack of long-term opportunities. A third (33%) also say that their job satisfaction has worsened as a result of the Covid-19 pandemic.

Almost half (49%) plan to make changes to their career as a result of the pandemic, higher than the UK average (43%). 48% are looking for a new role in response to it, and over a quarter plan to upskill in their current profession (27%).

### Increase in remote working welcomed

Covid-19 has prompted an increase in remote working, which has largely been viewed as positive by insurance professionals. Over half (54%) believe it has had a beneficial impact, and over a third (36%) say that in a year's time they would prefer to be working mainly remotely, with some time spent in the office. 55% cite remote working as an important flexible working option when looking for a new role.

Additional benefits that insurance professionals cited as being most important when looking for a new role include health insurance (51%), over 28 days of paid annual leave (46%) and pension provision above the legal minimum (43%).

### Top three benefits most important to employees when considering a new role:

Health insurance

51%

Over 28 days of paid annual leave

46%

Pension provision above the legal minimum

43%

### Survey highlights for insurance

#### Employers

**90%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**69%** experienced skills shortages in the last 12 months

**82%** plan on recruiting staff over the next 12 months

**24%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

#### Employees

**49%** would be tempted to change role due to the salary or benefits package on offer

**44%** feel there is no scope for progression within their organisation

**49%** give their work-life balance a positive rating

**50%** would like additional days off for wellbeing due to the Covid-19 pandemic

# INSURANCE ACTUARIAL

## Life

London	£ Range	£ Typical
Partner	205,000-320,000	272,000
Associate Partner	165,000-230,000	211,000
Chief Risk Officer	145,000-235,000	196,000
Chief Actuary	120,000-185,000	161,000
Director	110,000-165,000	143,000
Senior Manager	75,000-125,000	101,000
Manager	60,000-88,000	74,500
Senior Actuarial Analyst/Consultant	60,000-88,000	74,500
Actuarial Analyst/Consultant	30,000-50,000	42,500
Graduate	30,000-38,000	35,000

North	£ Range	£ Typical
Partner	175,000-275,000	232,000
Associate Partner	140,000-195,000	179,000
Chief Risk Officer	116,000-195,000	156,000
Chief Actuary	105,000-155,000	136,000
Director	94,000-140,000	119,000
Senior Manager	62,000-106,000	75,500
Manager	50,000-75,000	64,500
Senior Actuarial Analyst/Consultant	38,000-58,000	50,500
Actuarial Analyst/Consultant	25,000-42,000	35,000
Graduate	25,000-30,000	30,000

South	£ Range	£ Typical
Partner	195,000-303,000	258,000
Associate Partner	162,000-212,000	193,000
Chief Risk Officer	135,000-215,000	181,000
Chief Actuary	110,000-170,000	146,000
Director	100,000-152,000	131,000
Senior Manager	68,000-118,000	95,500
Manager	54,000-80,000	70,500
Senior Actuarial Analyst/Consultant	40,000-64,000	54,500
Actuarial Analyst/Consultant	28,000-44,000	38,500
Graduate	26,000-32,000	30,000

Scotland	£ Range	£ Typical
Partner	170,000-268,000	227,000
Associate Partner	130,000-182,000	166,000
Chief Risk Officer	116,000-185,000	156,000
Chief Actuary	95,000-150,000	126,000
Director	92,000-140,000	117,000
Senior Manager	58,000-100,000	80,500
Manager	46,000-70,000	60,500
Senior Actuarial Analyst/Consultant	35,000-55,000	48,500
Actuarial Analyst/Consultant	25,000-40,000	33,000
Graduate	22,000-30,000	25,000

Midlands	£ Range	£ Typical
Partner	185,000-290,000	247,000
Associate Partner	148,000-205,000	186,000
Chief Risk Officer	132,000-210,000	176,000
Chief Actuary	105,000-165,000	141,000
Director	100,000-150,000	126,000
Senior Manager	65,000-115,000	88,500
Manager	52,000-80,000	66,500
Senior Actuarial Analyst/Consultant	40,000-60,000	53,500
Actuarial Analyst/Consultant	28,000-45,000	36,500
Graduate	25,000-32,000	30,000



# INSURANCE ACTUARIAL

## General insurance

London	£ Range	£ Typical
Partner	230,000-370,000	307,000
Associate Partner	185,000-260,000	234,000
Chief Risk Officer	165,000-260,000	219,000
Chief Actuary	135,000-207,000	183,000
Director	125,000-185,000	159,000
Senior Manager	80,000-136,000	107,000
Manager	63,000-93,000	78,500
Senior Actuarial Analyst/Consultant	50,000-75,000	62,500
Actuarial Analyst/Consultant	33,000-52,000	42,500
Graduate	30,000-40,000	33,000

West Midlands	£ Range	£ Typical
Partner	200,000-319,000	272,000
Associate Partner	164,000-227,000	207,000
Chief Risk Officer	146,000-232,000	193,000
Chief Actuary	118,000-182,000	157,000
Director	109,000-164,000	139,000
Senior Manager	68,000-118,000	93,000
Manager	55,000-82,000	69,500
Senior Actuarial Analyst/Consultant	41,000-64,000	55,500
Actuarial Analyst/Consultant	27,000-44,000	37,000
Graduate	25,000-32,000	29,000

South East England	£ Range	£ Typical
Partner	212,000-338,000	287,000
Associate Partner	170,000-235,000	213,000
Chief Risk Officer	150,000-240,000	201,000
Chief Actuary	122,000-188,000	166,000
Director	112,000-170,000	146,000
Senior Manager	70,000-125,000	96,000
Manager	57,000-85,000	72,500
Senior Actuarial Analyst/Consultant	42,000-68,000	57,500
Actuarial Analyst/Consultant	30,000-45,000	38,500
Graduate	28,000-35,000	30,000

East Midlands	£ Range	£ Typical
Partner	200,000-319,000	272,000
Associate Partner	164,000-227,000	207,000
Chief Risk Officer	146,000-232,000	193,000
Chief Actuary	118,000-182,000	157,000
Director	109,000-164,000	139,000
Senior Manager	68,000-118,000	93,000
Manager	55,000-82,000	69,500
Senior Actuarial Analyst/Consultant	41,000-64,000	55,500
Actuarial Analyst/Consultant	27,000-44,000	37,000
Graduate	25,000-32,000	29,000

Yorkshire and the Humber	£ Range	£ Typical
Partner	190,000-303,000	262,000
Associate Partner	155,000-214,000	201,000
Chief Risk Officer	129,000-215,000	176,000
Chief Actuary	112,000-172,000	151,000
Director	103,000-155,000	136,000
Senior Manager	65,000-112,000	80,000
Manager	52,000-77,000	66,500
Senior Actuarial Analyst/Consultant	39,000-60,000	53,500
Actuarial Analyst/Consultant	26,000-42,000	35,000
Graduate	24,000-30,000	28,000

North West England	£ Range	£ Typical
Partner	190,000-303,000	258,000
Associate Partner	155,000-214,000	196,000
Chief Risk Officer	129,000-215,000	182,000
Chief Actuary	112,000-172,000	148,000
Director	103,000-155,000	131,000
Senior Manager	67,000-112,000	88,000
Manager	52,000-77,000	66,000
Senior Actuarial Analyst/Consultant	39,000-60,000	53,000
Actuarial Analyst/Consultant	26,000-42,000	34,500
Graduate	24,000-30,000	27,000

North East England	£ Range	£ Typical
Partner	185,000-300,000	252,000
Associate Partner	145,000-200,000	186,000
Chief Risk Officer	129,000-210,000	173,000
Chief Actuary	105,000-165,000	141,000
Director	98,000-148,000	124,000
Senior Manager	62,000-105,000	85,000
Manager	50,000-75,000	62,500
Senior Actuarial Analyst/Consultant	35,000-60,000	50,500
Actuarial Analyst/Consultant	25,000-40,000	34,000
Graduate	25,000-30,000	28,000

# INSURANCE ACTUARIAL

## Pensions

London	£ Range	£ Typical
Partner	102,000-160,000	136,000
Associate Partner	82,000-115,000	106,000
Scheme Actuary	77,000-140,000	109,000
Senior Consultant	72,000-100,000	86,500
Consultant	55,000-80,000	65,500
Senior Actuarial Trainee/Student	40,000-62,000	54,500
Actuarial Trainee/Student	28,000-45,000	37,500
Graduate	25,000-32,000	30,000

North	£ Range	£ Typical
Partner	88,000-140,000	116,000
Associate Partner	70,000-100,000	91,000
Scheme Actuary	70,000-122,000	96,000
Senior Consultant	62,000-85,000	78,500
Consultant	48,000-68,000	58,500
Senior Actuarial Trainee/Student	34,000-52,000	45,500
Actuarial Trainee/Student	24,000-38,000	32,000
Graduate	22,000-28,000	25,000

South	£ Range	£ Typical
Partner	98,000-152,000	131,000
Associate Partner	82,000-105,000	96,000
Scheme Actuary	74,000-132,000	103,000
Senior Consultant	70,000-95,000	82,500
Consultant	52,000-75,000	62,500
Senior Actuarial Trainee/Student	36,000-58,000	50,500
Actuarial Trainee/Student	25,000-38,000	34,000
Graduate	24,000-30,000	27,000

Scotland	£ Range	£ Typical
Partner	86,000-135,000	116,000
Associate Partner	66,000-92,000	86,000
Scheme Actuary	68,000-120,000	91,000
Senior Consultant	60,000-85,000	75,500
Consultant	45,000-65,000	58,500
Senior Actuarial Trainee/Student	32,000-50,000	45,500
Actuarial Trainee/Student	20,000-35,000	30,000
Graduate	20,000-25,000	25,000

Midlands	£ Range	£ Typical
Partner	92,000-145,000	123,000
Associate Partner	75,000-102,000	95,000
Scheme Actuary	70,000-125,000	99,000
Senior Consultant	65,000-90,000	78,500
Consultant	50,000-70,000	60,500
Senior Actuarial Trainee/Student	35,000-55,000	48,500
Actuarial Trainee/Student	25,000-40,000	33,000
Graduate	22,000-30,000	27,000



# INSURANCE

## AUDIT, RISK & COMPLIANCE

### Audit

London	£ Range	£ Typical
Head of Audit	105,000-165,000	133,000
Audit Director	80,000-125,000	103,000
Senior Internal Audit Manager	80,000-100,000	92,500
Audit Manager	65,000-85,000	78,500
Senior Internal Auditor	55,000-80,000	66,500
Internal Auditor	45,000-65,000	56,500
Part-Qualified Auditor	35,000-45,000	36,500

South East England	£ Range	£ Typical
Head of Audit	85,000-155,000	113,000
Audit Director	85,000-125,000	103,000
Senior Internal Audit Manager	60,000-85,000	72,500
Audit Manager	55,000-68,000	58,500
Senior Internal Auditor	46,000-56,000	52,500
Internal Auditor	44,000-50,000	46,500
Part-Qualified Auditor	26,000-46,000	34,000

### Risk and compliance

London	£ Range	£ Typical
Head of Risk	100,000-300,000	143,000
Head of Compliance	95,000-200,000	133,000
Risk Manager	70,000-90,000	78,500
Compliance Advisory Manager	60,000-85,000	72,500
Compliance Monitoring Manager	55,000-80,000	62,500
Conduct Assurance Manager	52,000-65,000	62,500
Financial Crime officer	55,000-65,000	62,500
Risk Analyst	40,000-60,000	58,500
Compliance Assistant	35,000-55,000	46,500
Quality Assurance Analyst	35,000-40,000	38,500
Compliance Administrator	20,000-25,000	23,000

South East England	£ Range	£ Typical
Head of Risk	78,000-140,000	101,000
Head of Compliance	70,000-100,000	89,000
Risk Manager	65,000-85,000	78,500
Compliance Advisory Manager	57,000-74,000	66,500
Compliance Monitoring Manager	50,000-74,000	62,500
Conduct Assurance Manager	55,000-76,000	68,500
Financial Crime officer	45,000-60,000	54,500
Risk Analyst	38,000-52,000	46,500
Compliance Assistant	28,000-32,000	32,000
Quality Assurance Analyst	28,000-35,000	32,000
Compliance Administrator	24,000-30,000	28,000



# INSURANCE BROKING

London	£ Range	£ Typical
Managing/Regional Director	120,000-300,000	202,000
Broking Manager	100,000-200,000	152,000
Producing Broker	50,000-180,000	122,000
Divisional Director/Director	70,000-120,000	97,000
Placing Broker	40,000-100,000	66,500
New Business Developer/ Development Executive	40,000-100,000	66,500
Account Executive	35,000-70,000	51,000
Technician	25,000-75,000	35,500
Account Handler	25,000-45,000	35,500

South East England	£ Range	£ Typical
Managing/Regional Director	99,000-121,000	112,000
Broking Manager	60,000-85,000	74,000
Divisional Director/Director	77,000-94,000	84,000
New Business Developer/ Development Executive	50,000-66,000	59,000
Account Executive	40,000-55,000	48,500
Account Handler	26,000-39,000	32,000

West Midlands	£ Range	£ Typical
Managing/Regional Director	90,000-120,000	102,000
Broking Manager	53,000-72,000	63,000
Divisional Director/Director	60,000-75,000	71,000
New Business Developer/ Development Executive	30,000-55,000	47,000
Account Executive	30,000-55,000	45,000
Account Handler	24,000-32,000	28,000

East Midlands	£ Range	£ Typical
Managing/Regional Director	90,000-120,000	102,000
Broking Manager	53,000-72,000	57,000
Divisional Director/Director	60,000-75,000	71,000
New Business Developer/ Development Executive	30,000-55,000	47,000
Account Executive	30,000-55,000	45,000
Account Handler	24,000-32,000	28,000

Yorkshire and the Humber	£ Range	£ Typical
Managing/Regional Director	88,000-115,000	98,000
Broking Manager	54,000-73,000	61,000
Divisional Director/Director	70,000-83,000	78,000
New Business Developer/ Development Executive	45,000-60,000	55,500
Account Executive	37,000-55,000	45,000
Account Handler	23,000-34,000	28,000

North East England	£ Range	£ Typical
Managing/Regional Director	75,000-95,000	84,000
Broking Manager	50,000-67,000	58,000
Divisional Director/Director	60,000-75,000	68,000
New Business Developer/ Development Executive	38,000-55,000	49,000
Account Executive	34,000-45,000	41,000
Account Handler	20,000-31,000	25,500

North West England	£ Range	£ Typical
Managing/Regional Director	80,000-120,000	88,000
Broking Manager	55,000-75,000	61,000
Divisional Director/Director	65,000-85,000	73,000
New Business Developer/ Development Executive	45,000-60,000	51,000
Account Executive	37,000-50,000	45,000
Account Handler	24,000-35,000	26,500

# INSURANCE CLAIMS

London	£ Range	£ Typical
Head of Claims	150,000-275,000	179,000
Claims Director	100,000-175,000	134,000
Claims Manager	50,000-100,000	92,500
Risk Surveyor/Consultant	45,000-65,000	58,500
Claims Executive	45,000-80,000	62,500
Claims Governance Coordinator	50,000-80,000	68,500
Loss Adjuster	40,000-80,000	62,500
Claims Adjuster	32,000-75,000	52,500
Claims Broker	30,000-60,000	46,500
Claims Technician	25,000-45,000	36,500

West Midlands	£ Range	£ Typical
Head of Claims	66,000-96,000	77,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,500
Risk Surveyor/Consultant	44,000-60,000	46,500
Claims Executive	37,000-47,000	41,500
Claims Governance Coordinator	30,000-40,000	36,500
Loss Adjuster	32,000-42,000	36,500
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

South East England	£ Range	£ Typical
Head of Claims	75,000-105,000	86,000
Claims Director	65,000-90,000	75,000
Claims Manager	45,000-65,000	54,500
Risk Surveyor/Consultant	45,000-65,000	50,500
Claims Executive	40,000-55,000	45,500
Claims Governance Coordinator	35,000-46,000	40,500
Loss Adjuster	35,000-45,000	40,500
Claims Adjuster	32,000-42,000	36,500
Claims Broker	28,000-38,000	34,000
Claims Technician	25,000-32,000	27,000

East Midlands	£ Range	£ Typical
Head of Claims	66,000-96,000	77,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,500
Risk Surveyor/Consultant	44,000-60,000	47,500
Claims Executive	37,000-47,000	41,500
Claims Governance Coordinator	30,000-40,000	36,500
Loss Adjuster	32,000-42,000	36,500
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

<b>Yorkshire and the Humber</b>	<b>£ Range</b>	<b>£ Typical</b>
Head of Claims	66,000-96,000	77,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,500
Risk Surveyor/Consultant	44,000-60,000	46,500
Claims Executive	37,000-47,000	41,500
Claims Governance Coordinator	30,000-40,000	36,500
Loss Adjuster	32,000-42,000	36,500
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

<b>North West England</b>	<b>£ Range</b>	<b>£ Typical</b>
Head of Claims	66,000-96,000	77,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,500
Risk Surveyor/Consultant	44,000-60,000	47,500
Claims Executive	37,000-47,000	41,500
Claims Governance Coordinator	30,000-40,000	36,500
Loss Adjuster	32,000-42,000	36,500
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

<b>North East England</b>	<b>£ Range</b>	<b>£ Typical</b>
Head of Claims	60,000-78,000	68,000
Claims Director	60,000-70,000	62,000
Claims Manager	40,000-52,000	42,500
Risk Surveyor/Consultant	37,000-48,000	42,500
Claims Executive	30,000-40,000	37,500
Claims Governance Coordinator	28,000-35,000	30,000
Loss Adjuster	30,000-38,000	33,000
Claims Adjuster	25,000-32,000	28,000
Claims Broker	24,000-30,000	26,000
Claims Technician	20,000-25,000	23,000

# INSURANCE PROJECTS, CHANGE & OPERATIONS

London	£ Range	£ Typical
Chief Operating Officer	150,000-275,000	202,000
Operations Director	80,000-140,000	102,000
Head of Change	80,000-140,000	122,000
Programme Manager	70,000-120,000	91,500
Strategy Manager	60,000-100,000	81,500
Business Architect	70,000-90,000	81,500
Project Manager	60,000-100,000	81,500
Operations Manager	50,000-80,000	71,500
Business Analyst	40,000-80,000	61,500
Change Analyst	40,000-80,000	61,500
PMO Manager	40,000-80,000	61,500
Portfolio Manager	80,000-100,000	90,500
PMO Analyst	20,000-40,000	35,000
Process Analyst	25,000-45,000	38,500
Portfolio Analyst	30,000-45,000	40,500
Operations Analyst	30,000-45,000	40,500
MI Manager & Analyst	30,000-80,000	51,500

South East England	£ Range	£ Typical
Chief Operating Officer	115,000-200,000	152,000
Operations Director	65,000-105,000	84,000
Head of Change	70,000-110,000	92,000
Programme Manager	60,000-100,000	76,500
Strategy Manager	50,000-80,000	66,500
Business Architect	65,000-80,000	73,500
Project Manager	45,000-75,000	61,500
Operations Manager	50,000-70,000	61,500
Business Analyst	35,000-60,000	51,500
Change Analyst	35,000-65,000	51,500
PMO Manager	30,000-60,000	41,000
Portfolio Manager	60,000-80,000	70,500
PMO Analyst	20,000-30,000	25,000
Process Analyst	20,000-30,000	25,000
Portfolio Analyst	25,000-35,000	30,000
Operations Analyst	20,000-40,000	30,000
MI Manager & Analyst	20,000-60,000	40,500

# INSURANCE UNDERWRITING

London	£ Range	£ Typical
Head of Underwriting	97,000-278,000	232,000
Underwriting Manager	60,000-110,000	78,500
Class/Lead Underwriter	110,000-250,000	163,000
Senior Underwriter	70,000-190,000	97,500
Underwriter (Specialty)	50,000-160,000	92,500
Underwriter (Combined)	37,000-68,000	52,500
Underwriting Technician	26,000-52,000	41,500
Assistant Underwriter	20,000-35,000	29,000
Underwriting Assistant	20,000-24,000	20,000

South East England	£ Range	£ Typical
Head of Underwriting	90,000-118,000	106,000
Underwriting Manager	78,000-100,000	90,500
Class/Lead Underwriter	56,000-74,000	65,500
Senior Underwriter	45,000-65,000	52,500
Underwriter (Specialty)	35,000-50,000	42,500
Underwriter (Combined)	28,000-40,000	32,000
Assistant Underwriter	22,000-30,000	26,000
Underwriting Assistant	15,000-22,000	19,000

West Midlands	£ Range	£ Typical
Head of Underwriting	85,000-110,000	96,000
Underwriting Manager	72,000-95,000	85,500
Class/Lead Underwriter	52,000-68,000	60,500
Senior Underwriter	40,000-60,000	47,500
Underwriter (Specialty)	30,000-45,000	39,500
Underwriter (Combined)	25,000-35,000	28,500
Assistant Underwriter	20,000-30,000	24,000
Underwriting Assistant	15,000-25,000	19,000

East Midlands	£ Range	£ Typical
Head of Underwriting	85,000-110,000	96,000
Underwriting Manager	72,000-95,000	85,500
Class/Lead Underwriter	52,000-68,000	60,500
Senior Underwriter	40,000-60,000	47,500
Underwriter (Specialty)	30,000-45,000	39,500
Underwriter (Combined)	25,000-35,000	28,500
Assistant Underwriter	20,000-30,000	24,000
Underwriting Assistant	15,000-25,000	19,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Underwriting	80,000-105,000	94,000
Underwriting Manager	65,000-85,000	80,500
Class/Lead Underwriter	48,000-65,000	59,500
Senior Underwriter	38,000-58,000	45,500
Underwriter (Specialty)	32,000-42,000	38,500
Underwriter (Combined)	25,000-35,000	28,000
Assistant Underwriter	20,000-26,000	22,000
Underwriting Assistant	15,000-22,000	20,000

North East England	£ Range	£ Typical
Head of Underwriting	60,000-95,000	79,000
Underwriting Manager	55,000-72,000	63,500
Class/Lead Underwriter	38,000-60,000	47,500
Senior Underwriter	35,000-48,000	40,500
Underwriter (Specialty)	28,000-35,000	32,000
Underwriter (Combined)	22,000-30,000	26,000
Assistant Underwriter	18,000-24,000	21,000
Underwriting Assistant	15,000-22,000	20,000

North West England	£ Range	£ Typical
Head of Underwriting	85,000-110,000	96,000
Underwriting Manager	72,000-95,000	85,500
Class/Lead Underwriter	52,000-68,000	60,500
Senior Underwriter	40,000-60,000	47,500
Underwriter (Specialty)	30,000-45,000	39,500
Underwriter (Combined)	25,000-35,000	28,500
Assistant Underwriter	20,000-30,000	24,000
Underwriting Assistant	15,000-25,000	19,000



# LEGAL & COMPANY SECRETARIAL

## LONG-TERM TALENT PLANNING A KEY FOCUS

Legal professionals are cautiously optimistic about the future, with increased emphasis on hybrid working. Meanwhile employers are focused on tackling skills shortages by focussing more on their talent pipeline.

### Positive business activity levels set to continue

The outlook for business activity levels remains high amongst legal employers, but they are anticipating a slight decrease over the coming 12 months, with 89% expecting their activity to increase or stay the same in comparison to 96% the previous year.

The long-term future outlook is, however, steady with just over a third (39%) of legal employers saying they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years. This is similar to last year's levels of optimism (35%) and the overall UK average (37%).

**0.2%** Average salary increase over the last year

### Shortage of candidates driving competition

Despite this optimism, employers continue to be plagued by skills shortages. Three quarters (75%) of legal employers say they have experienced some form of skills shortage within the past year, with over half (61%) finding it difficult to recruit permanent staff over the last 12 months and 38% having difficulties recruiting temporary staff.

71% of employers plan to hire new staff in the next year, on a par with last year (72%) and the UK average (70%). More than half (54%) are expecting a shortage of suitable applicants to be their top hiring challenge in the year ahead, followed by unrealistic salary requirements (51%) and competition from other employers (49%).

### Salary satisfaction high but demands for greater pay transparency

Given the challenges presented by skills shortages combined with a low average increase in pay (0.2%), it is interesting to note that salary satisfaction is high. Two thirds (66%) of professionals are either satisfied or very satisfied with their current salary. Of the third (34%) who are dissatisfied, the most common complaint is that their salary does not reflect their individual performance (58%) or their expertise or experience (52%). 43% also say that their pay does not adequately reflect their responsibilities at work.

In order to justify how they are allocating salaries, most professionals (72%) believe it is important that their organisation is transparent about how pay levels and pay rises are set, although only half (50%) believe that their organisation is consistently transparent with all employees.

#### Top specialist skills in demand:

IT Infrastructure

27%

Compliance

18%

Managerial/Leadership

18%

#### Top soft skills in demand:

Communication and interpersonal

66%

Ability to adopt change

54%

Problem-solving

52%

“ 71% of employers plan to hire new staff in the next year, and while this is lower than last year, it is on par with the UK average. ”

# LEGAL & COMPANY SECRETARIAL LONG-TERM TALENT PLANNING A KEY FOCUS

## Legal employers grow their talent pipeline

Positively, despite skills gaps, most legal employers (89%) believe their team has the talent it needs to achieve their current business objectives, but admit that the lack of certain skills is impacting productivity, their team's ability to deliver projects and employee morale (all 42%).

Many legal employers believe skills shortages are due to heightened competition for roles (75%). To address immediate skills shortages, 46% of employers are increasing their use of recruitment agencies. A further 29% are turning to hiring temps or contractors while they focus on building their long-term talent pipeline by recruiting apprentices (21%) and implementing mentoring programmes (also 21%).

The top specialist skills in demand for legal employers, besides legal skills, are IT infrastructure (27%), compliance (18%) and managerial and leadership skills (18%). Valuable soft skills include communication and interpersonal skills (66%), the ability to adopt change (54%) and problem-solving skills (52%), which are ideal skills for junior professionals to focus on developing.

## Employee movement accelerated by Covid-19

Legal professionals are on par with the UK average regarding employee mobility, with 36% of professionals having moved roles in the last 12 months, and a further 36% having considered doing so.

In line with the widespread economic repercussions of the Covid-19 pandemic, redundancy was the main reason behind employees leaving roles in the last year (22%). Other reasons driving employees to leave roles include a lack of career development opportunities (17%) and a lack of career progression or job security (both 15%). Only 14% left roles on account of salary.

Looking to the year ahead, employee movement is expected to accelerate, with almost half (46%) planning to leave their role within the next 12 months. The top three factors contributing to this movement are concerns around job security (20%), salary and benefits (20%) and the lack of future opportunities (13%).

### Top three reasons employees want to leave their current role:

Salary and/or benefits package

20%

Concerns around job security

20%

Lack of future opportunities

13%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

43%

Future career opportunities

15%

The work itself

13%

“ Many legal employers believe skills shortages are due to heightened competition for roles. ”

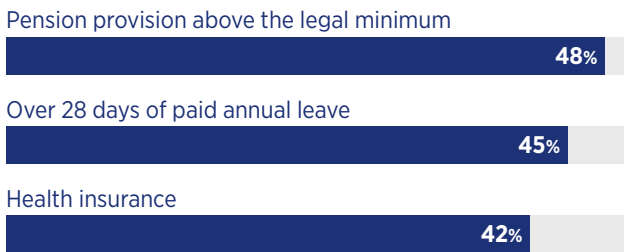


### Hybrid working is the future

This employee movement has been exacerbated by Covid-19. A third of legal professionals (33%) plan to make changes to their career in response to the effects of Covid-19. Of these, 56% say they want to find a new hybrid role, working partly in the workplace and part remotely. The pandemic is also encouraging employees to evaluate their skills, with 30% planning to upskill further in their current position as a direct result of the Covid-19 pandemic.

Professionals are treating Covid-19 as a transformative event with regards to how it has shifted working patterns, and many are benefitting from greater flexibility. Almost three quarters (72%) of legal employees say they worked remotely at some point since the outbreak of Covid-19 and almost two thirds (64%) believe the shift to remote working is positive. 61% don't believe that their workplace will ever return to the way it was before the pandemic, and 68% would prefer to be working in a hybrid role in 12 months' time.

#### Top three benefits most important to employees when considering a new role:



### Covid-19 puts wellbeing in the spotlight

It isn't just changing working patterns that professionals are interested in. When considering a new role, legal employees place value on a range of different benefits, including a pension provision above the legal minimum (48%), over 28 days of paid annual leave (45%) and health insurance (42%).

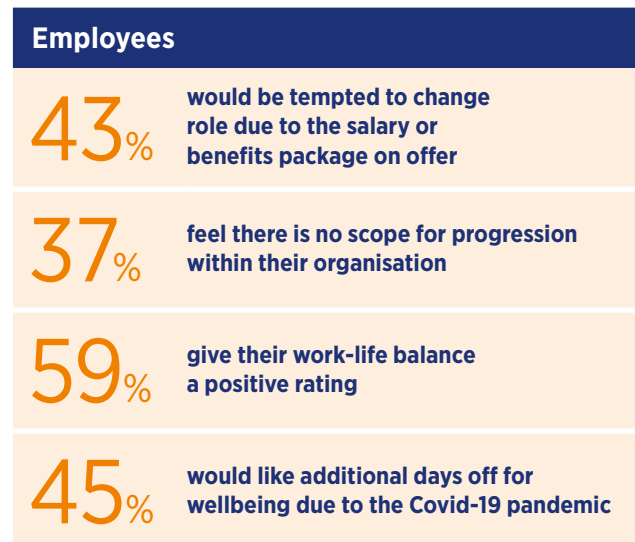
The pandemic and changes to the ways of working have highlighted the importance of benefits centred around wellbeing, 45% of legal professionals say they would like their organisation to offer additional days off work for wellbeing as a result of the Covid-19 pandemic.

#### Company Secretarial

Over three quarters (77%) of company secretary employers are expecting their activity to increase over the next year, and, like legal, many expect to hire new staff in the next 12 months, with half (50%) anticipating hiring permanent staff and around a quarter (27%) expecting to hire temporary staff.

While employers are looking ahead to an active year, 76% of company secretarial professionals are concerned about the wider economic climate and the opportunities it may or may not create for them in the next 2-5 years, impacting morale and their sense of job security. 74% also say that their employer has taken no steps to reduce their uncertainty about future career prospects. This is vital for employers to consider, as a third (33%) of professionals expecting to leave their roles in the next year plan to do so because of a lack of future opportunities, or concerns around job security (15%).

### Survey highlights for legal



# LEGAL PRIVATE PRACTICE

## London law firms

London – International	£ Range	£ Typical
10+ Years' PQE	190,000+	195,000
7-10 Years' PQE	150,000-190,000	175,000
6 Years' PQE	140,000-150,000	145,000
5 Years' PQE	130,000-140,000	135,000
4 Years' PQE	120,000-130,000	125,000
3 Years' PQE	112,000-120,000	116,000
2 Years' PQE	100,000-110,000	105,000
1 Year's PQE	90,000-105,000	95,000
Newly Qualified	81,000-102,000	90,000

US – Mid-Atlantic	£ Range	£ Typical
10+ Years' PQE	160,000+	160,000
7-10 Years' PQE	150,000-180,000	170,000
6 Years' PQE	140,000-175,000	155,000
5 Years' PQE	130,000-170,000	145,000
4 Years' PQE	125,000-150,000	135,000
3 Years' PQE	115,000-145,000	130,000
2 Years' PQE	110,000-135,000	120,000
1 Year's PQE	100,000-130,000	110,000
Newly Qualified	90,000-120,000	105,000

London – National	£ Range	£ Typical
10+ Years' PQE	135,000+	140,000
7-10 Years' PQE	105,000-120,000	120,000
6 Years' PQE	96,000-120,000	110,000
5 Years' PQE	94,000-104,000	100,000
4 Years' PQE	88,000-98,000	94,000
3 Years' PQE	84,000-92,000	88,000
2 Years' PQE	78,000-86,000	82,000
1 Year's PQE	72,000-80,000	76,000
Newly Qualified	68,000-72,000	70,000

Channel Islands (GBP)	£ Range	£ Typical
10+ Years' PQE	100,000-130,000	120,000
7-10 Years' PQE	90,000-130,000	100,000
6 Years' PQE	87,000-93,000	92,000
5 Years' PQE	82,000-88,000	87,000
4 Years' PQE	77,000-82,000	80,000
3 Years' PQE	72,000-78,000	77,000
2 Years' PQE	67,000-72,000	70,000
1 Year's PQE	60,000-65,000	63,000
Newly Qualified	58,000-62,000	60,000

Boutique	£ Range	£ Typical
10+ Years' PQE	90,000-110,000	100,000
7-10 Years' PQE	85,000-100,000	95,000
6 Years' PQE	80,000-90,000	85,000
5 Years' PQE	75,000-85,000	78,000
4 Years' PQE	68,000-78,000	72,000
3 Years' PQE	64,000-72,000	67,000
2 Years' PQE	59,000-65,000	62,000
1 Year's PQE	54,000-60,000	57,000
Newly Qualified	49,000-56,000	54,000

Cayman Islands	\$ Range	\$ Typical
10+ Years' PQE	220,000+	230,000
7-10 Years' PQE	200,000-220,000	210,000
6 Years' PQE	180,000-190,000	185,000
5 Years' PQE	170,000-180,000	175,000
4 Years' PQE	160,000-170,000	165,000
3 Years' PQE	150,000-160,000	155,000

US – New York	£ Range	£ Typical
10+ Years' PQE	225,000+	250,000
7-10 Years' PQE	200,000+	240,000
6 Years' PQE	165,000-185,000	180,000
5 Years' PQE	155,000-175,000	165,000
4 Years' PQE	145,000-160,000	155,000
3 Years' PQE	135,000-150,000	148,000
2 Years' PQE	125,000-140,000	132,000
1 Year's PQE	115,000-135,000	125,000
Newly Qualified	95,000-125,000	110,000

British Virgin Islands	\$ Range	\$ Typical
10+ Years' PQE	200,000+	210,000
7-10 Years' PQE	185,000-195,000	190,000
6 Years' PQE	175,000-185,000	180,000
5 Years' PQE	165,000-175,000	170,000
4 Years' PQE	155,000-165,000	160,000
3 Years' PQE	145,000-155,000	150,000

NOTE: PQE refers to post-qualified experience

## Regional law firms

South East England	£ Range	£ Typical
10+ Years' PQE	60,000-125,000	90,000
7-10 Years' PQE	55,000-100,000	75,000
6 Years' PQE	50,000-60,000	60,000
5 Years' PQE	47,000-60,000	56,000
4 Years' PQE	44,000-55,000	50,000
3 Years' PQE	40,000-50,000	46,000
2 Years' PQE	37,000-48,000	43,000
1 Year's PQE	35,000-46,000	40,000
Newly Qualified	33,000-44,000	38,000

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	57,000-105,000	77,000
7-10 Years' PQE	48,000-95,000	70,000
6 Years' PQE	46,000-85,000	62,000
5 Years' PQE	44,000-80,000	58,000
4 Years' PQE	42,000-75,000	55,000
3 Years' PQE	40,000-65,000	50,000
2 Years' PQE	38,000-55,000	47,000
1 Year's PQE	36,000-48,000	45,000
Newly Qualified	34,000-45,000	42,000

South West England	£ Range	£ Typical
10+ Years' PQE	50,000-100,000	75,000
7-10 Years' PQE	44,000-90,000	65,000
6 Years' PQE	40,000-75,000	58,000
5 Years' PQE	37,000-66,000	55,000
4 Years' PQE	35,000-64,000	51,000
3 Years' PQE	30,000-60,000	48,000
2 Years' PQE	28,000-56,000	47,000
1 Year's PQE	26,000-54,000	45,000
Newly Qualified	24,000-52,000	43,000

North West England	£ Range	£ Typical
10+ Years' PQE	57,000-105,000	77,000
7-10 Years' PQE	48,000-95,000	70,000
6 Years' PQE	46,000-85,000	62,000
5 Years' PQE	44,000-80,000	58,000
4 Years' PQE	42,000-75,000	55,000
3 Years' PQE	40,000-65,000	50,000
2 Years' PQE	38,000-55,000	47,000
1 Year's PQE	36,000-48,000	45,000
Newly Qualified	34,000-45,000	42,000

Wales	£ Range	£ Typical
10+ Years' PQE	40,000-75,000	65,000
7-10 Years' PQE	37,000-65,000	54,000
6 Years' PQE	30,000-60,000	46,000
5 Years' PQE	28,000-57,000	43,000
4 Years' PQE	26,000-55,000	41,000
3 Years' PQE	25,000-50,000	39,000
2 Years' PQE	24,000-48,000	37,000
1 Year's PQE	23,000-46,500	35,000
Newly Qualified	22,000-45,000	33,000

Northern Ireland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	65,000
7-10 Years' PQE	45,000-60,000	57,500
6 Years' PQE	42,500-55,000	50,000
5 Years' PQE	40,000-55,000	45,000
4 Years' PQE	35,000-45,000	40,000
3 Years' PQE	30,000-37,500	35,000
2 Years' PQE	27,500-33,000	31,000
1 Year's PQE	25,000-32,000	28,000
Newly Qualified	25,000-32,000	26,000

Midlands	£ Range	£ Typical
10+ Years' PQE	60,000-80,000	70,000
7-10 Years' PQE	50,000-70,000	65,000
6 Years' PQE	40,000-60,000	55,000
5 Years' PQE	45,000-65,000	53,000
4 Years' PQE	35,000-54,000	50,000
3 Years' PQE	34,000-48,000	46,500
2 Years' PQE	33,000-43,000	42,000
1 Year's PQE	32,000-42,000	38,000
Newly Qualified	30,000-41,000	36,500

## Commerce and industry

London	£ Range	£ Typical
10+ Years' PQE	94,000+	110,000
7-10 Years' PQE	85,000-120,000	102,500
6 Years' PQE	78,000-95,000	86,500
5 Years' PQE	72,000-91,000	81,500
4 Years' PQE	68,000-80,000	74,000
3 Years' PQE	62,000-74,000	68,000
2 Years' PQE	58,000-69,000	63,000
1 Year's PQE	53,000-61,000	57,000
Newly Qualified	49,000-57,000	53,000

Wales	£ Range	£ Typical
10+ Years' PQE	60,000-110,000	75,000
7-10 Years' PQE	55,000-75,000	65,000
6 Years' PQE	52,000-62,000	58,000
5 Years' PQE	48,000-56,000	54,000
4 Years' PQE	45,000-52,000	48,000
3 Years' PQE	40,000-48,000	44,000
2 Years' PQE	36,000-44,000	40,000
1 Year's PQE	33,000-40,000	36,000
Newly Qualified	30,000-37,000	34,000

South East England	£ Range	£ Typical
10+ Years' PQE	85,000-130,000	115,000
7-10 Years' PQE	60,000-100,000	90,000
6 Years' PQE	55,000-85,000	80,000
5 Years' PQE	50,000-75,000	73,000
4 Years' PQE	47,000-65,000	65,000
3 Years' PQE	45,000-60,000	60,000
2 Years' PQE	44,000-55,000	53,000
1 Year's PQE	42,000-52,000	47,000
Newly Qualified	40,000-50,000	45,000

Midlands	£ Range	£ Typical
10+ Years' PQE	70,000-100,000	85,000
7-10 Years' PQE	65,000-80,000	73,000
6 Years' PQE	65,000-75,000	67,000
5 Years' PQE	60,000-70,000	60,000
4 Years' PQE	50,000-60,000	55,000
3 Years' PQE	45,000-50,000	49,000
2 Years' PQE	42,000-50,000	45,000
1 Year's PQE	40,000-50,000	44,000
Newly Qualified	38,000-45,000	41,000

South West England	£ Range	£ Typical
10+ Years' PQE	70,000-125,000	95,000
7-10 Years' PQE	60,000-100,000	80,000
6 Years' PQE	55,000-80,000	75,000
5 Years' PQE	50,000-75,000	72,000
4 Years' PQE	45,000-68,000	65,000
3 Years' PQE	42,000-65,000	59,000
2 Years' PQE	41,000-58,000	51,000
1 Year's PQE	42,000-54,000	48,000
Newly Qualified	38,000-50,000	45,000

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	60,000-150,000	85,000
7-10 Years' PQE	55,000-100,000	75,000
6 Years' PQE	50,000-75,000	65,000
5 Years' PQE	50,000-70,000	56,000
4 Years' PQE	45,000-60,000	53,000
3 Years' PQE	40,000-55,000	50,000
2 Years' PQE	38,000-50,000	48,000
1 Year's PQE	37,000-46,000	45,000
Newly Qualified	35,000-45,000	40,000

NOTE: PQE refers to post-qualified experience

North West England	£ Range	£ Typical
10+ Years' PQE	60,000-140,000	85,000
7-10 Years' PQE	65,000-95,000	75,000
6 Years' PQE	50,000-75,000	65,000
5 Years' PQE	50,000-70,000	60,000
4 Years' PQE	45,000-65,000	55,000
3 Years' PQE	38,000-55,000	50,000
2 Years' PQE	36,000-50,000	48,000
1 Year's PQE	35,000-48,000	45,000
Newly Qualified	34,000-45,000	40,000

Northern Ireland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	62,000
7-10 Years' PQE	50,000-60,000	55,000
6 Years' PQE	45,000-55,000	48,000
5 Years' PQE	38,000-52,000	44,000
4 Years' PQE	34,000-40,000	38,000
3 Years' PQE	30,000-38,000	35,000
2 Years' PQE	28,000-35,000	30,000
1 Year's PQE	25,000-32,000	27,000
Newly Qualified	24,000-30,000	26,000

## Financial services

London	£ Range	£ Typical
10+ Years' PQE	110,000+	130,000
7-10 Years' PQE	100,000-125,000	113,000
6 Years' PQE	90,000-108,000	99,000
5 Years' PQE	86,000-98,000	92,000
4 Years' PQE	78,000-90,000	84,000
3 Years' PQE	72,000-82,000	77,000
2 Years' PQE	64,000-72,000	68,000
1 Year's PQE	57,000-69,000	64,000
Newly Qualified	48,000-60,000	55,000

Wales	£ Range	£ Typical
10+ Years' PQE	60,000-110,000	80,000
7-10 Years' PQE	55,000-80,000	70,000
6 Years' PQE	52,000-65,000	58,000
5 Years' PQE	48,000-60,000	54,000
4 Years' PQE	45,000-55,000	49,000
3 Years' PQE	40,000-50,000	45,000
2 Years' PQE	36,000-45,000	41,000
1 Year's PQE	33,000-42,000	38,000
Newly Qualified	30,000-40,000	36,000

South East England	£ Range	£ Typical
10+ Years' PQE	65,000-120,000	115,000
7-10 Years' PQE	60,000-105,000	94,000
6 Years' PQE	55,000-80,000	73,000
5 Years' PQE	50,000-75,000	68,000
4 Years' PQE	45,000-60,000	60,000
3 Years' PQE	42,000-60,000	55,000
2 Years' PQE	41,000-55,000	51,000
1 Year's PQE	38,000-52,000	45,000
Newly Qualified	35,000-50,000	42,000

Midlands	£ Range	£ Typical
10+ Years' PQE	70,000-100,000	78,000
7-10 Years' PQE	60,000-75,000	70,000
6 Years' PQE	55,000-70,000	65,000
5 Years' PQE	50,000-65,000	62,000
4 Years' PQE	40,000-55,000	55,000
3 Years' PQE	40,000-50,000	47,000
2 Years' PQE	39,000-47,000	42,000
1 Year's PQE	37,000-48,000	40,000
Newly Qualified	35,000-45,000	39,000

South West England	£ Range	£ Typical
10+ Years' PQE	70,000-125,000	95,000
7-10 Years' PQE	60,000-90,000	85,000
6 Years' PQE	55,000-80,000	75,000
5 Years' PQE	50,000-75,000	65,000
4 Years' PQE	45,000-70,000	60,000
3 Years' PQE	43,000-60,000	55,000
2 Years' PQE	42,000-55,000	50,000
1 Year's PQE	38,000-52,000	47,000
Newly Qualified	35,000-50,000	45,000

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	75,000-150,000	85,000
7-10 Years' PQE	70,000-95,000	80,000
6 Years' PQE	55,000-80,000	70,000
5 Years' PQE	50,000-75,000	60,000
4 Years' PQE	50,000-65,000	55,000
3 Years' PQE	45,000-55,000	52,000
2 Years' PQE	40,000-55,000	50,000
1 Year's PQE	38,000-50,000	48,000
Newly Qualified	35,000-45,000	42,000

NOTE: PQE refers to post-qualified experience

North West England	£ Range	£ Typical
10+ Years' PQE	75,000-150,000	85,000
7-10 Years' PQE	70,000-95,000	80,000
6 Years' PQE	55,000-80,000	70,000
5 Years' PQE	50,000-75,000	60,000
4 Years' PQE	50,000-65,000	55,000
3 Years' PQE	45,000-55,000	52,000
2 Years' PQE	40,000-55,000	50,000
1 Year's PQE	38,000-50,000	48,000
Newly Qualified	35,000-45,000	42,000

Northern Ireland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	60,000
7-10 Years' PQE	50,000-65,000	56,000
6 Years' PQE	48,000-60,000	53,000
5 Years' PQE	42,000-50,000	45,000
4 Years' PQE	38,000-45,000	43,000
3 Years' PQE	32,000-40,000	36,000
2 Years' PQE	26,000-35,000	30,000
1 Year's PQE	25,000-32,000	26,000
Newly Qualified	24,000-30,000	25,000

### Start-up legal counsel

London	£ Range	£ Typical
Head of Legal	90,000-120,000	105,000
Legal Counsel	75,000-100,000	88,000

Regional	£ Range	£ Typical
Head of Legal	80,000-111,000	90,000
Legal Counsel	65,000-90,000	75,000

# LEGAL PUBLIC SECTOR

London	£ Range	£ Typical
Head of Legal	60,000-120,000	70,000
Senior Legal Advisor	45,000-65,000	55,000
Legal Advisor	38,000-60,000	45,000

Midlands	£ Range	£ Typical
Head of Legal	50,000-80,000	55,000
Senior Legal Advisor	35,000-55,000	45,000
Legal Advisor	30,000-45,000	38,000

South East England	£ Range	£ Typical
Head of Legal	57,000-100,000	67,000
Senior Legal Advisor	47,000-62,000	55,000
Legal Advisor	37,000-50,000	43,000

North East and Yorkshire	£ Range	£ Typical
Head of Legal	40,000-120,000	62,000
Senior Legal Advisor	30,000-65,000	45,000
Legal Advisor	28,000-48,000	35,000

South West England	£ Range	£ Typical
Head of Legal	42,000-100,000	50,000
Senior Legal Advisor	29,000-50,000	35,000
Legal Advisor	23,000-37,000	29,000

North West England	£ Range	£ Typical
Head of Legal	40,000-120,000	62,000
Senior Legal Advisor	30,000-65,000	45,000
Legal Advisor	28,000-48,000	35,000

Wales	£ Range	£ Typical
Head of Legal	40,000-85,000	44,000
Senior Legal Advisor	26,000-48,000	33,000
Legal Advisor	22,000-35,000	27,000

Northern Ireland	£ Range	£ Typical
Head of Legal	50,000-75,000	52,500
Senior Legal Advisor	38,000-75,000	44,500
Legal Advisor	30,000-42,000	34,500



# LEGAL CHARITIES

London	£ Range	£ Typical
General Counsel/Head of Legal	70,000-120,000	75,000
Senior Counsel	55,000-75,000	65,000
Legal Counsel	45,000-65,000	55,000
Junior Lawyer/Legal Advisor	35,000-50,000	44,000

Midlands	£ Range	£ Typical
General Counsel/Head of Legal	60,000-80,000	65,000
Senior Counsel	50,000-60,000	55,000
Legal Counsel	35,000-55,000	45,000
Junior Lawyer/Legal Advisor	30,000-45,000	38,000

South East England	£ Range	£ Typical
General Counsel/Head of Legal	60,000-85,000	68,000
Senior Counsel	50,000-60,000	57,000
Legal Counsel	35,000-55,000	46,000
Junior Lawyer/Legal Advisor	30,000-45,000	37,000

North East and Yorkshire	£ Range	£ Typical
General Counsel/Head of Legal	50,000-80,000	60,000
Senior Counsel	45,000-70,000	50,000
Legal Counsel	30,000-55,000	40,000
Junior Lawyer/Legal Advisor	26,000-38,000	30,000

South West England	£ Range	£ Typical
General Counsel/Head of Legal	45,000-75,000	60,000
Senior Counsel	37,000-55,000	48,000
Legal Counsel	30,000-48,000	40,000
Junior Lawyer/Legal Advisor	27,000-40,000	32,000

North West England	£ Range	£ Typical
General Counsel/Head of Legal	50,000-80,000	60,000
Senior Counsel	45,000-70,000	50,000
Legal Counsel	30,000-55,000	40,000
Junior Lawyer/Legal Advisor	26,000-38,000	30,000

Wales	£ Range	£ Typical
General Counsel/Head of Legal	45,000-70,000	55,000
Senior Counsel	37,000-55,000	45,000
Legal Counsel	30,000-48,000	37,000
Junior Lawyer/Legal Advisor	27,000-40,000	30,000

Northern Ireland	£ Range	£ Typical
General Counsel/Head of Legal	40,000-65,000	45,000
Senior Counsel	45,000-60,000	48,000
Legal Counsel	30,000-65,000	44,000
Junior Lawyer/Legal Advisor	26,000-38,000	30,000

## Commerce and industry

London	£ Range	£ Typical
3+ Years' Experience	35,000-48,000	41,500
2 Years' Experience	30,000-38,000	34,000
1 Year's Experience	28,000-33,000	30,500
0-12 Months' Experience	25,000-29,000	27,000

Midlands	£ Range	£ Typical
3+ Years' Experience	25,000-35,000	30,000
2 Years' Experience	20,000-28,000	25,000
1 Year's Experience	18,000-25,000	23,000
0-12 Months' Experience	18,000-22,000	19,500

South East England	£ Range	£ Typical
3+ Years' Experience	25,000-40,000	33,000
2 Years' Experience	24,000-30,000	27,000
1 Year's Experience	20,000-27,000	24,000
0-12 Months' Experience	19,000-25,000	22,000

North East and Yorkshire	£ Range	£ Typical
3+ Years' Experience	22,000-35,000	25,000
2 Years' Experience	20,000-28,000	24,000
1 Year's Experience	18,000-26,000	23,000
0-12 Months' Experience	18,000-24,000	20,000

South West England	£ Range	£ Typical
3+ Years' Experience	25,000-40,000	30,000
2 Years' Experience	25,000-32,000	27,000
1 Year's Experience	20,000-27,000	22,500
0-12 Months' Experience	17,000-25,000	20,500

North West England	£ Range	£ Typical
3+ Years' Experience	22,000-35,000	26,000
2 Years' Experience	20,000-28,000	24,000
1 Year's Experience	18,000-26,000	23,000
0-12 Months' Experience	18,000-22,000	20,000

Wales	£ Range	£ Typical
3+ Years' Experience	25,000-33,000	29,000
2 Years' Experience	20,000-30,000	26,000
1 Year's Experience	17,000-25,000	21,000
0-12 Months' Experience	14,500-22,000	17,500

Northern Ireland	£ Range	£ Typical
3+ Years' Experience	18,000-25,000	23,000
2 Years' Experience	20,000-24,000	21,000
1 Year's Experience	19,000-21,000	19,000
0-12 Months' Experience	17,000-20,000	18,000

## Financial services

London	£ Range	£ Typical
3+ Years' Experience	50,000+	57,000
2 Years' Experience	37,000-49,000	43,000
1 Year's Experience	33,000-39,000	36,000
0-12 Months' Experience	29,000-36,000	32,500

London – ISDA Negotiator	£ Range	£ Typical
3+ Years' Experience	70,000+	86,000
2 Years' Experience	52,000-67,000	63,000
1 Year's Experience	40,000-52,000	51,000
0-12 Months' Experience	33,000-42,000	39,000



**Paul Tennant,**  
Chief Executive,  
The Law Society of  
England and Wales



The Law Society

In what has been a uniquely challenging year for the whole of society, the legal sector had to adapt quickly to meet the needs of individual and business clients through the pandemic. Representing over 145,000 practising solicitors in England and Wales, the Law Society provided a range of guidance and insight to help our members from all corners of the profession.

That support reflected differential impacts across the sector which we tracked through extensive member feedback and surveys – with conveyancing and smaller firms particularly hard hit during the early part of the pandemic. Overall, legal services firms have experienced

a sharp decline in revenue which we would expect to see reflected in employment over the longer term after furlough and other government support schemes are retracted.

In an uncertain labour market, we are supporting the profession to acquire and expand digital skills that are essential to thrive and grow in a radically different environment. Even before the crisis our research had shown the extent to which automation stands to improve productivity and change the makeup of roles required to deliver legal services to both consumers and corporate clients – including further growth of solicitors working within companies and freelance. The crisis has accelerated use of technology with early evidence pointing to benefits for large law firms in particular. Over time those legal businesses that are embracing new technology and working practices will become increasingly competitive.

In our public interest role, the Law Society will work to ensure that use of technology in delivering legal services supports access to justice, and continue to campaign to uphold and defend the rule of law. We will also promote better representation of women and BAME groups at senior levels following the trend of increasing diversity in the profession overall.

## Law firms

London – International	£ Range	£ Typical
3+ Years' Experience	32,000-42,000	38,000
2 Years' Experience	30,000-36,000	33,000
1 Year's Experience	29,000-33,000	30,000
0-12 Months' Experience	25,000-30,000	27,000

South West England	£ Range	£ Typical
3+ Years' Experience	22,000-40,000	27,000
2 Years' Experience	20,000-28,000	24,000
1 Year's Experience	17,000-25,000	21,000
0-12 Months' Experience	15,000-21,000	18,000

London – National	£ Range	£ Typical
3+ Years' Experience	32,000-40,000	35,000
2 Years' Experience	28,000-33,000	29,000
1 Year's Experience	24,000-28,000	27,000
0-12 Months' Experience	23,000-25,000	24,000

Wales	£ Range	£ Typical
3+ Years' Experience	20,000-28,000	23,000
2 Years' Experience	16,000-25,000	20,000
1 Year's Experience	15,000-24,000	18,000
0-12 Months' Experience	14,000-20,000	16,500

Boutique	£ Range	£ Typical
3+ Years' Experience	30,000-34,000	34,000
2 Years' Experience	27,000-30,000	28,000
1 Year's Experience	23,000-26,000	26,000
0-12 Months' Experience	21,000-25,000	23,000

Midlands	£ Range	£ Typical
3+ Years' Experience	22,000-30,000	25,000
2 Years' Experience	18,500-25,000	22,000
1 Year's Experience	17,000-23,000	20,000
0-12 Months' Experience	16,000-19,000	17,000

US – New York	£ Range	£ Typical
3+ Years' Experience	36,000-42,000	40,000
2 Years' Experience	30,000-37,000	35,000
1 Year's Experience	25,000-32,000	30,000
0-12 Months' Experience	23,000-28,000	25,000

North East and Yorkshire	£ Range	£ Typical
3+ Years' Experience	23,000-33,000	28,000
2 Years' Experience	20,000-25,000	23,000
1 Year's Experience	18,000-23,000	20,000
0-12 Months' Experience	16,000-22,000	18,000

US – Mid-Atlantic	£ Range	£ Typical
3+ Years' Experience	34,000-42,000	38,000
2 Years' Experience	28,000-35,000	33,000
1 Year's Experience	23,000-32,000	28,000
0-12 Months' Experience	21,000-28,000	23,000

North West England	£ Range	£ Typical
3+ Years' Experience	23,000-33,000	28,000
2 Years' Experience	20,000-26,000	23,000
1 Year's Experience	18,000-23,000	20,000
0-12 Months' Experience	15,000-21,000	18,000

South East England	£ Range	£ Typical
3+ Years' Experience	25,000-35,000	30,000
2 Years' Experience	22,000-25,000	25,000
1 Year's Experience	20,000-24,000	23,000
0-12 Months' Experience	18,000-25,000	20,000

Northern Ireland	£ Range	£ Typical
3+ Years' Experience	18,000-25,000	21,500
2 Years' Experience	18,000-22,000	20,500
1 Year's Experience	17,000-21,000	19,000
0-12 Months' Experience	16,000-20,000	18,000

# LEGAL LEGAL EXECUTIVES

## Law firms

London	£ Range	£ Typical
Fellow	35,000-42,000	36,000
Member	24,000-32,000	26,000
Graduate	38,000-46,000	40,000
Trainee	18,000-24,000	20,000

Midlands	£ Range	£ Typical
Fellow	28,000-45,000	35,000
Member	20,000-30,000	26,000
Graduate	18,000-24,000	22,000
Trainee	16,000-20,000	17,500

South East England	£ Range	£ Typical
Fellow	25,000-37,000	33,000
Member	20,000-27,000	26,000
Graduate	18,000-26,000	22,000
Trainee	16,000-25,000	18,000

North East and Yorkshire	£ Range	£ Typical
Fellow	26,000-44,000	34,000
Member	20,000-27,000	25,500
Graduate	18,000-24,000	21,000
Trainee	16,000-22,000	18,000

South West England	£ Range	£ Typical
Fellow	25,000-50,000	33,000
Member	20,000-40,000	27,000
Graduate	16,000-30,000	20,000
Trainee	16,000-22,000	18,000

North West England	£ Range	£ Typical
Fellow	26,000-44,000	34,000
Member	20,000-27,000	25,500
Graduate	18,000-24,000	21,000
Trainee	16,000-22,000	18,000

Wales	£ Range	£ Typical
Fellow	24,000-45,000	27,500
Member	18,000-28,000	22,500
Graduate	15,000-22,000	18,000
Trainee	13,000-20,000	15,500

Northern Ireland	£ Range	£ Typical
Fellow	21,000-32,000	27,000
Member	20,000-25,000	23,000
Graduate	16,000-22,000	18,000
Trainee	18,000-21,000	19,000

# COMPANY SECRETARIAL SALARIES

FTSE 100	£ Range	£ Typical
Company Secretary	160,000-300,000	200,000
Deputy Company Secretary	120,000-180,000	150,000
Senior Assistant Company Secretary	80,000-95,000	90,000
Assistant Company Secretary	50,000-80,000	65,000
Company Secretarial Assistant	30,000-45,000	40,000
Trainee	25,000-30,000	30,000

Private	£ Range	£ Typical
Company Secretary	100,000-180,000	120,000
Deputy Company Secretary	70,000-90,000	85,000
Assistant Company Secretary	45,000-65,000	55,000
Company Secretarial Assistant	30,000-35,000	32,000
Trainee	24,000-28,000	25,000

FTSE 250	£ Range	£ Typical
Company Secretary	120,000-200,000	160,000
Deputy Company Secretary	90,000-140,000	120,000
Senior Assistant Company Secretary	75,000-90,000	80,000
Assistant Company Secretary	50,000-70,000	60,000
Company Secretarial Assistant	30,000-45,000	35,000
Trainee	25,000-30,000	28,000

Professional services	£ Range	£ Typical
Partner	150,000-300,000	200,000
Director	75,000-120,000	100,000
Senior Manager	65,000-90,000	75,000
Assistant Manager	50,000-75,000	60,000
Senior Associate	35,000-50,000	40,000
Trainee/Associate	24,000-32,000	28,000

Other UK listed companies	£ Range	£ Typical
Company Secretary	90,000-180,000	120,000
Deputy Company Secretary	75,000-100,000	90,000
Assistant Company Secretary	50,000-65,000	55,000
Company Secretarial Assistant	30,000-40,000	35,000
Trainee	25,000-30,000	25,000

Public sector/Not-for-profit	£ Range	£ Typical
Company Secretary/Head of Governance	60,000-110,000	80,000
Deputy Secretary/Governance Manager	50,000-75,000	55,000
Assistant Company Secretary	35,000-50,000	40,000
Company Secretarial Assistant/ Governance Officer	28,000-35,000	32,000
Trainee	22,000-26,000	24,000







# LIFE SCIENCES

## COMPETITION FOR TALENT SET TO CONTINUE

Salaries have risen above the UK average due to the combination of strong activity levels and skills shortages. It is likely that the competition for talent will persist, as employers recruit to continue to meet the sector's high demands.

### Strong activity levels matched by recruitment plans

Given the intense focus the Covid-19 pandemic put on life sciences, it isn't surprising that the vast majority (93%) of employers expect their organisation's activity levels will increase or stay the same over the year ahead. Similarly, 89% plan to recruit staff in the next 12 months. Over two thirds (67%) plan to recruit permanent staff, and 44% plan to hire temporary, contract or interim staff. Of those planning to recruit temporary contract or interim staff, a fifth (20%) plan to do so in response to Covid-19.

Positively, two fifths (40%) of life sciences employers say they are optimistic about the wider economic climate and the employment opportunities it may create in the next 2-5 years, while 30% say they are 'neutral' regarding their outlook on this matter. Less than a third, only 30%, say they are not optimistic.

Brexit is a factor in this uncertainty, with two fifths (41%) believing that a post-Brexit outlook – in terms of UK employment – will be negative. The same percentage (41%) of these employers think Brexit will negatively impact their organisation's ability to access talent and skills, 14% saying it will do so to a significant extent.

**1.7%** Average salary increase over the last year

### High demand for communication skills

With nearly 90% of employers planning to hire, competition for skilled talent is likely to remain high. Of those who recruited permanent staff in the last 12 months, 57% found it difficult. Of those who recruited temporary staff, over a third (35%) also say it was difficult. Looking ahead, over half (51%) expect to encounter competition from other employers when recruiting staff over the next year, and 44% believe they will be faced with applicants with unrealistic salary requirements.

Looking at the skills employers believe they need to keep pace with activity levels, almost a third (30%) of life sciences employers say they need specialist data and analytics skills, and a quarter (25%) say they need managerial and leadership skills. Soft skills are also in high demand, with 56% of employers saying they need more communication and interpersonal skills, 54% requiring more people management skills and 53% requiring professionals with the ability to adopt change.

### Skills shortages impacting project delivery

Employers acknowledge that skills shortages have consequences. When asked what areas skills shortages have negatively impacted, those cited include productivity, innovation and creativity and the ability to deliver projects (all 47%).

To address immediate skills shortages within their organisation, actions taken include allowing employees study leave for external training, hiring temp or contract workers and reviewing recruitment strategies to encourage a more diverse range of applicants (all 35%).

#### Top specialist skills in demand:

Data and analytics

30%

Managerial/leadership

25%

Projects and change management

22%

#### Top soft skills in demand:

Communication and interpersonal skills

56%

People management

54%

Ability to adopt change

53%

# LIFE SCIENCES

## COMPETITION FOR TALENT SET TO CONTINUE

### Employee mobility stays steady

In the next 12 months just over half (55%) of life sciences professionals anticipate they will move roles. What's more, over a third (36%) of life sciences employees plan to move within the next six months.

However, even with these high levels of employee mobility, the pandemic has prompted some people to reconsider their career moves. Of those life sciences professionals who were looking for a new role prior to the onset of the pandemic, nearly a quarter (24%) say they are no longer looking for a role or have slowed their job search down considerably. When asked why they had slowed down their search, over a third (37%) say it is too risky to move jobs at this time and nearly a quarter (21%) say they are worried about job security. Employers may need to consider how best to allay these concerns and how to reach those professionals who aren't actively looking for jobs when trying to attract talent.

### Salaries and benefits are main motivators but work-life balance matters too

The average salary increase for life sciences professionals in the past year was 1.7%, above the national average of 1.2%, showing the high value of talent in the sector. In another encouraging sign nearly half (49%) of employers plan to increase salaries over the next 12 months.

However, even with these salary increases, for those who are looking to move jobs the main reason given by a quarter (24%) of respondents was the salary and benefits package. This was followed by a lack of future opportunities (17%) and concerns about job security (15%).

Despite remuneration being a motivator for job seeking, most life sciences professionals are happy with their pay, with almost two thirds (62%) expressing that they are satisfied or very satisfied with their current salary. Of the 38% who are dissatisfied or very dissatisfied, over half (55%) say this is because they do not feel it reflects their experience and expertise. 52% also stated that they don't feel it reflects their individual performance and 30% stated that it doesn't reflect their organisation's performance.

Although salary is the main motivator for seeking a new job, it's not the only factor. Aside from salary, work-life balance is most important for nearly a third (32%) of life sciences professionals when contemplating a new role.

### Top three reasons employees want to leave their current role:

My salary and/or benefits package

24%

Lack of future opportunities

17%

Concerns about job security

15%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

26%

The work itself

22%

Future opportunities

17%

### Job satisfaction is high as professionals see opportunity for progression

Overall, almost three quarters (72%) of professionals working within life sciences say they are satisfied or very satisfied in their current job. Only a quarter (26%) of life sciences professionals report that their job satisfaction has worsened because of the pandemic. Furthermore, two thirds of respondents (66%) agree or strongly agree there is scope for career progression within their current organisation.

Positively, the majority (58%) of professionals reported that the scope for career progression within their organisation has not changed because of the Covid-19 pandemic. What's more, 10% felt that their scope for career progression had actually increased as a result of the pandemic, again underlining the importance placed on the sector in the past 12 months.

### Covid-19 prompts upskilling and increase in hybrid working

Covid-19 has shaped the career plans of life sciences professionals with nearly half (45%) considering some form of career change in the next 12 months because of the pandemic. Of these, over a third (34%) say that they have decided to upskill further in their current profession.

In addition, over half (54%) are planning to find a role that allows them to work in a hybrid manner – partly in the workplace and partly remotely – going forward. Over a fifth (22%) plan to reduce their working hours. For employers wanting to attract skilled talent, offering opportunities to upskill or work flexibly may be powerful incentives.

Another important factor when looking to recruit in a competitive sector are the benefits you offer. For life sciences professionals the three most important are over 28 days of paid leave (45%) followed by health insurance or private medical cover and pension provision above the legal minimum (both at 39%).

#### Top three benefits most important to employees when considering a new role:

Over 28 days paid annual leave

45%

Health insurance or private medical cover

39%

Pension provision above the legal minimum

39%

### Survey highlights for life sciences

#### Employers

**93%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**74%** experienced skills shortages in the last 12 months

**89%** plan on recruiting staff over the next 12 months

**43%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

#### Employees

**26%** would be tempted to change role due to the salary or benefits package on offer

**34%** feel there is no scope for progression within their organisation

**49%** give their work-life balance a positive rating

**50%** would like additional days off for wellbeing due to the Covid-19 pandemic

# LIFE SCIENCES SALARIES

## Biometrics

SAS programming	£ Range	£ Typical
Vice President/Global Head	130,000-160,000	130,000
Senior Director of Programming	90,000-120,000	100,000
Director of Programming	85,000-100,000	88,000
Associate Director of Programming	60,000-80,000	70,000
SAS Programming Manager	55,000-75,000	65,000
Project/Principal SAS Programmer	55,000-65,000	63,000
Senior SAS Programmer	40,000-55,000	45,000
SAS Programmer Level 2 /Associate Biostatistics Programmer /Junior Programmer	38,000-45,000	42,000
SAS Programmer Level 1 /Associate Biostatistics Programmer /Junior Programmer	33,000-38,000	35,000

Statistics	£ Range	£ Typical
Vice President/Global Head	130,000+	135,000
Senior Director of Statistics	95,000-140,000	115,000
Director of Statistics	80,000-110,000	95,000
Associate Director of Statistics	65,000-85,000	78,000
Project/Principal Statistician	60,000-75,000	70,000
Senior Statistician	45,000-65,000	55,000
Statistician Level 2/Biostatistician 2 /Senior Associate Biostatistician	35,000-45,000	40,000
Statistician/Biostatistician /Associate Statistician	30,000-40,000	36,000

Bioinformatics & Data Science	£ Range	£ Typical
CTO	120,000-180,000	144,000
Vice President of Bioinformatics	99,000-118,000	108,000
Bioinformatics Director	66,000-94,000	84,500
Associate Director of Bioinformatics	59,000-77,000	65,000
Manager/Principal Bioinformatician	51,000-66,000	60,000
Senior Bioinformatician	45,000-54,000	51,000
Bioinformatician	35,000-49,000	45,500
Data Scientist	42,000-56,000	51,000
Machine Learning Lead/Director	72,000-99,000	91,000
Machine Learning Manager	57,000-76,000	71,500
Machine Learning Scientist	45,000-59,000	53,000

Epidemiology/RWE	£ Range	£ Typical
Head of Epidemiology/RWE	145,000-189,000	174,000
VP Epidemiology/RWE	133,000-171,000	149,500
Senior Director Epidemiology	106,000-141,000	121,000
Director Epidemiology	92,000-119,000	104,000
Associate Director Epidemiology	68,000-94,000	79,500
Manager Epidemiology	52,000-74,000	58,000
Senior Epidemiologist	45,000-56,000	49,000
Epidemiologist	35,000-49,000	41,500

## Clinical research

CRO	£ Range	£ Typical
Senior Director	100,000-120,000	105,000
Director	90,000-100,000	95,000
Senior Project Manager	65,000-85,000	75,000
Project Manager	50,000-65,000	62,000
Senior Clinical Research Nurse	35,000-45,000	42,000
Clinical Research Nurse	32,000-40,000	34,000
In-house Clinical Research Associate II	35,000-42,000	38,000
In-house Clinical Research Associate I	30,000-35,000	32,000
Senior Clinical Research Associate	40,000-50,000	45,000
Clinical Research Associate II	35,000-45,000	37,000
Clinical Research Associate I	30,000-35,000	33,000
Senior Clinical Trial Associate	30,000-38,000	34,000
Clinical Trial Associate	25,000-32,000	26,000

Pharma	£ Range	£ Typical
Director Clinical Operations	90,000-120,000	95,000
Programme Manager	80,000-90,000	90,000
Head of Clinical Operations	90,000-95,000	95,000
Clinical Operations Manager	50,000-65,000	58,000
Senior Study Manager	60,000-70,000	68,000
Study Manager	50,000-60,000	56,000
Junior Project Manager /Junior Study Manager	45,000-55,000	50,000
Senior Clinical Research Associate	37,000-46,000	45,000
Clinical Research Associate II	33,000-38,000	38,000
Clinical Research Associate I	30,000-34,000	32,000
Senior Clinical Trial Associate	32,000-38,000	37,000
Clinical Trial Associate	28,000-32,000	32,000

## Commercial

CRO	£ Range	£ Typical
Vice President of Business Development	110,000-150,000	130,000
Senior Business Development Director	100,000-130,000	110,000
Business Development Director	90,000-120,000	98,000
Associate Director of Business Development	80,000-100,000	90,000
Senior Business Development Manager	75,000-95,000	85,000
Business Development Manager	65,000-85,000	82,000
Associate Business Development Manager	60,000-80,000	65,000

Biotech	£ Range	£ Typical
Sales Director	80,000-100,000	100,000
National Account Manager	60,000-90,000	75,000
Regional Account Manager	35,000-55,000	45,000
Key Account Manager	45,000-60,000	48,000
Territory Sales Manager	28,000-50,000	45,000
Technical Sales Specialist	30,000-50,000	42,000
Head of Business Development	90,000-120,000	100,000
Business Development Manager	55,000-80,000	75,000
Business Development Associate	45,000-65,000	60,000
Marketing Director	80,000-100,000	95,000
Marketing Manager	60,000-75,000	65,000
Marketing Associate/Coordinator	25,000-35,000	30,000

Pharma	£ Range	£ Typical
Sales Director	80,000-120,000	90,000
National Account Manager	60,000-90,000	75,000
Regional Account Manager	30,000-50,000	43,000
Key Account Manager	30,000-50,000	40,000
Territory Sales Manager	30,000-50,000	47,000
Hospital Sales Specialist	25,000-55,000	38,000
Regional Account Executive	25,000-40,000	35,000
Medical Sales Representative	25,000-35,000	30,000
Global Marketing Director	95,000-130,000	115,000
EU Marketing Director	85,000-110,000	92,000
UK Marketing Director	70,000-100,000	78,000
Associate Marketing Director	70,000-95,000	70,000
Senior Marketing Manager	50,000-75,000	62,000
Marketing Manager	55,000-75,000	58,000
Marketing Associate/Coordinator	25,000-35,000	30,000
Global Brand Manager	65,000-95,000	85,000
EU Brand Manager	60,000-80,000	75,000
UK Brand Manager	45,000-60,000	55,000
Associate Brand Manager	30,000-45,000	40,000
Product Manager	55,000-80,000	60,000
Associate Product Manager	30,000-45,000	40,000
Market Research Director	65,000-90,000	77,500
Market Research Manager	39,000-60,000	51,000
Market Research Associate	24,000-39,000	32,000
Business Intelligence Director	70,000-120,000	95,000
Business Intelligence Manager	45,000-75,000	65,000
Business Intelligence Associate	30,000-40,000	35,000

# LIFE SCIENCES SALARIES

## Pharmacovigilance and drug safety

Pharmacovigilance and drug safety	£ Range	£ Typical
Head of Drug Safety	120,000-150,000	140,000
GMC Registered Physician	90,000-140,000	125,000
Pharmacovigilance Associate Director (Non-GMC)	75,000-85,000	78,000
Pharmacovigilance Manager	55,000-65,000	60,000
Pharmacovigilance Team Leader	45,000-60,000	55,000
Pharmacovigilance System Master File Specialist	45,000-65,000	55,000
Pharmacovigilance Scientist (Senior)	65,000-75,000	68,000
Medical Writer – PSUR/RMPs	40,000-75,000	55,000
PV Project Manager/Coordinator	35,000-55,000	45,000
Pharmacovigilance Officer	30,000-40,000	35,000
Pharmacovigilance Associate	20,000-30,000	25,000

## Health economics

Health economics	£ Range	£ Typical
Senior Director of Market Access	150,000-170,000	155,000
Director/Head of Market Access	130,000-150,000	135,000
Senior Manager Market Access	80,000-100,000	90,000
Manager Market Access	70,000-90,000	83,000
Senior Director of Health Economics	140,000-170,000	150,000
Director of Health Economics	110,000-140,000	120,000
Senior Observational Research Manager	70,000-90,000	85,000
Observational Research Manager	60,000-80,000	70,000
Senior Health EC Manager	75,000-90,000	83,000
Health EC Manager	60,000-75,000	65,000
Senior Health Economist	55,000-75,000	65,000
Health Economist	45,000-55,000	50,000
Senior HEOR Consultant	55,000-70,000	65,000
HEOR Consultant	45,000-55,000	50,000
Associate Consultant HEOR	35,000-45,000	36,000
HEOR Analyst	28,000-35,000	30,000

## Medical affairs/Clinical development

Medical affairs/ Clinical development	£ Range	£ Typical
Chief Medical Officer	230,000-275,000	250,000
Vice President	200,000-260,000	230,000
Executive Medical Director	190,000-260,000	210,000
Senior Medical Director	150,000-180,000	160,000
Medical Director	115,000-145,000	130,000
Associate Medical Director	95,000-120,000	110,000
Medical Manager	85,000-110,000	98,000
MSL Manager	75,000-100,000	85,000
Senior Medical Advisor	80,000-130,000	90,000
Medical Advisor	80,000-95,000	83,000
Final Signatory Pharmacist	65,000-80,000	75,000
Medical Science Liaison	50,000-85,000	70,000
Senior Clinical Development Physician	100,000-135,000	115,000
Clinical Research Director	95,000-150,000	125,000
Clinical Research Physician	70,000-110,000	110,000
Clinical Development Physician	85,000-105,000	100,000
Associate Clinical Director	75,000-95,000	95,000
Medical Monitor	80,000-100,000	92,000

## Medical information

Medical information	£ Range	£ Typical
Director/Head of Medical Information	80,000-90,000	80,000
Manager	65,000-70,000	65,000
Senior Officer/Associate/Specialist	40,000-50,000	45,000
Officer/Associate/Specialist	30,000-40,000	35,000
Scientific Advisor	40,000-60,000	52,000

## Quality assurance

GMP	£ Range	£ Typical
Director	90,000-110,000	100,000
Associate Director	80,000-95,000	87,000
Qualified Person	90,000-100,000	95,000
Responsible Person	45,000-60,000	57,000
Senior Manager	60,000-75,000	70,000
Manager	50,000-65,000	60,000
Senior Officer	35,000-43,000	38,000
Officer	30,000-35,000	35,000
CSV Manager	55,000-70,000	60,000
Validation Engineer	35,000-55,000	45,000

GCP	£ Range	£ Typical
Director	90,000-110,000	103,000
Associate Director	85,000-100,000	90,000
Senior Manager	70,000-80,000	75,000
Manager	55,000-65,000	60,000
Senior Auditor	80,000-95,000	85,000
Auditor	55,000-75,000	65,000
Admin – GMP & GCP	25,000-35,000	30,000
Systems Manager – GMP & GCP	50,000-65,000	63,000
Systems Manager	50,000-65,000	60,000

## Regulatory affairs

Operations/publishing	£ Range	£ Typical
Vice President	140,000+	150,000
Senior Director	105,000-150,000	130,000
Director	80,000-110,000	95,000
Associate Director	70,000-90,000	85,000
Senior Manager	70,000-80,000	75,000
Manager	50,000-70,000	65,000
Senior Officer/Associate	40,000-55,000	48,000
Officer/Associate	30,000-35,000	32,000

EU markets	£ Range	£ Typical
Vice President	150,000+	150,000
Senior Director	110,000-140,000	130,000
Director	95,000-110,000	100,000
Associate Director	85,000-90,000	90,000
Senior Manager	70,000-90,000	85,000
Manager	60,000-70,000	70,000
Senior Officer/Associate	40,000-55,000	50,000
Officer/Associate	35,000-45,000	40,000

Emerging markets	£ Range	£ Typical
Vice President	130,000+	140,000
Senior Director	110,000-130,000	120,000
Director	90,000-105,000	100,000
Associate Director	85,000-95,000	90,000
Senior Manager	70,000-85,000	80,000
Manager	50,000-70,000	65,000
Senior Officer/Associate	35,000-50,000	45,000
Officer/Associate	30,000-40,000	35,000

# LIFE SCIENCES SALARIES

## Regulatory affairs (continued)

National markets	£ Range	£ Typical
Vice President	110,000+	110,000
Senior Director	90,000-110,000	100,000
Director	75,000-90,000	80,000
Associate Director	75,000-85,000	75,000
Senior Manager	60,000-75,000	70,000
Manager	50,000-60,000	55,000
Senior Officer/Associate	40,000-50,000	40,000
Officer/Associate	25,000-30,000	28,000

CMC	£ Range	£ Typical
Vice President	140,000+	145,000
Senior Director	100,000-130,000	120,000
Director	80,000-100,000	95,000
Associate Director	70,000-85,000	85,000
Senior Manager	60,000-75,000	75,000
Manager	50,000-60,000	60,000
Senior Officer/Associate	35,000-45,000	45,000
Officer/Associate	20,000-35,000	35,000

Labelling	£ Range	£ Typical
Vice President	100,000+	100,000
Senior Director	85,000-100,000	95,000
Director	75,000-90,000	85,000
Associate Director	65,000-75,000	72,000
Senior Manager	55,000-72,000	65,000
Manager	45,000-55,000	50,000
Senior Officer/Associate	30,000-45,000	40,000
Officer/Associate	25,000-35,000	28,000

Artwork	£ Range	£ Typical
Vice President	100,000+	100,000
Senior Director	70,000-90,000	80,000
Director	65,000-75,000	70,000
Associate Director	60,000-70,000	65,000
Senior Manager	45,000-60,000	50,000
Manager	30,000-50,000	45,000
Senior Officer/Associate	25,000-40,000	31,000
Officer/Associate	25,000-35,000	25,000

## Scientific

Scientific	£ Range	£ Typical
Lab Manager	30,000-40,000	32,000
Lab Technician	20,000-30,000	22,000
Research Associate/Associate Scientist	20,000-30,000	27,000
Senior Medicinal Chemist	45,000-65,000	50,000
Medicinal Chemist	35,000-45,000	40,000
Senior Biologics Development Scientist	45,000-65,000	50,000
Biologics Development Scientist	35,000-45,000	40,000
Senior IVD and Medical Device Scientist	50,000-70,000	55,000
IVD and Medical Device Scientist	40,000-50,000	45,000
Senior Analytical Scientist	40,000-50,000	45,000
Analytical Scientist	35,000-45,000	40,000
Senior Process Development Scientist	50,000-70,000	55,000
Process Development Scientist	30,000-50,000	40,000
Senior Director/Head of Area	120,000-150,000	130,000
Scientific Director	80,000-150,000	110,000
Group Leader/Associate Director	70,000-100,000	78,000
Principal Scientist/Team Leader	60,000-80,000	65,000
PK/DMPK Scientist	40,000-60,000	55,000
PK/DMPK Lead	70,000-90,000	75,000
Chief Technical Officer	100,000-200,000	150,000
Chief Scientific Officer	100,000-200,000	150,000







# MARKETING SKILLS SHORTAGES IMPACTING INNOVATION

A scarcity of skills is having a detrimental effect on the ability of organisations to innovate and deliver projects. Clear opportunities for career development and transparency around pay will be crucial to retaining talent in the year ahead.

## Organisational activity high, but employees are uncertain

90% of marketing employers expect their organisational activity levels to either stay the same or increase over the next 12 months, which is only a slight dip on last year's figure (93%) and remains very high. The number of people who predict an increase, however, has decreased on last year, with just over half (56%) anticipating activity levels will increase in the coming 12 months in comparison to almost two thirds (65%) last year.

Sentiment also remains steady in the long term, with a third (33%) of employers displaying optimism about the wider economic climate and the opportunities it might create within the next 2-5 years. This is more or less on a par with last year's figure (34%). Employee concern around the longer-term future has, however, increased considerably, with almost a third (30%) saying they are very concerned about the economic landscape over the next 2-5 years, compared to 15% last year.

**1.2%** Average salary increase over the last year

## Majority of employers experiencing hiring challenges

The ongoing disruption caused by Covid-19 does not appear to have significantly impacted hiring plans for marketing employers, with the pandemic highlighting how important marketing is to an organisation's success. Over two thirds (67%) plan on recruiting in the coming 12 months, only down very slightly on last year's figure (69%).

However, over three quarters (77%) of marketing employers say they have experienced some form of skills shortages within the past year, with nearly half (48%) experiencing difficulties hiring permanent staff, and almost a third (32%) finding it difficult to recruit for temporary staff.

Hiring challenges are expected to continue, with just under half (48%) foreseeing a shortage of suitable applicants when hiring in the coming year. Competition from other employers is also seen as a significant challenge for 46% of marketing employers.

## Pay not keeping pace with shortages

Despite facing a shortage of applicants and greater competition, pay hasn't yet kept pace. Less than half (40%) of marketing employers increased their salaries over the past year, which is considerably lower than the 66% who anticipated that they would increase them the previous year. On average, marketing salaries increased by 1.2% over the last year, but higher than average salaries were seen in both the public sector (2.3%) and in data insight roles (2.2%). Plus, a number of specialist roles have seen significant increases.

With regards to the year ahead, 42% of employers plan to increase their employees' pay, whilst over half (56%) intend to keep salaries static.

The lack of focus on pay is also reflected in the mismatch over expectations of pay transparency. Transparency around the way pay levels and pay rises are set is deemed a high priority by marketing professionals, with over three quarters (76%) ascribing importance to it, yet 40% of employers don't believe their organisation is consistently transparent. Employers should ensure that professionals are afforded clarity into the way their pay levels are set and how this might change going forward, in order to avoid losing them to an employer willing to provide this and pay a higher salary.

### Top specialist skills in demand:

#### Marketing

45%

#### Data and analytics

30%

#### Communications

28%

### Top soft skills in demand:

#### Ability to adopt change

56%

#### Communication and interpersonal skills

52%

#### Problem-solving

44%

# MARKETING SKILLS SHORTAGES IMPACTING INNOVATION

## Skills shortages impeding creativity

The skills shortages are also impacting on organisations' ability to meet their targets and sustain their creativity. Over a third (34%) of marketing employers do not think their organisation has the talent needed to achieve current business objectives, which is considerably higher than the UK average of 22%. Negative impacts from a lack of skills are being felt most significantly on the ability to deliver projects (44%) and also innovation and creativity (43%), which is considerably higher than the UK average (26%). Whilst there can be no doubt that Covid-19 has accelerated the need for an investment in technology within marketing to ensure a seamless customer experience, the data and insights gathered cannot be optimised to their full potential without creative and innovative thinking.

When it comes to the specific skills most sought after by marketing employers, the ability to adopt change emerges as the soft skill in highest demand (56%), followed by communication (52%) and problem-solving (44%).

Skills shortages in marketing are mainly attributed to the highly competitive current marketplace. With 55% reporting that the main cause of skills shortages is the increase in job opportunities from the competition, whilst over a quarter say they are due to a lack of a diverse range of people entering the marketing industry (27%), a far higher figure than last year (19%).

Challenging some of the requirements of the role, such as location and working hours, could potentially enable professionals from a more diverse range of backgrounds to enter the industry. Recent research by Hays found that those who are underrepresented in the workforce see the most positives in working flexibly. The action most commonly taken by employers to address skills shortages is to hire temps or contractors (37%) and over a quarter have also increased their marketing activity to raise their profile (26%).

## Professionals seeking career development

Those employers who are struggling with skills shortages will be interested to know that employee movement has slowed due to Covid-19. Over a third (36%) of marketing professionals moved jobs in the last 12 months, which is considerably lower than the previous year when this figure was almost half (45%). Of those who did move roles, 39% attributed this to redundancy. A further 15% cite a lack of career development opportunities as the reason, and a lack of future opportunities is also the main reason (24%) for marketing professionals leaving their jobs.

Only 13% say that they moved roles in the past year due to their salary being too low, which is in line with overall salary satisfaction. Over half (57%) of marketing professionals say they are satisfied with their salary, which is consistent with last year.

However, for those marketing professionals not otherwise intending to change job in the year ahead, half (50%) would be tempted to if they were offered the right salary and benefits package.

### Top three reasons employees want to leave their current role:

Lack of future opportunities

24%

My salary and/or benefits package

21%

Concerns about job security

16%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

50%

The work itself

17%

Future opportunities

13%

## Covid-19 perceived to limit opportunities for progression

The effects of this year have had a significantly detrimental effect on marketing professionals' perception of their career prospects, with only just over a third (34%) expressing a positive outlook, as opposed to half (50%) last year. Over three quarters (77%) say that their employers have taken no action to reduce their uncertainty since the start of the Covid-19 lockdown in March, and over a third (34%) believe their career progression has decreased in scope since the pandemic, higher than the UK average of 29%.

Half (50%) of marketing professionals plan to make career changes as a result of the Covid-19 pandemic, with well over half (61%) of these professionals planning to find a new role that offers a mix of hybrid working, and almost a fifth (19%) hoping to secure an entirely remote role.

## Work-life balance has seen an uptick since Covid-19

Although there is a clear desire for more flexible working options, over a third (39%) of marketing professionals have seen an improvement in their work-life balance as a result of the Covid-19 lockdown, which has resulted in a huge proportion of the UK workforce working from home. This is considerably higher than the UK average (29%) and reflective of the importance that marketing professionals attribute to work-life balance – it is the element that most attracts them to a new role (37%).

The emphasis on work-life balance by marketing professionals is also reflected when it comes to preferred specific benefits, with over 28 days of paid annual leave seen as most important to over half (56%), followed by health insurance (46%) and pension provision above the legal minimum (45%).

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

56%

Health insurance

46%

Pension provision above the legal minimum

45%

## Survey highlights for marketing

### Employers

90% expect their organisation's activity levels to increase or stay the same over the next 12 months

77% experienced skills shortages in the last 12 months

67% plan on recruiting staff over the next 12 months

44% have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

### Employees

50% would be tempted to change role due to the salary or benefits package on offer

46% feel there is no scope for progression within their organisation

52% give their work-life balance a positive rating

55% would like additional days off for wellbeing due to the Covid-19 pandemic

# MARKETING BRAND & PRODUCT MARKETING

London	£ Range	£ Typical
Head of Products	70,000-90,000	80,000
Product Manager	50,000-85,000	70,000
Assistant Product Manager	40,000-60,000	55,000
Head of Category	60,000-80,000	75,000
Category Manager	45,000-55,000	55,000
Assistant Category Manager	35,000-45,000	40,000
Brand Manager	50,000-65,000	60,000
Assistant Brand Manager	40,000-50,000	45,000
Trade/Channel Marketing Manager	40,000-55,000	50,000

South West England	£ Range	£ Typical
Head of Products	55,000-80,000	65,000
Product Manager	40,000-55,000	45,000
Assistant Product Manager	25,000-35,000	30,000
Head of Category	55,000-80,000	65,000
Category Manager	35,000-55,000	45,000
Assistant Category Manager	25,000-40,000	32,000
Brand Manager	35,000-55,000	45,000
Assistant Brand Manager	27,000-40,000	30,000
Trade/Channel Marketing Manager	30,000-45,000	40,000

South East England	£ Range	£ Typical
Head of Products	60,000-90,000	75,000
Product Manager	45,000-65,000	50,000
Assistant Product Manager	35,000-45,000	40,000
Head of Category	60,000-90,000	75,000
Category Manager	45,000-65,000	52,000
Assistant Category Manager	35,000-45,000	40,000
Brand Manager	45,000-65,000	50,000
Assistant Brand Manager	32,000-45,000	40,000
Trade/Channel Marketing Manager	35,000-65,000	50,000

Wales	£ Range	£ Typical
Head of Products	50,000-70,000	60,000
Product Manager	40,000-50,000	45,000
Assistant Product Manager	25,000-35,000	30,000
Head of Category	50,000-75,000	65,000
Category Manager	40,000-55,000	42,000
Assistant Category Manager	28,000-35,000	30,000
Brand Manager	35,000-45,000	40,000
Assistant Brand Manager	27,000-35,000	30,000
Trade/Channel Marketing Manager	35,000-45,000	40,000

East of England	£ Range	£ Typical
Head of Products	70,000-85,000	75,000
Product Manager	45,000-55,000	50,000
Assistant Product Manager	25,000-35,000	27,000
Head of Category	65,000-80,000	70,000
Category Manager	45,000-55,000	47,000
Assistant Category Manager	25,000-30,000	27,000
Brand Manager	40,000-55,000	45,000
Assistant Brand Manager	25,000-28,000	27,000
Trade/Channel Marketing Manager	35,000-50,000	40,000

West Midlands	£ Range	£ Typical
Head of Products	60,000-80,000	65,000
Product Manager	35,000-45,000	40,000
Assistant Product Manager	25,000-35,000	28,000
Head of Category	50,000-75,000	65,000
Category Manager	40,000-50,000	45,000
Assistant Category Manager	30,000-35,000	32,500
Brand Manager	38,000-45,000	42,000
Assistant Brand Manager	30,000-35,000	32,500
Trade/Channel Marketing Manager	35,000-45,000	40,000

East Midlands	£ Range	£ Typical
Head of Products	48,000-60,000	55,000
Product Manager	30,000-50,000	40,000
Assistant Product Manager	22,000-29,000	25,000
Head of Category	50,000-75,000	60,000
Category Manager	35,000-50,000	42,000
Assistant Category Manager	25,000-35,000	28,000
Brand Manager	32,000-48,000	38,000
Assistant Brand Manager	23,000-30,000	26,000
Trade/Channel Marketing Manager	35,000-55,000	40,000

North West England	£ Range	£ Typical
Head of Products	60,000-80,000	65,000
Product Manager	40,000-55,000	45,000
Assistant Product Manager	25,000-35,000	30,000
Head of Category	60,000-80,000	70,000
Category Manager	40,000-50,000	48,000
Assistant Category Manager	25,000-35,000	30,000
Brand Manager	40,000-55,000	45,000
Assistant Brand Manager	25,000-35,000	30,000
Trade/Channel Marketing Manager	40,000-60,000	50,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Products	60,000-80,000	75,000
Product Manager	35,000-45,000	40,000
Assistant Product Manager	25,000-30,000	28,000
Head of Category	60,000-75,000	65,000
Category Manager	45,000-55,000	50,000
Assistant Category Manager	25,000-30,000	28,000
Brand Manager	40,000-55,000	45,000
Assistant Brand Manager	25,000-30,000	28,000
Trade/Channel Marketing Manager	40,000-55,000	45,000

Scotland	£ Range	£ Typical
Head of Products	55,000-70,000	65,000
Product Manager	35,000-50,000	48,000
Assistant Product Manager	27,000-38,000	30,000
Head of Category	50,000-65,000	60,000
Category Manager	35,000-50,000	40,000
Assistant Category Manager	25,000-35,000	29,000
Brand Manager	40,000-55,000	50,000
Assistant Brand Manager	30,000-40,000	32,000
Trade/Channel Marketing Manager	35,000-45,000	40,000

North East England	£ Range	£ Typical
Head of Products	60,000-70,000	65,000
Product Manager	35,000-45,000	40,000
Assistant Product Manager	24,000-28,000	25,000
Head of Category	60,000-75,000	65,000
Category Manager	45,000-55,000	48,000
Assistant Category Manager	24,000-30,000	26,500
Brand Manager	35,000-55,000	38,000
Assistant Brand Manager	24,000-30,000	25,000
Trade/Channel Marketing Manager	40,000-55,000	45,000

# MARKETING EVENTS

London	£ Range	£ Typical
Events Manager	40,000-60,000	50,000
Events Executive/Coordinator	25,000-40,000	35,000

East Midlands	£ Range	£ Typical
Events Manager	26,000-32,000	29,000
Events Executive/Coordinator	20,000-28,000	24,000

South East England	£ Range	£ Typical
Events Manager	30,000-45,000	40,000
Events Executive/Coordinator	25,000-35,000	27,000

Yorkshire and the Humber	£ Range	£ Typical
Events Manager	30,000-40,000	35,000
Events Executive/Coordinator	18,000-27,000	25,000

East of England	£ Range	£ Typical
Events Manager	25,000-35,000	30,000
Events Executive/Coordinator	18,000-25,000	23,000

North East England	£ Range	£ Typical
Events Manager	25,000-30,000	30,000
Events Executive/Coordinator	18,000-25,000	22,000

South West England	£ Range	£ Typical
Events Manager	30,000-40,000	35,000
Events Executive/Coordinator	20,000-30,000	26,000

North West England	£ Range	£ Typical
Events Manager	35,000-50,000	38,000
Events Executive/Coordinator	20,000-30,000	25,000

Wales	£ Range	£ Typical
Events Manager	27,000-35,000	30,000
Events Executive/Coordinator	17,000-26,000	23,000

Scotland	£ Range	£ Typical
Events Manager	25,000-35,000	30,000
Events Executive/Coordinator	18,000-25,000	22,000

West Midlands	£ Range	£ Typical
Events Manager	26,000-32,000	31,000
Events Executive/Coordinator	20,000-28,000	25,000





# MARKETING INSIGHT

London	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	80,000-100,000	95,000
Customer Insight Manager/ Research Manager	50,000-80,000	65,000
Customer Insight Analyst	35,000-50,000	45,000
Database Manager/CRM Manager	50,000-70,000	60,000
Marketing Analyst/CRM Analyst	30,000-55,000	40,000
Web Analyst	35,000-50,000	45,000

Wales	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	50,000-70,000	60,000
Customer Insight Manager/ Research Manager	40,000-50,000	45,000
Customer Insight Analyst	30,000-38,000	33,500
Database Manager/CRM Manager	35,000-45,000	42,000
Marketing Analyst/CRM Analyst	22,000-28,000	25,000
Web Analyst	35,000-50,000	45,000

South East England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	60,000-80,000	70,000
Customer Insight Manager/ Research Manager	45,000-65,000	55,000
Customer Insight Analyst	35,000-55,000	45,000
Database Manager/CRM Manager	45,000-55,000	50,000
Marketing Analyst/CRM Analyst	40,000-45,000	40,000
Web Analyst	35,000-50,000	45,000

West Midlands	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	65,000-85,000	80,000
Customer Insight Manager/ Research Manager	40,000-50,000	50,000
Customer Insight Analyst	40,000-50,000	40,000
Database Manager/CRM Manager	30,000-40,000	37,500
Marketing Analyst/CRM Analyst	30,000-40,000	35,000
Web Analyst	40,000-50,000	45,000

East of England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	60,000-78,000	65,000
Customer Insight Manager/ Research Manager	40,000-50,000	45,000
Customer Insight Analyst	30,000-42,000	35,000
Database Manager/CRM Manager	35,000-50,000	45,000
Marketing Analyst/CRM Analyst	30,000-45,000	38,000
Web Analyst	35,000-50,000	45,000

East Midlands	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	50,000-65,000	55,000
Customer Insight Manager/ Research Manager	40,000-50,000	45,000
Customer Insight Analyst	27,000-35,000	35,000
Database Manager/CRM Manager	30,000-45,000	40,000
Marketing Analyst/CRM Analyst	26,000-33,000	32,000
Web Analyst	35,000-50,000	45,000

South West England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	50,000-70,000	60,000
Customer Insight Manager/ Research Manager	40,000-60,000	48,000
Customer Insight Analyst	35,000-50,000	42,500
Database Manager/CRM Manager	35,000-50,000	43,000
Marketing Analyst/CRM Analyst	28,000-45,000	34,000
Web Analyst	35,000-50,000	45,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	70,000-80,000	80,000
Customer Insight Manager/ Research Manager	50,000-60,000	55,000
Customer Insight Analyst	35,000-45,000	40,000
Database Manager/CRM Manager	38,000-42,000	40,000
Marketing Analyst/CRM Analyst	30,000-40,000	35,000
Web Analyst	35,000-50,000	45,000

North East England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	65,000-80,000	75,000
Customer Insight Manager/ Research Manager	35,000-45,000	40,000
Customer Insight Analyst	28,000-35,000	30,000
Database Manager/CRM Manager	29,000-35,000	30,000
Marketing Analyst/CRM Analyst	22,000-28,000	25,000
Web Analyst	35,000-50,000	45,000

North West England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	55,000-70,000	65,000
Customer Insight Manager/ Research Manager	45,000-55,000	45,000
Customer Insight Analyst	35,000-45,000	40,000
Database Manager/CRM Manager	35,000-50,000	45,000
Marketing Analyst/CRM Analyst	30,000-40,000	35,000
Web Analyst	35,000-50,000	45,000

Scotland	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	55,000-75,000	65,000
Customer Insight Manager/ Research Manager	35,000-50,000	45,000
Customer Insight Analyst	30,000-40,000	35,000
Database Manager/CRM Manager	30,000-40,000	35,000
Marketing Analyst/CRM Analyst	25,000-30,000	27,000
Web Analyst	35,000-50,000	45,000

# MARKETING

## GENERAL MARKETING

London	£ Range	£ Typical
Marketing Director	90,000-150,000	120,000
Head of Marketing	90,000-130,000	110,000
Marketing Manager	45,000-80,000	60,000
Senior Marketing Executive	35,000-45,000	40,000
Marketing Executive	30,000-40,000	35,000
Marketing Assistant	23,000-30,000	25,000

Wales	£ Range	£ Typical
Marketing Director	70,000-120,000	90,000
Head of Marketing	50,000-80,000	65,000
Marketing Manager	40,000-50,000	45,000
Senior Marketing Executive	28,000-38,000	30,000
Marketing Executive	22,000-28,000	25,000
Marketing Assistant	17,000-21,000	20,000

South East England	£ Range	£ Typical
Marketing Director	70,000-120,000	95,000
Head of Marketing	55,000-85,000	75,000
Marketing Manager	40,000-60,000	50,000
Senior Marketing Executive	35,000-42,000	38,000
Marketing Executive	25,000-38,000	32,000
Marketing Assistant	18,000-25,000	22,000

West Midlands	£ Range	£ Typical
Marketing Director	75,000-120,000	90,000
Head of Marketing	60,000-80,000	70,000
Marketing Manager	30,000-45,000	40,000
Senior Marketing Executive	28,000-32,000	30,000
Marketing Executive	25,000-30,000	28,000
Marketing Assistant	20,000-25,000	23,000

East of England	£ Range	£ Typical
Marketing Director	60,000-85,000	78,000
Head of Marketing	55,000-75,000	65,000
Marketing Manager	35,000-50,000	45,000
Senior Marketing Executive	25,000-35,000	30,000
Marketing Executive	18,000-28,000	26,000
Marketing Assistant	18,000-22,000	20,000

East Midlands	£ Range	£ Typical
Marketing Director	60,000-90,000	80,000
Head of Marketing	50,000-65,000	60,000
Marketing Manager	30,000-50,000	45,000
Senior Marketing Executive	27,000-32,000	30,000
Marketing Executive	22,000-30,000	27,000
Marketing Assistant	17,000-22,000	22,000

South West England	£ Range	£ Typical
Marketing Director	60,000-100,000	80,000
Head of Marketing	50,000-75,000	65,000
Marketing Manager	40,000-50,000	45,000
Senior Marketing Executive	30,000-40,000	32,000
Marketing Executive	22,000-30,000	27,000
Marketing Assistant	18,000-24,000	21,000

Yorkshire and the Humber	£ Range	£ Typical
Marketing Director	80,000-120,000	90,000
Head of Marketing	65,000-75,000	70,000
Marketing Manager	35,000-50,000	45,000
Senior Marketing Executive	28,000-35,000	32,000
Marketing Executive	22,000-28,000	25,000
Marketing Assistant	17,000-20,000	18,000

North East England	£ Range	£ Typical
Marketing Director	65,000-80,000	75,000
Head of Marketing	50,000-70,000	60,000
Marketing Manager	35,000-50,000	45,000
Senior Marketing Executive	28,000-30,000	28,000
Marketing Executive	22,000-28,000	25,000
Marketing Assistant	16,000-20,000	18,000

Scotland	£ Range	£ Typical
Marketing Director	65,000-90,000	75,000
Head of Marketing	50,000-65,000	55,000
Marketing Manager	35,000-50,000	40,000
Senior Marketing Executive	28,000-35,000	30,000
Marketing Executive	23,000-28,000	26,000
Marketing Assistant	18,000-22,000	20,000

North West England	£ Range	£ Typical
Marketing Director	70,000-110,000	85,000
Head of Marketing	50,000-75,000	65,000
Marketing Manager	35,000-60,000	45,000
Senior Marketing Executive	27,000-32,000	28,000
Marketing Executive	22,000-28,000	25,000
Marketing Assistant	18,000-24,000	21,000



**Gemma Butler**  
 Director of Marketing,  
 The Chartered  
 Institute  
 of Marketing



The marketing industry has been impacted on multiple levels by the Covid-19 pandemic. The most notable being an even bigger reliance on all things digital as a means to engage and interact internally and externally. Sat alongside that are the changes in consumer needs and subsequent behaviours driven by social and economic factors. Marketing as a function has seen an elevated position during the pandemic with businesses recognising the important role it plays when it comes to reach, engagement, and brand awareness. And, like many other functions, the industry cannot get away from the impact of budget cuts and headcount reductions.

When it comes to skillsets, it is not so much that these have changed, but more the shape of the marketing function itself and those who need the skills has shifted. Prior to the pandemic, CIM's 'Needs' research showed digital was still the key driver in determining the skills required in the marketing function.

We saw marketing teams broadening at the junior and entry level, in roles such as marketing executives and assistants, as more digital specialists roles were brought in-house. However, despite the increased reliance on digital channels, e-commerce and digital marketing as a whole throughout the pandemic, there has been a shift in the shape of teams. The economic challenges being faced by organisations has meant many have needed to reduce their workforce. The need to do 'more with less', hasn't translated to less demand for digital skills, it is more that those skills need to be taken on as additional skills by the more senior level marketers. A notable indication of this is increasing visibility of titles such as Director of CRM and Director of Digital Marketing in job vacancies. Whilst this is not new to marketing itself (we saw a rise in these more specific titles back in 2013), it is a shift again away from the more general Marketing Director titles.

Research shows that digital skills (the digital specialists) sit primarily at the executive level. However, the growing need for more senior marketers to take on these skills, in a space where you need to continuously upskill, sometimes just to stay in the same place, means the marketing industry faces a number of challenges. Firstly, how do you structure an effective marketing team in the new world of work? And, secondly, with the increasing reliance on digital as the primary way of doing business for the foreseeable future, how do you ensure those marketers in your team are being upskilled in order to drive not only business growth, but develop personally as well?

# MARKETING ONLINE & DIGITAL

London	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-125,000	100,000
Head of eCommerce	80,000-100,000	90,000
eCommerce Manager	45,000-65,000	50,000
Head of CRM	70,000-90,000	80,000
CRM Manager	42,000-55,000	45,000
CRM Executive	28,000-40,000	32,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	32,000-45,000	42,000
Digital Marketing Executive	30,000-40,000	35,000
Head of SEO	70,000-90,000	80,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	35,000-45,000	38,000

East of England	£ Range	£ Typical
Digital Director	90,000-120,000	100,000
Head of Digital	80,000-125,000	90,000
Head of eCommerce	70,000-125,000	90,000
eCommerce Manager	50,000-80,000	72,500
Head of CRM	60,000-80,000	70,000
CRM Manager	45,000-60,000	55,000
CRM Executive	30,000-45,000	40,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	52,500
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	42,000
Social Media Executive	27,000-35,000	33,000
Senior Digital Marketing Executive	35,000-50,000	45,000
Digital Marketing Executive	30,000-45,000	38,000
Head of SEO	75,000-85,000	80,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	30,000-50,000	40,000
E-commerce Executive	30,000-45,000	38,000

South East England	£ Range	£ Typical
Digital Director	90,000-140,000	120,000
Head of Digital	80,000-110,000	90,000
Head of eCommerce	70,000-100,000	85,000
eCommerce Manager	40,000-65,000	50,000
Head of CRM	65,000-80,000	75,000
CRM Manager	45,000-60,000	50,000
CRM Executive	30,000-40,000	35,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-60,000	50,000
Social Media Manager	35,000-60,000	50,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	35,000-50,000	40,000
Digital Marketing Executive	28,000-40,000	35,000
Head of SEO	65,000-85,000	75,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

South West England	£ Range	£ Typical
Digital Director	90,000-150,000	125,000
Head of Digital	80,000-90,000	90,000
Head of eCommerce	70,000-90,000	85,000
eCommerce Manager	45,000-55,000	50,000
Head of CRM	70,000-80,000	75,000
CRM Manager	45,000-55,000	50,000
CRM Executive	35,000-40,000	38,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-45,000	40,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	35,000-45,000	40,000
Digital Marketing Executive	28,000-35,000	32,000
Head of SEO	75,000-85,000	80,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	35,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

Wales	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	75,000-125,000	90,000
Head of eCommerce	70,000-100,000	85,000
eCommerce Manager	40,000-60,000	50,000
Head of CRM	70,000-85,000	75,000
CRM Manager	40,000-55,000	50,000
CRM Executive	25,000-35,000	30,000
UX Manager	40,000-60,000	50,000
Digital Manager	40,000-60,000	50,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	25,000-35,000	30,000
Senior Digital Marketing Executive	30,000-40,000	35,000
Digital Marketing Executive	25,000-35,000	28,000
Head of SEO	70,000-100,000	85,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	35,000-50,000	40,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

East Midlands	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-125,000	100,000
Head of eCommerce	70,000-110,000	85,000
eCommerce Manager	40,000-60,000	50,000
Head of CRM	70,000-85,000	75,000
CRM Manager	40,000-55,000	50,000
CRM Executive	25,000-35,000	30,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	35,000-50,000	42,000
Digital Marketing Executive	30,000-40,000	35,000
Head of SEO	70,000-100,000	85,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

West Midlands	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-125,000	100,000
Head of eCommerce	70,000-110,000	85,000
eCommerce Manager	40,000-60,000	50,000
Head of CRM	70,000-85,000	75,000
CRM Manager	40,000-55,000	50,000
CRM Executive	25,000-35,000	30,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	35,000-50,000	42,000
Digital Marketing Executive	30,000-40,000	35,000
Head of SEO	70,000-100,000	85,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

Yorkshire and the Humber	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-125,000	100,000
Head of eCommerce	70,000-110,000	85,000
eCommerce Manager	35,000-55,000	45,000
Head of CRM	60,000-80,000	70,000
CRM Manager	35,000-50,000	45,000
CRM Executive	25,000-35,000	30,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	35,000-50,000	42,000
Digital Marketing Executive	30,000-40,000	35,000
Head of SEO	70,000-80,000	75,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

# MARKETING ONLINE & DIGITAL

North East England	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-120,000	100,000
Head of eCommerce	70,000-110,000	85,000
eCommerce Manager	35,000-55,000	45,000
Head of CRM	60,000-80,000	70,000
CRM Manager	35,000-50,000	45,000
CRM Executive	25,000-35,000	30,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	27,000-35,000	32,000
Senior Digital Marketing Executive	35,000-50,000	42,000
Digital Marketing Executive	30,000-40,000	35,000
Head of SEO	70,000-80,000	75,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	30,000-40,000	35,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-42,000	35,000

Scotland	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-125,000	100,000
Head of eCommerce	70,000-110,000	85,000
eCommerce Manager	45,000-60,000	50,000
Head of CRM	60,000-90,000	70,000
CRM Manager	45,000-60,000	50,000
CRM Executive	30,000-40,000	34,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	50,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	30,000-45,000	35,000
Social Media Executive	25,000-30,000	28,000
Senior Digital Marketing Executive	35,000-45,000	40,000
Digital Marketing Executive	30,000-38,000	34,000
Head of SEO	50,000-70,000	60,000
SEO/PPC Manager	40,000-60,000	48,000
SEO/PPC Executive	30,000-40,000	34,000
Web/Digital Designer	30,000-50,000	38,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	30,000-40,000	35,000

North West England	£ Range	£ Typical
Digital Director	90,000-150,000	120,000
Head of Digital	80,000-125,000	100,000
Head of eCommerce	70,000-110,000	85,000
eCommerce Manager	35,000-45,000	40,000
Head of CRM	45,000-60,000	55,000
CRM Manager	35,000-40,000	40,000
CRM Executive	26,000-32,000	28,000
UX Manager	40,000-60,000	50,000
Digital Manager	45,000-60,000	55,000
Optimisation Manager	45,000-55,000	50,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	24,000-30,000	26,000
Senior Digital Marketing Executive	27,000-33,000	30,000
Digital Marketing Executive	24,000-28,000	26,000
Head of SEO	45,000-60,000	50,000
SEO/PPC Manager	35,000-50,000	40,000
SEO/PPC Executive	23,000-30,000	27,000
Web/Digital Designer	30,000-50,000	40,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	22,000-28,000	25,000





**Tim Bond**  
Head of Insight,  
Data & Marketing  
Association  
(including Institute  
of Data & Marketing)



The coronavirus pandemic changed the way we all lived and worked in 2020, and many of these changes look set to stay in 2021. We've been listening to the key concerns and impacts this has had on the data and marketing industry since the first national lockdown in March 2020.

As many as 93% of professionals in our industry were able to work from home during 2020. Encouragingly, around half of organisations appear to have offered their employees additional skills development and training opportunities amid the pandemic, although this reduced throughout the year.

To help with the situation, the DMA worked with the DM Trust to offer furloughed staff and those made redundant as a result of the pandemic the opportunity to secure funding for learning from the Institute of Data & Marketing. This proved incredibly popular, with hundreds of professionals seizing the opportunity to develop themselves or learn new skills while they were away from the normal day-to-day routines of their roles.

The biggest short-term challenge clearly remains overcoming Covid-19 and returning to some level of normalcy. Beyond that looms Brexit and what this might mean for the free flow of data between the UK and EU. However, I believe the biggest long-term challenge remains the need to invest in the careers of data and marketing professionals.

The results of our own recent survey and the huge amount of interest in the DM Trust Home Learning Fund have highlighted just how interested people are in personal development, given half a chance. But therein lies the problem. Many organisations continue to overlook the benefits of offering development and learning opportunities to staff, believing they may be "training people to leave". This sort of short-term thinking will only hurt organisations in the long run.

The growing influence and importance of data in every organisation requires them to have marketers with the right skills to collect, analyse and utilise data insights correctly. In an industry that continues to evolve rapidly, it's essential that both organisations and the people working within them continue to develop a plethora of skills – not just those required for current business success, but also skills that will be important in the future.

# MARKETING PR & INTERNAL COMMUNICATIONS

London	£ Range	£ Typical
Head of Comms	80,000-125,000	100,000
Internal Comms Manager	50,000-70,000	60,000
Internal Comms Executive	30,000-45,000	40,000
Head of Comms & Engagement	60,000-80,000	70,000
Communications Manager	50,000-70,000	60,000
Communications Coordinator	25,000-35,000	30,000
PR Manager	50,000-70,000	60,000
PR Executive	30,000-45,000	40,000

Wales	£ Range	£ Typical
Head of Comms	60,000-120,000	80,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Executive	25,000-35,000	30,000
Head of Comms & Engagement	50,000-70,000	65,000
Communications Manager	35,000-50,000	45,000
Communications Coordinator	25,000-35,000	30,000
PR Manager	30,000-45,000	40,000
PR Executive	24,000-30,000	26,000

South East England	£ Range	£ Typical
Head of Comms	60,000-95,000	80,000
Internal Comms Manager	35,000-60,000	49,000
Internal Comms Executive	25,000-38,000	35,000
Head of Comms & Engagement	50,000-70,000	60,000
Communications Manager	35,000-50,000	45,000
Communications Coordinator	25,000-32,000	28,000
PR Manager	40,000-60,000	52,000
PR Executive	32,000-60,000	32,000

West Midlands	£ Range	£ Typical
Head of Comms	65,000-85,000	80,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Executive	25,000-35,000	30,000
Head of Comms & Engagement	50,000-70,000	60,000
Communications Manager	40,000-55,000	45,000
Communications Coordinator	20,000-30,000	23,000
PR Manager	35,000-45,000	40,000
PR Executive	25,000-32,000	28,000

East of England	£ Range	£ Typical
Head of Comms	75,000-85,000	80,000
Internal Comms Manager	40,000-50,000	48,000
Internal Comms Executive	30,000-40,000	35,000
Head of Comms & Engagement	50,000-70,000	60,000
Communications Manager	35,000-50,000	46,000
Communications Coordinator	25,000-35,000	30,000
PR Manager	40,000-60,000	48,000
PR Executive	25,000-35,000	30,000

East Midlands	£ Range	£ Typical
Head of Comms	65,000-100,000	80,000
Internal Comms Manager	40,000-60,000	45,000
Internal Comms Executive	25,000-35,000	30,000
Head of Comms & Engagement	60,000-70,000	65,000
Communications Manager	40,000-55,000	45,000
Communications Coordinator	20,000-25,000	22,000
PR Manager	30,000-50,000	40,000
PR Executive	22,000-30,000	26,000

South West England	£ Range	£ Typical
Head of Comms	70,000-90,000	80,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Executive	25,000-30,000	30,000
Head of Comms & Engagement	55,000-75,000	65,000
Communications Manager	35,000-50,000	45,000
Communications Coordinator	25,000-33,000	28,000
PR Manager	35,000-45,000	40,000
PR Executive	25,000-38,000	32,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Comms	75,000-120,000	85,000
Internal Comms Manager	35,000-55,000	45,000
Internal Comms Executive	25,000-34,000	27,500
Head of Comms & Engagement	45,000-60,000	50,000
Communications Manager	40,000-55,000	45,000
Communications Coordinator	25,000-30,000	27,500
PR Manager	40,000-60,000	50,000
PR Executive	25,000-35,000	28,000

North East England	£ Range	£ Typical
Head of Comms	75,000-90,000	80,000
Internal Comms Manager	35,000-55,000	40,000
Internal Comms Executive	25,000-30,000	25,000
Head of Comms & Engagement	40,000-55,000	50,000
Communications Manager	35,000-45,000	40,000
Communications Coordinator	25,000-30,000	25,000
PR Manager	40,000-60,000	45,000
PR Executive	24,000-35,000	25,000

Scotland	£ Range	£ Typical
Head of Comms	60,000-75,000	70,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Executive	22,000-30,000	25,000
Head of Comms & Engagement	55,000-75,000	65,000
Communications Manager	35,000-45,000	40,000
Communications Coordinator	18,000-24,000	20,000
PR Manager	30,000-40,000	36,000
PR Executive	22,000-30,000	25,000

North West England	£ Range	£ Typical
Head of Comms	75,000-120,000	85,000
Internal Comms Manager	35,000-55,000	45,000
Internal Comms Executive	25,000-35,000	30,000
Head of Comms & Engagement	50,000-70,000	65,000
Communications Manager	35,000-50,000	45,000
Communications Coordinator	20,000-30,000	25,000
PR Manager	35,000-45,000	40,000
PR Executive	25,000-35,000	28,000



**Steve Miller**  
Membership &  
Commercial Director,  
Public Relations and  
Communications  
Association



Whilst some sectors have been considerably affected by the pandemic, others such as technology and crisis communications have seen an uplift in activity. Overall, our consultancy members have been quick to adapt.

The industry quickly adapted to increased use of technology during the pandemic, using online communication platforms and moving industry events to become virtual which has allowed broader audiences to be reached. The challenge will be to utilise what we have learnt to create hybrid events in the future.

In-house communications teams continue to do sterling work, often working long hours in challenging circumstances. Burn-out and mental wellbeing issues can be a danger, with our latest research indicating 89% of PR professionals have struggled with their mental health at some point over the past year.

It is our collective responsibility to address the issue head-on and the PRCA continues to campaign for awareness on this important issue and promote its Mental Wellbeing Toolkit.

While we welcomed the Job Support Scheme and the extension of coronavirus loan schemes, concern continues about the support available to those operating as limited company directors or who are newly self-employed. Research shows that a third have lost 80% or more of their income, and a lack of support going forward will only detriment our recovery.

To support young people facing unemployment at the start of their careers, the PRCA is proud to act as a representative body for the UK PR industry for the Government's new Kickstart Scheme, which encourages organisations to create six-month job placements for young people aged between 16-24 who are on Universal Credit.

Discrimination is still faced by Black and ethnic minority professionals in our industry, so the PRCA has launched the Race and Ethnicity Equity Board (REEB), with a commitment to accelerate the recruitment and progression of Black and ethnic minority professionals in PR.

Despite the undeniable bumps of 2020, our October 2020 Confidence Tracker recorded the most positive numbers since this crisis began, reflecting agency and in-house leaders' confidence in a gathering recovery, and in the fundamental strengths of the industry.

# MARKETING PUBLIC SECTOR

London	£ Range	£ Typical
Press/Media Manager	35,000-55,000	50,000
Press/Media Officer/Assistant	25,000-38,000	35,000
Public Affairs Manager	35,000-55,000	45,000
Public Affairs Officer	25,000-38,000	35,000
Campaigns Officer	25,000-35,000	35,000
Events Manager	30,000-50,000	45,000
Events Executive/Coordinator	20,000-30,000	30,000
Marketing Director	60,000-90,000	80,000
Marketing Manager	35,000-50,000	50,000
Marketing Executive/Assistant	20,000-32,000	32,000
Digital Marketing Manager	35,000-50,000	45,000
Digital Marketing Executive	30,000-45,000	35,000
Director of Communications	60,000-90,000	80,000
Internal Comms Manager	35,000-55,000	50,000
Internal Comms Officer/Assistant	30,000-40,000	35,000
External Comms Manager	35,000-45,000	45,000
External Comms Officer/Assistant	25,000-32,000	30,000
Engagement/Stakeholder Manager	40,000-60,000	55,000
Engagement/Stakeholder Officer	34,000-40,000	38,000
Content Manager	35,000-50,000	45,000
Content Designer	40,000-60,000	50,000
Copy/Content Writer	35,000-50,000	45,000
Social Media Executive	25,000-35,000	32,000
Senior User Researcher	40,000-60,000	45,000
Junior User Researcher	25,000-35,000	30,000

South East England	£ Range	£ Typical
Press/Media Manager	30,000-45,000	39,000
Press/Media Officer/Assistant	26,000-35,000	30,000
Public Affairs Manager	40,000-60,000	48,000
Public Affairs Officer	25,000-35,000	28,500
Campaigns Officer	28,000-40,000	30,000
Events Manager	30,000-40,000	33,000
Events Executive/Coordinator	23,000-28,000	25,000
Marketing Director	55,000-85,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	25,000-32,000	28,500
Digital Marketing Manager	35,000-45,000	40,000
Digital Marketing Executive	25,000-30,000	28,000
Director of Communications	65,000-80,000	75,000
Internal Comms Manager	35,000-47,000	42,000
Internal Comms Officer/Assistant	28,000-38,000	32,000
External Comms Manager	35,000-45,000	38,000
External Comms Officer/Assistant	25,000-35,000	28,000
Engagement/Stakeholder Manager	31,000-45,000	38,000
Engagement/Stakeholder Officer	21,000-30,000	28,500
Content Manager	30,000-40,000	35,000
Content Designer	28,000-36,000	33,500
Copy/Content Writer	25,000-35,000	29,000
Social Media Executive	25,000-30,000	28,000

East of England	£ Range	£ Typical
Press/Media Manager	35,000-50,000	40,000
Press/Media Officer/Assistant	22,000-30,000	28,000
Public Affairs Manager	35,000-45,000	40,000
Public Affairs Officer	22,000-30,000	25,000
Campaigns Officer	22,000-30,000	25,000
Events Manager	24,000-34,000	30,000
Events Executive/Coordinator	18,000-22,000	21,000
Marketing Director	50,000-80,000	65,000
Marketing Manager	30,000-40,000	37,000
Marketing Executive/Assistant	23,000-30,000	26,000
Digital Marketing Manager	27,000-37,000	34,000
Digital Marketing Executive	22,000-27,000	25,000
Director of Communications	45,000-80,000	65,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	24,000-35,000	30,000
External Comms Manager	32,000-42,000	35,000
External Comms Officer/Assistant	22,000-32,000	26,000
Engagement/Stakeholder Manager	35,000-50,000	40,000
Engagement/Stakeholder Officer	22,000-38,000	25,000
Content Manager	30,000-40,000	35,000
Content Designer	26,000-30,000	28,000
Copy/Content Writer	26,000-30,000	27,000
Social Media Executive	25,000-35,000	30,000

South West England	£ Range	£ Typical
Press/Media Manager	35,000-45,000	40,000
Press/Media Officer/Assistant	28,000-35,000	30,000
Public Affairs Manager	40,000-55,000	48,000
Public Affairs Officer	25,000-35,000	28,500
Campaigns Officer	28,000-35,000	30,000
Events Manager	30,000-40,000	33,000
Events Executive/Coordinator	23,000-28,000	25,000
Marketing Director	68,000-90,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	25,000-32,000	28,500
Digital Marketing Manager	30,000-40,000	37,000
Digital Marketing Executive	25,000-30,000	28,000
Director of Communications	65,000-80,000	75,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	25,000-35,000	31,000
External Comms Manager	35,000-45,000	38,000
External Comms Officer/Assistant	25,000-35,000	28,000
Engagement/Stakeholder Manager	31,000-45,000	38,000
Engagement/Stakeholder Officer	21,000-30,000	28,500
Content Manager	30,000-40,000	35,000
Content Designer	30,000-36,000	33,500
Copy/Content Writer	25,000-35,000	30,000
Social Media Executive	25,000-30,000	28,000

West Midlands	£ Range	£ Typical
Press/Media Manager	30,000-40,000	35,000
Press/Media Officer/Assistant	22,000-35,000	28,000
Public Affairs Manager	30,000-38,000	36,000
Public Affairs Officer	22,000-28,000	26,000
Campaigns Officer	20,000-25,000	25,000
Events Manager	28,000-35,000	32,000
Events Executive/Coordinator	22,000-28,000	25,000
Marketing Director	65,000-75,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	18,000-28,000	24,000
Digital Marketing Manager	32,000-40,000	40,000
Digital Marketing Executive	25,000-30,000	28,000
Director of Communications	65,000-73,000	70,000
Internal Comms Manager	35,000-40,000	37,500
Internal Comms Officer/Assistant	26,000-32,000	30,000
External Comms Manager	35,000-40,000	38,000
External Comms Officer/Assistant	26,000-32,000	28,000
Engagement/Stakeholder Manager	35,000-45,000	42,000
Engagement/Stakeholder Officer	28,000-32,000	30,000
Content Manager	25,000-35,000	31,000
Content Designer	30,000-35,000	32,000
Copy/Content Writer	25,000-30,000	27,000
Social Media Executive	24,000-28,000	26,000

Wales	£ Range	£ Typical
Press/Media Manager	35,000-45,000	40,000
Press/Media Officer/Assistant	25,000-35,000	30,000
Public Affairs Manager	35,000-45,000	40,000
Public Affairs Officer	25,000-35,000	30,000
Campaigns Officer	22,000-35,000	30,000
Events Manager	30,000-40,000	32,000
Events Executive/Coordinator	21,000-28,000	25,000
Marketing Director	75,000-120,000	90,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	25,000-33,000	28,000
Digital Marketing Manager	30,000-40,000	40,000
Digital Marketing Executive	25,000-30,000	28,000
Director of Communications	60,000-120,000	85,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	25,000-35,000	31,000
External Comms Manager	35,000-45,000	40,000
External Comms Officer/Assistant	25,000-35,000	31,000
Engagement/Stakeholder Manager	35,000-45,000	40,000
Engagement/Stakeholder Officer	25,000-35,000	30,000
Content Manager	30,000-40,000	35,000
Content Designer	30,000-38,000	34,000
Copy/Content Writer	27,000-35,000	30,000
Social Media Executive	25,000-30,000	28,000

East Midlands	£ Range	£ Typical
Press/Media Manager	30,000-40,000	35,000
Press/Media Officer/Assistant	22,000-35,000	28,000
Public Affairs Manager	30,000-38,000	36,000
Public Affairs Officer	22,000-28,000	26,000
Campaigns Officer	20,000-25,000	25,000
Events Manager	28,000-35,000	32,000
Events Executive/Coordinator	22,000-28,000	25,000
Marketing Director	65,000-75,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	18,000-28,000	24,000
Digital Marketing Manager	32,000-40,000	40,000
Digital Marketing Executive	25,000-30,000	28,000
Director of Communications	65,000-73,000	70,000
Internal Comms Manager	35,000-40,000	37,500
Internal Comms Officer/Assistant	26,000-32,000	30,000
External Comms Manager	35,000-40,000	38,000
External Comms Officer/Assistant	26,000-32,000	28,000
Engagement/Stakeholder Manager	35,000-45,000	42,000
Engagement/Stakeholder Officer	28,000-32,000	30,000
Content Manager	25,000-35,000	31,000
Content Designer	30,000-35,000	32,000
Copy/Content Writer	25,000-30,000	27,000
Social Media Executive	24,000-28,000	26,000

# MARKETING PUBLIC SECTOR

Yorkshire and the Humber	£ Range	£ Typical
Press/Media Manager	35,000-50,000	40,000
Press/Media Officer/Assistant	22,000-30,000	28,000
Public Affairs Manager	35,000-45,000	40,000
Public Affairs Officer	22,000-30,000	28,000
Campaigns Officer	25,000-35,000	32,000
Events Manager	25,000-30,000	28,000
Events Executive/Coordinator	20,000-25,000	22,000
Marketing Director	50,000-65,000	60,000
Marketing Manager	30,000-40,000	35,000
Marketing Executive/Assistant	21,000-25,000	22,000
Digital Marketing Manager	30,000-35,000	32,000
Digital Marketing Executive	22,000-28,000	25,000
Director of Communications	65,000-73,000	70,000
Internal Comms Manager	34,000-40,000	35,000
Internal Comms Officer/Assistant	25,000-30,000	28,000
External Comms Manager	34,000-40,000	35,000
External Comms Officer/Assistant	25,000-35,000	28,000
Engagement/Stakeholder Manager	30,000-45,000	40,000
Engagement/Stakeholder Officer	22,000-30,000	25,000
Content Manager	25,000-35,000	30,000
Content Designer	35,000-50,000	45,000
Copy/Content Writer	30,000-40,000	35,000
Social Media Executive	25,000-30,000	28,000

North West England	£ Range	£ Typical
Press/Media Manager	35,000-55,000	45,000
Press/Media Officer/Assistant	25,000-35,000	30,000
Public Affairs Manager	35,000-50,000	40,000
Public Affairs Officer	25,000-30,000	27,000
Campaigns Officer	24,000-35,000	30,000
Events Manager	28,000-40,000	32,000
Events Executive/Coordinator	24,000-30,000	27,000
Marketing Director	65,000-90,000	70,000
Marketing Manager	30,000-55,000	40,000
Marketing Executive/Assistant	20,000-30,000	25,000
Digital Marketing Manager	30,000-45,000	40,000
Digital Marketing Executive	25,000-32,000	28,000
Director of Communications	60,000-80,000	70,000
Internal Comms Manager	35,000-50,000	42,000
Internal Comms Officer/Assistant	25,000-30,000	28,000
External Comms Manager	35,000-50,000	40,000
External Comms Officer/Assistant	25,000-30,000	28,000
Engagement/Stakeholder Manager	35,000-45,000	40,000
Engagement/Stakeholder Officer	25,000-35,000	30,000
Content Manager	25,000-40,000	35,000
Content Designer	28,000-45,000	35,000
Copy/Content Writer	24,000-32,000	26,000
Social Media Executive	22,000-28,000	26,000

North East England	£ Range	£ Typical
Press/Media Manager	35,000-50,000	40,000
Press/Media Officer/Assistant	22,000-30,000	25,000
Public Affairs Manager	35,000-45,000	40,000
Public Affairs Officer	22,000-30,000	25,000
Campaigns Officer	22,000-30,000	25,000
Events Manager	24,000-30,000	25,000
Events Executive/Coordinator	20,000-25,000	22,000
Marketing Director	50,000-60,000	55,000
Marketing Manager	30,000-40,000	35,000
Marketing Executive/Assistant	21,000-25,000	22,000
Digital Marketing Manager	29,000-35,000	30,000
Digital Marketing Executive	22,000-28,000	25,000
Director of Communications	60,000-70,000	65,000
Internal Comms Manager	30,000-40,000	35,000
Internal Comms Officer/Assistant	23,000-30,000	25,000
External Comms Manager	33,000-40,000	35,000
External Comms Officer/Assistant	24,000-30,000	25,000
Engagement/Stakeholder Manager	30,000-45,000	37,000
Engagement/Stakeholder Officer	22,000-30,000	25,000
Content Manager	25,000-30,000	30,000
Content Designer	35,000-50,000	45,000
Copy/Content Writer	30,000-40,000	35,000
Social Media Executive	25,000-30,000	28,000

Scotland	£ Range	£ Typical
Press/Media Manager	35,000-42,000	38,000
Press/Media Officer/Assistant	22,000-28,000	25,000
Public Affairs Manager	30,000-45,000	38,000
Public Affairs Officer	25,000-30,000	26,000
Campaigns Officer	22,000-30,000	26,000
Events Manager	28,000-40,000	35,000
Events Executive/Coordinator	20,000-28,000	25,000
Marketing Director	65,000-90,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	22,000-30,000	25,000
Digital Marketing Manager	35,000-45,000	40,000
Digital Marketing Executive	22,000-30,000	27,000
Director of Communications	60,000-75,000	60,000
Internal Comms Manager	35,000-50,000	40,000
Internal Comms Officer/Assistant	22,000-35,000	27,000
External Comms Manager	28,000-40,000	35,000
External Comms Officer/Assistant	22,000-30,000	27,000
Engagement/Stakeholder Manager	30,000-45,000	38,000
Engagement/Stakeholder Officer	22,000-30,000	25,000
Content Manager	25,000-40,000	33,000
Content Designer	26,000-32,000	28,000
Copy/Content Writer	22,000-30,000	26,000
Social Media Executive	22,000-28,000	25,000







# OFFICE SUPPORT EMPLOYERS SEEK SPECIALIST SKILLSETS

Office support salaries have risen, particularly amongst specialist administrators – reflecting the demand for niche skillsets. However, this may not be enough to mitigate continued skills shortages.

## Difficulties hiring permanent, experienced employees

Over the last 12 months, of those office support employers who tried to recruit permanent staff, over half (53%) found it difficult or very difficult to do so. However, of those who tried to recruit temporary staff, most (61%) said they experienced no difficulties. Intermediate and management level staff proved the most difficult to recruit in the past year, with 22% and 19% of employers saying they had difficulties recruiting for these roles.

Looking ahead, over two thirds (69%) of office support employers plan to recruit staff in the next 12 months, which is roughly on a par with last year, when 68% of employers said the same. Of those planning to recruit, nearly half (47%) plan to hire permanent members of staff, and 40% plan to hire temporary, contract or interim staff.



## Skills shortages impacting productivity and morale

In line with difficulties hiring over the last year, nearly two thirds (64%) of office support employers have experienced skills shortages. These shortages have had negative consequences. 46% of employers report a reduction in productivity as a result of skills shortages, 39% say they have affected employee morale and 32% say skills shortages have impacted on their ability to deliver projects.

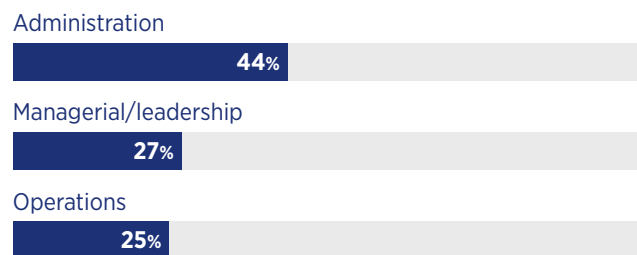
46% of office support employers state that the main cause of skills shortages is competition for roles and job opportunities. 35% say they are due to fewer people entering the job market as office support professionals and 26% say they are due to a lack of progression opportunities.

## Recruiting challenges set to continue

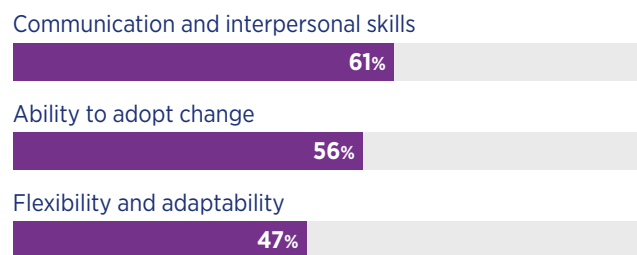
Specifically, many employers stressed that they need professionals with good soft skills. Over three fifths (61%) state they require more communication and interpersonal skills, over half (56%) said they need professionals who have the ability to adopt change and 47% want professionals with good flexibility and adaptability.

Looking ahead, these skills shortages are expected to continue. When asked what recruitment challenges they anticipate in the year ahead, 44% of office support employers cite a shortage of suitable applicants. A similar figure (43%) say they anticipate applicants with unrealistic salary requirements, and 38% say they expect competition from other employers for talent.

### Top specialist skills in demand:



### Top soft skills in demand:



“ In line with difficulties hiring over the last year, nearly two thirds of office support employers have experienced skills shortages. ”

# OFFICE SUPPORT EMPLOYERS SEEK SPECIALIST SKILLSETS

## Specialist administrator salaries see higher than average pay rises

In line with the number of employers concerned about candidates with unrealistic salary expectations, office support salaries have been rising. In the last 12 months, 43% of employers said they had increased salaries. On average, salaries rose by 1.3%, above the national average of 1.2%. Looking ahead, 41% of office support employers plan to increase salaries in the next 12 months, 57% say they will stay the same and only 2% anticipate salaries may decrease.

However, the national average pay increase for specialist administrator roles was slightly higher again at 1.4%. This reflects the increased demand for specialist skills in an already skills-short market, with employers willing to pay more for professionals with the right set of niche skills. Administration support professionals should be prepared to upskill and take on more than traditional duties in order to remain relevant and command higher salaries.

## Employees less optimistic about salary prospects

Over half (57%) of office support professionals we surveyed expressed that they were satisfied or very satisfied with their salaries. Of the 43% who said they were dissatisfied with their salary, most (53%) say this is because they do not believe their salary reflects their individual performance, and 50% say they feel their salary also doesn't reflect their experience or expertise.

Office support employees are marginally less optimistic when it comes to salaries over the year ahead than their employers. Only just over a third (38%) of employees expect their salaries to rise in the year ahead, and nearly a tenth (9%) think they will decrease.

### Top three reasons employees want to leave their current role:

Concerns about job security

25%

My salary and/or benefits package

18%

Lack of future opportunities

17%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

43%

Future career opportunities

15%

Location

13%

“ Only just over a third of employees expect their salaries to rise in the year ahead, and nearly a tenth think they will decrease. ”

### Covid-19 prompting career changes

The majority of office support professionals (61%) feel that the scope for career progression within their organisation has not changed since the onset of the Covid-19 pandemic. However, nearly a third (30%) feel it has decreased. Consequently, over half of professionals (52%) are considering career changes in the next 12 months as a result of the Covid-19 pandemic.

In particular, many office support professionals are also looking to upskill in the next 12 months. Over a quarter (26%) plan to upskill further in their current profession. However, even more (28%) plan to upskill in a different profession than their current one, which may impact the availability of skilled professionals available.

### Work-life balance a priority moving forward

Of those office support professionals planning career changes as a result of Covid-19, half (50%) intend to find a new role that enables hybrid working (partly working remotely and partly in the workplace).

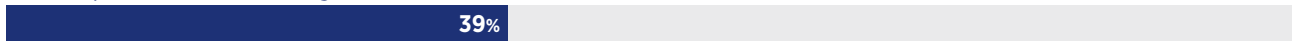
This is perhaps unsurprising, as currently just over half (51%) of these professionals would rate their work-life balance as good or very good. Since the first Covid-19 lockdown began, over a quarter (26%) say their work-life balance has improved, but nearly a third (30%) say it's worsened. When asked what they would ideally change in order to improve their work-life balance, the most common answer was a change to working hours (including flexible working), which was cited by 41% of office support employees.

### Top three benefits most important to employees when considering a new role:

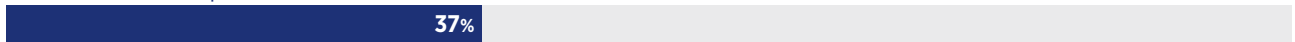
Over 28 days of paid annual leave



Pension provision above the legal minimum



Health insurance or private medical cover



### Survey highlights for office support

Employers	
85%	expect their organisation's activity levels to increase or stay the same over the next 12 months
64%	experienced skills shortages in the last 12 months
69%	plan on recruiting staff over the next 12 months
33%	have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

Employees	
43%	would be tempted to change role due to the salary or benefits package on offer
43%	feel there is no scope for progression within their organisation
51%	give their work-life balance a positive rating
50%	would like additional days off for wellbeing due to the Covid-19 pandemic

# OFFICE SUPPORT ADMINISTRATION

London	£ Range	£ Typical
Office Manager	30,000-48,000	36,500
Specialist Administrator	25,000-34,000	30,000
Administrator	23,000-32,000	26,500
Receptionist	20,000-28,000	25,000
Data Entry Clerk	18,000-24,000	21,000

Yorkshire and the Humber	£ Range	£ Typical
Office Manager	20,000-28,000	25,000
Specialist Administrator	17,000-25,000	22,000
Administrator	17,000-23,000	20,000
Receptionist	16,000-18,000	17,000
Data Entry Clerk	16,000-18,000	17,500

South East England	£ Range	£ Typical
Office Manager	25,000-40,000	28,000
Specialist Administrator	18,000-28,000	25,000
Administrator	18,000-24,000	20,000
Receptionist	17,000-22,000	18,000
Data Entry Clerk	17,000-21,000	18,000

North East England	£ Range	£ Typical
Office Manager	20,000-28,000	25,000
Specialist Administrator	17,000-25,000	22,000
Administrator	17,000-23,000	20,000
Receptionist	16,000-18,000	17,000
Data Entry Clerk	16,000-18,000	17,500

East of England	£ Range	£ Typical
Office Manager	25,000-34,000	29,000
Specialist Administrator	22,000-27,000	24,000
Administrator	18,000-22,000	20,500
Receptionist	17,000-20,000	18,000
Data Entry Clerk	16,000-19,000	17,500

North West England	£ Range	£ Typical
Office Manager	20,000-30,000	25,000
Specialist Administrator	19,000-25,000	23,000
Administrator	17,000-23,000	19,000
Receptionist	17,000-20,000	17,500
Data Entry Clerk	16,000-18,000	17,000

South West England	£ Range	£ Typical
Office Manager	20,000-32,000	27,000
Specialist Administrator	17,500-25,000	23,000
Administrator	16,500-24,000	18,500
Receptionist	17,000-21,000	17,500
Data Entry Clerk	16,000-19,000	17,000

Northern Ireland	£ Range	£ Typical
Office Manager	25,000-32,000	26,500
Specialist Administrator	18,500-26,000	22,000
Administrator	16,500-21,000	19,000
Receptionist	16,500-19,500	17,500
Data Entry Clerk	16,500-17,500	17,000

Wales	£ Range	£ Typical
Office Manager	19,000-25,000	24,000
Specialist Administrator	19,000-22,000	22,000
Administrator	16,000-19,000	18,000
Receptionist	16,000-17,000	16,250
Data Entry Clerk	15,000-17,000	15,500

Scotland	£ Range	£ Typical
Office Manager	23,000-28,000	26,000
Specialist Administrator	18,000-23,000	22,000
Administrator	16,000-20,000	18,500
Receptionist	18,000-21,000	18,000
Data Entry Clerk	16,000-18,000	17,000

Midlands	£ Range	£ Typical
Office Manager	21,000-30,000	25,000
Specialist Administrator	19,000-25,000	23,000
Administrator	17,000-21,000	19,000
Receptionist	16,000-19,000	17,000
Data Entry Clerk	16,000-18,000	17,000



**Andrew Jardine**  
General Manager,  
The Institute of  
Administrative  
Management



Administrative staff, as a whole, are not at greater threat due to the pandemic since most are able to work from home assuming the technology is in place. Admin staff are affected, however, if the industry in which they work is under threat. For example, according to McKinsey, someone in an administrative role in accommodation and food services is nearly seven times more likely to be under threat than someone in admin in health and social work.

Part-time staff, of which there are many in admin roles, are more likely to be at risk of losing their jobs: 25% of roles are part time, but 35% of jobs at risk are part-time ones.

The change to working from home has emphasised certain skills more than others. Most of these are useful and valued in the workplace anyway but have an increased prominence in these uncertain times. Many managers need to feel in control, so admin staff with strong organisational and communication skills help to reduce any insecurity, and those who are self-motivated and proactive tend to be seen as requiring less supervision time.

On top of this, the rapid rise in video meetings means that we have all had to be a little more technologically savvy, so it is important to know how to use the most common platforms and use the more advanced features.

In addition, we have seen a rise in people enquiring about level 3 and 4 qualifications, which not only give students a skills boost, but also add some weight to their CVs. These include more diversification with subjects as well, with more students keen to develop leadership and management competences.

We have also seen the approach to skills development and training change; a lot of our partners are investing in ways to deliver their services that utilises online and distance learning systems. There is still a demand for 'in-person' training, especially in 'soft' skills, but more targeted, bite-size learning has taken a massive step forward.

One of the big challenges of Covid-19 for most people in our sector has been adapting to working from home. Before the first lockdown approximately 10% (1 in 10) of us worked primarily from home; that is, home was our primary workplace more often than any other location. The estimate is now that this could rise to nearly 25% (1 in 4).

In addition, before the lockdown only 20% of us worked from home regularly, and again this is expected to rise, almost doubling to nearly 40%. This puts an onus on staff to be able to set up an adequate home workspace, have the discipline to manage distractions that simply do not exist in the workplace and still maintain our work-life balance.

Looking ahead, the new world of work is one that will reward adaptability, resilience and collaborative working. Staff who can, and do, adapt quickly while maintaining a positive mindset and working easily with a wide range of people, both in-person and virtually, will be an attractive proposition for employers.

# OFFICE SUPPORT CONTACT CENTRES

London	£ Range	£ Typical
Contact Centre/ Customer Service Manager	40,000-60,000	52,000
Sales/Customer Service Team Leader	25,000-35,000	31,500
Outbound Sales & Service	20,000-25,000	23,500
Inbound Sales & Service	18,000-24,000	22,000

Yorkshire and the Humber	£ Range	£ Typical
Contact Centre/ Customer Service Manager	32,000-45,000	35,000
Sales/Customer Service Team Leader	22,000-27,000	24,000
Outbound Sales & Service	16,000-22,000	19,500
Inbound Sales & Service	17,000-22,000	18,500

South East England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-45,000	36,000
Sales/Customer Service Team Leader	24,000-32,000	27,000
Outbound Sales & Service	18,000-26,000	21,000
Inbound Sales & Service	18,000-23,000	20,500

North East England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	32,000-45,000	35,000
Sales/Customer Service Team Leader	22,000-27,000	24,000
Outbound Sales & Service	16,000-22,000	20,000
Inbound Sales & Service	17,000-22,000	19,000

East of England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	25,000-35,000	35,000
Sales/Customer Service Team Leader	22,000-30,000	25,000
Outbound Sales & Service	17,000-22,000	19,000
Inbound Sales & Service	15,000-22,000	18,000

North West England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-50,000	39,000
Sales/Customer Service Team Leader	22,000-30,000	28,000
Outbound Sales & Service	18,000-24,000	20,500
Inbound Sales & Service	17,000-22,000	18,500

South West England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-50,000	35,000
Sales/Customer Service Team Leader	18,000-25,000	23,000
Outbound Sales & Service	15,000-22,000	18,500
Inbound Sales & Service	15,000-20,000	17,000

Northern Ireland	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-40,000	35,000
Sales/Customer Service Team Leader	21,000-29,000	24,000
Outbound Sales & Service	17,500-22,000	19,500
Inbound Sales & Service	16,000-19,000	17,775

Wales	£ Range	£ Typical
Contact Centre/ Customer Service Manager	28,000-42,000	35,000
Sales/Customer Service Team Leader	18,000-25,000	23,000
Outbound Sales & Service	16,500-20,000	19,000
Inbound Sales & Service	16,000-19,000	17,500

Scotland	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-40,000	36,000
Sales/Customer Service Team Leader	21,000-25,000	24,000
Outbound Sales & Service	17,000-22,000	19,500
Inbound Sales & Service	17,000-22,000	18,000

Midlands	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-40,000	36,000
Sales/Customer Service Team Leader	22,000-30,000	27,000
Outbound Sales & Service	18,000-21,000	20,000
Inbound Sales & Service	17,000-20,000	18,000







# PERSONAL & EXECUTIVE ASSISTANTS

## SKILLS SHORTAGES AFFECTING PRODUCTIVITY

PAs and EAs, especially those with relevant soft skills, are in high demand. However, minimal pay rises have led to an increase in salary dissatisfaction among employees.

### Positive activity levels but long-term outlook more muted

92% of PA and EA employers expect business activity levels to increase or stay the same in the year ahead. Whilst this is a slight reduction on last year's figures (96%), overall this offers a positive outlook for the profession.

In order to meet this planned activity, almost two thirds (64%) of PA and EA employers plan to hire in the next 12 months - roughly on a par with last year, when 67% said the same. Half (50%) plan to hire permanent staff, and almost a quarter (22%) plan to hire temporary, contract or interim staff. However, employer sentiment is more muted about long-term opportunities. Less than a quarter (24%) say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, whilst two fifths (41%) say they are not optimistic.

**0.2%** Average salary increase over the last year

### Skills shortages impacting productivity

Almost three quarters (73%) of PA and EA employers acknowledge they have experienced some form of skills shortages within the last year.

These shortages have had a noticeable impact on organisations. Half (50%) of employers reported that skills shortages have negatively impacted productivity. While more than a third (38%) say they affected both employee morale and their ability to deliver client and customer service.

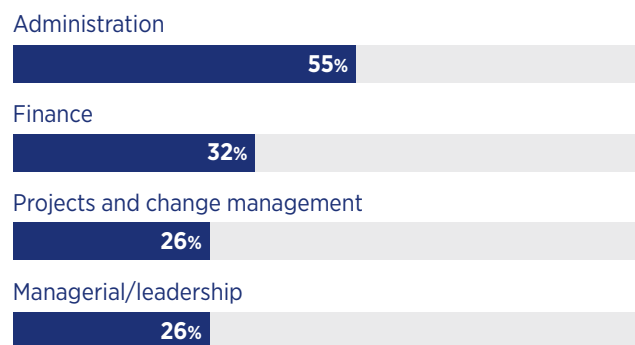
Looking at exactly what skills employers want, over a quarter (26%) say that managerial and leadership skills are in demand. In light of the turbulent year it is unsurprising that over half (51%) are looking for those who show flexibility and adaptability. Over two thirds (69%) want people with good communications and interpersonal skills.

### Awareness campaigns to combat competition

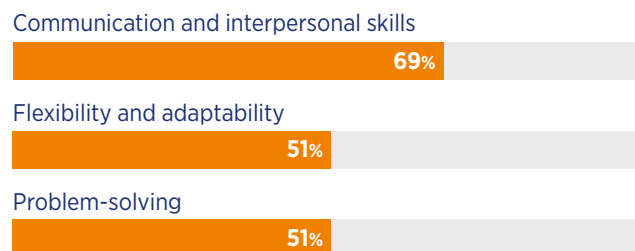
38% of PA and EA employers cite a large number of professionals within the profession reaching retirement age as the main cause of skills shortages. Other reasons given include competition for roles and job opportunities, fewer people entering the job market in this industry and a lack of awareness of opportunities in schools/universities (25% each).

In order to mitigate the impact of these skills shortages, 38% of employers have increased their marketing activity to raise their profile with prospective candidates and a quarter (25%) have hired temp or contract workers. A further quarter have implemented a mentoring programme, and the same percentage have also reviewed their recruitment strategies to encourage a more diverse range of applicants.

#### Top specialist skills in demand:



#### Top soft skills in demand:



“ Looking at exactly what skills employers want, over a quarter say that managerial and leadership skills are in demand. ”

# PERSONAL & EXECUTIVE ASSISTANTS

## SKILLS SHORTAGES AFFECTING PRODUCTIVITY

### Employees seeking greater pay transparency

Despite the competition for roles, salaries have on average only risen by 0.2% – lower than last year, when salaries rose by 0.8%. During the last 12 months, 41% of PA and EA employers said they increased their employees' salaries or rates of pay, lower than the UK average (48%).

Looking ahead, (41%) say they will increase their employees' salaries over the next 12 months. When considering pay rises, the most important factor cited by nearly three quarters (71%) of PA and EA employers is individual performance. Nearly half (45%) consider the responsibilities of the role, and nearly a third (31%) also consider wider organisational performance.

Over three quarters (78%) of PA and EA professionals believe it is important that their organisation is transparent about how pay levels and pay rises are set. However, whilst 64% of their employers say their organisation is consistently transparent about this, less than half (49%) of PAs and EAs would say the same.

### Salary rises aren't enough to retain staff

Given that fewer pay rises have been seen amongst PAs and EAs than the national average, it is unsurprising that only just over half (58%) of PAs and EAs are satisfied with their salaries.

What's more, almost half (46%) of PAs and EAs anticipate they will move jobs within the next year. The main reason cited for wanting to leave their current role is their salary and benefits package (stated by 23% of PAs and EAs). The second most commonly cited reason (22%) was due to concerns over job security, and nearly a fifth (17%) said they wanted to leave due to a lack of future opportunities.

Of those intending to change jobs in the year ahead, over two thirds (67%) would be tempted to stay if they were counter offered with increased pay or improved benefits.

### Top three reasons employees want to leave their current role:

Salary and/or benefits package

23%

Concerns about job security

22%

Lack of future opportunities

17%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

50%

The work itself

16%

Future opportunities

11%

“ 46% of professionals expect to move jobs this year, with over a quarter planning to do so within the next six months. ”

### Covid-19 creating career caution

Prior to the Covid-19 pandemic, 41% of PAs and EAs were looking to move roles. However, after a turbulent year many have changed their plans. Of those who were looking to move, almost a third (31%) are no longer looking or have slowed their search considerably. The most commonly cited reason for slowing or abandoning their job search, given by 39% of PAs and EAs, was the belief that it is too risky to move jobs at this time.

Employers who are looking to attract talent will need to address these concerns, give potential employees the confidence that now is the right time to make a career move and work with experts who can give them access to candidates who might not otherwise be actively looking for a career move.

### Flexible working highly valued

Encouragingly the majority of PAs and EAs report a positive work-life balance, with 61% describing it as either good or very good. 29% consider it to be average and only 10% feel it is poor or very poor. In fact, over a third (37%) say their work-life balance has stayed the same since the Covid-19 pandemic began, and the same figure (37%) say theirs has improved. Only a quarter (26%) say theirs has worsened.

When considering a new job, over half (53%) say that the option to work from home or remotely is important to them, 27% say that agile hours or flexi-time is important, and 21% say the same about hybrid working. With two thirds (66%) of PAs and EAs believing the increase of remote working has been positive, it is not surprising that in 12 months' time, almost a third (32%) want to work mostly remotely, with some time in the office. While over a quarter (27%) want to be working half in the office and half remotely and only 9% want to be working in the office full time.

In terms of the benefits that professionals consider important in a new job, the most preferred is over 28 days of paid annual leave (55%), closely followed by health insurance (52%).

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave



Health insurance or private medical cover



Pension provision above the legal minimum



### Survey highlights for personal and executive assistants

Employers	Employees
<p><b>92%</b> expect their organisation's activity levels to increase or stay the same over the next 12 months</p>	<p><b>50%</b> would be tempted to change role due to the salary or benefits package on offer</p>
<p><b>73%</b> experienced skills shortages in the last 12 months</p>	<p><b>45%</b> feel there is no scope for progression within their organisation</p>
<p><b>64%</b> plan on recruiting staff over the next 12 months</p>	<p><b>61%</b> give their work-life balance a positive rating</p>
<p><b>38%</b> have reviewed or intend to review their benefits offering due to the Covid-19 pandemic</p>	<p><b>48%</b> would like additional days off for wellbeing due to the Covid-19 pandemic</p>

# PERSONAL & EXECUTIVE ASSISTANTS SALARIES

London	£ Range	£ Typical
EA (C-Suite Level)	40,000-70,000	57,500
PA (Board Level)	40,000-55,000	45,000
PA (Non-board Level)	34,000-40,000	38,500
Secretary	28,000-35,000	33,000

Yorkshire and the Humber	£ Range	£ Typical
EA (C-Suite Level)	32,000-40,000	36,000
PA (Board Level)	25,000-38,000	35,000
PA (Non-board Level)	22,000-28,000	25,000
Secretary	18,000-22,000	19,000

South East England	£ Range	£ Typical
EA (C-Suite Level)	35,000-50,000	40,000
PA (Board Level)	30,000-45,000	38,000
PA (Non-board Level)	25,000-35,000	30,000
Secretary	21,000-28,000	25,000

North East England	£ Range	£ Typical
EA (C-Suite Level)	32,000-40,000	36,000
PA (Board Level)	25,000-32,000	30,000
PA (Non-board Level)	22,000-28,000	24,000
Secretary	18,000-22,000	19,000

East of England	£ Range	£ Typical
EA (C-Suite Level)	30,000-40,000	38,000
PA (Board Level)	25,000-40,000	35,000
PA (Non-board Level)	22,000-28,000	26,500
Secretary	20,000-25,000	23,000

North West England	£ Range	£ Typical
EA (C-Suite Level)	30,000-40,000	38,000
PA (Board Level)	25,000-38,000	35,000
PA (Non-board Level)	24,000-28,000	26,000
Secretary	20,000-27,000	21,000

South West England	£ Range	£ Typical
EA (C-Suite Level)	30,000-45,000	35,500
PA (Board Level)	25,000-40,000	33,000
PA (Non-board Level)	20,000-25,000	23,000
Secretary	16,000-24,000	21,000

Northern Ireland	£ Range	£ Typical
EA (C-Suite Level)	29,000-33,000	31,000
PA (Board Level)	26,000-32,000	30,000
PA (Non-board Level)	22,500-26,500	26,500
Secretary	21,000-25,000	22,000

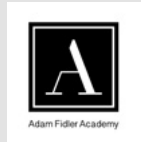
Wales	£ Range	£ Typical
EA (C-Suite Level)	30,000-38,000	34,000
PA (Board Level)	25,000-32,000	28,000
PA (Non-board Level)	20,000-24,000	22,000
Secretary	17,000-21,000	18,000

Scotland	£ Range	£ Typical
EA (C-Suite Level)	30,000-37,000	37,000
PA (Board Level)	28,000-35,000	34,000
PA (Non-board Level)	23,000-28,000	25,000
Secretary	22,000-25,000	23,000

Midlands	£ Range	£ Typical
EA (C-Suite Level)	30,000-40,000	39,000
PA (Board Level)	25,000-38,000	35,000
PA (Non-board Level)	22,000-28,000	25,000
Secretary	19,000-23,000	20,000



**Adam Fidler**  
Principal and Founder,  
Adam Fidler  
Academy



The labour market for PAs and EAs has, like all other sectors, been subject to the influence of the Coronavirus pandemic, but remains buoyant and the high-calibre Executive Assistant is still very much in demand.

Despite the uncertain nature of the current jobs market, EAs and PAs remain an important contributor in the modern business world. In the work that I do, as an educator of EAs, we have seen a spotlight being shone on the role of EA, with many firms now seeking to re-define the value and worth of this role in light of work-from-home and many executives being more self-sufficient.

This is, in my view, a good thing. Without quite the volume of operational activity, such as travel and room bookings, EAs are being freed-up to excel at a managerial and strategic level and this is clear by the increasing expectation that PAs and EAs now add wider organisational value – above and beyond ‘assisting’. Indeed, I have observed many EAs and PAs in lockdown being asked to re-evaluate their roles, and demonstrate greater autonomy, wider independence and broader responsibilities.

The EA wearing a ‘dual-hat’ will increase – EAs at higher-level are now expected to take the lead on initiatives and projects previously the domain only of management. For instance, it’s not uncommon today for EAs to be ‘EA to CEO’ and ‘Head of CSR’ or ‘Customer/Client Liaison Manager’, and whilst their titles remain Executive Assistant, it is apparent that the commercial world is increasingly willing to accept the EA as an integral part of the management team, with additional responsibilities to support this status.

For all EAs, as I stress over and over, now is the time to develop new EA capabilities and operate as a manager in your own right. In summary: less ‘support and assist’ and more ‘responsible for...’ is the key to an EA’s success during and after lockdown.



# POLICY & STRATEGY

## PROFESSIONALS PRIORITISE CAREER PROGRESSION

Hiring managers are facing strong competition from other employers, meaning a focus on career progression opportunities and positive work-life balance will be crucial to attract and retain staff.

### Employers positive about the long-term outlook

Over the next 12 months, 51% of employers expect their organisation's activity levels to increase, and a further 36% expect activity to stay the same. This is on a par with the UK average, where 53% of employers expect activity levels to increase and a further 35% anticipate activity will stay the same.

Taking a longer view, a third (33%) of employers are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years. A further 33% are neutral and 34% are not optimistic.

However, policy and strategy professionals are less optimistic. The majority (76%) say they are concerned about the wider economic climate and the employment opportunities it may create for them in the next 2-5 years, in line with the UK average (75%).

### Competition from other employers a key hiring challenge

Despite the optimism about activity levels, hiring in the last 12 months has been challenging for employers. Almost half (45%) of employers cited difficulties recruiting permanent staff, and a third (35%) found it difficult to hire temporary staff. 77% of employers say they have experienced some form of skills shortages in the last year, which have had a negative impact on their organisation's ability to deliver projects (46%) and productivity (44%).

In the year ahead, 74% of employers plan to recruit staff. Of those planning to hire, 54% expect to recruit permanent staff, and 43% plan to hire temporary, contract or interim staff.

However, employers expect to face a range of challenges when hiring over the next 12 months, with competition from other employers the primary concern for almost half (49%). In addition, 45% expect to face a shortage of suitable candidates, and a further 45% anticipate facing applicants with unrealistic salary requirements.

### Salary rises set to remain at current level

In line with the UK average, 49% of employers increased their employees' salaries during the last 12 months, with 28% increasing salaries up to 2.5%. A further 46% say their employees' salaries stayed the same over the last year.

The same percentage (49%) plan to increase salaries in the year ahead as in 2020, and 49% expect salaries to stay the same over the next 12 months.

However, these increases don't appear to be appeasing employees. Just over a third (34%) of employees say they are dissatisfied with their salary, with 54% stating that they don't feel their salary reflects their individual performance. This is despite 59% of employers believing individual performance is the most important factor when considering an employee's request for a pay rise.

Transparency around pay is another crucial issue for employers to consider. Almost three quarters (73%) of professionals believe it is important for their organisation to be transparent about how pay levels and pay rises are set, yet just over a quarter (26%) of employers say their organisation is not consistently transparent with employees on this matter.

#### Top specialist skills in demand:

Projects and change management

51%

Data and analytics

37%

Managerial/leadership

29%

#### Top soft skills in demand:

Ability to adopt change

55%

Communication and interpersonal skills

50%

Problem-solving

50%

# POLICY & STRATEGY

## PROFESSIONALS PRIORITISE CAREER PROGRESSION

### Mismatch between skills most needed and those being developed

When it comes to the most in-demand specialist skills for policy and strategy employers, over half (51%) say projects and change management skills are most needed by their organisation. This is followed by data and analytics (37%) and managerial and leadership skills (29%).

In terms of soft skills, employers are most in need of professionals with the ability to adopt change (55%), as well as those with strong communication and interpersonal (50%) and problem-solving skills (also 50%).

In contrast to the soft skills most needed by employers, professionals would prefer to develop their people management (39%), negotiation (35%) and critical-thinking skills (32%) in order to progress their career. Just 22% would like to develop their ability to adopt change.

### Lack of career progression driving employee movement

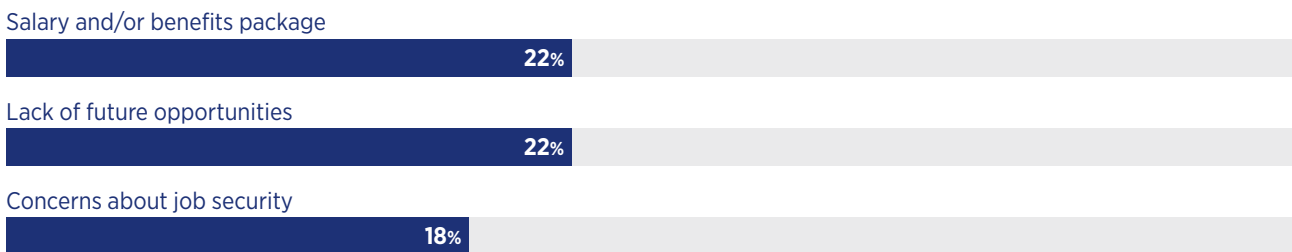
Over the last 12 months, 39% of policy and strategy professionals moved jobs, and a further 33% considered doing so. The challenging market of the last year meant that 24% of those who moved jobs did so due to redundancy. 18% left their last role because the salary was too low, and a further 18% left due to a lack of career progression.

There is considerable negative sentiment surrounding career progression. 38% of employees say there is no scope for career progression within their organisation and 31% of professionals say that career progression opportunities have decreased as a result of the Covid-19 pandemic.

This lack of future opportunities is likely to drive employee movement in the year ahead too. 60% of policy and strategy employees anticipate moving jobs in the next 12 months, with a third (33%) expecting to move within six months. The main reasons employees want to leave their current role are because of a lack of future opportunities (22%) as well as their salary and benefits package (also 22%).

Half (51%) of those professionals who do not anticipate moving in the next year say they could be tempted to do so by a better salary and benefits package.

### Top three reasons employees want to leave their current role:



### Top three factors that would tempt employees to move job:



“ Over the last 12 months, 39% of policy and strategy professionals moved jobs, and a further 33% considered doing so. ”



### Covid-19 prompts employees to look for remote working

The Covid-19 pandemic has caused 42% of professionals to consider a career change in the next year. In terms of changing their working practices, 52% of employees are planning to find a new role that offers more of a mix of hybrid working, combining some time working remotely with some time in the workplace. A further 23% plan to find a new role based completely remotely.

The pandemic has also caused 21% of employees to state that they intend to find a role with greater purpose in the next 12 months.

### Employers should focus on work-life balance to attract talent

When searching for a new role, employees value those that offer a positive work-life balance. Aside from salary, a third (33%) of professionals say work-life balance, including flexible working, is the most important factor to them when they consider a new job. However, only a quarter (25%) of employers believe this is the most important factor to help them attract policy and strategy talent to their organisation.

The most important flexible working options for employees considering a new role are home or remote working (57%), followed by agile or flexi-time working (50%) and hybrid working (44%).

In terms of the benefits that professionals consider important in a new job, the most preferred is over 28 days of paid annual leave (48%). Looking specifically at the benefits that professionals would like their organisation to offer as a result of the Covid-19 pandemic, almost half (49%) say they would value additional days off for wellbeing, however only 28% of employers say their organisation offered this over the last year.

#### Top three benefits most important to employees when considering a new role:



#### Survey highlights for policy and strategy



# POLICY & STRATEGY SALARIES

## Project management (non-technical)

London	£ Range	£ Typical
Senior Project Manager	60,000-80,000	65,000
Project Manager	45,000-65,000	55,000
Assistant Project Manager	35,000-45,000	42,000
Project Support Officer	25,000-37,500	32,500

Regional	£ Range	£ Typical
Senior Project Manager	50,000-70,000	56,000
Project Manager	40,000-50,000	44,000
Assistant Project Manager	30,000-42,000	37,000
Project Support Officer	21,000-32,000	27,000

## Programme management (non-technical)

London	£ Range	£ Typical
Head of PMO	70,000-105,000	85,000
Head of Projects & Programmes	70,000-100,000	85,000
Senior Programme Manager	65,000-80,000	70,000
Programme Manager/PMO Manager	45,000-70,000	62,000
Programme Officer/PMO Support	28,000-40,000	34,000

Regional	£ Range	£ Typical
Head of PMO	60,000-95,000	74,000
Head of Projects & Programmes	60,000-90,000	74,000
Senior Programme Manager	55,000-75,000	65,000
Programme Manager/PMO Manager	40,000-55,000	49,000
Programme Officer/PMO Support	25,000-38,000	30,500

## Strategy

London	£ Range	£ Typical
Head of Strategy	55,000-80,000	72,000
Strategy Manager	40,000-63,500	53,000
Strategy Officer	31,000-38,000	34,000

Regional	£ Range	£ Typical
Head of Strategy	50,000-70,000	60,000
Strategy Manager	37,000-60,000	45,000
Strategy Officer	24,500-33,000	29,000

## Policy

London	£ Range	£ Typical
Director of Policy	60,000-110,000	90,000
Head of Policy	50,000-85,000	70,000
Policy Manager	40,000-60,000	50,000
Senior Policy Advisor	40,000-55,000	45,000
Policy Advisor	30,000-42,000	36,000
Policy Officer	25,500-35,000	32,000

Regional	£ Range	£ Typical
Director of Policy	50,000-80,000	70,000
Head of Policy	45,000-70,000	62,000
Policy Manager	36,000-55,000	44,000
Senior Policy Advisor	36,000-50,000	41,000
Policy Advisor	26,000-38,000	32,000
Policy Officer	24,000-30,000	27,000

## Research

London	£ Range	£ Typical
Head of Research	55,000-85,000	65,000
Research Manager	35,000-55,000	44,000
Research Analyst	30,000-46,000	38,000
Research Officer	25,500-36,000	29,000

Regional	£ Range	£ Typical
Head of Research	50,000-75,000	54,000
Research Manager	30,000-45,000	38,000
Research Analyst	25,000-35,000	30,000
Research Officer	21,500-31,000	25,000

## Data analysis (non-technical)

London	£ Range	£ Typical
Business Analyst (non-technical)	35,000-55,000	44,000
Data Analyst (non-technical)	30,000-50,000	40,000

Regional	£ Range	£ Typical
Business Analyst (non-technical)	30,000-50,000	39,000
Data Analyst (non-technical)	25,000-48,000	35,000

## Statistics

London	£ Range	£ Typical
Head of Statistics	70,000-120,000	90,000
Statistician	48,000-65,000	57,000
Senior Economist	60,000-75,000	64,000
Economist	40,000-62,000	45,000

Regional	£ Range	£ Typical
Head of Statistics	60,000-100,000	80,000
Statistician	42,000-60,000	52,000
Senior Economist	55,000-70,000	58,000
Economist	36,000-54,000	42,000

## Insight

London	£ Range	£ Typical
Head of Insight	65,000-110,000	78,000
Insight Manager	44,000-60,000	48,000
Insight Analyst	32,000-48,000	39,000

Regional	£ Range	£ Typical
Head of Insight	57,000-90,000	74,000
Insight Manager	38,000-55,000	44,000
Insight Analyst	30,500-42,000	35,000

## Performance

London	£ Range	£ Typical
Head of Performance	60,000-95,000	83,000
Performance Manager	47,000-57,000	52,000
Performance Analyst	36,000-47,000	42,000

Regional	£ Range	£ Typical
Head of Performance	55,000-80,000	70,000
Performance Manager	40,000-55,000	48,000
Performance Analyst	32,000-43,000	37,000

## Monitoring and/or Evaluation

London	£ Range	£ Typical
Monitoring and/or Evaluation Manager	42,000-60,000	50,000
Monitoring and/or Evaluation Officer	29,000-40,000	34,000

Regional	£ Range	£ Typical
Monitoring and/or Evaluation Manager	38,000-55,000	45,000
Monitoring and/or Evaluation Officer	27,500-38,000	30,000

## Change & transformation

London	£ Range	£ Typical
Change/Transformation Manager	45,000-80,000	60,000

Regional	£ Range	£ Typical
Change/Transformation Manager	40,000-75,000	53,000

## Risk management

London	£ Range	£ Typical
Head of Risk (non-finance)	70,000-110,000	90,000
Risk Manager (non-finance)	40,000-65,000	55,000
Risk Officer (non-finance)	28,000-42,000	36,000

Regional	£ Range	£ Typical
Head of Risk (non-finance)	55,000-90,000	75,000
Risk Manager (non-finance)	36,000-50,000	45,000
Risk Officer (non-finance)	24,500-36,000	31,000

## Governance

London	£ Range	£ Typical
Head of Governance	50,000-80,000	62,000
Governance Manager	34,000-50,000	46,000
Governance Officer	26,500-36,500	31,500

Regional	£ Range	£ Typical
Head of Governance	44,000-65,000	55,000
Governance Manager	30,000-44,000	40,000
Governance Officer	22,000-28,000	26,500



# PROCUREMENT PROFESSIONALS PLAN TO UPSKILL DUE TO COVID-19

The value of procurement is evident with certain professionals receiving above average pay rises, but employers struggling to hire may need to reassess their benefits offering and promote interesting projects to attract the talent they need.

## Activity concerns but optimism for the future grows

Although the vast majority (84%) of procurement employers expect their organisation's activity levels to increase or stay the same over the next 12 months, this has dropped from 91% last year. However, that's still over half (58%) who expect activity levels to increase.

Employer sentiment about long-term opportunities is more positive than last year, although still muted. 37% of procurement employers are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, compared to 31% last year.

**1.9%** Average salary increase over the last year

## Shortage of suitable candidates could impact hiring plans

Over the next 12 months, almost three quarters (71%) of employers plan to hire staff, a rise from 64% last year. Employers are increasing their focus on hiring permanent professionals (59%) compared to last year (55%) and fewer plan to engage with temporary, contract or interim staff (27%) than last year (30%). Those private sector employers who do plan to hire temporary, contract or interim staff in the year ahead must ensure they are prepared for the reforms to IR35 legislation, due to be enforced in April 2021 following its postponement from April 2020.

Hiring in the year ahead will not be without its challenges. 58% of procurement employers expect to face a shortage of suitable applicants when recruiting over the next 12 months, which is greater than the UK average (51%). Other expected hiring challenges include applicants with unrealistic salary requirements (47%) and competition from other employers (42%).

“ Over the next 12 months, almost three quarters of employers plan to hire staff, a rise from 64% last year. ”

## Salary rises driving greater satisfaction

Salary rises have been less widespread than last year, with just over half (57%) of procurement employers saying they have increased their employees' salaries during the last 12 months compared to almost three quarters (73%) last year. This is, however, a greater percentage than the UK average, where 48% of employers raised salaries in the last year.

Average salary rises also continue to be higher within procurement than in other industries. Procurement professionals received an average increase of 1.9% compared to 1.2% across the UK as a whole. Positive salary growth has led to 70% of employees saying they are satisfied with their salary, 8% higher than the UK overall.

Looking to the year ahead, salary increases are set to remain steady in 2021, with 55% of employers expecting their employees' salaries to increase.

Most employees (72%) say it is important that their organisation is transparent about how pay levels and pay rises are set. However, a third (33%) of procurement employers do not agree that their organisation is consistently transparent with employees.

### Top specialist skills in demand:

Projects and change management

44%

Finance expertise

25%

Knowledge of IT infrastructure

23%

### Top soft skills in demand:

Ability to adopt change

54%

Communication and interpersonal skills

54%

Flexibility and adaptability

51%

# PROCUREMENT PROFESSIONALS PLAN TO UPSKILL DUE TO COVID-19

## Employers need professionals with ability to adopt change

In terms of the specialist skills most needed by procurement employers, 44% require project and change management skills, almost no change from last year (42%). This is followed by finance expertise (25%) and knowledge of IT infrastructure (23%).

Employers also seek procurement professionals with strong soft skills. The most needed soft skills include the ability to adopt change and communication and interpersonal skills (both 54%), as well as flexibility and adaptability (51%).

However, the priorities of employers and their employees when it comes to soft skills are not necessarily aligned. When asked which soft skills they would like to develop in order to progress their career, procurement professionals most wanted to improve their people management (39%), critical thinking (30%) and negotiation skills (also 30%).

## Lack of career progression fuelling employees to move jobs

Over the last year, 37% of procurement professionals moved jobs, and a further 44% considered doing so. In a reflection of the challenges of the wider economy, 40% of those who moved jobs in the last year did so due to redundancy. A further 26% of professionals left their last job because their salary was too low, 14% moved because of a lack of career progression, and a further 14% changed because of a lack of job security.

A lack of career progression – or not conveying these opportunities – continues to be a problem for procurement professionals. 42% of procurement professionals do not believe there is scope for career progression at their current organisation, on a par with last year (40%). Just under a third (31%) of these professionals believe the Covid-19 pandemic has decreased the scope for career progression at their organisation.

In the next 12 months, 57% of professionals expect to move job, with just over a third (34%) planning to do so within six months. The main reason professionals want to leave their current role is because of a lack of future opportunities (21%) followed by their salary or benefits package (20%).

For those not planning to move jobs in the next year, around half (45%) say they could be tempted to consider moving if the role offered a better salary or benefits package. A further quarter (25%) say they could be tempted by the work itself, highlighting how important it is that employers promote any interesting projects when hiring.

### Top three reasons employees want to leave their current role:

Lack of future opportunities

21%

My salary and/or benefits package

20%

Organisational restructure

14%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

45%

The work itself

25%

Future opportunities

11%

### Covid-19 prompting professionals to find greater purpose

Given the desire for career progression – likely exacerbated by the Covid-19 pandemic – almost half (48%) of procurement professionals say they are considering a career change in the next 12 months, either in terms of their working practices, their skillset or their career path. 63% of these plan to find a new role that is more of a mix of hybrid working (part remote and part in the workplace).

In terms of changing their skills in the next year as a result of the pandemic, 42% of professionals also plan to upskill in their current profession. Upskilling can take many forms, either within the organisation itself or through external training, such as the courses provided by the Chartered Institute of Procurement & Supply (CIPS).

Furthermore, some professionals are planning to change their career path, with 33% planning to change organisation but within the same role or industry, and 31% wanting to find a role with greater purpose as a result of the pandemic.

### Employees seek positive work-life balance

Procurement professionals are also seeking greater work-life balance. Aside from salary, 35% of professionals say work-life balance, including flexible working, is the most important factor to them when considering a new role. This is higher than the UK average of 30%. Home or remote working is the most sought-after flexible working option when considering a new role for 61% of professionals, followed by 56% who say hybrid working – splitting time between working remotely and in the workplace – is important.

In line with this, the most popular benefit jobseekers look for is having over 28 days of paid annual leave (55%). Furthermore, when asked which benefits professionals would like their organisation to offer as a result of the Covid-19 pandemic, almost half (48%) of professionals say they would value additional days off work for wellbeing.

Other factors aside from salary that employees consider important when deciding on a new role include job security (16%), career development or CPD (14%) and a challenging role or project (13%).

### Top three benefits most important to employees when considering a new role:

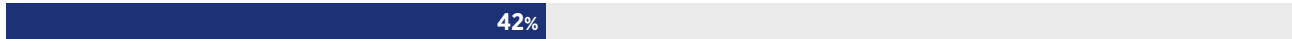
Over 28 days of paid annual leave



Pension provision above the legal minimum



Health insurance or private medical cover



### Survey highlights for procurement

Employers	
84%	expect their organisation's activity levels to increase or stay the same over the next 12 months
84%	experienced skills shortages in the last 12 months
71%	plan on recruiting staff over the next 12 months
29%	have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

Employees	
45%	would be tempted to change role due to the salary or benefits package on offer
42%	feel there is no scope for progression within their organisation
53%	give their work-life balance a positive rating
48%	would like additional days off for wellbeing due to the Covid-19 pandemic

# PROCUREMENT PRIVATE SECTOR

London	£ Range	£ Typical
Director of Procurement	85,000-150,000	140,000
Head of Procurement	80,000-120,000	110,000
Category Lead	65,000-90,000	80,000
Procurement/Sourcing Manager	55,000-75,000	68,000
Category Manager	50,000-75,000	65,000
Supplier Relationship Manager	55,000-85,000	67,500
Contracts Manager	50,000-70,000	60,000
Senior Buyer	45,000-60,000	48,000
Buyer	25,000-45,000	40,000
Procurement Analyst	35,000-50,000	42,000
Assistant Buyer	26,000-32,000	30,000

South West England	£ Range	£ Typical
Director of Procurement	90,000-130,000	110,000
Head of Procurement	80,000-95,000	85,000
Category Lead	55,000-70,000	65,000
Procurement/Sourcing Manager	45,000-62,000	55,000
Category Manager	50,000-65,000	55,000
Supplier Relationship Manager	50,000-62,000	56,000
Contracts Manager	42,000-52,000	48,000
Senior Buyer	35,000-48,000	45,000
Buyer	30,000-40,000	35,000
Procurement Analyst	30,000-40,000	35,000
Assistant Buyer	25,000-30,000	28,000

South East England	£ Range	£ Typical
Director of Procurement	85,000-100,000	95,000
Head of Procurement	65,000-85,000	85,000
Category Lead	60,000-75,000	70,000
Procurement/Sourcing Manager	45,000-65,000	65,000
Category Manager	55,000-75,000	65,000
Supplier Relationship Manager	45,000-60,000	53,000
Contracts Manager	45,000-60,000	55,000
Senior Buyer	40,000-50,000	48,000
Buyer	35,000-45,000	40,000
Procurement Analyst	40,000-50,000	45,000
Assistant Buyer	18,000-32,000	27,000

Wales	£ Range	£ Typical
Director of Procurement	75,000-120,000	90,000
Head of Procurement	60,000-80,000	75,000
Category Lead	40,000-55,000	50,000
Procurement/Sourcing Manager	40,000-60,000	50,000
Category Manager	35,000-45,000	40,000
Supplier Relationship Manager	35,000-45,000	40,000
Contracts Manager	35,000-45,000	40,000
Senior Buyer	35,000-48,000	42,000
Buyer	26,000-35,000	32,000
Procurement Analyst	20,000-32,000	28,000
Assistant Buyer	20,000-28,000	24,000

East of England	£ Range	£ Typical
Director of Procurement	90,000-150,000	135,000
Head of Procurement	70,000-120,000	94,000
Category Lead	60,000-90,000	80,000
Procurement/Sourcing Manager	40,000-80,000	62,000
Category Manager	50,000-85,000	62,000
Supplier Relationship Manager	55,000-78,000	65,000
Contracts Manager	42,000-63,000	57,000
Senior Buyer	42,000-55,000	50,000
Buyer	32,000-60,000	43,000
Procurement Analyst	35,000-60,000	44,000
Assistant Buyer	23,000-35,000	29,000

Midlands	£ Range	£ Typical
Director of Procurement	85,000-150,000	100,000
Head of Procurement	70,000-90,000	75,000
Category Lead	60,000-65,000	65,000
Procurement/Sourcing Manager	45,000-62,000	55,000
Category Manager	40,000-60,000	52,000
Supplier Relationship Manager	40,000-55,000	47,000
Contracts Manager	40,000-50,000	47,000
Senior Buyer	35,000-45,000	45,000
Buyer	28,500-40,000	32,000
Procurement Analyst	25,000-40,000	31,000
Assistant Buyer	18,000-26,000	23,000



Yorkshire and the North East	£ Range	£ Typical
Director of Procurement	90,000-120,000	100,000
Head of Procurement	65,000-100,000	75,000
Category Lead	55,000-70,000	60,000
Procurement/Sourcing Manager	40,000-60,000	50,000
Category Manager	45,000-58,000	52,000
Supplier Relationship Manager	50,000-70,000	60,000
Contracts Manager	40,000-55,000	45,000
Senior Buyer	35,000-50,000	42,000
Buyer	25,000-30,000	30,000
Procurement Analyst	28,000-40,000	32,000
Assistant Buyer	20,000-25,000	23,000

Northern Ireland	£ Range	£ Typical
Director of Procurement	75,000-120,000	84,000
Head of Procurement	60,000-100,000	67,000
Category Lead	55,000-80,000	60,000
Procurement/Sourcing Manager	45,000-55,000	48,000
Category Manager	40,000-55,000	45,000
Supplier Relationship Manager	40,000-60,000	46,000
Contracts Manager	35,000-50,000	38,000
Senior Buyer	35,000-45,000	38,000
Buyer	30,000-40,000	35,000
Procurement Analyst	25,000-35,000	30,000
Assistant Buyer	25,000-30,000	26,000

North West England	£ Range	£ Typical
Director of Procurement	80,000-130,000	100,000
Head of Procurement	60,000-85,000	75,000
Category Lead	52,000-70,000	63,000
Procurement/Sourcing Manager	40,000-65,000	52,000
Category Manager	45,000-65,000	55,000
Supplier Relationship Manager	40,000-55,000	48,000
Contracts Manager	35,000-45,000	40,000
Senior Buyer	35,000-45,000	40,000
Buyer	25,000-37,000	32,000
Procurement Analyst	25,000-35,000	30,000
Assistant Buyer	20,000-28,000	25,000

Scotland	£ Range	£ Typical
Director of Procurement	80,000-120,000	108,000
Head of Procurement	70,000-90,000	85,000
Category Lead	45,000-70,000	55,000
Procurement/Sourcing Manager	40,000-70,000	54,000
Category Manager	40,000-60,000	52,000
Supplier Relationship Manager	45,000-62,000	54,000
Contracts Manager	40,000-55,000	50,000
Senior Buyer	35,000-45,000	43,000
Buyer	23,000-37,000	34,000
Procurement Analyst	25,000-37,000	30,500
Assistant Buyer	18,000-25,000	23,000



**Malcolm Harrison**  
Group CEO,  
CIPS



No one could have planned fully for the turmoil that supply chains have experienced during the pandemic, as risk mitigation plans were shown to be inadequate given the scale of the disruption from this unprecedented event.

But, amidst the chaos, there have been some great examples of how procurement professionals have shown credibility, resilience and efficiency under extremely pressured circumstances and delivered for their business and for citizens. I have seen competitors collaborating on logistics solutions ensuring the smooth operation of essential supply chains and manufacturers repurposing production lines to meet new demands.

At a time when suppliers could have been treated badly with late payments and cancelled contracts, and some have, there have been businesses that supported their suppliers by honoring agreements and paying early, keeping small companies solvent.

At the heart of all these successes I believe are well trained professionals with strong ethics and relationship skills which highlights even more the importance of having the right people in place in procurement and supply functions. These are the key capabilities that leaders in procurement need to develop in themselves and individuals, to provide reassurance not only to suppliers and CEOs, but citizens at large that professionals will always find a way to keep supply chains moving.

Whether producing much-needed healthcare goods such as personal protective equipment, or emergency hospitals built at an incredible pace, the skills of supply chain managers have certainly been tested, used and developed. But this is not a time to rest on our laurels. This is an opportunity to re-think how supply chains should operate, what future skills may be needed and how as professionals we can come through this stronger and more able to meet the myriad of challenges coming our way. There never has been a more exciting time for this profession.

# PROCUREMENT PUBLIC SECTOR

London	£ Range	£ Typical
Director of Procurement	90,000-130,000	110,000
Head of Procurement	80,000-105,000	90,000
Commercial Manager	50,000-90,000	75,000
Procurement Manager	55,000-75,000	70,000
Category Manager	55,000-75,000	65,000
Contracts Manager	50,000-75,000	65,000
Procurement Officer/Category Specialist	40,000-55,000	47,000
Contracts Officer	40,000-50,000	47,000
Buyer	30,000-45,000	40,000
Procurement Analyst	30,000-55,000	50,000
Procurement Assistant	30,000-40,000	35,000

South West England	£ Range	£ Typical
Director of Procurement	72,000-90,000	85,000
Head of Procurement	65,000-85,000	75,000
Commercial Manager	50,000-75,000	62,000
Procurement Manager	45,000-50,500	50,000
Category Manager	45,000-60,000	50,000
Contracts Manager	37,500-48,500	42,500
Procurement Officer/Category Specialist	30,000-40,000	37,000
Contracts Officer	30,000-40,000	32,000
Buyer	24,000-30,000	27,000
Procurement Analyst	30,000-40,000	35,000
Procurement Assistant	20,000-25,000	23,000

South East England	£ Range	£ Typical
Director of Procurement	85,000-115,000	95,000
Head of Procurement	65,000-80,000	75,000
Commercial Manager	50,000-60,000	55,000
Procurement Manager	45,000-60,000	50,000
Category Manager	45,000-60,000	52,000
Contracts Manager	45,000-55,000	50,000
Procurement Officer/Category Specialist	35,000-45,000	38,000
Contracts Officer	35,000-45,000	37,000
Buyer	30,000-40,000	35,000
Procurement Analyst	33,000-42,000	35,000
Procurement Assistant	22,000-32,000	26,000

Wales	£ Range	£ Typical
Director of Procurement	70,000-100,000	80,000
Head of Procurement	60,000-85,000	75,000
Commercial Manager	45,000-60,000	55,000
Procurement Manager	45,000-55,000	50,000
Category Manager	35,000-45,000	40,000
Contracts Manager	35,000-45,000	40,000
Procurement Officer/Category Specialist	24,000-32,000	30,000
Contracts Officer	24,000-32,000	28,000
Buyer	21,000-30,000	26,000
Procurement Analyst	24,000-32,000	28,000
Procurement Assistant	18,000-22,000	20,000

East of England	£ Range	£ Typical
Director of Procurement	85,000-110,000	98,000
Head of Procurement	60,000-95,000	78,000
Commercial Manager	45,000-70,000	55,000
Procurement Manager	45,000-65,000	55,000
Category Manager	38,000-60,000	49,000
Contracts Manager	40,000-55,000	52,000
Procurement Officer/Category Specialist	26,000-40,000	36,000
Contracts Officer	24,000-35,000	32,000
Buyer	32,000-36,000	34,000
Procurement Analyst	26,000-38,000	36,000
Procurement Assistant	18,000-26,000	24,000

Midlands	£ Range	£ Typical
Director of Procurement	75,000-90,000	85,000
Head of Procurement	60,000-75,000	70,000
Commercial Manager	48,000-60,000	55,000
Procurement Manager	48,000-60,000	55,000
Category Manager	38,000-48,000	45,000
Contracts Manager	35,000-48,000	37,500
Procurement Officer/Category Specialist	30,000-38,000	35,000
Contracts Officer	25,000-35,000	30,000
Buyer	25,000-35,000	30,000
Procurement Analyst	25,000-32,000	29,000
Procurement Assistant	18,000-25,000	22,000

Yorkshire and the North East	£ Range	£ Typical
Director of Procurement	75,000-90,000	85,000
Head of Procurement	60,000-80,000	70,000
Commercial Manager	50,000-70,000	60,000
Procurement Manager	48,000-65,000	55,000
Category Manager	45,000-55,000	50,000
Contracts Manager	40,000-50,000	45,000
Procurement Officer/Category Specialist	30,000-38,000	33,000
Contracts Officer	27,000-38,000	32,000
Buyer	25,000-35,000	30,000
Procurement Analyst	25,000-35,000	30,000
Procurement Assistant	22,000-25,000	23,000

Northern Ireland	£ Range	£ Typical
Director of Procurement	70,000-100,000	75,000
Head of Procurement	55,000-80,000	66,000
Commercial Manager	35,000-55,000	44,000
Procurement Manager	40,000-55,000	45,000
Category Manager	40,000-55,000	45,000
Contracts Manager	35,000-45,000	38,000
Procurement Officer/Category Specialist	25,000-31,000	31,000
Contracts Officer	22,000-35,000	28,000
Buyer	20,000-35,000	28,000
Procurement Analyst	20,000-30,000	26,000
Procurement Assistant	22,000-28,000	24,000

North West England	£ Range	£ Typical
Director of Procurement	70,000-110,000	85,000
Head of Procurement	50,000-70,000	65,000
Commercial Manager	40,000-55,000	45,000
Procurement Manager	40,000-62,000	47,000
Category Manager	35,000-48,000	45,000
Contracts Manager	35,000-45,000	38,000
Procurement Officer/Category Specialist	26,000-35,000	30,000
Contracts Officer	25,000-32,000	28,000
Buyer	25,000-30,000	28,000
Procurement Analyst	22,000-30,000	28,000
Procurement Assistant	18,000-23,000	21,000

Scotland	£ Range	£ Typical
Director of Procurement	65,000-95,000	85,000
Head of Procurement	55,000-80,000	70,000
Commercial Manager	40,000-60,000	50,000
Procurement Manager	35,000-58,000	49,000
Category Manager	37,000-55,000	48,000
Contracts Manager	30,000-45,000	40,000
Procurement Officer/Category Specialist	28,000-39,000	38,000
Contracts Officer	27,000-35,000	35,000
Buyer	22,000-35,000	30,000
Procurement Analyst	23,000-35,000	29,500
Procurement Assistant	18,000-26,000	24,000



# SHARED SERVICES

## ABILITY TO ADOPT CHANGE HIGHLY SOUGHT AFTER

With skills shortages expected in the year ahead, shared services employers must overcome the challenge of competition for talent when hiring. Offering clear career progression and hybrid roles will prove to be a key differentiator.

### Short-term confidence but longer-term concern

Over half (53%) of shared services employers expect their organisation's activity levels to increase and a further third (34%) expect activity to stay the same, both of which are in line with the UK average.

In terms of a longer-term outlook, employers have expressed greater concern. Although 40% of employers say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, 35% are neutral and 25% are not optimistic.

When considering career opportunities in the year ahead, three quarters of employees (76%) say they are concerned about the wider economic climate and the employment opportunities it may create for them in the next 2-5 years. This is in line with the UK average (75%).

### Overcoming competition for talent will be key

Over the last 12 months, 79% of shared services employers say they have experienced some form of skills shortages, which has led to negative impacts on their organisation's productivity (48%), employee morale (41%) and ability to delivery projects (39%). Employers believe the main driver of skills shortages within shared services is competition for talent (48%).

Looking ahead to the next year, three quarters (75%) of employers plan to recruit over the next 12 months. Over half of these (58%) plan to hire permanent staff, while just over a third (38%) expect to hire temporary, contract or interim staff in the year ahead.

Hiring challenges look set to continue for those employers planning on recruiting. 46% of employers expect to face applicants with unrealistic salary requirements when recruiting in the next year, 45% expect to encounter competition from other employers, and 42% believe there will be a shortage of suitable applicants.

### Professionals value pay transparency

Given the skills shortages and a mismatch in salary expectations, it is interesting to note that half (51%) of employers in shared services increased their employees' salaries during the last 12 months, of whom over a quarter (28%) increased salaries up to 2.5%. Furthermore, 45% of shared services employers say their employees' salaries stayed the same over the last 12 months and only 4% say they decreased.

This trend is set to continue in the year ahead, with 51% of employers planning to increase salaries over the next 12 months and a further 47% expecting salaries to remain the same.

Yet despite these increases, pay transparency remains a key issue for employees, with almost three quarters (72%) considering it important for their organisation to be transparent about how pay levels and pay rises are set. However, over a third (34%) of shared services employers say their organisation is not consistently transparent with employees in this area, on a par with the UK average.

### Top specialist skills in demand:

Finance

28%

IT infrastructure

27%

Projects and change management

24%

### Top soft skills in demand:

Communication and interpersonal skills

52%

Ability to adopt change

52%

Problem-solving

42%

“ Looking ahead to the next year, three quarters of employers plan to recruit over the next 12 months. ”

# SHARED SERVICES

## ABILITY TO ADOPT CHANGE HIGHLY SOUGHT AFTER

### Employers seeking communication skills

Skills shortages are helping to sustain salary increases so it is interesting to look at where demand is highest. The specialist skills most needed by shared services employers include finance (28%), IT infrastructure (27%) and projects and change management skills (24%).

In terms of soft skills, communication and interpersonal skills as well as the ability to adopt change are most sought after by employers (both 52%). A further 42% of employers say they are in need of professionals with problem-solving skills.

However, employees are not necessarily focused on developing the soft skills most needed by employers. In order to progress their career, the soft skill professionals would most want to develop is their people management skills (37%), not the communication skills that employers are seeking.

### Lack of progression prompts job moves

In the last year, over a third (37%) of shared services professionals moved jobs and a further 36% considered doing so. The wider market challenges are reflected in the fact that 30% left their last job due to redundancy. Other reasons for leaving their last role include salary being too low (16%) and a lack of career progression (15%).

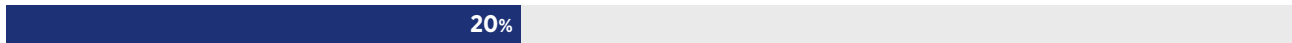
Employees believe career progression within the shared services profession has been negatively impacted by the Covid-19 pandemic. Almost a third (32%) of professionals say there is no scope for career progression within their organisation and 34% say this scope has decreased because of the pandemic.

Looking ahead, 54% of shared services professionals anticipate that they will move jobs within the next year, the main driver being a lack of future opportunities (20%) as well as their salary and benefits package (19%).

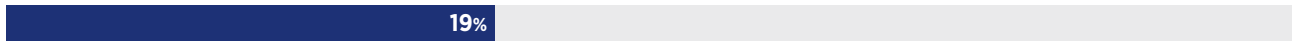
For those professionals not intending to change jobs in the next year, almost half (45%) say that they could be tempted to do so by a better salary and benefits package.

### Top three reasons employees want to leave their current role:

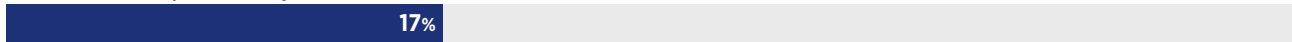
Lack of future opportunities



My salary and/or benefits package



Concerns about job security



### Top three factors that would tempt employees to move job:

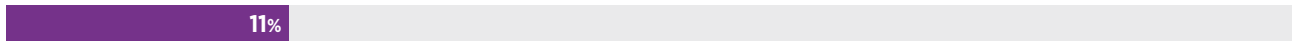
Better salary and/or benefits package



Future career opportunities



The work itself



“ Employees believe career progression within the shared services profession has been negatively impacted by the Covid-19 pandemic. ”

## Professionals value work-life balance in a new role

Aside from salary, a quarter (26%) of employees say work-life balance, including flexible working, is the most important factor to them when considering a new role. A similar percentage of employers (22%) say that offering work-life balance is the most important factor to help them attract talent to their organisation.

The flexible working options most important to professionals when considering a new role include home or remote working (54%), agile or flexi-time which allows the scope to change work hours outside of 'core' business periods (41%), and hybrid working, splitting time between working remotely and in the workplace (39%).

The benefit professionals consider most important in a new role is having over 28 days of paid annual leave (46%). Taking a closer look at the benefits that employees would like their organisation to offer specifically as a result of the Covid-19 pandemic, almost half (44%) would prefer additional days off work for their wellbeing.

## Covid-19 causing employees to seek hybrid roles

Not only are employees looking for an improved work-life balance, but they are also seeking changes to their careers. As a result of the Covid-19 pandemic, almost half (45%) of those working within shared services are considering a career change in the year ahead, either in terms of their working practices, their skills or their career path. Over half (52%) plan to find a new role that is a mix of hybrid working in the next 12 months.

In terms of changing their skills, 40% of professionals plan to upskill further within their current profession as a direct result of Covid-19. The pandemic is also causing professionals to reconsider their career paths. 37% plan to change organisation but stay within the same role or industry in the next 12 months, and a further 21% plan to find a role with a greater purpose due to the pandemic.

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

46%

Health insurance or private medical cover

43%

Pension provision above the legal minimum

43%

## Survey highlights for shared services

### Employers

**87%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**79%** experienced skills shortages in the last 12 months

**75%** plan on recruiting staff over the next 12 months

**45%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

### Employees

**45%** would be tempted to change role due to the salary or benefits package on offer

**32%** feel there is no scope for progression within their organisation

**53%** give their work-life balance a positive rating

**44%** would like additional days off for wellbeing due to the Covid-19 pandemic

# SHARED SERVICES SALARIES

## Procure to Pay (PtP)

Nationwide	£ Range	£ Typical
Service Director	70,000-102,500	85,000
Service Delivery Lead	50,000-85,000	65,000
Global Process Owner	45,000-80,000	60,000
Team Leader	30,000-50,000	34,000
Service Co-ordinator	22,500-38,000	29,500
PtP Associate - Invoice Processing	19,000-25,000	22,000
PtP Associate - Expenses	19,250-27,000	23,000
PtP Associate - Accounting & Reconciliations	19,000-30,000	25,000
Apprentice	14,500-19,000	17,000

## Order to Cash (OtC)

Nationwide	£ Range	£ Typical
Service Director	70,000-120,000	91,000
Service Delivery Lead	60,000-85,000	72,000
Global Process Owner	50,000-85,000	60,000
Team Leader	30,000-50,000	38,000
Service Co-ordinator	22,500-40,000	29,500
OtC Associate - Billing	19,000-26,000	22,800
OtC Associate - Credit Management	22,000-30,000	25,500
OtC Associate - Collections	22,000-30,000	25,500
Apprentice	14,500-21,000	19,000

## Financial Accounting & Reporting (FA&R)

Nationwide	£ Range	£ Typical
Service Director	70,000-120,000	95,000
Service Delivery Lead	60,000-95,000	75,000
Global Process Owner	50,000-90,000	70,000
Team Leader	40,000-65,000	50,000
Accountant/Service Co-ordinator	35,000-55,000	44,000
Assistant Accountant	25,000-35,000	29,500
Intercompany Associate	27,000-41,000	30,500
Apprentice	16,500-23,000	20,500

## HR

Nationwide	£ Range	£ Typical
Service Director	65,000-140,000	95,000
Service Delivery Lead	45,000-80,000	65,000
Global Process Owner	40,000-75,000	60,000
Team Leader	25,000-46,000	33,500
Service Co-ordinator	22,500-30,000	26,000
HR Associate - HR Administration	21,000-28,000	25,000
HR Associate - Payroll	23,000-30,000	27,000
HR Associate - Data & Reporting (HRIS)	25,000-39,500	30,000
HR Associate - Recruiting	21,000-28,000	25,000
HR Associate - Travel	21,000-28,000	25,000
Apprentice	14,000-18,500	16,000

## Cross-Shared Services

Nationwide	£ Range	£ Typical
Global Business Services Leader (multiple functions, multiple regions)	90,000-200,000	150,000
Shared Services Leader (single function, multiple regions)	75,000-140,000	100,000
Shared Services Leader (single function, single region)	60,000-95,000	80,000
Control & Compliance Lead	35,000-70,000	50,000
Management Information/ KPI & Reporting Manager	45,000-60,000	50,000
Management Information/ KPI & Reporting Analyst	30,000-45,000	38,000
Digital Technology Specialist	40,000-60,000	50,000
Continuous Improvement Lead	45,000-60,000	50,000
Project/Change Manager	35,000-60,000	50,000



## Customer Service

Nationwide	£ Range	£ Typical
Service Director	60,000-80,000	67,500
Service Delivery Lead	45,000-75,000	50,000
Global Process Owner	40,000-70,000	55,000
Team Leader	27,000-40,000	33,000
Service Co-ordinator	24,000-28,000	26,000
Customer Service Associate - Quotations & Order Management	16,000-30,000	25,000
Customer Service Associate - Fulfilment & Delivery	16,000-30,000	27,000
Customer Service Associate - Query Handling & Reporting	19,000-30,000	23,000

## Helpdesk (IT and other)

Nationwide	£ Range	£ Typical
Service Director	70,000-105,000	87,500
Service Delivery Lead	45,000-88,000	60,000
Global Process Owner	42,000-70,000	56,000
Team Leader	27,000-65,000	49,000
Service Co-ordinator	22,500-62,000	42,000
Helpdesk Associate - Query Handling	19,000-30,500	23,000
Technical Associate (knowledge area specific)	30,500-65,500	33,000



**Lisa (Hooley) Edwards and David Herd**  
Board Directors, Shared Services Forum UK



2020 saw unprecedented levels of severe disruption on a global scale arising from the Covid-19 pandemic. Organisations running Shared Services and Global Business Services (GBS) seem to have reacted positively with real success with leaders continuing to navigate through new and uncharted times.

Most successfully pivoted into sustained levels of service delivery reasonably quickly derived from remote location working strategies and, where necessary, with small rotational office-based support teams – and some are even reporting increased levels of productivity. Technology has been a major feature in enabling teams to operate in a virtual office environment and being able to connect remotely to an array of digital devices to facilitate a success of continued operations.

The impacts of Covid-19 are far reaching in terms of disrupting future shared services strategy, whether it be a choice of delivery model, with or without third party support, or tapping into wider talent pools.

The right location is likely a thing of the past as the now forced model of remote working has been proven, so what were traditional safe and tested models may have changed forever. This opens up a huge new approach to hiring strategy and deeper talent pools if location is no longer a significant factor – time will tell. However, what still seems to sit deep within these enforced environment changes is an unrepentant desire for teams to be and work as one.

At the core of Shared Service Centre (SSC) operations are people. Whilst there have undoubtedly been impacts to mental health globally due to the unprecedented nature of 2020, so far the unique history and capability built around successful remote and virtual operating environments that already existed within shared services appears to have strengthened the resilience and speed of response for those companies that have and already leverage SSCs and GBS.

Most shared service practitioners remain both optimistic and excited about the future and those operating in programme and improvement change are more likely to be busier than ever. Expect a rise in the adoption of RPA technologies and with it a need for strong Business Intelligence (BI) skills. With disruption brings opportunity and many who have operated in shared services are adept to change so it's not overly unrealistic to anticipate a surge in demand for strong project skills and change experience.

Whilst wholly significant, looking ahead the pandemic may have inadvertently helped strengthen the strategic business case for SSCs and GBS operations on an even deeper and broader scale. In the immediate to long term, we could witness a return to more flexible hybrid operating models with the right outsourcing partners which offer both expertise and contingency for the end-to-end business.



# SUPPLY CHAIN & LOGISTICS

## PROFESSIONALS VALUE WORK-LIFE BALANCE

2020 has created uncertainty within the profession, but with hiring plans still set to go ahead, employers must evaluate their full offering to candidates to combat ongoing skills shortages.

### Long-term outlook uncertain

Taking a look at the next 12 months, 85% of supply chain and logistics employers expect their organisation's activity levels to increase, a slight dip from 90% last year, but encouraging nonetheless given the climate.

However, employer optimism about the wider economic climate and the employment opportunities it may create in the next 2-5 years has decreased from 42% last year to 36%. Employees are also less positive about the future, with 73% saying they are concerned about the wider economic climate and the employment opportunities it may create in the next 2-5 years, compared to 56% last year.

**1.2%** Average salary increase over the last year

### Hiring set to increase

With planned activity expected to remain high within supply chain and logistics, employers planning to hire in the year ahead will need to combat ongoing skills shortages. Two thirds (66%) of employers say they have experienced some form of skills shortages within the past year. Over half (57%) of employers have found it difficult to hire permanent staff in the last 12 months, and a further third (36%) have had difficulties hiring temporary staff. The negative impacts of skills shortages are being felt most keenly on productivity, with 61% of employers stating this is a problem.

Hiring challenges will remain in the next year with recruitment set to continue. 78% of employers plan to recruit staff, an increase from 70% who expected to hire in 2020. 57% plan to recruit permanent staff while 40% expect to hire temporary staff. However, 54% of employers expect to encounter applicants with unrealistic salary requirements in the next 12 months, 50% expect to face competition from other employers and 47% say there will be a shortage of suitable applicants.

### Salary rises set to remain steady

Just under half (49%) of employers increased their employees' salaries during the last 12 months, and a further 47% kept salaries the same. Supply chain and logistics salaries rose by an average of 1.2% over the last year, on a par with the UK average increase.

Looking to the year ahead, almost the same percentage (50%) of employers plan to increase salaries over the next year, with a further 48% expecting salaries to remain the same.

Just over half (53%) of supply chain and logistics employees say they are satisfied with their salary, although this is lower than the UK average of 62%.

A mismatch between employers and employees arises when it comes to the topic of pay transparency. Over three quarters (76%) of employees say it is important for their organisation to be transparent about how pay levels and pay rises are set. However, 43% of employers say their organisation is not consistently transparent with employees about this matter, indicating more work can be done to improve transparency about pay in the profession.

#### Top specialist skills in demand:

##### Operations

42%

##### Data and analytics (e.g. demand planning and forecasting)

20%

##### Managerial/leadership

19%

#### Top soft skills in demand:

##### Communication and interpersonal skills

63%

##### Problem-solving

52%

##### Ability to adopt change

50%

“ Hiring challenges will remain in the next year with recruitment set to continue. 78% of employers plan to recruit staff, an increase from 70% who expected to hire in 2020. ”

# SUPPLY CHAIN & LOGISTICS

## PROFESSIONALS VALUE WORK-LIFE BALANCE

### Communication skills in high demand

The specialist skills most needed by employers include operations skills (42%), data and analytics skills, such as demand planning and forecasting (20%), and managerial and leadership skills (19%).

When it comes to soft skills, communication and interpersonal skills are sought after by 63% of employers, an increase from 57% last year. Employers are also in need of problem-solving skills (52%) and the ability to adopt change (50%).

Employees, however, have a different focus when it comes to the soft skills they would prefer to develop. The top soft skills professionals would like to develop in order to progress their career is people management (37%) followed by critical thinking (31%).

### Professionals seek scope for career progression

Over the last year, 44% of professionals say they moved job, and a further 31% considered doing so. 30% left their last job due to redundancy. A further 16% left because of a poor work-life balance and 14% left because of a lack of career development, highlighting two key areas for employers to prioritise to help retain staff.

Over a third (36%) of employees do not feel there is scope for career progression within their organisation and a similar percentage (35%) say that scope for progression has decreased as a result of the Covid-19 pandemic.

Looking to the year ahead, over half (51%) of supply chain and logistics employees anticipate they will move jobs. Of these professionals, the main reason is because of their salary and benefits package (24%), followed by a lack of future opportunities (18%). Half (50%) of employees say they could be tempted to move job for a better salary and benefits package.

### Top three reasons employees want to leave their current role:

Salary and/or benefits package

24%

Lack of future opportunities

18%

Concerns about job security

16%

### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

50%

Future career opportunities

16%

Increased job security

12%

“ Looking to the year ahead, over half of supply chain and logistics employees anticipate they will move jobs. ”

### Covid-19 causes professionals to seek greater purpose

The Covid-19 pandemic is unsurprisingly impacting on employees' career plans. Almost half (46%) of supply chain and logistics professionals say they are considering a career change in the next 12 months as a result of the pandemic. A key change that 55% of these professionals expect to make is to find a new role that is a mix of hybrid working (a mix of working partly remotely and partly in the workplace).

Due to the pandemic, employees are also considering how they will develop their skills in the next 12 months. 29% plan to upskill further in their current profession, and a further quarter (25%) want to upskill in a different profession. Furthermore, while 26% plan to change organisation within the same industry, 27% plan to find a role with greater purpose, and a further 22% expect to follow a completely different career path, suggesting that skills shortages within the profession could be exacerbated further.

### Work-life balance essential in new roles

When considering a new role, work-life balance (including flexible working) is the most important factor to a quarter (25%) of professionals, aside from salary. However, only 14% of employers believe this is the most important factor to help them attract staff.

Although flexible working is not always easy to accommodate in the supply chain and logistics profession, especially in roles that are not generally office-based, employers should look at how they can facilitate this. Over half (57%) of employees rate their current work-life balance as average or poor, and over a third (36%) say this balance has worsened because of Covid-19.

In terms of the most sought-after benefits by professionals, 45% say that having over 28 days paid annual leave would be important when considering a new role. However, only 34% of employers offer this as part of a standard package.

Wellbeing is also a focus for professionals. Over two fifths (41%) of supply chain and logistics employees would like their organisation to offer additional days off work for wellbeing as a result of the Covid-19 pandemic.

#### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

45%

Pension provision above the legal minimum

45%

Health insurance or private medical cover

43%

#### Survey highlights for supply chain and logistics

##### Employers

**85%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**66%** experienced skills shortages in the last 12 months

**78%** plan on recruiting staff over the next 12 months

**32%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

##### Employees

**50%** would be tempted to change role due to the salary or benefits package on offer

**36%** feel there is no scope for progression within their organisation

**43%** give their work-life balance a positive rating

**41%** would like additional days off for wellbeing due to the Covid-19 pandemic

# SUPPLY CHAIN & LOGISTICS

## SUPPLY CHAIN

London	£ Range	£ Typical
Supply Chain Director	100,000-125,000	120,000
Head of Supply Chain	75,000-100,000	100,000
Supply Chain Manager	60,000-90,000	80,000
Production Planning Manager	50,000-65,000	55,000
Demand/Forecast Manager	45,000-60,000	57,000
S&OP Manager	50,000-75,000	65,000
Material Scheduler	30,000-40,000	35,000
Production Planner	35,000-45,000	37,500
Demand Planner	35,000-45,000	42,000
Supply Chain Planner	30,000-40,000	38,000

South West England	£ Range	£ Typical
Supply Chain Director	85,000-110,000	90,000
Head of Supply Chain	70,000-88,000	82,000
Supply Chain Manager	50,000-65,000	62,000
Production Planning Manager	42,000-55,000	47,000
Demand/Forecast Manager	42,000-50,000	45,000
S&OP Manager	48,000-60,000	50,000
Material Scheduler	23,000-30,000	28,000
Production Planner	26,000-33,000	31,000
Demand Planner	30,000-37,000	35,000
Supply Chain Planner	28,000-35,000	32,000

South East England	£ Range	£ Typical
Supply Chain Director	65,000-120,000	100,000
Head of Supply Chain	55,000-90,000	80,000
Supply Chain Manager	40,000-75,000	60,000
Production Planning Manager	32,000-45,000	38,000
Demand/Forecast Manager	35,000-65,000	45,000
S&OP Manager	55,000-85,000	70,000
Material Scheduler	25,000-35,000	30,000
Production Planner	25,000-35,000	30,000
Demand Planner	27,000-43,000	35,000
Supply Chain Planner	23,000-36,000	29,000

Wales	£ Range	£ Typical
Supply Chain Director	60,000-100,000	80,000
Head of Supply Chain	55,000-75,000	65,000
Supply Chain Manager	40,000-65,000	55,000
Production Planning Manager	40,000-50,000	45,000
Demand/Forecast Manager	35,000-45,000	40,000
S&OP Manager	30,000-45,000	40,000
Material Scheduler	26,000-35,000	30,000
Production Planner	25,000-35,000	30,000
Demand Planner	25,000-35,000	30,000
Supply Chain Planner	20,000-30,000	25,000

East of England	£ Range	£ Typical
Supply Chain Director	70,000-140,000	102,000
Head of Supply Chain	55,000-95,000	75,000
Supply Chain Manager	45,000-80,000	65,000
Production Planning Manager	38,000-65,000	48,000
Demand/Forecast Manager	42,000-68,000	55,000
S&OP Manager	50,000-85,000	80,000
Material Scheduler	26,000-40,000	36,000
Production Planner	26,000-42,000	35,000
Demand Planner	30,000-48,000	38,000
Supply Chain Planner	25,000-38,000	32,000

Midlands	£ Range	£ Typical
Supply Chain Director	80,000-120,000	100,000
Head of Supply Chain	70,000-100,000	85,000
Supply Chain Manager	45,000-60,000	56,000
Production Planning Manager	40,000-50,000	45,000
Demand/Forecast Manager	35,000-50,000	46,000
S&OP Manager	45,000-55,000	50,000
Material Scheduler	25,000-35,000	30,000
Production Planner	25,000-35,000	31,000
Demand Planner	25,000-38,000	34,000
Supply Chain Planner	25,000-35,000	29,000

Yorkshire and the North East	£ Range	£ Typical
Supply Chain Director	80,000-110,000	90,000
Head of Supply Chain	70,000-95,000	80,000
Supply Chain Manager	50,000-70,000	55,000
Production Planning Manager	40,000-65,000	50,000
Demand/Forecast Manager	45,000-60,000	50,000
S&OP Manager	40,000-50,000	45,000
Material Scheduler	25,000-35,000	28,000
Production Planner	23,000-32,000	26,000
Demand Planner	30,000-45,000	32,000
Supply Chain Planner	25,000-38,000	28,000

Northern Ireland	£ Range	£ Typical
Supply Chain Director	65,000-80,000	70,000
Head of Supply Chain	60,000-75,000	65,000
Supply Chain Manager	45,000-65,000	55,000
Production Planning Manager	30,000-45,000	35,000
Demand/Forecast Manager	30,000-45,000	30,000
S&OP Manager	40,000-55,000	45,000
Material Scheduler	25,000-30,000	28,000
Production Planner	25,000-30,000	28,000
Demand Planner	25,000-30,000	28,000
Supply Chain Planner	25,000-32,000	30,000

North West England	£ Range	£ Typical
Supply Chain Director	75,000-120,000	95,000
Head of Supply Chain	60,000-85,000	75,000
Supply Chain Manager	45,000-70,000	60,000
Production Planning Manager	40,000-50,000	45,000
Demand/Forecast Manager	40,000-50,000	45,000
S&OP Manager	40,000-50,000	45,000
Material Scheduler	25,000-32,000	28,000
Production Planner	25,000-33,000	30,000
Demand Planner	30,000-40,000	34,000
Supply Chain Planner	24,000-33,000	29,000

Scotland	£ Range	£ Typical
Supply Chain Director	80,000-120,000	105,000
Head of Supply Chain	70,000-90,000	80,000
Supply Chain Manager	45,000-70,000	60,000
Production Planning Manager	40,000-50,000	43,000
Demand/Forecast Manager	40,000-50,000	47,000
S&OP Manager	40,000-55,000	48,000
Material Scheduler	25,000-35,000	30,000
Production Planner	25,000-32,000	30,000
Demand Planner	30,000-45,000	40,000
Supply Chain Planner	25,000-32,000	28,000

# SUPPLY CHAIN & LOGISTICS

## LOGISTICS

London	£ Range	£ Typical
Logistics/Distribution/Operations Director	60,000-120,000	120,000
Logistics/Distribution Manager	40,000-75,000	65,000
General/Depot Manager	40,000-70,000	65,000
Operations Manager	40,000-70,000	60,000
Contract Manager	45,000-65,000	55,000
Warehouse Manager	38,000-50,000	47,000
Warehouse Team/Shift Manager	30,000-45,000	43,000
Inventory/Stock Manager	35,000-50,000	42,000
Inventory Planner	25,000-32,000	30,000
Logistics Coordinator/Planner/Analyst	30,000-40,000	35,000
Solutions Design/ Business Development Manager	52,000-70,000	65,000
Project/Programme Manager	42,000-65,000	53,000
Fleet Manager	40,000-60,000	54,000
Transport Manager	40,000-60,000	50,000
Transport Planner/Supervisor	25,000-35,000	35,000
Import/Export Manager	35,000-60,000	50,000
Import/Export Coordinator	24,000-32,000	31,000
Freight Manager	35,000-55,000	46,000
Freight Forwarder	24,000-34,000	31,000

East of England	£ Range	£ Typical
Logistics/Distribution/Operations Director	75,000-120,000	98,000
Logistics/Distribution Manager	45,000-75,000	55,000
General/Depot Manager	45,000-85,000	68,000
Operations Manager	45,000-65,000	58,000
Contract Manager	45,000-70,000	58,000
Warehouse Manager	35,000-60,000	45,000
Warehouse Team/Shift Manager	25,000-45,000	36,000
Inventory/Stock Manager	25,000-50,000	35,000
Inventory Planner	25,000-36,000	32,000
Logistics Coordinator/Planner/Analyst	22,000-35,000	30,000
Solutions Design/ Business Development Manager	50,000-85,000	65,000
Project/Programme Manager	40,000-80,000	55,000
Fleet Manager	40,000-65,000	52,000
Transport Manager	30,000-60,000	46,000
Transport Planner/Supervisor	22,000-35,000	28,000
Import/Export Manager	30,000-50,000	45,000
Import/Export Coordinator	20,000-35,000	30,000
Freight Manager	35,000-60,000	48,000
Freight Forwarder	25,000-35,000	31,000

South East England	£ Range	£ Typical
Logistics/Distribution/Operations Director	65,000-100,000	100,000
Logistics/Distribution Manager	40,000-65,000	55,000
General/Depot Manager	55,000-85,000	65,000
Operations Manager	40,000-65,000	55,000
Contract Manager	40,000-60,000	50,000
Warehouse Manager	30,000-55,000	41,000
Warehouse Team/Shift Manager	22,000-35,000	30,000
Inventory/Stock Manager	26,000-40,000	35,000
Inventory Planner	25,000-30,000	28,000
Logistics Coordinator/Planner/Analyst	25,000-35,000	27,000
Solutions Design/ Business Development Manager	48,000-80,000	58,000
Project/Programme Manager	42,000-80,000	55,500
Fleet Manager	35,000-65,000	47,000
Transport Manager	35,000-60,000	42,500
Transport Planner/Supervisor	25,000-35,000	30,000
Import/Export Manager	35,000-55,000	47,000
Import/Export Coordinator	20,000-34,000	27,500
Freight Manager	38,000-55,000	45,000
Freight Forwarder	21,000-39,000	31,500

South West England	£ Range	£ Typical
Logistics/Distribution/Operations Director	90,000-120,000	98,000
Logistics/Distribution Manager	45,000-60,000	51,000
General/Depot Manager	60,000-85,000	70,000
Operations Manager	45,000-60,000	50,000
Contract Manager	40,000-50,000	45,000
Warehouse Manager	35,000-45,000	39,000
Warehouse Team/Shift Manager	27,000-35,000	33,000
Inventory/Stock Manager	33,000-43,000	37,000
Inventory Planner	22,000-30,000	27,000
Logistics Coordinator/Planner/Analyst	24,000-30,000	27,000
Solutions Design/ Business Development Manager	50,000-60,000	55,000
Project/Programme Manager	40,000-50,000	45,000
Fleet Manager	35,000-45,000	39,000
Transport Manager	35,000-50,000	45,000
Transport Planner/Supervisor	25,000-32,000	28,000
Import/Export Manager	40,000-50,000	45,000
Import/Export Coordinator	27,000-30,000	28,000
Freight Manager	38,000-47,000	43,000
Freight Forwarder	23,000-28,000	26,000



Wales	£ Range	£ Typical
Logistics/Distribution/Operations Director	70,000-110,000	80,000
Logistics/Distribution Manager	45,000-55,000	50,000
General/Depot Manager	45,000-65,000	58,000
Operations Manager	40,000-65,000	53,000
Contract Manager	20,000-60,000	47,000
Warehouse Manager	30,000-50,000	40,000
Warehouse Team/Shift Manager	25,000-38,000	33,000
Inventory/Stock Manager	25,000-40,000	31,000
Inventory Planner	20,000-30,000	25,000
Logistics Coordinator/Planner/Analyst	20,000-30,000	25,000
Solutions Design/ Business Development Manager	45,000-80,000	52,000
Project/Programme Manager	38,000-65,000	45,000
Fleet Manager	35,000-50,000	41,000
Transport Manager	30,000-50,000	37,000
Transport Planner/Supervisor	24,000-30,000	27,000
Import/Export Manager	35,000-45,000	40,000
Import/Export Coordinator	24,000-28,000	25,000
Freight Manager	35,000-45,000	42,000
Freight Forwarder	22,000-28,000	25,000

Yorkshire and the North East	£ Range	£ Typical
Logistics/Distribution/Operations Director	65,000-120,000	92,000
Logistics/Distribution Manager	45,000-75,000	55,000
General/Depot Manager	45,000-70,000	55,000
Operations Manager	35,000-55,000	47,000
Contract Manager	40,000-70,000	50,000
Warehouse Manager	30,000-45,000	40,000
Warehouse Team/Shift Manager	25,000-40,000	33,000
Inventory/Stock Manager	30,000-45,000	35,000
Inventory Planner	22,000-30,000	26,000
Logistics Coordinator/Planner/Analyst	25,000-38,000	30,000
Solutions Design/ Business Development Manager	45,000-90,000	57,000
Project/Programme Manager	35,000-70,000	50,000
Fleet Manager	30,000-50,000	41,000
Transport Manager	35,000-50,000	42,000
Transport Planner/Supervisor	25,000-35,000	29,000
Import/Export Manager	35,000-50,000	41,000
Import/Export Coordinator	20,000-30,000	26,000
Freight Manager	30,000-55,000	42,000
Freight Forwarder	20,000-33,000	27,000

Midlands	£ Range	£ Typical
Logistics/Distribution/Operations Director	82,000-112,000	94,000
Logistics/Distribution Manager	50,000-65,000	57,000
General/Depot Manager	52,000-62,000	58,000
Operations Manager	40,000-50,000	47,000
Contract Manager	45,000-55,000	53,000
Warehouse Manager	35,000-45,000	40,000
Warehouse Team/Shift Manager	28,000-35,000	34,000
Inventory/Stock Manager	31,000-40,000	37,000
Inventory Planner	25,000-35,000	29,000
Logistics Coordinator/Planner/Analyst	28,000-38,000	31,000
Solutions Design/ Business Development Manager	50,000-60,000	53,000
Project/Programme Manager	45,000-60,000	49,000
Fleet Manager	35,000-45,000	43,000
Transport Manager	35,000-50,000	42,000
Transport Planner/Supervisor	25,000-35,000	28,000
Import/Export Manager	35,000-50,000	42,000
Import/Export Coordinator	20,000-30,000	27,000
Freight Manager	35,000-45,000	41,000
Freight Forwarder	25,000-35,000	28,000

North West England	£ Range	£ Typical
Logistics/Distribution/Operations Director	70,000-120,000	95,000
Logistics/Distribution Manager	40,000-75,000	55,000
General/Depot Manager	45,000-75,000	55,000
Operations Manager	45,000-60,000	53,000
Contract Manager	40,000-60,000	50,000
Warehouse Manager	30,000-50,000	42,000
Warehouse Team/Shift Manager	26,000-40,000	34,000
Inventory/Stock Manager	30,000-50,000	37,000
Inventory Planner	22,000-30,000	26,000
Logistics Coordinator/Planner/Analyst	22,000-32,000	26,000
Solutions Design/ Business Development Manager	45,000-80,000	58,000
Project/Programme Manager	40,000-70,000	52,000
Fleet Manager	30,000-55,000	45,000
Transport Manager	30,000-50,000	45,000
Transport Planner/Supervisor	24,000-32,000	28,000
Import/Export Manager	30,000-50,000	40,000
Import/Export Coordinator	23,000-32,000	27,000
Freight Manager	35,000-50,000	45,000
Freight Forwarder	22,000-32,000	27,000

# SUPPLY CHAIN & LOGISTICS

## LOGISTICS

Northern Ireland	£ Range	£ Typical
Logistics/Distribution/Operations Director	70,000-100,000	70,000
Logistics/Distribution Manager	40,000-50,000	45,000
General/Depot Manager	40,000-60,000	55,000
Operations Manager	40,000-60,000	45,000
Contract Manager	38,000-45,000	42,000
Warehouse Manager	30,000-45,000	38,000
Warehouse Team/Shift Manager	25,000-35,000	30,000
Inventory/Stock Manager	25,000-35,000	30,000
Inventory Planner	22,000-28,000	25,000
Logistics Coordinator/Planner/Analyst	20,000-30,000	26,000
Solutions Design/ Business Development Manager	40,000-50,000	46,000
Project/Programme Manager	35,000-50,000	41,000
Fleet Manager	30,000-45,000	38,000
Transport Manager	30,000-45,000	40,000
Transport Planner/Supervisor	25,000-32,000	30,000
Import/Export Manager	30,000-40,000	32,000
Import/Export Coordinator	22,000-28,000	24,000
Freight Manager	38,000-48,000	40,000
Freight Forwarder	22,000-30,000	25,000

Scotland	£ Range	£ Typical
Logistics/Distribution/Operations Director	80,000-125,000	100,000
Logistics/Distribution Manager	50,000-60,000	52,000
General/Depot Manager	55,000-85,000	60,000
Operations Manager	40,000-60,000	55,000
Contract Manager	40,000-55,000	50,000
Warehouse Manager	30,000-45,000	40,000
Warehouse Team/Shift Manager	25,000-35,000	32,000
Inventory/Stock Manager	28,000-40,000	36,000
Inventory Planner	22,000-28,000	26,000
Logistics Coordinator/Planner/Analyst	20,000-30,000	26,000
Solutions Design/ Business Development Manager	38,000-65,000	50,000
Project/Programme Manager	42,000-80,000	53,000
Fleet Manager	35,000-50,000	47,000
Transport Manager	30,000-45,000	39,000
Transport Planner/Supervisor	25,000-32,000	28,000
Import/Export Manager	35,000-50,000	42,000
Import/Export Coordinator	22,000-30,000	27,000
Freight Manager	32,000-50,000	42,000
Freight Forwarder	25,000-35,000	30,000



**Kevin Richardson**  
Chief Executive Officer,  
The Chartered Institute  
of Logistics and  
Transport (CILT)



The Covid-19 pandemic has further highlighted the importance of supply chains and the work undertaken across all modes of transport and logistics, with the Government recognising staff as essential workers.

The pandemic has severely impacted the profession whether through increased levels of activity and volatility in demand in grocery, healthcare and most forms of online retail, through shutdowns in many areas including manufacturing, 'bricks and mortar', retail and food and drink services and in the significant reduction in the passenger transport sector. The pandemic has accelerated already existing trends but recovery is key

across the profession to ensure that capacity is available to support the economy and, with passenger transport in particular, in delivering net zero greenhouse gas emissions targets.

Those working within the profession are both skilled and adaptable and have changed working practices and processes to handle demands whilst ensuring the safety and wellbeing of staff and the public.

The challenge continues, and at the time of writing the nature of the UK's exit from the EU is uncertain. Whilst customs requirements will change whether we agree a deal with the EU or not, market access remains a concern and will require further adjustment in the way that supply chains and cross-border movement operate. Many organisations are revisiting what supply chain resilience means after years of focusing on lean processes and lower costs and there will be continued adaptation and new skills needed to address this.

Attracting, developing and retaining talent and skills will remain a key focus for successful organisations, and if there is anything positive to emerge from 2020 it is the recognition that this a critical profession and that may attract more entrants with wider skills to tackle and safely deliver our economic future.





# TECHNOLOGY

## COVID-19 FUELLING DEMAND FOR SPECIALIST SKILLS

The rapid digital transformation necessitated by Covid-19 increased demand and grew salaries, and this pressing need means hiring managers face stiff competition for skilled talent.

### Employers positive about the year ahead

Despite the global Covid-19 pandemic and an uncertain macroeconomic backdrop, technology employers expect high activity levels to continue. They are only anticipating a slight decrease in activity levels over the coming 12 months, with 89% expecting their activity will increase or stay the same, in comparison to 95% the previous year.

Positively, almost two fifths (38%) of technology employers say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years. However, employee sentiment around the longer-term economic future has seen a decline, with just under three quarters (74%) of technology employees citing concern as opposed to 54% last year.

**1.9%** Average salary increase over the last year

### Skills shortages impacting recruitment plans

This positive outlook with regards to activity levels may, however, be hindered by widespread skills shortages, with 81% of technology employers reporting they experienced some form of skills shortages within the past year. Looking at what types of roles employers are struggling to fill, almost two thirds (61%) say they have found it difficult to recruit permanent staff over the last 12 months and over two fifths (45%) have struggled to recruit contractors.

The challenge is set to continue with three quarters (76%) of technology employers planning to hire new staff in the year ahead. Employers are acutely aware of the issue with more than half (53%) saying they expect a shortage of suitable applicants to be their top hiring challenge this year, and 48% anticipate their biggest challenge will be applicants with unrealistic salary requirements. Furthermore 45% expect that they will face stiff competition from other employers.

### Covid has fuelled demand for certain skillsets

Not having the right talent has consequences and over a quarter (27%) of technology employers admitted they do not think their organisation has the talent needed to achieve current business objectives. Employers also believe that skills shortages have negatively impacted their ability to deliver projects (49%), productivity (42%) and innovation (38%).

Some of the actions that employers have taken to combat these shortages include the hiring of contractors (44%), mentoring programmes (24%) and the allowance of time to let employees take up external training (21%), suggesting that employers are focusing on developing their existing workforces to manage evolving skills requirements.

The events of the past year, and in particular the accelerated pace of digital transformation due to Covid-19 and the shift to remote working, have caused an increase in demand for certain skillsets, including cloud infrastructure (56%), software development (38%) and data and analytics (30%). Employers also reported high demand for coding skills (30%), projects and change management skills (29%) and cyber skills (26%).

Demand for soft skills is also high, particularly those skills which would assist in digital transformation projects, including communication skills (56%), the ability to adopt change (55%) and problem-solving (50%).

#### Top specialist skills in demand:

Cloud infrastructure

56%

Software development

38%

Data and analytics

30%

#### Top soft skills in demand:

Communication and interpersonal skills

56%

Ability to adopt change

55%

Problem-solving

50%

# TECHNOLOGY

## COVID-19 FUELLING DEMAND FOR SPECIALIST SKILLS

### Salary increases propelled by high demand for talent

Around half (46%) of technology employers increased their salaries over the past year, while 48% kept their salaries static, and of the few that decreased them, nearly all (84%) attributed the decision to the Covid-19 pandemic. On average, salaries for technology roles increased by 1.9%, the greatest increase across all industries, driven by the need for rapid transformation necessitated by the pandemic.

Some technology roles fared even better, with demand driving salaries above average for data and advanced analytics professionals (4.2%), developers (2.9%) and cyber professionals (2.3%). Almost half (49%) of employers also expect to raise salaries again in the coming year, likely to aid in talent attraction and retention. 48% of professionals say that they could be tempted to move jobs for a better salary and benefits package.

### Salary and career progression prompting career moves

Whilst the search for a higher salary is evident, salary satisfaction remains level with last year with just over two thirds (67%) of technology professionals saying they are satisfied with their salary. Employee movement also remains consistent, with 40% moving jobs within the last 12 months, and 33% having considered it. Aside from contracts ending or redundancies, the most common reason that most professionals left their last job was due to a lack of career progression (26%). However, almost a quarter (24%) say they left because their salary was too low and 21% because there was a lack of career development opportunities.

Over half (59%) of technology professionals expect to move roles this year, with salary and benefits (22%) and the lack of future opportunities (22%) as the most cited reasons why. A concern about job security in light of Covid-19 is also a contributing factor (19%). However, of those who were planning to move roles prior to the pandemic, a quarter (26%) are no longer looking or have slowed down their job search considerably – with the top reason given that it is too risky to move jobs at this time (40%). Employers should note that this may make competition for talent even more acute. Of those considering leaving, 59% say they would be tempted to stay if they were offered the right salary or benefits package.

#### Top three reasons employees want to leave their current role:

Lack of future opportunities

22%

My salary and/or benefits package

22%

Concerns about job security

19%

#### Top three factors that would tempt employees to move job:

Better salary and/or benefits package

48%

Future opportunities

16%

The work itself

11%

### Improvements to work-life balance key

Alongside salary, work-life balance – including flexible working – is also a main motivator for a new job. Indeed, it is the most important factor for a third (31%) of technology professionals when considering a new role. Presently only just over half (56%) of professionals rate their work-life balance positively and just under a quarter (24%) say it has worsened since the Covid-19 outbreak, so there is room for employers to provide greater support here.

To improve their work-life balance, professionals would ideally change their working hours (38%), a further 20% would like to restrict out-of-hours working, and 11% would like to reduce their commute. In terms of flexible working options, most employees consider permanent remote working (68%) as an important consideration for a new role. More than half (52%) believe agile or flexi-time is important, and 44% say hybrid working is important to them when considering a new role.

The benefits most important to technology professionals include over 28 days of paid annual leave (49%), pension provision above the legal minimum (44%) and health insurance (44%). 40% of technology professionals would also like to see employers providing additional days off work for wellbeing, in direct response to the pandemic. Over a third (39%) see hardware to support home working as an additional useful benefit.

### Covid-19 has prompted career reflection

The rapid changes to the world of work necessitated by the pandemic have prompted many to reflect on their working lives. At least two fifths (41%) of technology professionals plan to make changes to their career in response to the effects of Covid-19. Of these, 52% want to look for more of a hybrid role, which will allow them to work remotely some of the time, and 29% want to find a role that is based completely remotely. In addition, more than half (53%) of professionals plan to upskill in their current profession.

Looking at the year ahead 41% of technology professionals feel positive about their career prospects, a decrease on last year (56%). Furthermore, three quarters (74%) are concerned about the wider economic climate and its impact on potential employment options over the next few years. Despite this widespread concern, 82% of professionals say that their employer has taken no steps to reduce their uncertainty around their career prospects since the outbreak of the pandemic, and 27% believe their scope for career progression has decreased since the pandemic. Whilst concerns about the future are understandable, the high demand for talented technology professionals means there will be opportunities for the foreseeable future.

### Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

49%

Health insurance or private medical cover

44%

Pension provision above the legal minimum

44%

### Survey highlights for technology

#### Employers

**89%** expect their organisation's activity levels to increase or stay the same over the next 12 months

**81%** experienced skills shortages in the last 12 months

**76%** plan on recruiting staff over the next 12 months

**39%** have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

#### Employees

**48%** would be tempted to change role due to the salary or benefits package on offer

**37%** feel there is no scope for progression within their organisation

**56%** give their work-life balance a positive rating

**40%** would like additional days off for wellbeing due to the Covid-19 pandemic

# DIGITAL TECHNOLOGY CYBER

London	£ Range	£ Typical
IT Security Architect	80,000-100,000	90,000
IT Security Manager	65,000-90,000	78,000
IT Security Engineer	60,000-80,000	70,000
IT Security Analyst/Admin	40,000-60,000	55,000
SOC Engineer/Incident Responder	45,000-65,000	60,000
Information Security Manager	70,000-85,000	80,000
Information Security Engineer	65,000-80,000	70,000
Information Security Analyst/ SOC Engineer	55,000-80,000	65,000
CESG Consultant	65,000-85,000	75,000
Penetration Tester	50,000-90,000	85,000
Security Auditor	55,000-65,000	60,000
Cryptographer	70,000-90,000	80,000
Cryptanalyst	70,000-90,000	80,000

South West England	£ Range	£ Typical
IT Security Architect	65,000-85,000	75,000
IT Security Manager	45,000-60,000	55,000
IT Security Engineer	45,000-65,000	60,000
IT Security Analyst/Admin	35,000-55,000	50,000
SOC Engineer/Incident Responder	35,000-52,000	47,500
Information Security Manager	52,000-65,000	64,000
Information Security Engineer	55,000-67,000	62,000
Information Security Analyst/ SOC Engineer	40,000-55,000	47,000
CESG Consultant	57,000-80,000	67,000
Penetration Tester	55,000-80,000	70,000
Security Auditor	46,000-58,000	52,000
Cryptographer	54,000-74,000	65,000
Cryptanalyst	54,000-74,000	65,000

South East England	£ Range	£ Typical
IT Security Architect	70,000-85,000	75,000
IT Security Manager	55,000-80,000	70,000
IT Security Engineer	45,000-65,000	60,000
IT Security Analyst/Admin	30,000-50,000	45,000
SOC Engineer/Incident Responder	50,000-90,000	65,000
Information Security Manager	55,000-85,000	70,000
Information Security Engineer	45,000-57,000	55,000
Information Security Analyst/ SOC Engineer	50,000-90,000	65,000
CESG Consultant	55,000-80,000	72,500
Penetration Tester	40,000-80,000	80,000
Security Auditor	45,000-65,000	55,000
Cryptographer	50,000-68,000	62,500
Cryptanalyst	50,000-68,000	62,500

Wales	£ Range	£ Typical
IT Security Architect	60,000-80,000	71,000
IT Security Manager	55,000-70,000	60,000
IT Security Engineer	35,000-60,000	55,000
IT Security Analyst/Admin	35,000-50,000	46,000
SOC Engineer/Incident Responder	35,000-50,000	45,000
Information Security Manager	55,000-70,000	62,000
Information Security Engineer	40,000-60,000	55,000
Information Security Analyst/ SOC Engineer	35,000-48,000	45,000
CESG Consultant	55,000-75,000	65,000
Penetration Tester	55,000-80,000	67,000
Security Auditor	40,000-50,000	45,000
Cryptographer	54,000-74,000	65,000
Cryptanalyst	54,000-74,000	65,000

East of England	£ Range	£ Typical
IT Security Architect	70,000-85,000	75,000
IT Security Manager	55,000-80,000	67,500
IT Security Engineer	45,000-55,000	50,000
IT Security Analyst/Admin	30,000-46,000	46,000
SOC Engineer/Incident Responder	55,000-70,000	63,000
Information Security Manager	50,000-72,500	72,500
Information Security Engineer	50,000-65,000	57,500
Information Security Analyst/ SOC Engineer	43,000-57,500	57,500
CESG Consultant	57,500-80,000	67,000
Penetration Tester	45,000-70,000	70,000
Security Auditor	47,000-60,000	60,000
Cryptographer	38,000-80,000	55,000
Cryptanalyst	38,000-80,000	55,000

Midlands	£ Range	£ Typical
IT Security Architect	65,000-85,000	78,000
IT Security Manager	55,000-75,000	65,000
IT Security Engineer	40,000-65,000	57,000
IT Security Analyst/Admin	35,000-52,000	43,000
SOC Engineer/Incident Responder	35,000-45,000	42,000
Information Security Manager	62,000-75,000	70,000
Information Security Engineer	60,000-65,000	62,000
Information Security Analyst/ SOC Engineer	44,000-50,000	47,000
CESG Consultant	60,000-80,000	70,000
Penetration Tester	48,000-58,000	55,000
Security Auditor	48,000-65,000	55,000
Cryptographer	55,000-75,000	65,000
Cryptanalyst	55,000-75,000	65,000



Yorkshire and the Humber	£ Range	£ Typical
IT Security Architect	60,000-85,000	78,000
IT Security Manager	50,000-70,000	60,000
IT Security Engineer	40,000-65,000	55,000
IT Security Analyst/Admin	30,000-50,000	42,000
SOC Engineer/Incident Responder	33,000-48,000	40,000
Information Security Manager	45,000-70,000	65,000
Information Security Engineer	45,000-60,000	55,000
Information Security Analyst/ SOC Engineer	40,000-60,000	50,000
CESG Consultant	55,000-75,000	65,000
Penetration Tester	40,000-70,000	57,000
Security Auditor	45,000-65,000	55,000
Cryptographer	65,000-71,000	69,000
Cryptanalyst	65,000-71,000	69,000

Northern Ireland	£ Range	£ Typical
IT Security Architect	65,000-85,000	75,000
IT Security Manager	55,000-75,000	63,000
IT Security Engineer	45,000-65,000	52,000
IT Security Analyst/Admin	30,000-50,000	42,000
SOC Engineer/Incident Responder	20,000-40,000	30,000
Information Security Manager	48,000-70,000	65,000
Information Security Engineer	45,000-65,000	60,000
Information Security Analyst/SOC Engineer	35,000-55,000	42,000
CESG Consultant	57,000-80,000	65,000
Penetration Tester	50,000-75,000	60,000
Security Auditor	45,000-65,000	52,000
Cryptographer	45,000-65,000	50,000
Cryptanalyst	45,000-65,000	50,000

North East England	£ Range	£ Typical
IT Security Architect	60,000-85,000	75,000
IT Security Manager	50,000-70,000	60,000
IT Security Engineer	40,000-65,000	52,000
IT Security Analyst/Admin	30,000-50,000	43,000
SOC Engineer/Incident Responder	33,000-48,000	40,000
Information Security Manager	45,000-70,000	66,000
Information Security Engineer	45,000-60,000	55,000
Information Security Analyst/ SOC Engineer	40,000-60,000	52,000
CESG Consultant	55,000-75,000	63,000
Penetration Tester	40,000-70,000	57,000
Security Auditor	45,000-65,000	55,000
Cryptographer	65,000-71,000	69,000
Cryptanalyst	65,000-71,000	69,000

Scotland	£ Range	£ Typical
IT Security Architect	60,000-90,000	75,000
IT Security Manager	50,000-70,000	60,000
IT Security Engineer	40,000-60,000	50,000
IT Security Analyst/Admin	35,000-50,000	42,500
SOC Engineer/Incident Responder	45,000-55,000	50,000
Information Security Manager	48,000-68,000	62,000
Information Security Engineer	40,000-60,000	50,000
Information Security Analyst/ SOC Engineer	40,000-60,000	50,000
CESG Consultant	60,000-70,000	65,000
Penetration Tester	55,000-65,000	60,000
Security Auditor	50,000-60,000	50,000
Cryptographer	40,000-75,000	55,000
Cryptanalyst	40,000-75,000	55,000

North West England	£ Range	£ Typical
IT Security Architect	75,000-100,000	80,000
IT Security Manager	60,000-80,000	68,000
IT Security Engineer	50,000-75,000	60,000
IT Security Analyst/Admin	35,000-50,000	45,000
SOC Engineer/Incident Responder	45,000-55,000	50,000
Information Security Manager	55,000-70,000	65,000
Information Security Engineer	50,000-65,000	60,000
Information Security Analyst/ SOC Engineer	45,000-55,000	50,000
CESG Consultant	60,000-70,000	65,000
Penetration Tester	55,000-65,000	60,000
Security Auditor	50,000-65,000	55,000
Cryptographer	50,000-70,000	62,000
Cryptanalyst	40,000-55,000	48,000

# DIGITAL TECHNOLOGY

## DATA & ADVANCED ANALYTICS

London	£ Range	£ Typical
Data Architect	80,000-120,000	90,000
Lead Data Scientist	70,000-120,000	90,000
Data Scientist	40,000-70,000	60,000
Data Analyst	30,000-50,000	45,000
Performance Analyst	40,000-55,000	45,000
Machine Learning /Deep Learning Engineer	70,000-110,000	90,000
Machine Learning Scientist	70,000-110,000	90,000
Deep Learning Scientist	70,000-110,000	90,000
Computer Vision Scientist	70,000-110,000	90,000
Lead Data Engineer	70,000-110,000	80,000
Data Engineer	50,000-80,000	65,000
Data Manager	50,000-70,000	68,000
Database Developer	50,000-65,000	60,000
Database Administrator	45,000-65,000	55,000
Data & Analytics/BI Manager	70,000-90,000	80,000
BI Developer	50,000-70,000	65,000
BI Analyst	40,000-65,000	55,000

East of England	£ Range	£ Typical
Data Architect	65,000-85,000	75,000
Lead Data Scientist	55,000-76,250	76,250
Data Scientist	40,000-60,000	55,000
Data Analyst	32,000-45,000	40,000
Performance Analyst	35,000-47,000	38,000
Machine Learning /Deep Learning Engineer	55,000-65,000	65,000
Machine Learning Scientist	52,000-82,000	75,000
Deep Learning Scientist	48,000-90,000	57,500
Computer Vision Scientist	53,000-58,000	55,000
Lead Data Engineer	55,000-70,000	70,000
Data Engineer	45,000-55,000	50,000
Data Manager	50,000-65,000	60,000
Database Developer	35,000-50,000	37,500
Database Administrator	38,000-46,000	45,000
Data & Analytics/BI Manager	64,000-72,000	69,000
BI Developer	40,000-55,750	55,750
BI Analyst	39,000-49,000	44,000

South East England	£ Range	£ Typical
Data Architect	60,000-85,000	75,000
Lead Data Scientist	60,000-90,000	70,000
Data Scientist	45,000-70,000	55,000
Data Analyst	30,000-45,000	35,000
Performance Analyst	30,000-45,000	42,000
Machine Learning /Deep Learning Engineer	45,000-70,000	55,000
Machine Learning Scientist	35,000-45,000	40,000
Deep Learning Scientist	46,000-67,000	60,000
Computer Vision Scientist	53,000-58,000	55,000
Lead Data Engineer	50,000-75,000	65,000
Data Engineer	40,000-60,000	50,000
Data Manager	40,000-60,000	55,000
Database Developer	40,000-60,000	45,000
Database Administrator	45,000-65,000	55,000
Data & Analytics/BI Manager	60,000-85,000	70,000
BI Developer	40,000-60,000	47,000
BI Analyst	35,000-55,000	42,500

South West England	£ Range	£ Typical
Data Architect	54,000-80,000	67,500
Lead Data Scientist	65,000-95,000	85,000
Data Scientist	40,000-80,000	55,000
Data Analyst	32,000-52,000	45,000
Performance Analyst	27,500-35,500	32,000
Machine Learning /Deep Learning Engineer	50,000-80,000	65,000
Machine Learning Scientist	50,000-80,000	65,000
Deep Learning Scientist	50,000-80,000	65,000
Computer Vision Scientist	50,000-80,000	65,000
Lead Data Engineer	50,000-65,000	55,000
Data Engineer	40,000-55,000	45,000
Data Manager	45,000-60,000	53,000
Database Developer	35,000-47,000	42,000
Database Administrator	38,000-50,000	45,000
Data & Analytics/BI Manager	55,000-70,000	65,000
BI Developer	45,000-65,000	50,000
BI Analyst	35,000-45,000	40,000

Wales	£ Range	£ Typical
Data Architect	55,000-75,000	68,000
Lead Data Scientist	66,000-90,000	80,000
Data Scientist	40,000-80,000	50,000
Data Analyst	30,000-40,000	37,000
Performance Analyst	34,000-42,000	36,000
Machine Learning /Deep Learning Engineer	40,000-80,000	60,000
Machine Learning Scientist	35,000-60,000	50,000
Deep Learning Scientist	35,000-60,000	50,000
Computer Vision Scientist	35,000-60,000	50,000
Lead Data Engineer	50,000-60,000	55,000
Data Engineer	36,000-50,000	44,000
Data Manager	50,000-62,000	55,000
Database Developer	35,000-45,000	40,000
Database Administrator	38,000-50,000	46,000
Data & Analytics/BI Manager	55,000-70,000	65,000
BI Developer	35,000-50,000	45,000
BI Analyst	30,000-55,000	40,000

Yorkshire and the Humber	£ Range	£ Typical
Data Architect	55,000-80,000	70,000
Lead Data Scientist	60,000-80,000	67,500
Data Scientist	35,000-65,000	60,000
Data Analyst	25,000-45,000	35,000
Performance Analyst	35,000-50,000	40,000
Machine Learning /Deep Learning Engineer	60,000-80,000	70,000
Machine Learning Scientist	57,000-62,000	60,000
Deep Learning Scientist	37,500-69,000	60,000
Computer Vision Scientist	55,000-80,000	65,000
Lead Data Engineer	45,000-65,000	55,000
Data Engineer	35,000-55,000	47,000
Data Manager	45,000-70,000	55,000
Database Developer	40,000-55,000	47,500
Database Administrator	35,000-70,000	55,000
Data & Analytics/BI Manager	50,000-70,000	60,000
BI Developer	35,000-60,000	50,000
BI Analyst	25,000-40,000	36,000

Midlands	£ Range	£ Typical
Data Architect	55,000-80,000	70,000
Lead Data Scientist	50,000-70,000	65,000
Data Scientist	50,000-60,000	60,000
Data Analyst	25,000-40,000	35,000
Performance Analyst	35,000-40,000	40,000
Machine Learning /Deep Learning Engineer	50,000-60,000	55,000
Machine Learning Scientist	55,000-71,000	60,000
Deep Learning Scientist	54,000-75,000	67,500
Computer Vision Scientist	55,000-80,000	65,000
Lead Data Engineer	55,000-65,000	60,000
Data Engineer	40,000-50,000	45,000
Data Manager	45,000-50,000	45,000
Database Developer	35,000-45,000	40,000
Database Administrator	40,000-50,000	45,000
Data & Analytics/BI Manager	65,000-75,000	70,000
BI Developer	35,000-45,000	40,000
BI Analyst	35,000-50,000	45,000

North East England	£ Range	£ Typical
Data Architect	50,000-85,000	65,000
Lead Data Scientist	50,000-80,000	55,000
Data Scientist	40,000-60,000	50,000
Data Analyst	25,000-45,000	35,000
Performance Analyst	30,000-45,000	37,000
Machine Learning /Deep Learning Engineer	50,000-70,000	60,000
Machine Learning Scientist	57,000-62,000	60,000
Deep Learning Scientist	37,500-53,000	40,000
Computer Vision Scientist	55,000-80,000	65,000
Lead Data Engineer	50,000-67,000	55,000
Data Engineer	32,000-45,000	40,000
Data Manager	45,000-65,000	53,000
Database Developer	40,000-55,000	45,000
Database Administrator	35,000-55,000	50,000
Data & Analytics/BI Manager	50,000-70,000	60,000
BI Developer	35,000-60,000	50,000
BI Analyst	25,000-40,000	36,000

# DIGITAL TECHNOLOGY

## DATA & ADVANCED ANALYTICS

North West England	£ Range	£ Typical
Data Architect	65,000-85,000	70,000
Lead Data Scientist	70,000-120,000	85,000
Data Scientist	45,000-90,000	58,000
Data Analyst	28,000-45,000	35,000
Performance Analyst	30,000-50,000	40,000
Machine Learning /Deep Learning Engineer	50,000-80,000	60,000
Machine Learning Scientist	57,000-62,000	60,000
Deep Learning Scientist	43,000-78,000	52,500
Computer Vision Scientist	55,000-80,000	65,000
Lead Data Engineer	65,000-90,000	75,000
Data Engineer	40,000-60,000	48,000
Data Manager	45,000-70,000	55,000
Database Developer	35,000-50,000	45,000
Database Administrator	45,000-60,000	54,000
Data & Analytics/BI Manager	50,000-70,000	65,000
BI Developer	35,000-55,000	45,000
BI Analyst	30,000-50,000	38,000

Scotland	£ Range	£ Typical
Data Architect	65,000-85,000	70,000
Lead Data Scientist	60,000-100,000	80,000
Data Scientist	45,000-90,000	65,000
Data Analyst	28,000-45,000	35,000
Performance Analyst	30,000-50,000	38,000
Machine Learning /Deep Learning Engineer	40,000-65,000	55,000
Machine Learning Scientist	45,000-70,000	55,000
Deep Learning Scientist	50,000-80,000	65,000
Computer Vision Scientist	45,000-70,000	55,000
Lead Data Engineer	60,000-90,000	70,000
Data Engineer	40,000-70,000	52,000
Data Manager	45,000-70,000	60,000
Database Developer	35,000-55,000	45,000
Database Administrator	40,000-70,000	55,000
Data & Analytics/BI Manager	60,000-75,000	70,000
BI Developer	35,000-55,000	45,000
BI Analyst	30,000-50,000	38,000

Northern Ireland	£ Range	£ Typical
Data Architect	60,000-70,000	65,000
Lead Data Scientist	55,000-65,000	60,000
Data Scientist	40,000-60,000	55,000
Data Analyst	25,000-35,000	30,000
Performance Analyst	30,000-40,000	33,000
Machine Learning /Deep Learning Engineer	45,000-65,000	52,000
Machine Learning Scientist	40,000-65,000	50,000
Deep Learning Scientist	50,000-60,000	55,000
Computer Vision Scientist	40,000-65,000	50,000
Data Engineer	35,000-50,000	45,000
Data Manager	50,000-60,000	54,000
Database Developer	35,000-45,000	42,000
Database Administrator	40,000-55,000	50,000
Data & Analytics/BI Manager	55,000-60,000	60,000
BI Developer	35,000-45,000	42,000
BI Analyst	35,000-45,000	40,000



**George Windsor**  
Head of Insights,  
Tech Nation



While Covid-19 has profoundly affected demand for roles across the labour market, we know that digital tech roles remain in high demand compared to other sectors. During these uncertain times, technology has been an enabler for many companies and communities.

It will come as no surprise to most that from March 2020, the number of roles advertised by employers decreased

rapidly across most sectors of the labour market, a trend that lasted until June 2020. The picture painted by job advertisement data is one of a ubiquitous decrease in vacancies across the UK labour market. But, when we take a longer-term view to August 2020, a new trend of resurgence surfaces.

Digital tech saw a 36% increase in vacancies from June to August 2020, and at that point, was second only to healthcare for the number of jobs advertised.

Whilst the economy and the UK labour market have a long way to go before recovery can be claimed, the trends that show a rebound are important in shoring up the labour market and instilling confidence amongst employers. These trends matter, and provide an indication that digital tech is a more resilient part of the UK jobs landscape. As tech increasingly underpins roles across the UK, and throughout sectors, our responsibility must be to ensure that everyone is able to benefit from the uplifting effects of tech as the economy rebuilds.

# DIGITAL TECHNOLOGY SOFTWARE DEVELOPMENT

London	£ Range	£ Typical
Technical Director	85,000-105,000	95,000
Development Manager	90,000-110,000	100,000
Software Architect	80,000-100,000	90,000
Technical Lead	80,000-90,000	85,000
Senior Developer	60,000-85,000	75,000
Mid Developer	50,000-70,000	60,000
Junior Developer	40,000-55,000	48,000
Senior Front End Developer	75,000-95,000	85,000
Front End Developer	55,000-75,000	68,000
Junior Front End Developer	35,000-55,000	45,000
SharePoint Developer	50,000-70,000	65,000
UI/UX Developer	65,000-85,000	75,000
Product Owner	55,000-75,000	65,000
Product Manager	65,000-85,000	75,000

East of England	£ Range	£ Typical
Technical Director	70,000-95,000	80,000
Development Manager	50,000-75,000	65,000
Software Architect	65,000-90,000	72,000
Technical Lead	55,000-75,000	62,000
Senior Developer	45,000-65,000	52,000
Mid Developer	35,000-50,000	45,000
Junior Developer	25,000-35,000	28,000
Senior Front End Developer	40,000-60,000	55,000
Front End Developer	35,000-55,000	47,500
Junior Front End Developer	25,000-30,000	30,000
SharePoint Developer	40,000-60,000	55,000
UI/UX Developer	40,000-60,000	53,000
Product Owner	55,000-70,000	60,000
Product Manager	55,000-80,000	65,000

South East England	£ Range	£ Typical
Technical Director	80,000-100,000	90,000
Development Manager	65,000-85,000	75,000
Software Architect	70,000-90,000	80,000
Technical Lead	60,000-75,000	70,000
Senior Developer	48,000-60,000	55,000
Mid Developer	35,000-48,000	42,000
Junior Developer	25,000-35,000	30,000
Senior Front End Developer	45,000-70,000	60,000
Front End Developer	35,000-45,000	40,000
Junior Front End Developer	25,000-35,000	30,000
SharePoint Developer	40,000-65,000	50,000
UI/UX Developer	35,000-60,000	45,000
Product Owner	35,000-50,000	43,000
Product Manager	45,000-60,000	53,000

South West England	£ Range	£ Typical
Technical Director	75,000-120,000	90,000
Development Manager	55,000-90,000	75,000
Software Architect	70,000-100,000	85,000
Technical Lead	60,000-75,000	70,000
Senior Developer	45,000-55,000	52,000
Mid Developer	40,000-50,000	45,000
Junior Developer	25,000-30,000	27,500
Senior Front End Developer	47,000-80,000	60,000
Front End Developer	35,000-45,000	40,000
Junior Front End Developer	21,000-32,000	25,000
SharePoint Developer	45,000-75,000	60,000
UI/UX Developer	32,000-40,000	35,000
Product Owner	55,000-70,000	60,000
Product Manager	55,000-80,000	65,000

Wales	£ Range	£ Typical
Technical Director	80,000-120,000	90,000
Development Manager	60,000-90,000	72,000
Software Architect	60,000-80,000	75,000
Technical Lead	55,000-70,000	63,000
Senior Developer	48,000-62,000	58,000
Mid Developer	32,000-48,000	44,000
Junior Developer	20,000-32,000	26,000
Senior Front End Developer	50,000-70,000	59,000
Front End Developer	35,000-50,000	46,000
Junior Front End Developer	20,000-35,000	29,000
SharePoint Developer	35,000-70,000	55,000
UI/UX Developer	30,000-70,000	45,000
Product Owner	35,000-55,000	48,000
Product Manager	50,000-70,000	58,000

Yorkshire and the Humber	£ Range	£ Typical
Technical Director	70,000-110,000	90,000
Development Manager	50,000-80,000	72,500
Software Architect	65,000-80,000	70,000
Technical Lead	50,000-65,000	60,000
Senior Developer	40,000-60,000	55,000
Mid Developer	30,000-45,000	42,000
Junior Developer	25,000-40,000	30,000
Senior Front End Developer	45,000-60,000	50,000
Front End Developer	35,000-45,000	40,000
Junior Front End Developer	25,000-35,000	28,000
SharePoint Developer	40,000-60,000	52,000
UI/UX Developer	35,000-50,000	44,500
Product Owner	35,000-70,000	50,000
Product Manager	50,000-80,000	62,500

Midlands	£ Range	£ Typical
Technical Director	70,000-90,000	85,000
Development Manager	55,000-70,000	65,000
Software Architect	60,000-80,000	70,000
Technical Lead	60,000-70,000	65,000
Senior Developer	50,000-65,000	60,000
Mid Developer	40,000-50,000	45,000
Junior Developer	25,000-30,000	28,000
Senior Front End Developer	35,000-45,000	40,000
Front End Developer	30,000-40,000	35,000
Junior Front End Developer	20,000-25,000	22,500
SharePoint Developer	40,000-60,000	50,000
UI/UX Developer	40,000-50,000	45,000
Product Owner	45,000-60,000	55,000
Product Manager	45,000-60,000	52,500

North East England	£ Range	£ Typical
Technical Director	70,000-110,000	85,000
Development Manager	50,000-80,000	70,000
Software Architect	65,000-80,000	70,000
Technical Lead	50,000-65,000	60,000
Senior Developer	40,000-58,000	45,000
Mid Developer	30,000-45,000	40,000
Junior Developer	25,000-35,000	30,000
Senior Front End Developer	45,000-60,000	45,000
Front End Developer	30,000-45,000	36,000
Junior Front End Developer	25,000-35,000	28,000
SharePoint Developer	35,000-65,000	46,000
UI/UX Developer	35,000-50,000	42,000
Product Owner	35,000-70,000	50,000
Product Manager	50,000-80,000	62,500

# DIGITAL TECHNOLOGY SOFTWARE DEVELOPMENT

North West England	£ Range	£ Typical
Technical Director	80,000-100,000	90,000
Development Manager	60,000-80,000	70,000
Software Architect	65,000-90,000	80,000
Technical Lead	65,000-80,000	72,000
Senior Developer	55,000-75,000	60,000
Mid Developer	45,000-60,000	50,000
Junior Developer	35,000-45,000	37,000
Senior Front End Developer	40,000-60,000	50,000
Front End Developer	38,000-55,000	45,000
Junior Front End Developer	35,000-45,000	35,000
SharePoint Developer	40,000-60,000	55,000
UI/UX Developer	35,000-50,000	42,000
Product Owner	35,000-70,000	50,000
Product Manager	50,000-80,000	60,000

Scotland	£ Range	£ Typical
Technical Director	70,000-100,000	85,000
Development Manager	60,000-80,000	75,000
Software Architect	65,000-90,000	75,000
Technical Lead	55,000-75,000	60,000
Senior Developer	50,000-60,000	53,000
Mid Developer	35,000-48,000	42,000
Junior Developer	25,000-35,000	30,000
Senior Front End Developer	45,000-60,000	55,000
Front End Developer	35,000-48,000	42,000
Junior Front End Developer	25,000-35,000	30,000
SharePoint Developer	50,000-70,000	55,000
UI/UX Developer	40,000-70,000	52,000
Product Owner	45,000-55,000	50,000
Product Manager	40,000-55,000	48,000

Northern Ireland	£ Range	£ Typical
Technical Director	75,000-95,000	80,000
Development Manager	58,000-75,000	68,000
Software Architect	55,000-65,000	63,000
Technical Lead	53,000-65,000	56,000
Senior Developer	45,000-55,000	50,000
Mid Developer	35,000-50,000	42,000
Junior Developer	25,000-35,000	30,000
Senior Front End Developer	40,000-55,000	50,000
Front End Developer	35,000-45,000	43,000
Junior Front End Developer	25,000-32,000	30,000
SharePoint Developer	40,000-60,000	55,000
UI/UX Developer	35,000-50,000	40,000
Product Owner	30,000-55,000	40,000
Product Manager	40,000-65,000	52,000





**Khalid El Khatib**  
VP, Marketing and  
Communications,  
Stack Overflow

Every sector and industry continues to need developers and technologists. While some industries are underperforming relative to others, what we are primarily seeing is the acceleration of trends that have been happening for a while.

An example is the shift to the cloud and growth of cloud companies and technologies. This was reflected in the site traffic and patterns on the Stack Overflow website. May, June, and July saw the highest number of new questions being asked for AWS, Azure, and Google Cloud Platform, with some months reaching as high as 64% more questions than the same time last year.

Developers who are adept in emerging technologies and can help enable companies' digital transformations continue to be in high demand. From a skills perspective, that's reflected in how our Quantum Computing Stack Exchange visitors grew 55% year-over-year in September and the Artificial Intelligence Stack Exchange visitors grew 33% year-over-year in September.

When it comes to job positions in high demand, year after year, we see incredible demand for Site Reliability Engineers (SREs). According to our 2020 Developer Survey, they are also among the most highly paid. This trend is only accelerating with the pandemic.

The most common factors we see cited by developers seeking new roles are common benefits like high compensation, leadership opportunities and work/life balance, but also, developers are very focused on learning and development opportunities. In our 2020 Developer Survey, 74% of respondents said they learned a new technology at least once a year. Being remote-first or remote-friendly has long been appealing to developers, and now that it's so common employers need to differentiate based on other factors.

We are seeing rapid growth of our SaaS collaboration product, Stack Overflow for Teams. This is because remote, distributed teams of developers and technologists need better tools for sharing and capturing knowledge. It's an asynchronous communication platform, meaning it replaces stale wikis and documentation and is symbiotic to tools like Microsoft Teams and Slack. We believe that tools such as this will not only continue to surge in growth, but they will be attractive components of a recruitment package, sending a signal to developers that the hiring company cares about them and prioritises their needs.

# INFORMATION TECHNOLOGY

## CLOUD

London	£ Range	£ Typical
Architect AWS/Azure	100,000-125,000	110,000
Architect VMware	70,000-80,000	75,000
Senior Engineer AWS/Azure	70,000-100,000	80,000
Senior Engineer VMware	57,000-80,000	65,000
Engineer AWS/Azure	65,000-85,000	73,500
Engineer VMware	45,000-70,000	55,000
Project Manager Cloud Infrastructure	70,000-90,000	75,000
DevOps Engineer	60,000-100,000	75,000
Site Reliability Engineer	60,000-90,000	73,000
Platform Engineer	55,000-85,000	65,000

South West England	£ Range	£ Typical
Architect AWS/Azure	80,000-90,000	85,000
Architect VMware	65,000-75,000	70,000
Senior Engineer AWS/Azure	60,000-70,000	65,000
Senior Engineer VMware	50,000-60,000	55,000
Engineer AWS/Azure	55,000-65,000	57,000
Engineer VMware	40,000-48,000	44,000
Project Manager Cloud Infrastructure	50,000-75,000	60,000
DevOps Engineer	55,000-90,000	60,000
Site Reliability Engineer	35,000-60,000	50,000
Platform Engineer	40,000-65,000	55,000

South East England	£ Range	£ Typical
Architect AWS/Azure	70,000-90,000	85,000
Architect VMware	62,500-75,000	68,000
Senior Engineer AWS/Azure	60,000-70,000	62,000
Senior Engineer VMware	50,000-60,000	55,000
Engineer AWS/Azure	55,000-65,000	58,000
Engineer VMware	45,000-59,000	47,000
Project Manager Cloud Infrastructure	52,000-70,000	65,000
DevOps Engineer	50,000-75,000	62,500
Site Reliability Engineer	49,000-78,000	65,000
Platform Engineer	38,000-94,000	45,000

Wales	£ Range	£ Typical
Architect AWS/Azure	70,000-90,000	82,000
Architect VMware	75,000-85,000	82,000
Senior Engineer AWS/Azure	55,000-75,000	65,000
Senior Engineer VMware	55,000-75,000	65,000
Engineer AWS/Azure	45,000-60,000	55,000
Engineer VMware	40,000-60,000	45,000
Project Manager Cloud Infrastructure	55,000-75,000	62,000
DevOps Engineer	40,000-70,000	60,000
Site Reliability Engineer	40,000-60,000	52,000
Platform Engineer	40,000-60,000	52,000

East of England	£ Range	£ Typical
Architect AWS/Azure	83,500-90,000	85,000
Architect VMware	65,000-80,000	70,000
Senior Engineer AWS/Azure	50,000-62,000	58,000
Senior Engineer VMware	50,000-60,000	55,000
Engineer AWS/Azure	52,500-58,000	55,000
Engineer VMware	45,000-54,000	48,000
Project Manager Cloud Infrastructure	55,000-77,500	65,000
DevOps Engineer	60,000-80,000	62,000
Site Reliability Engineer	57,000-62,000	60,000
Platform Engineer	38,000-94,000	45,000

Midlands	£ Range	£ Typical
Architect AWS/Azure	85,000-100,000	95,000
Architect VMware	65,000-78,000	70,000
Senior Engineer AWS/Azure	60,000-80,000	66,000
Senior Engineer VMware	45,000-60,000	48,000
Engineer AWS/Azure	55,000-70,000	62,000
Engineer VMware	35,000-48,000	44,000
Project Manager Cloud Infrastructure	58,000-80,000	68,000
DevOps Engineer	50,000-60,000	57,000
Site Reliability Engineer	40,000-75,000	55,000
Platform Engineer	40,000-65,000	55,000

Yorkshire and the Humber	£ Range	£ Typical
Architect AWS/Azure	70,000-90,000	90,000
Architect VMware	65,000-75,000	70,000
Senior Engineer AWS/Azure	60,000-70,000	65,000
Senior Engineer VMware	47,000-65,000	60,000
Engineer AWS/Azure	50,000-60,000	55,000
Engineer VMware	40,000-50,000	45,000
Project Manager Cloud Infrastructure	55,000-75,000	65,000
DevOps Engineer	42,500-70,000	55,000
Site Reliability Engineer	56,000-69,000	62,000
Platform Engineer	39,000-62,000	48,000

Northern Ireland	£ Range	£ Typical
Architect AWS/Azure	75,000-93,000	90,000
Architect VMware	65,000-75,000	65,000
Senior Engineer AWS/Azure	65,000-80,000	75,000
Senior Engineer VMware	50,000-70,000	55,000
Engineer AWS/Azure	55,000-70,000	65,000
Engineer VMware	45,000-60,000	45,000
Project Manager Cloud Infrastructure	55,000-75,000	75,000
DevOps Engineer	35,000-60,000	45,000
Site Reliability Engineer	40,000-65,000	55,000
Platform Engineer	35,000-50,000	45,000

North East England	£ Range	£ Typical
Architect AWS/Azure	70,000-90,000	75,000
Architect VMware	65,000-75,000	70,000
Senior Engineer AWS/Azure	50,000-60,000	54,000
Senior Engineer VMware	47,000-58,000	53,000
Engineer AWS/Azure	45,000-55,000	52,000
Engineer VMware	45,000-55,000	53,000
Project Manager Cloud Infrastructure	47,000-70,000	60,000
DevOps Engineer	40,000-60,000	50,000
Site Reliability Engineer	50,000-65,000	58,000
Platform Engineer	35,000-60,000	45,000

Scotland	£ Range	£ Typical
Architect AWS/Azure	70,000-95,000	85,000
Architect VMware	60,000-80,000	70,000
Senior Engineer AWS/Azure	50,000-70,000	60,000
Senior Engineer VMware	50,000-60,000	55,000
Engineer AWS/Azure	35,000-60,000	52,500
Engineer VMware	35,000-60,000	52,500
Project Manager Cloud Infrastructure	60,000-85,000	62,000
DevOps Engineer	45,000-70,000	50,000
Site Reliability Engineer	45,000-65,000	55,000
Platform Engineer	35,000-60,000	47,500

North West England	£ Range	£ Typical
Architect AWS/Azure	80,000-100,000	90,000
Architect VMware	75,000-90,000	82,000
Senior Engineer AWS/Azure	60,000-80,000	70,000
Senior Engineer VMware	60,000-80,000	65,000
Engineer AWS/Azure	55,000-65,000	62,000
Engineer VMware	55,000-70,000	60,000
Project Manager Cloud Infrastructure	60,000-85,000	60,000
DevOps Engineer	45,000-80,000	60,000
Site Reliability Engineer	50,000-65,000	60,000
Platform Engineer	50,000-65,000	60,000

# INFORMATION TECHNOLOGY INFRASTRUCTURE

London	£ Range	£ Typical
Infrastructure Specialist/Architect	60,000-95,000	83,000
Server Support Engineer	40,000-55,000	43,000
Desktop Support Analyst/2nd Line	28,000-40,000	33,000
Application Support Analyst	35,000-70,000	44,000
Field Engineer	30,000-47,000	35,000
Helpdesk/Service Desk Analyst	25,000-37,000	28,000
Service Delivery Manager	55,000-65,000	58,000
Service Desk Manager	40,000-60,000	50,000
Network Engineer	40,000-60,000	45,000
Windows Systems Administrator	40,000-65,000	50,000

South West England	£ Range	£ Typical
Infrastructure Specialist/Architect	55,000-75,000	65,000
Server Support Engineer	35,000-48,000	40,000
Desktop Support Analyst/2nd Line	28,000-36,000	30,000
Application Support Analyst	24,000-40,000	34,000
Field Engineer	25,000-35,000	30,000
Helpdesk/Service Desk Analyst	18,000-26,000	24,000
Service Delivery Manager	45,000-60,000	55,000
Service Desk Manager	35,000-48,000	44,000
Network Engineer	35,000-55,000	47,000
Windows Systems Administrator	35,000-50,000	40,000

South East England	£ Range	£ Typical
Infrastructure Specialist/Architect	55,000-80,000	70,000
Server Support Engineer	35,000-45,000	42,000
Desktop Support Analyst/2nd Line	25,000-35,000	28,000
Application Support Analyst	25,000-40,000	36,000
Field Engineer	25,000-40,000	30,000
Helpdesk/Service Desk Analyst	22,000-25,000	23,500
Service Delivery Manager	50,000-60,000	55,000
Service Desk Manager	30,000-55,000	45,000
Network Engineer	25,000-50,000	42,500
Windows Systems Administrator	30,000-50,000	40,000

Wales	£ Range	£ Typical
Infrastructure Specialist/Architect	60,000-80,000	70,000
Server Support Engineer	35,000-50,000	40,000
Desktop Support Analyst/2nd Line	25,000-35,000	30,000
Application Support Analyst	25,000-50,000	35,000
Field Engineer	32,000-45,000	35,000
Helpdesk/Service Desk Analyst	18,000-28,000	23,000
Service Delivery Manager	45,000-60,000	55,000
Service Desk Manager	35,000-50,000	40,000
Network Engineer	35,000-55,000	46,000
Windows Systems Administrator	32,000-50,000	40,000

East of England	£ Range	£ Typical
Infrastructure Specialist/Architect	58,000-70,000	65,000
Server Support Engineer	40,000-48,000	40,000
Desktop Support Analyst/2nd Line	25,000-32,000	28,000
Application Support Analyst	30,000-40,000	35,000
Field Engineer	30,000-40,000	30,000
Helpdesk/Service Desk Analyst	20,000-25,000	21,500
Service Delivery Manager	36,000-60,000	45,000
Service Desk Manager	30,000-50,000	40,000
Network Engineer	30,000-50,000	40,000
Windows Systems Administrator	28,000-55,000	38,000

Midlands	£ Range	£ Typical
Infrastructure Specialist/Architect	60,000-85,000	75,000
Server Support Engineer	30,000-40,000	35,000
Desktop Support Analyst/2nd Line	25,000-35,000	30,000
Application Support Analyst	28,000-38,000	32,500
Field Engineer	28,000-38,000	32,500
Helpdesk/Service Desk Analyst	18,000-25,000	22,500
Service Delivery Manager	50,000-60,000	55,000
Service Desk Manager	35,000-48,000	42,000
Network Engineer	35,000-50,000	45,000
Windows Systems Administrator	30,000-45,000	40,000

Yorkshire and the Humber	£ Range	£ Typical
Infrastructure Specialist/Architect	55,000-75,000	63,500
Server Support Engineer	30,000-50,000	38,000
Desktop Support Analyst/2nd Line	22,000-30,000	28,000
Application Support Analyst	30,000-45,000	38,000
Field Engineer	28,000-40,000	33,000
Helpdesk/Service Desk Analyst	18,000-25,000	22,000
Service Delivery Manager	45,000-70,000	62,000
Service Desk Manager	30,000-45,000	42,000
Network Engineer	35,000-50,000	40,000
Windows Systems Administrator	33,000-50,000	42,000

Northern Ireland	£ Range	£ Typical
Infrastructure Specialist/Architect	55,000-80,000	75,000
Server Support Engineer	35,000-45,000	40,000
Desktop Support Analyst/2nd Line	25,000-35,000	28,000
Application Support Analyst	25,000-40,000	40,000
Field Engineer	25,000-35,000	28,000
Helpdesk/Service Desk Analyst	22,000-28,000	25,000
Service Delivery Manager	45,000-55,000	50,000
Service Desk Manager	30,000-50,000	43,000
Network Engineer	30,000-50,000	45,000
Windows Systems Administrator	30,000-50,000	42,000

North East England	£ Range	£ Typical
Infrastructure Specialist/Architect	55,000-75,000	63,500
Server Support Engineer	30,000-50,000	38,000
Desktop Support Analyst/2nd Line	22,000-30,000	28,000
Application Support Analyst	30,000-45,000	30,000
Field Engineer	28,000-40,000	30,000
Helpdesk/Service Desk Analyst	18,000-25,000	23,000
Service Delivery Manager	45,000-60,000	50,000
Service Desk Manager	30,000-45,000	42,000
Network Engineer	35,000-50,000	40,000
Windows Systems Administrator	33,000-50,000	37,000

Scotland	£ Range	£ Typical
Infrastructure Specialist/Architect	55,000-80,000	75,000
Server Support Engineer	35,000-45,000	40,000
Desktop Support Analyst/2nd Line	25,000-35,000	28,000
Application Support Analyst	25,000-40,000	40,000
Field Engineer	22,000-40,000	30,000
Helpdesk/Service Desk Analyst	22,000-28,000	23,000
Service Delivery Manager	45,000-55,000	50,000
Service Desk Manager	30,000-50,000	40,000
Network Engineer	30,000-50,000	45,000
Windows Systems Administrator	30,000-50,000	40,000

North West England	£ Range	£ Typical
Infrastructure Specialist/Architect	50,000-90,000	70,000
Server Support Engineer	40,000-55,000	43,000
Desktop Support Analyst/2nd Line	27,000-38,000	35,000
Application Support Analyst	35,000-70,000	42,000
Field Engineer	32,000-50,000	38,000
Helpdesk/Service Desk Analyst	24,000-34,000	28,000
Service Delivery Manager	48,000-60,000	55,000
Service Desk Manager	38,000-52,000	45,000
Network Engineer	35,000-52,000	45,000
Windows Systems Administrator	37,000-50,000	45,000

# INFORMATION TECHNOLOGY

## ERP/CRM

London	£ Range	£ Typical
SAP Architect	80,000-90,000	85,000
SAP BASIS Consultant	50,000-65,000	55,000
SAP ABAP Developer	40,000-60,000	55,000
Dynamics Consultant	60,000-100,000	80,000
Dynamics Developer	55,000-70,000	62,500
Oracle Technical Consultant	55,000-80,000	70,000
Oracle Functional Consultant	55,000-80,000	68,000
Oracle Support Analyst	40,000-70,000	52,000
ERP Project Manager	65,000-90,000	68,000
ERP Technical Consultant	65,000-85,000	70,000
ERP Functional Consultant	60,000-75,000	65,000
ERP Support Analyst	40,000-50,000	45,000
ERP Programme Manager	75,000-100,000	85,000
ERP Business Analyst	55,000-75,000	60,000
Salesforce Project Manager	60,000-90,000	72,500
Salesforce Technical Consultant	55,000-75,000	62,000
Salesforce Functional Consultant	50,000-75,000	60,000
Salesforce Support Analyst	28,000-55,000	35,000
Salesforce Programme Manager	90,000-120,000	105,000
Salesforce Business Analyst	45,000-79,000	55,000

East of England	£ Range	£ Typical
SAP Architect	72,000-82,000	77,500
SAP BASIS Consultant	47,000-65,000	53,000
SAP ABAP Developer	45,000-65,000	55,000
Dynamics Consultant	55,000-65,000	60,000
Dynamics Developer	60,000-70,000	65,000
Oracle Technical Consultant	55,000-70,000	65,000
Oracle Functional Consultant	50,000-70,000	57,500
Oracle Support Analyst	40,000-55,000	45,000
ERP Project Manager	45,000-65,000	57,500
ERP Technical Consultant	50,000-65,000	62,000
ERP Functional Consultant	50,000-65,000	55,000
ERP Support Analyst	40,000-55,000	45,000
ERP Programme Manager	67,000-83,000	77,000
ERP Business Analyst	45,000-65,000	54,000
Salesforce Project Manager	48,000-65,000	58,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	53,000
Salesforce Support Analyst	25,000-55,000	45,000
Salesforce Programme Manager	68,000-85,000	77,000
Salesforce Business Analyst	40,000-60,000	50,000

South East England	£ Range	£ Typical
SAP Architect	70,000-85,000	80,000
SAP BASIS Consultant	45,000-65,000	50,000
SAP ABAP Developer	40,000-60,000	50,000
Dynamics Consultant	65,000-85,000	70,000
Dynamics Developer	55,000-60,000	57,000
Oracle Technical Consultant	60,000-75,000	70,000
Oracle Functional Consultant	60,000-75,000	66,000
Oracle Support Analyst	40,000-55,000	45,000
ERP Project Manager	60,000-70,000	67,000
ERP Technical Consultant	53,000-68,000	65,000
ERP Functional Consultant	50,000-68,000	65,000
ERP Support Analyst	40,000-50,000	45,000
ERP Programme Manager	65,000-85,000	80,000
ERP Business Analyst	50,000-60,000	55,000
Salesforce Project Manager	60,000-75,000	68,000
Salesforce Technical Consultant	50,000-70,000	60,000
Salesforce Functional Consultant	50,000-70,000	60,000
Salesforce Support Analyst	25,000-55,000	50,000
Salesforce Programme Manager	75,000-100,000	90,000
Salesforce Business Analyst	45,000-60,000	50,000

South West England	£ Range	£ Typical
SAP Architect	60,000-85,000	75,000
SAP BASIS Consultant	45,000-65,000	52,000
SAP ABAP Developer	40,000-55,000	45,000
Dynamics Consultant	50,000-75,000	65,000
Dynamics Developer	45,000-55,000	50,000
Oracle Technical Consultant	45,000-60,000	55,000
Oracle Functional Consultant	40,000-55,000	50,000
Oracle Support Analyst	35,000-45,000	40,000
ERP Project Manager	60,000-75,000	65,000
ERP Technical Consultant	45,000-65,000	55,000
ERP Functional Consultant	45,000-65,000	55,000
ERP Support Analyst	30,000-45,000	40,000
ERP Programme Manager	65,000-80,000	75,000
ERP Business Analyst	40,000-55,000	50,000
Salesforce Project Manager	45,000-65,000	50,000
Salesforce Technical Consultant	40,000-55,000	50,000
Salesforce Functional Consultant	35,000-50,000	42,500
Salesforce Support Analyst	25,000-50,000	40,000
Salesforce Programme Manager	65,000-80,000	75,000
Salesforce Business Analyst	40,000-55,000	45,000

Wales	£ Range	£ Typical
SAP Architect	65,000-85,000	80,000
SAP BASIS Consultant	48,000-60,000	52,000
SAP ABAP Developer	35,000-50,000	45,000
Dynamics Consultant	45,000-60,000	50,000
Dynamics Developer	45,000-60,000	48,000
Oracle Technical Consultant	45,000-60,000	55,000
Oracle Functional Consultant	45,000-55,000	50,000
Oracle Support Analyst	35,000-45,000	40,000
ERP Project Manager	50,000-70,000	60,000
ERP Technical Consultant	45,000-60,000	55,000
ERP Functional Consultant	45,000-60,000	55,000
ERP Support Analyst	35,000-48,000	45,000
ERP Programme Manager	60,000-80,000	70,000
ERP Business Analyst	50,000-65,000	57,000
Salesforce Project Manager	45,000-60,000	50,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	55,000
Salesforce Support Analyst	38,000-53,000	43,000
Salesforce Programme Manager	68,000-85,000	75,000
Salesforce Business Analyst	40,000-55,000	50,000

Yorkshire and the Humber	£ Range	£ Typical
SAP Architect	80,000-100,000	90,000
SAP BASIS Consultant	45,000-55,000	50,000
SAP ABAP Developer	52,000-70,000	60,000
Dynamics Consultant	60,000-95,000	60,000
Dynamics Developer	55,000-65,000	60,000
Oracle Technical Consultant	55,000-60,000	58,000
Oracle Functional Consultant	45,000-65,000	55,000
Oracle Support Analyst	37,500-55,000	43,000
ERP Project Manager	45,000-60,000	55,000
ERP Technical Consultant	55,000-66,000	62,000
ERP Functional Consultant	45,000-80,000	58,000
ERP Support Analyst	30,000-50,000	40,000
ERP Programme Manager	70,000-85,000	75,000
ERP Business Analyst	40,000-55,000	47,500
Salesforce Project Manager	45,000-60,000	48,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	55,000
Salesforce Support Analyst	25,000-53,000	44,000
Salesforce Programme Manager	68,000-85,000	75,000
Salesforce Business Analyst	40,000-58,000	50,000

Midlands	£ Range	£ Typical
SAP Architect	70,000-90,000	80,000
SAP BASIS Consultant	45,000-70,000	57,000
SAP ABAP Developer	40,000-60,000	50,000
Dynamics Consultant	47,000-58,000	55,500
Dynamics Developer	45,000-57,000	50,000
Oracle Technical Consultant	50,000-60,000	55,000
Oracle Functional Consultant	45,000-65,000	55,000
Oracle Support Analyst	35,000-50,000	45,000
ERP Project Manager	50,000-65,000	60,000
ERP Technical Consultant	45,000-65,000	58,000
ERP Functional Consultant	50,000-65,000	56,000
ERP Support Analyst	35,000-45,000	40,000
ERP Programme Manager	60,000-80,000	70,000
ERP Business Analyst	40,000-60,000	50,000
Salesforce Project Manager	45,000-65,000	58,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	53,000
Salesforce Support Analyst	25,000-55,000	45,000
Salesforce Programme Manager	68,000-85,000	77,000
Salesforce Business Analyst	40,000-60,000	50,000

North East England	£ Range	£ Typical
SAP Architect	65,000-85,000	75,000
SAP BASIS Consultant	40,000-55,000	50,000
SAP ABAP Developer	52,000-70,000	60,000
Dynamics Consultant	50,000-65,000	55,000
Dynamics Developer	50,000-65,000	50,000
Oracle Technical Consultant	55,000-60,000	57,500
Oracle Functional Consultant	51,500-72,500	57,000
Oracle Support Analyst	37,500-55,000	38,000
ERP Project Manager	45,000-60,000	55,000
ERP Technical Consultant	40,000-65,000	60,000
ERP Functional Consultant	50,000-60,000	55,000
ERP Support Analyst	30,000-50,000	35,000
ERP Programme Manager	60,000-80,000	65,000
ERP Business Analyst	40,000-55,000	45,000
Salesforce Project Manager	45,000-60,000	50,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	55,000
Salesforce Support Analyst	25,000-53,000	43,000
Salesforce Programme Manager	68,000-85,000	75,000
Salesforce Business Analyst	40,000-55,000	50,000

# INFORMATION TECHNOLOGY

## ERP/CRM

North West England	£ Range	£ Typical
SAP Architect	65,000-90,000	75,000
SAP BASIS Consultant	40,000-55,000	50,000
SAP ABAP Developer	40,000-60,000	50,000
Dynamics Consultant	50,000-65,000	55,000
Dynamics Developer	50,000-65,000	55,000
Oracle Technical Consultant	50,000-60,000	55,000
Oracle Functional Consultant	50,000-60,000	55,000
Oracle Support Analyst	37,500-55,000	40,000
ERP Project Manager	45,000-60,000	55,000
ERP Technical Consultant	40,000-65,000	60,000
ERP Functional Consultant	50,000-60,000	55,000
ERP Support Analyst	30,000-50,000	35,000
ERP Programme Manager	60,000-80,000	75,000
ERP Business Analyst	40,000-55,000	47,500
Salesforce Project Manager	45,000-60,000	48,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	55,000
Salesforce Support Analyst	25,000-53,000	44,000
Salesforce Programme Manager	68,000-85,000	75,000
Salesforce Business Analyst	40,000-58,000	50,000

Scotland	£ Range	£ Typical
SAP Architect	65,000-85,000	75,000
SAP BASIS Consultant	40,000-50,000	45,000
SAP ABAP Developer	40,000-55,000	47,000
Dynamics Consultant	45,000-65,000	55,000
Dynamics Developer	45,000-65,000	57,000
Oracle Technical Consultant	45,000-65,000	55,000
Oracle Functional Consultant	45,000-65,000	52,500
Oracle Support Analyst	35,000-50,000	45,000
ERP Project Manager	45,000-70,000	58,000
ERP Technical Consultant	45,000-70,000	55,000
ERP Functional Consultant	45,000-70,000	55,000
ERP Support Analyst	25,000-40,000	30,000
ERP Programme Manager	55,000-80,000	68,000
ERP Business Analyst	40,000-60,000	50,000
Salesforce Project Manager	45,000-60,000	48,000
Salesforce Technical Consultant	45,000-60,000	55,000
Salesforce Functional Consultant	45,000-60,000	55,000
Salesforce Support Analyst	25,000-53,000	44,000
Salesforce Programme Manager	68,000-85,000	75,000
Salesforce Business Analyst	40,000-58,000	50,000





# INFORMATION TECHNOLOGY LEADERSHIP

London	£ Range	£ Typical
CIO FTSE 100	160,000-230,000	180,000
CIO FTSE 250	110,000-150,000	130,000
CIO SME	75,000-125,000	95,000
Chief Data Officer/Head of Data	125,000-190,000	155,000
Chief Information Security Officer	110,000-200,000	130,000
CTO FTSE 100	125,000-165,000	145,000
CTO FTSE 250	90,000-125,000	105,000
CTO SME	70,000-120,000	100,000
IT Director FTSE 100	130,000-170,000	150,000
IT Director FTSE 250	90,000-130,000	110,000
IT Director SME	90,000-110,000	100,000
Transformation Director	115,000-165,000	140,000
Head of IT	65,000-100,000	85,000
Head of Service Delivery	55,000-85,000	80,000
Head of Infrastructure	60,000-110,000	85,000
Head of Development	75,000-105,000	90,000
Head of IT Security	65,000-115,000	90,000
Head of Business Intelligence	80,000-110,000	90,000
Business Architect	75,000-105,000	90,000
Technical Architect	65,000-95,000	85,000
IT Manager	50,000-80,000	66,000

South East England	£ Range	£ Typical
CIO	95,000-165,000	125,000
Chief Data Officer/Head of Data	80,000-115,000	100,000
Chief Information Security Officer	85,000-150,000	110,000
CTO	85,000-150,000	115,000
IT Director	75,000-115,000	100,000
Transformation Director	100,000-140,000	125,000
Head of IT	65,000-100,000	85,000
Head of Service Delivery	60,000-90,000	84,000
Head of Infrastructure	65,000-95,000	80,000
Head of Development	65,000-95,000	88,000
Head of IT Security	85,000-100,000	100,000
Head of Business Intelligence	70,000-110,000	90,000
Business Architect	60,000-90,000	75,000
Technical Architect	65,000-100,000	82,000
IT Manager	50,000-90,000	65,000

East of England	£ Range	£ Typical
CIO	92,000-115,000	105,000
Chief Data Officer/Head of Data	87,500-105,000	95,000
Chief Information Security Officer	75,000-112,500	95,000
CTO	90,000-110,000	105,000
IT Director	80,000-110,000	90,000
Transformation Director	85,000-115,000	100,000
Head of IT	68,000-85,000	75,000
Head of Service Delivery	65,000-85,000	75,000
Head of Infrastructure	65,000-85,000	75,000
Head of Development	65,000-95,000	85,000
Head of IT Security	65,000-90,000	80,000
Head of Business Intelligence	80,000-95,000	88,000
Business Architect	62,500-80,000	70,000
Technical Architect	64,000-95,000	72,500
IT Manager	47,500-65,000	57,500

South West England	£ Range	£ Typical
CIO	80,000-130,000	100,000
Chief Data Officer/Head of Data	75,000-85,000	80,000
Chief Information Security Officer	75,000-100,000	90,000
CTO	75,000-120,000	100,000
IT Director	70,000-95,000	90,000
Transformation Director	84,000-110,000	95,000
Head of IT	55,000-80,000	67,000
Head of Service Delivery	60,000-80,000	67,000
Head of Infrastructure	50,000-75,000	65,000
Head of Development	60,000-100,000	80,000
Head of IT Security	60,000-85,000	78,000
Head of Business Intelligence	70,000-90,000	82,000
Business Architect	55,000-80,000	67,000
Technical Architect	55,000-80,000	67,000
IT Manager	40,000-60,000	54,000

Wales	£ Range	£ Typical
CIO	75,000-125,000	95,000
Chief Data Officer/Head of Data	65,000-95,000	75,000
Chief Information Security Officer	75,000-100,000	85,000
CTO	75,000-120,000	94,000
IT Director	68,000-120,000	93,000
Transformation Director	85,000-120,000	95,000
Head of IT	50,000-80,000	67,000
Head of Service Delivery	60,000-80,000	65,000
Head of Infrastructure	50,000-75,000	67,000
Head of Development	65,000-100,000	85,000
Head of IT Security	65,000-95,000	78,000
Head of Business Intelligence	65,000-95,000	82,000
Business Architect	50,000-80,000	67,000
Technical Architect	55,000-80,000	68,000
IT Manager	40,000-65,000	55,000

Midlands	£ Range	£ Typical
CIO	110,000-160,000	135,000
Chief Data Officer/Head of Data	90,000-150,000	125,000
Chief Information Security Officer	90,000-150,000	120,000
CTO	100,000-160,000	135,000
IT Director	80,000-130,000	110,000
Transformation Director	90,000-120,000	120,000
Head of IT	60,000-95,000	75,000
Head of Service Delivery	65,000-75,000	70,000
Head of Infrastructure	65,000-75,000	70,000
Head of Development	65,000-90,000	76,000
Head of IT Security	70,000-85,000	82,000
Head of Business Intelligence	70,000-90,000	80,000
Business Architect	52,000-85,000	70,000
Technical Architect	60,000-85,000	72,000
IT Manager	50,000-75,000	60,000

Yorkshire and the Humber	£ Range	£ Typical
CIO	85,000-120,000	100,000
Chief Data Officer/Head of Data	70,000-90,000	80,000
Chief Information Security Officer	75,000-90,000	85,000
CTO	70,000-120,000	100,000
IT Director	80,000-110,000	85,000
Transformation Director	90,000-110,000	100,000
Head of IT	55,000-75,000	65,000
Head of Service Delivery	55,000-75,000	65,000
Head of Infrastructure	60,000-80,000	75,000
Head of Development	70,000-100,000	90,000
Head of IT Security	60,000-80,000	75,000
Head of Business Intelligence	70,000-90,000	75,000
Business Architect	55,000-85,000	70,000
Technical Architect	60,000-80,000	75,000
IT Manager	40,000-60,000	55,000

North East England	£ Range	£ Typical
CIO	85,000-120,000	95,000
Chief Data Officer/Head of Data	70,000-90,000	80,000
Chief Information Security Officer	75,000-90,000	85,000
CTO	70,000-120,000	100,000
IT Director	80,000-110,000	85,000
Transformation Director	90,000-110,000	100,000
Head of IT	55,000-75,000	65,000
Head of Service Delivery	55,000-75,000	65,000
Head of Infrastructure	60,000-80,000	72,000
Head of Development	70,000-100,000	78,000
Head of IT Security	60,000-80,000	75,000
Head of Business Intelligence	70,000-90,000	78,000
Business Architect	55,000-85,000	70,000
Technical Architect	60,000-80,000	73,000
IT Manager	40,000-60,000	55,000

North West England	£ Range	£ Typical
CIO	90,000-140,000	100,000
Chief Data Officer/Head of Data	90,000-120,000	100,000
Chief Information Security Officer	75,000-110,000	85,000
CTO	80,000-120,000	90,000
IT Director	70,000-100,000	85,000
Transformation Director	75,000-115,000	95,000
Head of IT	55,000-90,000	75,000
Head of Service Delivery	50,000-80,000	70,000
Head of Infrastructure	60,000-85,000	70,000
Head of Development	60,000-90,000	70,000
Head of IT Security	60,000-100,000	75,000
Head of Business Intelligence	75,000-100,000	85,000
Business Architect	50,000-90,000	65,000
Technical Architect	55,000-75,000	65,000
IT Manager	40,000-65,000	50,000

Northern Ireland	£ Range	£ Typical
CIO	80,000-95,000	92,000
Chief Data Officer/Head of Data	70,000-90,000	85,000
Chief Information Security Officer	70,000-90,000	85,000
CTO	70,000-90,000	85,000
IT Director	70,000-95,000	85,000
Transformation Director	80,000-100,000	90,000
Head of IT	60,000-80,000	75,000
Head of Service Delivery	55,000-70,000	60,000
Head of Infrastructure	50,000-70,000	65,000
Head of Development	60,000-80,000	75,000
Head of IT Security	65,000-85,000	85,000
Head of Business Intelligence	75,000-90,000	85,000
Business Architect	65,000-75,000	68,000
Technical Architect	50,000-80,000	65,000
IT Manager	40,000-60,000	50,000

Scotland	£ Range	£ Typical
CIO	80,000-130,000	100,000
Chief Data Officer/Head of Data	80,000-130,000	100,000
Chief Information Security Officer	80,000-130,000	100,000
CTO	80,000-120,000	95,000
IT Director	65,000-100,000	85,000
Transformation Director	75,000-120,000	95,000
Head of IT	50,000-90,000	75,000
Head of Service Delivery	50,000-90,000	70,000
Head of Infrastructure	50,000-90,000	70,000
Head of Development	50,000-90,000	75,000
Head of IT Security	50,000-90,000	75,000
Head of Business Intelligence	50,000-90,000	75,000
Business Architect	50,000-80,000	67,500
Technical Architect	50,000-80,000	67,500
IT Manager	40,000-60,000	53,000

# INFORMATION TECHNOLOGY PROJECTS & CHANGE

London	£ Range	£ Typical
Transformation Director	115,000-165,000	140,000
Enterprise Architect	95,000-120,000	100,000
Scrum Master	65,000-80,000	65,000
Programme Director	95,000-140,000	125,000
Programme Manager	80,000-105,000	95,000
Portfolio Manager	65,000-90,000	80,000
Head of Projects/Change	75,000-110,000	90,000
Project Manager - Senior	70,000-90,000	85,000
Project Manager - Mid	55,000-70,000	65,000
Project Manager - Junior	40,000-55,000	50,000
Change Manager	62,000-85,000	70,000
Release Manager	55,000-75,000	65,000
Product Owner	55,000-85,000	70,000
Product Manager	65,000-90,000	75,000
Head of Business Analysis	80,000-105,000	85,000
Business Analyst - Senior	65,000-90,000	75,000
Business Analyst - Mid	50,000-70,000	65,000
Business Analyst - Junior	30,000-50,000	45,000
PMO Manager	62,000-82,000	72,000
PMO Analyst/Coordinator	36,000-50,000	45,000
Project Coordinator/ Project Support Officer	25,000-35,000	30,000

East of England	£ Range	£ Typical
Transformation Director	87,000-105,000	95,000
Enterprise Architect	85,000-95,000	90,000
Scrum Master	55,000-65,000	60,000
Programme Director	87,000-105,000	95,000
Programme Manager	68,000-85,000	77,500
Portfolio Manager	68,000-80,000	72,500
Head of Projects/Change	70,000-90,000	82,500
Project Manager - Senior	58,000-72,500	67,500
Project Manager - Mid	45,000-60,000	55,000
Project Manager - Junior	30,000-45,000	40,000
Change Manager	40,000-65,000	55,000
Release Manager	45,000-65,000	52,500
Product Owner	45,000-65,000	55,000
Product Manager	50,000-70,000	65,000
Head of Business Analysis	60,000-85,000	70,000
Business Analyst - Senior	55,000-70,000	63,000
Business Analyst - Mid	45,000-50,000	50,000
Business Analyst - Junior	30,000-40,000	38,000
PMO Manager	50,000-65,000	60,000
PMO Analyst/Coordinator	30,000-40,000	35,000
Project Coordinator/ Project Support Officer	25,000-35,000	30,000

South East England	£ Range	£ Typical
Transformation Director	85,000-120,000	100,000
Enterprise Architect	65,000-100,000	85,000
Scrum Master	50,000-70,000	60,000
Programme Director	85,000-120,000	100,000
Programme Manager	70,000-90,000	85,000
Portfolio Manager	70,000-90,000	70,000
Head of Projects/Change	70,000-100,000	85,000
Project Manager - Senior	60,000-80,000	70,000
Project Manager - Mid	45,000-70,000	60,000
Project Manager - Junior	30,000-45,000	35,000
Change Manager	50,000-80,000	65,000
Release Manager	50,000-65,000	60,000
Product Owner	45,000-60,000	55,000
Product Manager	40,000-60,000	50,000
Head of Business Analysis	65,000-85,000	75,000
Business Analyst - Senior	55,000-70,000	62,500
Business Analyst - Mid	40,000-60,000	52,000
Business Analyst - Junior	30,000-40,000	35,000
PMO Manager	50,000-80,000	65,000
PMO Analyst/Coordinator	30,000-45,000	35,000
Project Coordinator/ Project Support Officer	28,000-40,000	32,000

South West England	£ Range	£ Typical
Transformation Director	85,000-120,000	95,000
Enterprise Architect	85,000-130,000	100,000
Scrum Master	45,000-60,000	50,000
Programme Director	85,000-120,000	95,000
Programme Manager	70,000-85,000	75,000
Portfolio Manager	70,000-85,000	78,000
Head of Projects/Change	75,000-90,000	80,000
Project Manager - Senior	60,000-75,000	65,000
Project Manager - Mid	40,000-60,000	55,000
Project Manager - Junior	32,000-40,000	38,000
Change Manager	45,000-65,000	55,000
Release Manager	45,000-60,000	54,000
Product Owner	45,000-65,000	58,000
Product Manager	40,000-55,000	50,000
Head of Business Analysis	55,000-75,000	70,000
Business Analyst - Senior	45,000-65,000	55,000
Business Analyst - Mid	35,000-45,000	42,000
Business Analyst - Junior	25,000-35,000	32,000
PMO Manager	48,000-65,000	60,000
PMO Analyst/Coordinator	24,000-38,000	35,000
Project Coordinator/ Project Support Officer	22,000-28,000	25,000

Wales	£ Range	£ Typical
Transformation Director	70,000-110,000	90,000
Enterprise Architect	60,000-90,000	80,000
Scrum Master	55,000-65,000	62,000
Programme Director	80,000-110,000	93,000
Programme Manager	55,000-85,000	75,000
Portfolio Manager	55,000-80,000	67,000
Head of Projects/Change	70,000-100,000	83,000
Project Manager - Senior	50,000-75,000	66,000
Project Manager - Mid	42,000-56,000	52,000
Project Manager - Junior	30,000-40,000	38,000
Change Manager	40,000-65,000	55,000
Release Manager	40,000-57,000	55,000
Product Owner	35,000-65,000	53,000
Product Manager	42,000-75,000	57,000
Head of Business Analysis	55,000-85,000	70,000
Business Analyst - Senior	45,000-65,000	56,000
Business Analyst - Mid	38,000-52,000	46,000
Business Analyst - Junior	28,000-38,000	35,000
PMO Manager	50,000-70,000	62,000
PMO Analyst/Coordinator	28,000-43,000	38,000
Project Coordinator/ Project Support Officer	18,000-36,000	31,000

Yorkshire and the Humber	£ Range	£ Typical
Transformation Director	70,000-100,000	90,000
Enterprise Architect	70,000-100,000	80,000
Scrum Master	45,000-60,000	55,000
Programme Director	85,000-110,000	95,000
Programme Manager	50,000-70,000	60,000
Portfolio Manager	60,000-85,000	70,000
Head of Projects/Change	60,000-80,000	70,000
Project Manager - Senior	50,000-60,000	55,000
Project Manager - Mid	40,000-50,000	45,000
Project Manager - Junior	30,000-45,000	35,000
Change Manager	40,000-55,000	50,000
Release Manager	40,000-55,000	50,000
Product Owner	41,000-75,000	60,000
Product Manager	70,000-80,000	75,000
Head of Business Analysis	50,000-70,000	60,000
Business Analyst - Senior	45,000-50,000	50,000
Business Analyst - Mid	40,000-50,000	45,000
Business Analyst - Junior	30,000-40,000	35,000
PMO Manager	45,000-60,000	55,000
PMO Analyst/Coordinator	25,000-45,000	38,000
Project Coordinator/ Project Support Officer	25,000-30,000	28,000

Midlands	£ Range	£ Typical
Transformation Director	80,000-100,000	90,000
Enterprise Architect	70,000-90,000	82,000
Scrum Master	45,000-60,000	50,000
Programme Director	80,000-110,000	100,000
Programme Manager	70,000-90,000	82,000
Portfolio Manager	60,000-75,000	70,000
Head of Projects/Change	65,000-85,000	85,000
Project Manager - Senior	55,000-75,000	70,000
Project Manager - Mid	45,000-60,000	55,000
Project Manager - Junior	30,000-40,000	35,000
Change Manager	45,000-65,000	58,000
Release Manager	40,000-55,000	50,000
Product Owner	45,000-65,000	60,000
Product Manager	40,000-55,000	50,000
Head of Business Analysis	65,000-90,000	75,000
Business Analyst - Senior	55,000-65,000	60,000
Business Analyst - Mid	45,000-55,000	50,000
Business Analyst - Junior	36,000-45,000	40,000
PMO Manager	50,000-65,000	55,000
PMO Analyst/Coordinator	25,000-40,000	35,000
Project Coordinator/ Project Support Officer	18,000-30,000	24,000

North East England	£ Range	£ Typical
Transformation Director	70,000-100,000	85,000
Enterprise Architect	70,000-100,000	74,000
Scrum Master	45,000-60,000	52,000
Programme Director	85,000-110,000	85,000
Programme Manager	50,000-70,000	60,000
Portfolio Manager	60,000-85,000	60,000
Head of Projects/Change	60,000-80,000	70,000
Project Manager - Senior	50,000-60,000	55,000
Project Manager - Mid	40,000-50,000	45,000
Project Manager - Junior	30,000-45,000	35,000
Change Manager	40,000-55,000	50,000
Release Manager	40,000-55,000	48,000
Product Owner	45,000-60,000	50,000
Product Manager	50,000-70,000	60,000
Head of Business Analysis	50,000-70,000	60,000
Business Analyst - Senior	45,000-50,000	50,000
Business Analyst - Mid	40,000-50,000	45,000
Business Analyst - Junior	30,000-40,000	34,000
PMO Manager	45,000-60,000	55,000
PMO Analyst/Coordinator	25,000-45,000	33,000
Project Coordinator/ Project Support Officer	25,000-30,000	27,000

# INFORMATION TECHNOLOGY PROJECTS & CHANGE

North West England	£ Range	£ Typical
Transformation Director	80,000-120,000	95,000
Enterprise Architect	70,000-100,000	80,000
Scrum Master	45,000-65,000	55,000
Programme Director	80,000-100,000	85,000
Programme Manager	60,000-80,000	70,000
Portfolio Manager	55,000-70,000	65,000
Head of Projects/Change	65,000-80,000	75,000
Project Manager - Senior	50,000-65,000	55,000
Project Manager - Mid	40,000-55,000	48,000
Project Manager - Junior	25,000-35,000	30,000
Change Manager	40,000-55,000	50,000
Release Manager	40,000-50,000	45,000
Product Owner	35,000-45,000	42,000
Product Manager	40,000-60,000	50,000
Head of Business Analysis	55,000-70,000	60,000
Business Analyst - Senior	40,000-55,000	50,000
Business Analyst - Mid	35,000-45,000	40,000
Business Analyst - Junior	30,000-40,000	34,000
PMO Manager	40,000-55,000	50,000
PMO Analyst/Coordinator	30,000-40,000	35,000
Project Coordinator/ Project Support Officer	25,000-35,000	30,000

Scotland	£ Range	£ Typical
Transformation Director	80,000-120,000	95,000
Enterprise Architect	70,000-100,000	80,000
Scrum Master	45,000-65,000	55,000
Programme Director	70,000-100,000	80,000
Programme Manager	60,000-80,000	72,500
Portfolio Manager	55,000-70,000	65,000
Head of Projects/Change	65,000-80,000	70,000
Project Manager - Senior	50,000-65,000	55,000
Project Manager - Mid	40,000-55,000	45,000
Project Manager - Junior	25,000-40,000	35,000
Change Manager	35,000-55,000	45,000
Release Manager	40,000-65,000	50,000
Product Owner	35,000-70,000	50,000
Product Manager	50,000-80,000	60,000
Head of Business Analysis	55,000-70,000	60,000
Business Analyst - Senior	40,000-60,000	52,500
Business Analyst - Mid	35,000-50,000	42,500
Business Analyst - Junior	30,000-40,000	32,000
PMO Manager	40,000-55,000	50,000
PMO Analyst/Coordinator	30,000-40,000	32,500
Project Coordinator/ Project Support Officer	25,000-35,000	30,000

Northern Ireland	£ Range	£ Typical
Transformation Director	70,000-80,000	75,000
Enterprise Architect	65,000-85,000	70,000
Scrum Master	45,000-55,000	50,000
Programme Director	65,000-75,000	70,000
Programme Manager	60,000-70,000	65,000
Portfolio Manager	58,000-68,000	60,000
Head of Projects/Change	55,000-65,000	60,000
Project Manager - Senior	45,000-55,000	55,000
Project Manager - Mid	35,000-45,000	40,000
Project Manager - Junior	25,000-35,000	30,000
Change Manager	44,000-52,000	48,000
Release Manager	44,000-52,000	45,000
Product Owner	35,000-45,000	40,000
Product Manager	45,000-60,000	55,000
Head of Business Analysis	50,000-60,000	55,000
Business Analyst - Senior	45,000-55,000	50,000
Business Analyst - Mid	30,000-40,000	40,000
Business Analyst - Junior	25,000-30,000	30,000
PMO Manager	45,000-60,000	50,000
PMO Analyst/Coordinator	30,000-38,000	35,000
Project Coordinator/ Project Support Officer	25,000-30,000	25,000



# INFORMATION TECHNOLOGY TESTING

	Functional testing ▼		Non-functional testing ▼	
London	£ Range	£ Typical	£ Range	£ Typical
Test Manager	65,000-90,000	75,000	65,000-95,000	75,000
Test Lead	55,000-70,000	65,000	50,000-70,000	60,000
Senior Test Analyst	45,000-75,000	65,000	45,000-55,000	50,000
Test Analyst	45,000-65,000	50,000	38,000-45,000	45,000
Technical Lead	55,000-85,000	70,000	50,000-75,000	65,000
QA Analyst	40,000-50,000	45,000	38,000-50,000	46,000
Automation Tester	-	-	49,000-65,000	63,000

	Functional testing ▼		Non-functional testing ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	55,000-70,000	65,000	58,000-74,000	62,000
Test Lead	45,000-55,000	53,000	40,000-55,000	50,000
Senior Test Analyst	40,000-55,000	50,000	37,500-47,500	45,000
Test Analyst	35,000-45,000	40,000	32,000-42,000	38,000
Technical Lead	55,000-65,000	60,000	45,000-65,000	55,000
QA Analyst	35,000-45,000	40,000	40,000-45,000	42,500
Automation Tester	-	-	37,000-65,000	50,000

	Functional testing ▼		Non-functional testing ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-60,000	55,000	55,000-65,000	60,000
Test Lead	40,000-50,000	45,000	40,000-50,000	47,000
Senior Test Analyst	35,000-45,000	40,000	38,000-48,000	45,000
Test Analyst	30,000-38,000	34,000	35,000-45,000	38,000
Technical Lead	42,000-54,000	48,000	45,000-60,000	53,000
QA Analyst	30,000-42,000	36,000	35,000-45,000	40,000
Automation Tester	-	-	32,000-39,000	35,000

	Functional testing ▼		Non-functional testing ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-65,000	60,000	50,000-70,000	62,000
Test Lead	40,000-50,000	48,000	45,000-52,000	50,000
Senior Test Analyst	35,000-45,000	42,000	40,000-45,000	43,000
Test Analyst	33,000-40,000	37,000	32,000-44,000	39,000
Technical Lead	50,000-70,000	55,000	50,000-58,000	55,000
QA Analyst	30,000-37,000	35,000	34,000-40,000	36,000
Automation Tester	-	-	38,000-65,000	47,000



	Functional testing ▼		Non-functional testing ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-65,000	60,000	45,000-65,000	62,000
Test Lead	45,000-55,000	52,000	45,000-55,000	52,000
Senior Test Analyst	40,000-48,000	44,000	40,000-48,000	44,000
Test Analyst	30,000-45,000	37,000	30,000-45,000	39,000
Technical Lead	50,000-62,000	57,000	50,000-62,000	57,000
QA Analyst	30,000-45,000	42,000	30,000-45,000	42,000
Automation Tester	-	-	45,000-70,000	60,000

	Functional testing ▼		Non-functional testing ▼	
Midlands	£ Range	£ Typical	£ Range	£ Typical
Test Manager	40,000-65,000	60,000	40,000-65,000	55,000
Test Lead	40,000-50,000	48,000	40,000-50,000	45,000
Senior Test Analyst	32,000-40,000	37,500	35,000-45,000	40,000
Test Analyst	30,000-48,000	40,000	30,000-40,000	36,000
Technical Lead	40,000-50,000	46,000	45,000-60,000	50,000
QA Analyst	28,000-40,000	35,000	30,000-40,000	35,000
Automation Tester	-	-	35,000-50,000	42,500

	Functional testing ▼		Non-functional testing ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-65,000	60,000	50,000-65,000	56,000
Test Lead	40,000-50,000	45,000	40,000-50,000	45,000
Senior Test Analyst	35,000-45,000	40,000	35,000-45,000	40,000
Test Analyst	25,000-40,000	35,000	30,000-40,000	36,000
Technical Lead	45,000-55,000	50,000	45,000-55,000	50,000
QA Analyst	35,000-45,000	40,000	35,000-45,000	40,000
Automation Tester	-	-	35,000-45,000	40,000

	Functional testing ▼		Non-functional testing ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-63,000	51,000	50,000-65,000	50,000
Test Lead	40,000-50,000	45,000	40,000-50,000	45,000
Senior Test Analyst	35,000-45,000	39,000	35,000-45,000	40,000
Test Analyst	25,000-40,000	35,000	30,000-36,000	32,000
Technical Lead	45,000-55,000	50,000	45,000-55,000	50,000
QA Analyst	35,000-45,000	38,000	35,000-45,000	38,000
Automation Tester	-	-	35,000-45,000	38,000

# INFORMATION TECHNOLOGY TESTING

	Functional testing ▼		Non-functional testing ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-60,000	55,000	55,000-75,000	60,000
Test Lead	40,000-50,000	45,000	45,000-60,000	50,000
Senior Test Analyst	40,000-50,000	42,000	35,000-45,000	40,000
Test Analyst	30,000-40,000	35,000	30,000-40,000	35,000
Technical Lead	45,000-55,000	50,000	45,000-60,000	52,000
QA Analyst	30,000-40,000	35,000	32,000-45,000	36,000
Automation Tester	-	-	40,000-60,000	48,000

	Functional testing ▼		Non-functional testing ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-60,000	52,000	50,000-60,000	55,000
Test Lead	40,000-50,000	43,000	35,000-45,000	40,000
Senior Test Analyst	35,000-45,000	40,000	40,000-50,000	45,000
Test Analyst	30,000-40,000	35,000	35,000-40,000	35,000
Technical Lead	30,000-40,000	35,000	30,000-40,000	33,500
QA Analyst	30,000-40,000	33,000	30,000-40,000	35,000
Automation Tester	-	-	35,000-45,000	40,000

	Functional testing ▼		Non-functional testing ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-60,000	55,000	55,000-75,000	60,000
Test Lead	40,000-50,000	45,000	45,000-60,000	50,000
Senior Test Analyst	40,000-50,000	45,000	35,000-55,000	45,000
Test Analyst	30,000-40,000	35,000	30,000-40,000	37,500
Technical Lead	50,000-58,000	52,000	45,000-60,000	55,000
QA Analyst	30,000-45,000	37,500	30,000-50,000	41,000
Automation Tester	-	-	40,000-60,000	45,000



# ABOUT US

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As market leader, if the best people aren't already talking to us, we know how to find them, engage with them and match them better than any other recruiter. Our recruiting experts offer invaluable advice and insights, combined with unrivalled services and access to top talent that will help you to confidently navigate the new era of work.

## Our expertise

With over 50 years of recruiting experience, Hays makes finding the best talent easier and quicker, and reduces the risks involved in hiring. Our expertise lies in being able to source skilled professionals, our unparalleled ability to engage with an extensive network of talent, and our capability to match this to our clients' specific requirements. Working across over 22 different industries and professions, we recruit for permanent and temporary roles for organisations of all sizes in the private, public and not-for-profit sectors.

Competition for skills is high in many of the industries we recruit for and the traditional recruitment model has been transformed. At Hays, we have developed and are deploying a new and improved model, one which we call Find & Engage. This new model combines art and science to help establish deep relationships in customer communities. It takes the best recruitment practices and puts the relationship back at the heart of recruitment, but uses technology, machine learning and data science to operate at scale.

## Our services

We provide a suite of services to provide further support for your talent management strategies. These include:

- Hays Thrive – our free online training portal for your team
- Hays Rise – our subscription-based recruitment solution for tech start-ups and scale-ups
- Hays Education Training – our effective and easy-to-manage online training portal for education professionals
- Assessment and development
- Career transition
- Employer branding
- Executive services
- Fully managed temporary recruitment
- Outsourced permanent recruitment
- Salary benchmarking

## Our salary benchmarking service

Our dedicated team helps clients with specific salary and reward reviews across desired job titles and locations. By providing real-time data on salary and rewards within a particular market and between comparable sectors, our clients can make informed decisions and be assured that they are offering competitive packages to recruit and retain the talent they need. For further information, visit [hays.co.uk/salary-benchmarking](https://hays.co.uk/salary-benchmarking)

## Our awards and accreditations

Hays is honoured to have achieved the National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for Equality, Diversity and Inclusion (ED&I). Hays was one of the first 20 organisations nationwide to be accredited.

In 2020, we achieved our reaccreditation of the NES, securing a higher score than any other recruitment company and passing all the competencies we were assessed against. Since signing up to the NES, we have developed a deeper understanding of ED&I, and the National Equality Standard recognises our long-term commitment to building a positive ED&I culture. For more information, visit [hays.co.uk/diversity](https://hays.co.uk/diversity)



Hays were named 15th in the list of Top 100 Undergraduate Employers in 2020's National Undergraduate Employability Awards, showing our commitment as an organisation to fostering and encouraging young talent. We have also been placed in the top ten of TheJobCrowd's Top 100 Graduate Employers 2020/21.

We were also shortlisted for the Sustainable Recruitment Agency of the Year Award at the Recruiter Awards 2020, demonstrating our ongoing commitment to improving our sustainability as a business and making a positive difference to the communities we serve.

**For further information on how we can help with your recruitment needs, contact your local Hays office.**

**To find your recruiting expert, visit [hays.co.uk/offices](https://hays.co.uk/offices)**

## Recruiting across 21+ skilled and technical professional areas.

- Accountancy & Finance
- Construction & Property
- Education
- Energy, Oil & Gas
- Engineering
- Executive
- Financial Markets
- Healthcare
- Human Resources
- Insurance
- Legal
- Life Sciences
- Marketing
- Office Support
- Personal & Executive Assistants
- Policy & Strategy
- Procurement, Supply Chain & Logistics
- Retail
- Sales
- Social Care
- Technology

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**1**

person placed in  
a new role every minute

**22+**

skilled and technical  
professional areas

**50+**

years of experience

**1,800+**

recruiting experts

**92**

offices across the UK

**500+**

people placed in  
a new role each day

# CONTACT US

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For further information on how our core employer services can help support your recruitment strategy, visit [hays.co.uk/recruitment/employer-services](https://hays.co.uk/recruitment/employer-services)

Speak to your local recruiting expert at one of our 92 offices across the UK, find your nearest at [hays.co.uk/offices](https://hays.co.uk/offices)

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