

HAYS Recruiting experts
worldwide



2020

HAYS UK SALARY & RECRUITING TRENDS
TALENT DEMANDS
PAY TRANSPARENCY

hays.co.uk/salary-guide

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NICHE SKILLS SHORTAGES HIRING PLANNED TO COMBAT GAPS



Simon Winfield, Managing Director, Hays UK & Ireland

Welcome to our annual Hays UK Salary & Recruiting Trends guide. Against an uncertain economic backdrop, whilst employers are more cautious in their overall hiring plans, they continue to face skills shortages and need competitive attraction strategies to attract candidates in the harder to fill roles.

Our survey findings of over 31,500 employers and employees across the UK show that with employee turnover expected to continue at similar levels to 2019, most employers plan to recruit both permanent and temporary staff in the coming months and although these hiring plans are more targeted compared to previous years, employers will continue to replace leavers.

One prevailing theme is that employers continue to struggle with niche skills shortages and difficulties recruiting staff in a number of industries. The negative impact of these skills gaps is far-reaching, with employers contending with reduced productivity, lower employee morale and greater employee absenteeism due to stress. Most employers cite the competition from other employers as the main cause of the skills shortages they are facing. Given that digital transformation is now an integral part of today's workplace, the competition for talent with digital skills is particularly fierce.

But it's not just technical skills shortages employers need to consider. Our findings show that managerial and leadership skills are most sought after by employers, with many on the lookout for candidates who have the flexibility, adaptability and problem-solving skills that will enable them to achieve their business objectives.

Whilst many are looking to develop these skills, some organisations are turning to temporary workers as a more immediate fix to the skills gaps they face. However, reforms to IR35 legislation mean employers who engage with non-permanent workers must make sure they are up to speed with how the changes will affect them and their recruitment plans.

Given that pay will always remain an important factor, employers are also benchmarking salaries to ensure they can secure the talent they need. In the last year, salaries increased by 1.8% overall and most employers foresee further salary increases for their workforce in the year ahead. This pay growth, combined with pockets of double digit salary increases, demonstrates that the competition for talent remains high.

This year, transparency about how pay rises are awarded has been highlighted as an important consideration for professionals. However, as a significant proportion of employers say their organisation is not consistently transparent about how salary rises are set, the mismatch is clear. Perceived gender pay gaps are also an issue that have the potential to impact employee retention in the year ahead.

Salary dissatisfaction also needs addressing. Almost two fifths (39%) of employees say they are unhappy with their salary, but offering a more competitive salary may be too little, too late for professionals who are already considering their options. Our findings show that for those who are planning to change roles in the coming year, a pay rise would not be enough to make them stay.

Given that a lack of career progression was a key motivator for employees to change roles in the last year, this should be an area of focus for employers. As should introducing new initiatives that promote a positive work-life balance. Building and promoting learning and development plans, alongside flexible working opportunities, should be vital aspects of a hiring manager's attraction strategy.

We hope you find this guide informative and look forward to discussing what these findings mean for your organisation.

A handwritten signature in black ink, appearing to read 'Simon Winfield'.

Simon Winfield,
Managing Director, Hays UK & Ireland

RECRUITING TRENDS

RECRUITING TRENDS AT A GLANCE

Here we summarise the key findings from our research of over 31,500 professionals. This overview offers insight into employer and employee sentiment towards hiring, skills in demand, salaries and benefits.

Recruitment remains on the agenda for the year ahead

68% of employers expect to recruit staff in the next year

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

26% of employers don't think they have the talent needed to achieve current objectives

Top 3 industries expecting to recruit this year

Life Sciences	79%
Human Resources	75%
Construction & Property	74%

55% plan to recruit permanent staff

30% plan to recruit temporary staff

88% employers have experienced skills shortages in the last year

Skills shortages are impacting productivity

47% Top negative impacts of skills shortages

44% Employee morale

Top 3 areas experiencing skills shortages

Construction & Property	84%
Procurement	90%
Digital Technology, IT & Telecoms	91%

55% Competition from other employers

Top 3 industries where employees rate their work-life balance as average, poor or very poor

Engineering & Manufacturing	40%
Construction & Property	44%
Supply Chain & Logistics	44%

Pay transparency is an issue

74% of employees say it is important their organisation is transparent about how pay levels are set

Salary increases are too little, too late

39% of employees remain dissatisfied with their salary

27% of employees say they are aware of a gender pay gap in their organisation

43% of employees left their job last year

25% of these did so because their salary was too low

55% of employees plan to move job in the next 12 months

46% of these say a counter offer of higher pay would not tempt them to stay

Employees will move for the right offer

21% want to change jobs in the next year because of a lack of future opportunities

31% of employees say, excluding salary, work-life balance is the most important factor when they consider a new role

Top 3 industries where employees rate their work-life balance as average, poor or very poor

Engineering & Manufacturing	40%
Construction & Property	44%
Supply Chain & Logistics	44%

Average salary increases

Engineering & Manufacturing	2.6%
Legal & Company Secretarial	2.6%
Procurement	2.4%
Construction & Property	2.3%
Life Sciences	2.0%
Digital Technology, IT & Telecoms	1.8%
Office Support	1.7%
Human Resources	1.6%
Accountancy & Finance	1.5%
Supply Chain & Logistics	1.4%
Marketing	1.3%
Insurance	1.2%
Personal & Executive Assistance	0.8%



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 over 31,500 professionals nationwide. Our guide covers 13 specialist skilled and technical areas supported by regional data for most roles.

Methodology

The salary data has been compiled using information gathered during 2019 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 June and July 2019. The survey was completed by over 31,500 employees and employers from organisations of all sizes and sectors.

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

PAY, PROGRESSION AND FLEXIBILITY KEY



Employers continue to face niche skills shortages, causing salaries to grow. However, salary rises in isolation are ineffective as many seek career progression, future opportunities and flexibility.

1.8% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages
 ■ Moderate shortages
 ■ Minor shortages
■ No shortages



Professionals more cautious about future prospects

The economic outlook has tempered due to ongoing uncertainty. Only around a third (36%) of employers say they are optimistic about the wider economy and the employment opportunities it may create within the next 2-5 years, which represents a decrease from 43% last year.

Employees are more cautious too, with over half (55%) feeling concerned about the future economic climate and its impact on employment opportunities in the next 2-5 years.

Short-term business activity remains solid

Despite long-term views being more muted than in previous years, in the short-term business activity is continuing. On a par with last year, 94% of employers say they expect their organisation's activity levels to either increase or stay the same in the year ahead. Of these, 59% expect activity levels to increase.

Tempered recruitment plans for the year ahead

Overall, the majority of employers (68%) expect to recruit staff over the next year, although this is a decrease from 76% last year. Of those employers planning to hire, over half (55%) plan to recruit permanent staff and 30% expect to hire temporary staff.

Two thirds (66%) of employers hiring temporary staff in the year ahead plan to do so to meet peaks in demand. Almost a third (29%) also plan to hire more temporary staff with specific skills for one-off projects.

Competition for talent exacerbates skills shortages

Most employers (88%) have experienced skills shortages in the last year, 62% of whom have faced moderate or extreme skills shortages. In addition, 69% of employers say that it has been difficult to recruit permanent staff in the last year, and 46% say it has been difficult hiring temporary staff in the last 12 months.

Almost half of employers (47%) state that competition for roles and job opportunities is the main cause of skills shortages in their industry, a slight increase from 44% last year. Over a third (39%) also believe shortages are being caused by fewer people entering the job market in their industry. As per last year, employers have mainly turned to hiring temporary or contract workers to address immediate skills shortages in their organisation (44%), as well as increasing the use of recruitment agencies (26%) and recruiting apprentices (25%).

Looking to the year ahead, a shortage of suitable applicants remains the top challenge employers expect to encounter when recruiting staff over the next 12 months (65%). Competition from other employers continues to be a key anticipated challenge, with almost half of employers (47%) identifying this as a cause for concern, over and above applicants with unrealistic salary requirements (45%).

Addressing skills shortages is key to productivity growth

The top areas where skills shortages have had a negative impact on organisations remain the same as last year, with 47% of employers saying shortages have negatively impacted on productivity, 44% on employee morale and 40% on their ability to deliver projects.

There is also a steady upward trend in the percentage of employers saying they are seeing increased absenteeism due to stress because of a shortage of skills in their team. This has risen from 16% in 2018, to 19% in 2019 and 22% this year.

Employers most in need of management and communication skills

Almost all professionals (98%) believe they have the skills needed to fulfil their current role, but over a quarter of employers (26%) do not think their organisation has the talent needed to achieve its current objectives.

In terms of the specialist skills most needed by employers, managerial and leadership skills (33%) have knocked operations skills (32%) off the top spot, with projects and change management skills being third highest in demand (23%).

Linked to this are the soft skills in demand. 66% of employers cite communication and interpersonal skills as important, followed by problem-solving (54%), flexibility and adaptability (48%) and people management (44%).

Almost half of employees (46%) say they are actively developing their communication and interpersonal skills to progress their career, 43% are developing their problem-solving skills and 40% are developing their ability to learn. However, only 31% of professionals say they are developing their flexibility and people management skills, lower than the percentage of employers who seek these skills. A further 18% are not actively developing any soft skills.

Positive pay rises, but dissatisfaction remains

Last year, 72% of employers expected to increase their employees' salaries. Yet, a slightly higher percentage of employers actually raised salaries in the last 12 months (76%). In addition, 23% of employers say their employees' salaries stayed the same over the last year, which is less than the 27% of employers who predicted salaries would remain the same. Positive salary growth is set to continue, with 71% of employers expecting to increase the salaries of their workforce over the next year.

Although there have been some salary rises, the same percentage of professionals as last year say they are dissatisfied with their salary (39%). Furthermore, while a fifth (20%) of employees also received a performance-related bonus in the last 12 months, almost a quarter (24%) say they are dissatisfied with their bonus payment.

Salary rises too little, too late for those leaving roles

Over the last year, 43% of professionals changed roles and a further 36% considered doing so. The main reason employees left their last role was because their salary was too low (25%), followed by a lack of career progression (21%) and a lack of career development opportunities (20%).

This movement is likely to continue. Over half (55%) of employees anticipate a move in the year ahead, with over a third (35%) planning to do so in the next six months. As per previous years, the main reason employees plan to leave their current role in the next year is because of their salary and benefits package (25%). A lack of future opportunities is also a key reason to move for 21% of employees.

RECRUITING TRENDS

While pay is an important factor for jobseekers, almost half (46%) of those expecting to leave their current role in the next year say that a counter offer of increased pay would not tempt them to stay in their current role. This indicates that pay rises offered when employees are already planning to leave are coming too late and are ineffective.

Employees demanding greater pay transparency

There is also a mismatch between employers and employees about the importance of pay transparency. Although almost three quarters (74%) of employees say it is important for their organisation to be transparent about how pay levels and pay rises are set, over two fifths (41%) of employers do not agree that their organisation is consistently transparent with all employees about how salary rises are set.

Of those professionals who say they are dissatisfied with their salary (39%), the main reason given is because they do not feel it reflects their individual performance (57%). This is despite most employers (69%) believing that individual performance is the most important factor when considering an employee's request for a pay rise, a further indication of a mismatch in how salary increases are awarded and communicated.

Perceived gender pay gaps are impacting employee attraction and retention

Over a quarter (27%) of employers say they are aware of a gender pay gap in their organisation, of whom 59% say it negatively affects candidate attraction to their organisation, and 61% say it negatively impacts staff retention.

Almost one in five employees (19%) say they are aware of a gender pay gap. Of these professionals, 80% say it is an issue for them, 18% of whom say it is enough of an issue that they will either leave their organisation or are considering leaving.

Women are more likely than men to say they are aware of a gender pay gap at their organisation (22% and 16% respectively). Of those who are aware of a gap, 87% of women consider it an issue compared to 70% of men. Over a fifth (22%) 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 12% of men.

Work-life balance key to attraction

Aside from salary, employers consider that work-life balance is the most important factor to help them attract staff (21%), a slight increase from 2019 (18%). However, a greater percentage of professionals (31%) say that work-life balance is the most important factor when considering a new role, excluding the salary on offer. This indicates a significant gap between employee and employer expectations.

This is particularly important given that over two fifths (43%) of professionals rate their work-life balance as average or poor. Of these employees, 37% would ideally change their working hours to improve their work-life balance. A further 16% would change the expectation to work outside their contracted hours, such as checking emails, an increase from 12% last year.

Consider the whole package when hiring

Although hiring plans are more tempered than previous years, employers must still battle against skills shortages and their negative impact on productivity. Salaries continue to grow year-on-year, but cannot be relied upon in isolation to attract and retain skilled professionals. Greater transparency around pay, clear career progression plans and flexible working options should all play important roles in hiring strategies for the year ahead.

Survey highlights for the UK

Employers	Employees
94% expect their organisation's activity levels to increase or stay the same over the next 12 months	37% feel there is no scope for progression within their organisation
68% plan on recruiting staff over next 12 months	31% say work-life balance is the most important factor aside from salary when considering a new role
69% have had difficulty hiring permanent staff in the last 12 months	55% expect to move jobs within 12 months
71% plan to increase salaries in the year ahead	47% would be tempted to change role due to the salary or benefits package on offer

RECOMMENDATIONS

As the competition for talent heats up amidst skills shortages, professionals are demanding more than just salary rises. Below are some recommendations to assist employers in their talent management strategies for the year ahead.

Be more transparent about pay

Transparency around pay is an important issue for professionals, many of whom also perceive there to be gender pay gaps, which is negatively impacting on the attraction and retention of staff. Pay transparency can help to narrow pay gaps between genders, so put into action practical steps such as having clear promotion and pay structures as well as setting and publishing pay levels to improve transparency around pay within your own organisation.

Enacting such practices can also attract a more diverse range of candidates when hiring. Further practical recommendations to help you build a more diverse workforce can be found at hays.co.uk/diversity

It is also important to undertake regular pay reviews. Our findings show that a significant proportion of professionals would not be swayed to stay in their current role if they were counter offered. Assessing the pay needs of your team on an ongoing basis and being transparent about how pay levels and rises are set can help address salary requirements before it is too late to make an impact. Two-way communication is key – be open with your team and provide the opportunity for employees to raise questions and concerns easily.

Shift your focus to soft skills

Competition from other employers is a rising challenge facing those who plan to hire in the year ahead. With management and leadership skills proving especially difficult to find, it is imperative that hiring managers adapt their recruitment strategies to find the professionals with the right skills. Although having the right technical skills will always be important, soft skills such as people management and leadership are often much harder to learn and should therefore be coveted when you find them in a prospective candidate. Hiring for leadership potential should therefore be a priority.

You can also look to your existing workforce to identify the future managers and leaders of your organisation. Offering a mix of training to develop managerial skills as well as hands-on responsibilities will help professionals to gain the experience needed to succeed in a leadership role in the future. Succession plans should be regularly revisited and realigned with business needs as well as current and future skills requirements.

Promote career progression and work-life balance

Getting the salary right is an important factor for any professional, but ultimately, a higher salary will not keep staff on-board if they are already considering leaving your organisation. A lack of career progression and limited career development opportunities are both key drivers for employees to move, almost on a par with salary.

Developing career plans with your team is therefore vital to help keep current staff engaged with your organisation. Promoting career progression opportunities can help make your organisation more appealing to jobseekers.

Flexible working is also considered important to professionals, and so should be another key focus both in job adverts and in communications to your current workforce.

Prepare for IR35 legislation reforms

Engaging non-permanent contractors, including temporary workers, is the most common way employers are overcoming immediate skills shortages. However, from April 2020 reforms to IR35 legislation are coming into effect for medium and large sized organisations in the private sector. The reforms shift responsibility of determining the tax status of non-permanent contractors from the contractor to the organisation engaging them.

Employers should prepare for the changes by identifying where their risks lie, engaging with an expert partner like Hays and then communicating to their contingent workers. Taking adequate preparation will allow you to continue to engage contractors to help keep your projects on track. To find out more about Hays' market-leading testing tool, which offers a fully auditable trail and an assessment to deal with even the most complex of cases, and further resources visit hays.co.uk/IR35.

Establish pipeline for the next generation

Employers believe one of the main causes of skills shortages is because fewer people are entering their industry. To help overcome this challenge, employers can consider broadening their search to find talent outside of their usual pool of candidates and then put in place development programmes to help them learn the relevant skills. Employers should be looking to offer internships, graduate schemes and apprenticeships to make sure they engage with people looking to enter the workforce. Ensuring that the recruitment strategy actively targets and appeals to the next generation is essential.

To discuss how these findings could be applied to your organisation, contact your local Hays consultant. To find your nearest, visit hays.co.uk/offices

RECRUITING TRENDS AT A GLANCE

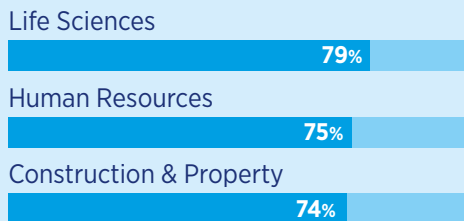
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Recruitment remains on the agenda for the year ahead

68%

of employers expect to recruit staff in the next year

Top 3 industries expecting to recruit this year



94%

of employers expect their organisation's activity levels to increase or stay the same this year

26% of employers don't think they have the talent needed to achieve current objectives

55%

plan to recruit permanent staff

30%

plan to recruit temporary staff

88%

of employers have experienced skills shortages in the last year

Skills shortages are impacting productivity

Top negative impacts of skills shortages

47%

Productivity

44%

Employee morale

Expected hiring challenges in the year ahead

65% 47%

A shortage of suitable applicants

Competition from other employers

Top 3 areas experiencing skills shortages



Pay transparency is an issue

74%

of employees say it is important their organisation is transparent about how pay levels are set

27% of employers say they are aware of a gender pay gap in their organisation

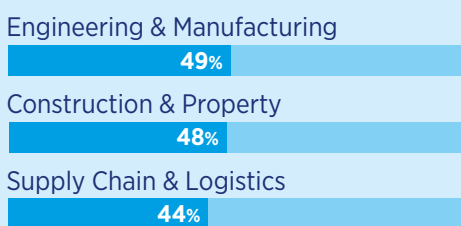
Employees will move for the right offer

21%

want to change jobs in the next year because of a lack of future opportunities

31% of employees say, excluding salary, work-life balance is the most important factor when they consider a new role

Top 3 industries where employees rate their work-life balance as average, poor or very poor



Salary increases are too little, too late

39%

of employees remain dissatisfied with their salary

43%

of employees left their job last year

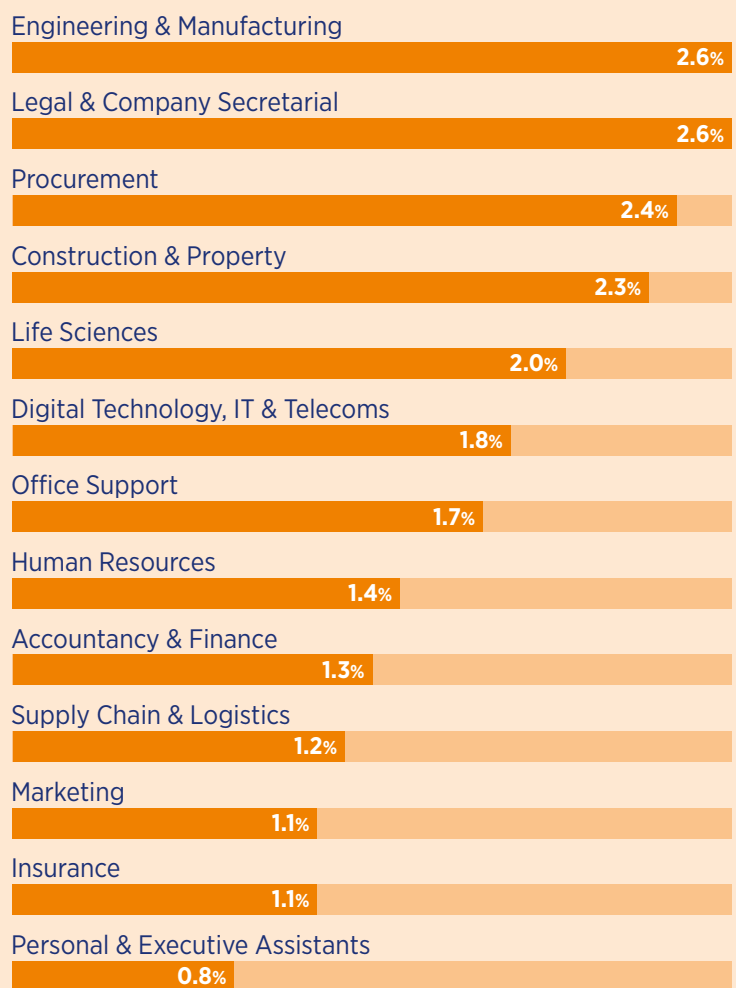
...25% of these did so because their salary was too low

55%

of employees plan to move job in the next 12 months

...46% of these say a counter offer of higher pay would not tempt them to stay

Average salary increases

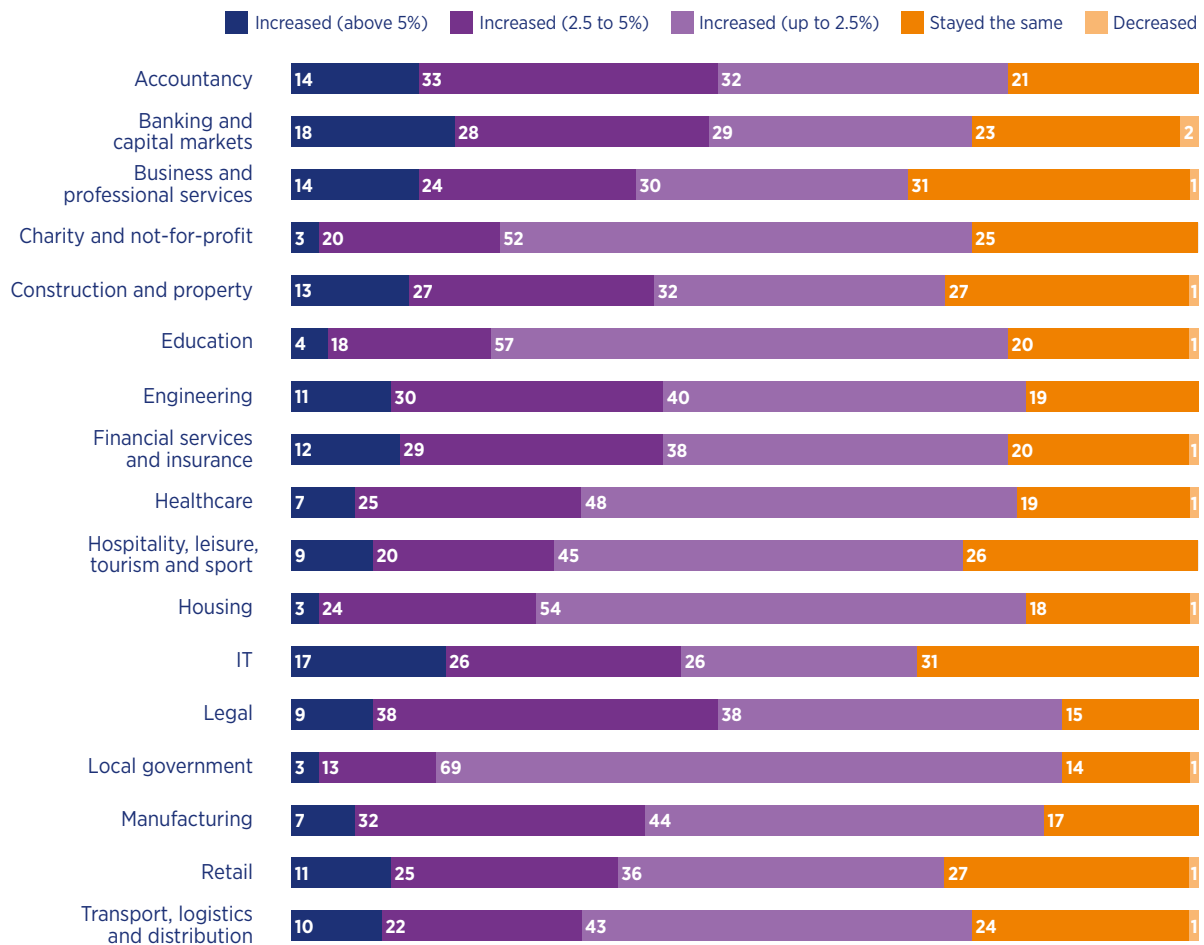


RECRUITING TRENDS SALARY STRATEGY

Salary changes

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

76% Increased
23% Stayed the same
1% Decreased



Salary satisfaction

Are employees satisfied with their salary?

61% Yes
39% No

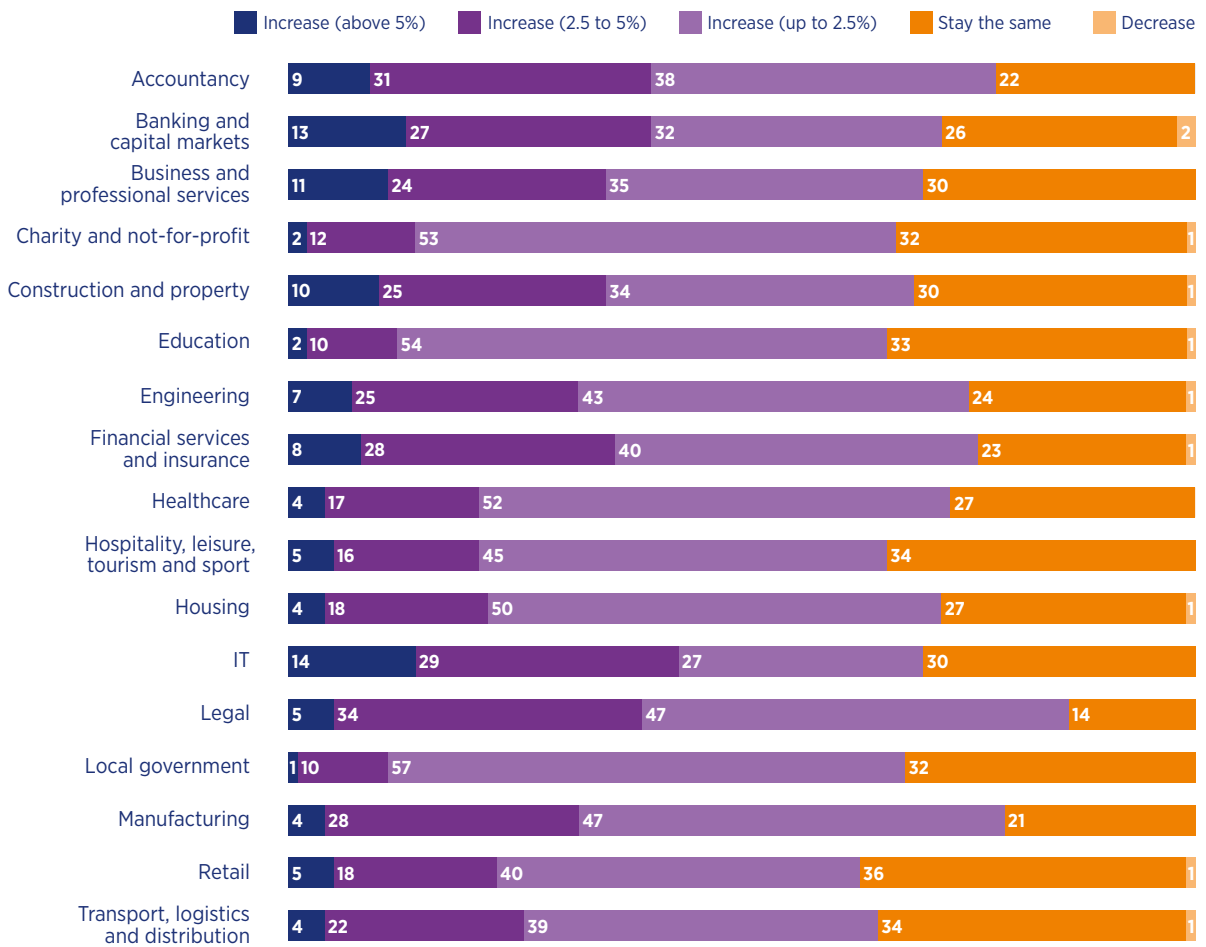
In the past year, have employees asked for a pay rise?

11% Yes, successfully
15% Yes, unsuccessfully
74% No

NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

Salary changes

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



Pay transparency

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



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



RECRUITING TRENDS

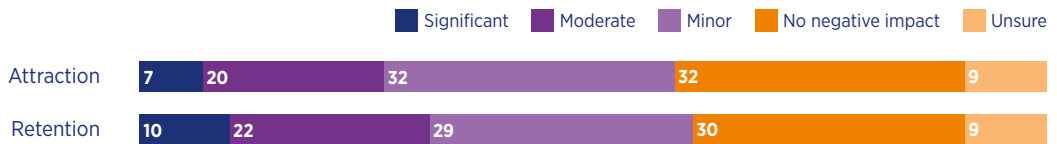
SALARY STRATEGY

Gender pay gaps

NEW Are employers aware of a gender pay gap in their organisation?



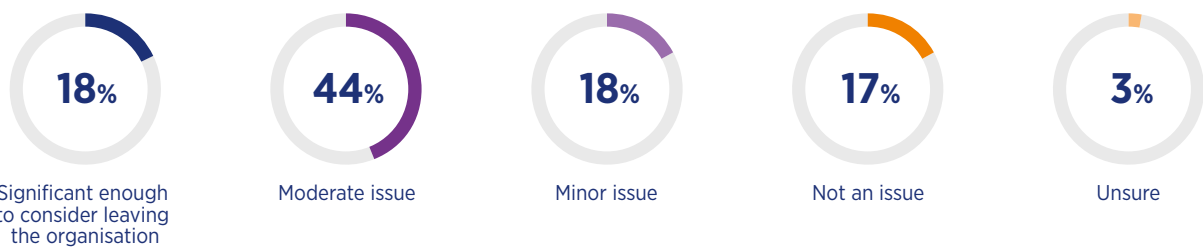
NEW Of those employers who are aware of a gender pay gap in their organisation, how much of a negative impact does this have on attraction and retention of talent? (%)



NEW Are employees aware of a gender pay gap in their organisation?



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



NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

SALES STRATEGY & BRAND COMMUNICATION



BRAND IDENTITY



INVESTMENT MATERIAL

RECRUITING TRENDS TALENT PLANNING

Recruitment on the agenda

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



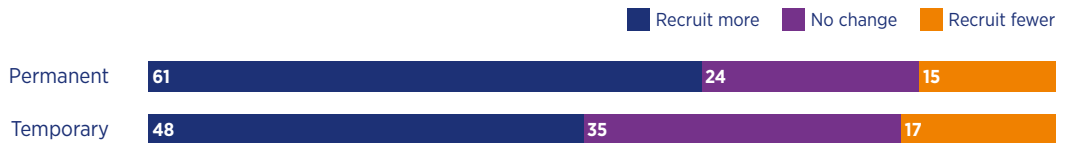
What type of staff will employers be recruiting?



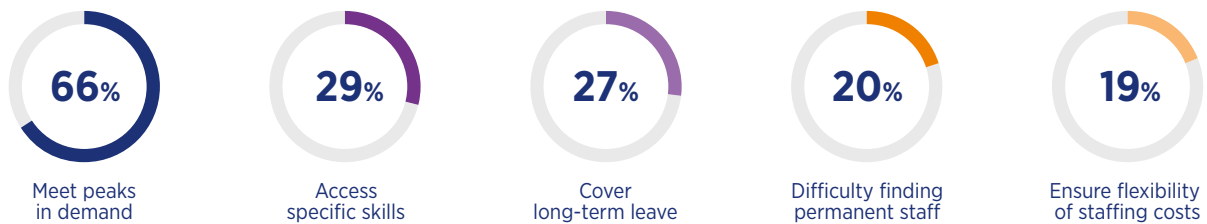
Over the next 12 months, do employers expect their organisation's activity levels will change?



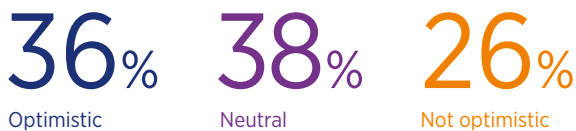
How will the number of people employers recruit compare to the previous 12 months? (%)



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



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



NEW

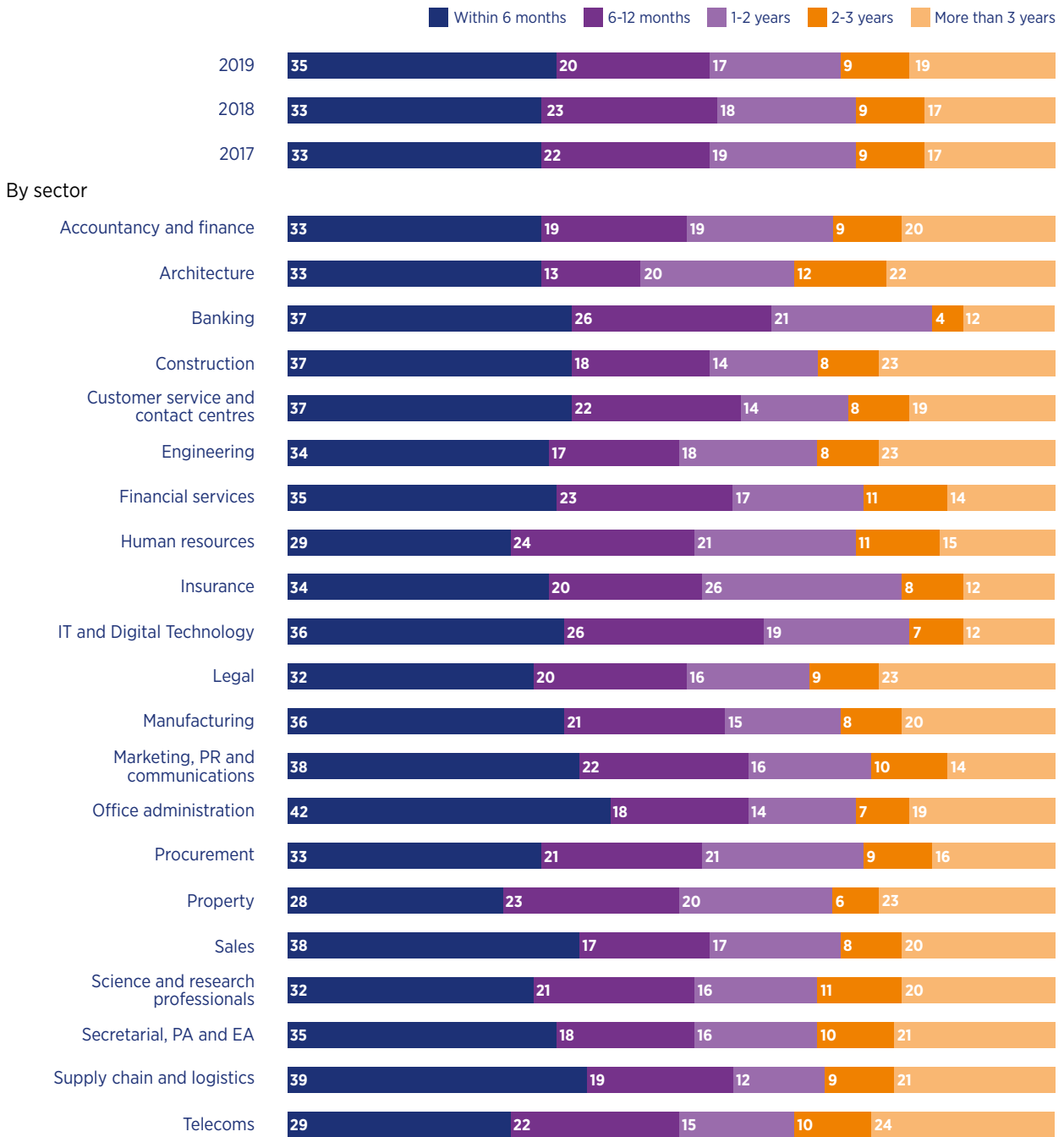
How concerned are employees about the wider economic climate & employment opportunities in the next 2-5 years?



NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

On the move

When do employees anticipate they will next move jobs? (%)



RECRUITING TRENDS

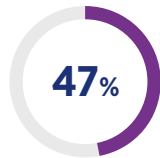
SKILLS SHORTAGES

Skills in demand

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

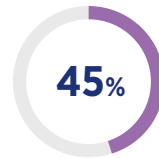


Shortage of suitable applicants



Competition from other employers

Competition from other employers is now the second highest expected challenge



Applicants with unrealistic salary requirements

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

12%

Extreme shortages

50%

Moderate shortages

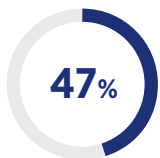
26%

Minor shortages

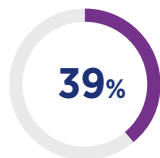
12%

No shortages

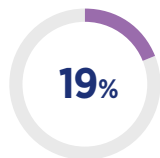
Top five causes of skills shortages according to employers:



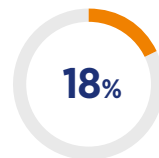
Competition for roles/job opportunities



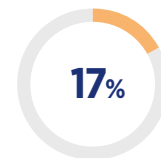
Fewer people entering the job market



Negative perceptions or stereotypes of the industry



People leaving to join a different industry



Lack of progression opportunities

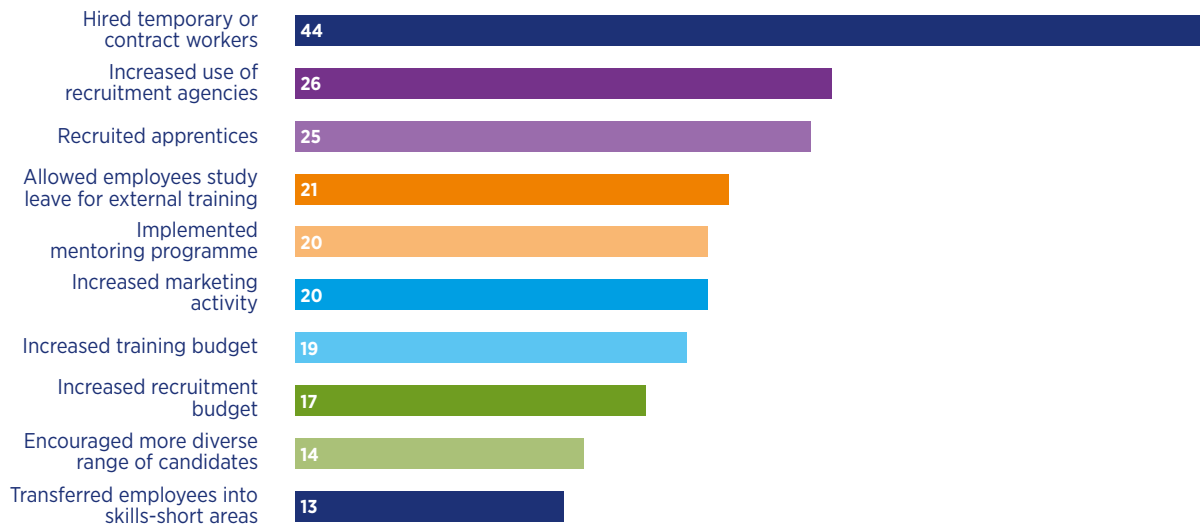
NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

Skills in demand (continued)

In what areas have skills shortages impacted organisations according to employers? (%)



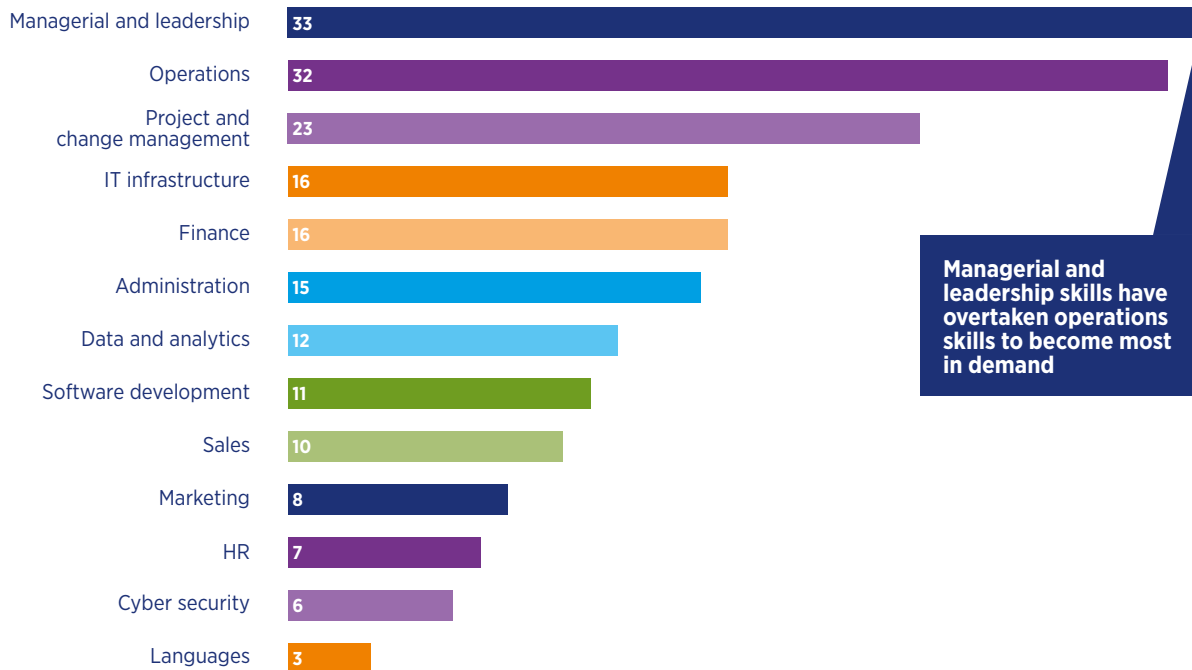
Top ten actions taken by employers to address immediate skills shortages within the workforce: (%)



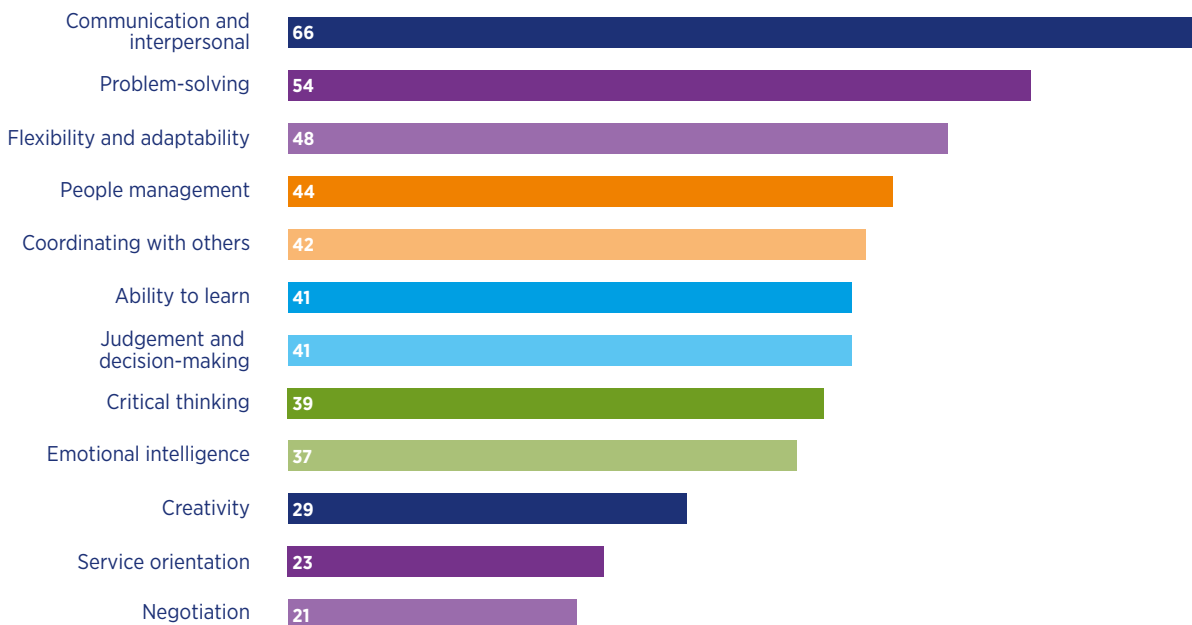
RECRUITING TRENDS SKILLS SHORTAGES

Skills in demand (continued)

Which of the following specialist skills are most needed by employers? (%)



NEW Which of the following soft skills are most needed by employers? (%)



NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.



RECRUITING TRENDS

CAREER PROSPECTS

Understanding skills requirements

Do employers think their organisation has the talent needed to achieve current business objectives? (%)



Scope for progression

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



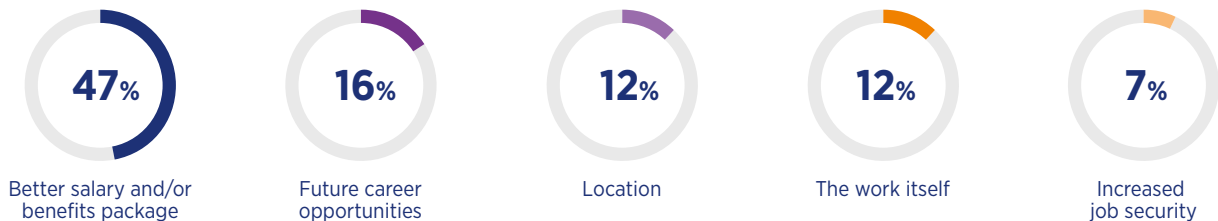
How do employees feel about their career prospects for this year?



Top five reasons employees want to leave their current role:



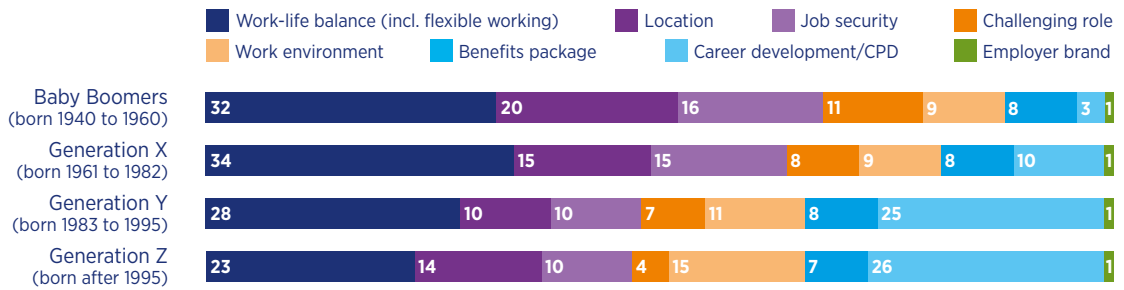
Top five factors that would tempt employees to move job:



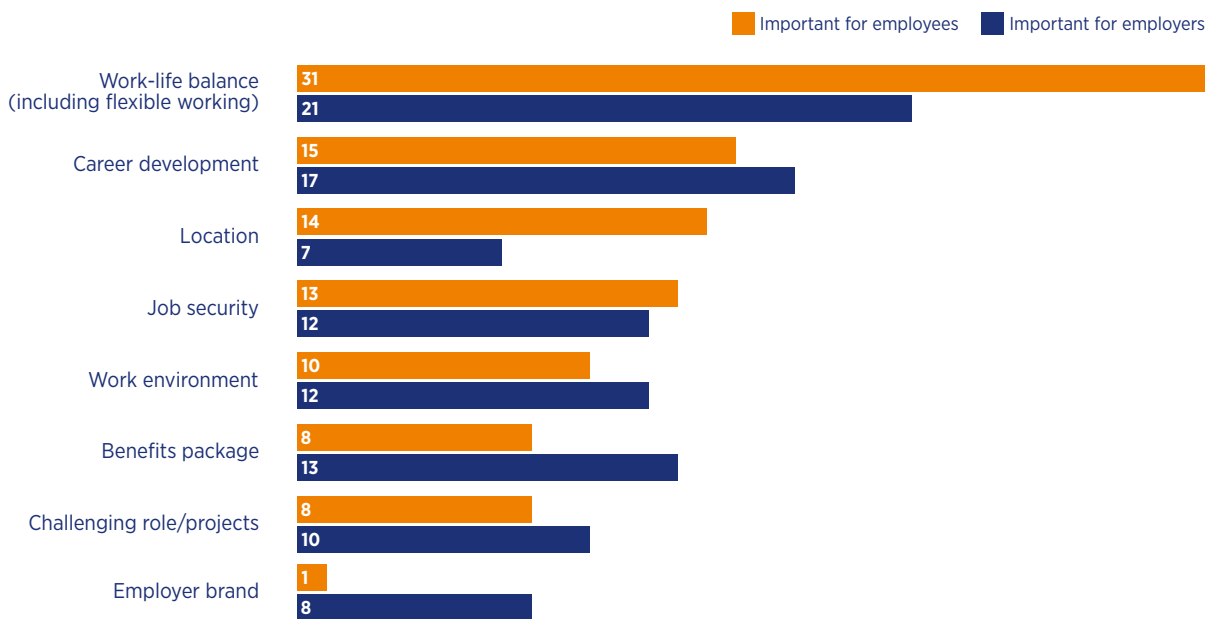
NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

Establishing priorities

Top factors most important for employees when considering a change in job, by generation: (%)



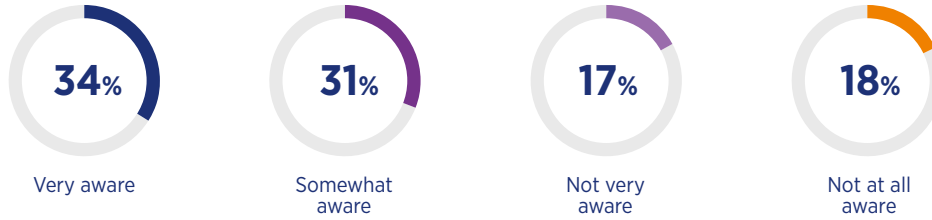
Difference between what employees and employers rate as most important when considering a new role, aside from salary: (%)



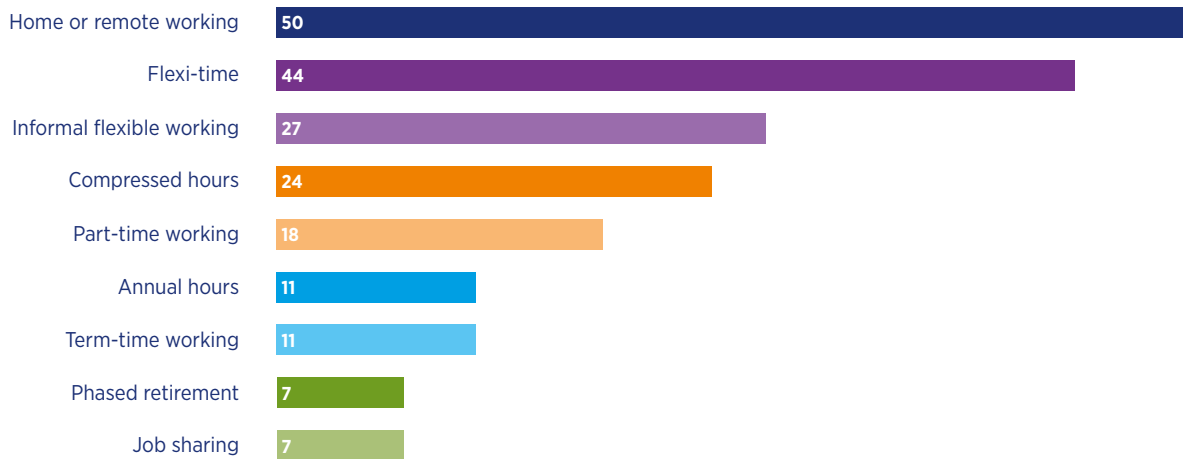
RECRUITING TRENDS EMPLOYEE EXPECTATIONS

Flexible working

How aware are employees of the flexible working options available to them from their current employer?



Which flexible working options are important to employees when considering a new role? (%)



Work-life balance

How would employees rate their work-life balance? (%)



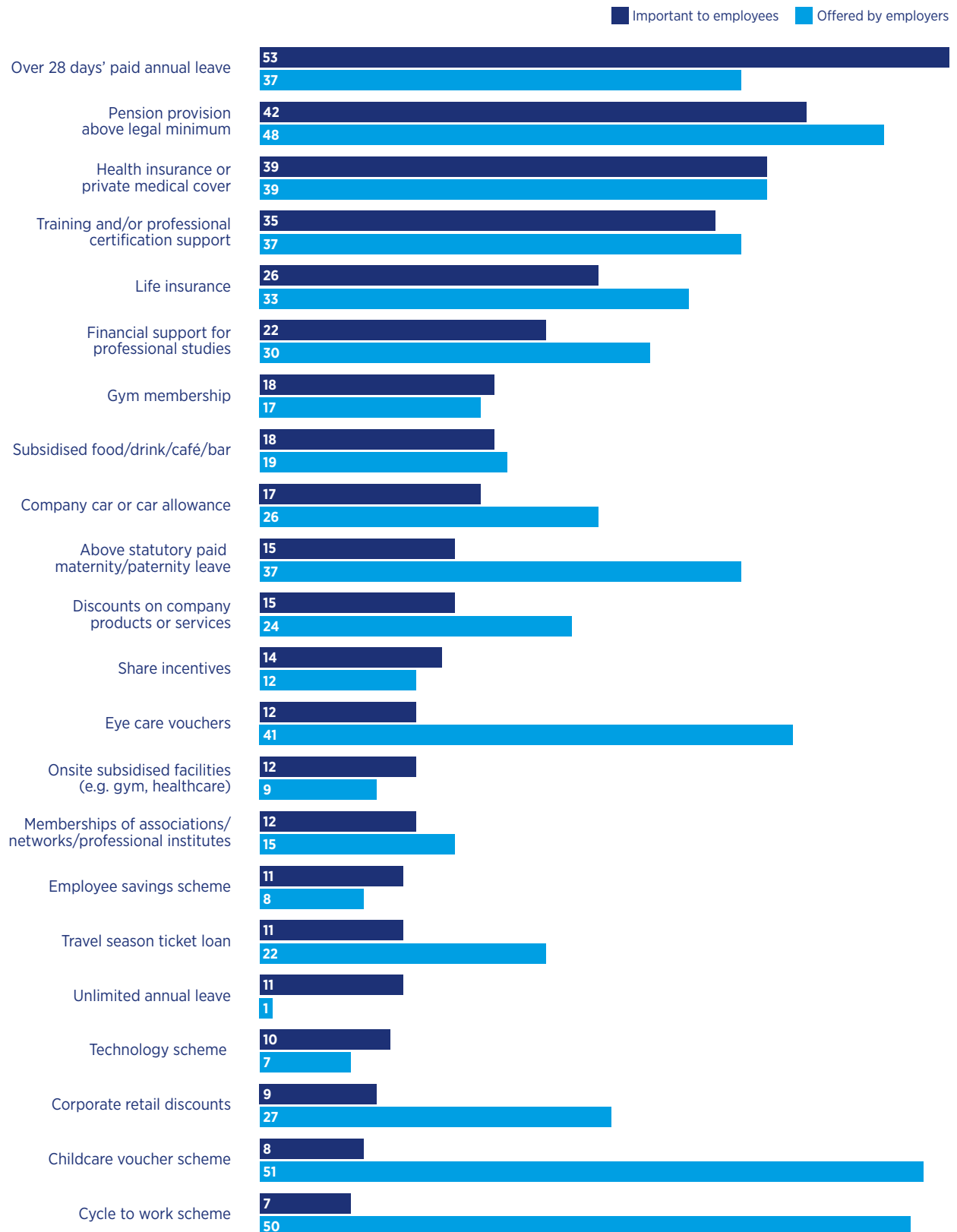
What would employees ideally change to improve their work-life balance?



NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

Benefits are key

Which benefits are important/offered? (%)



SALARY GUIDE





ACCOUNTANCY & FINANCE EMPLOYERS FACING GREATER COMPETITION



Rising competition for talent in accountancy and finance means employers must consider greater pay transparency and flexible working to attract the right candidates.

1.3% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages
■ No shortages



Activity levels remain steady for the coming year

Business activity levels remain consistent with last year, with 94% of accountancy and finance employers expecting their organisation's activity levels to increase or stay the same over the next 12 months.

However, employer sentiment is more muted about long-term opportunities. Only a third (33%) say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, compared to 41% last year.

Employers facing hiring challenges

Four out of five (83%) accountancy and finance employers say they have experienced some form of skills shortage within the past year. Furthermore, 67% have found it difficult to recruit permanent staff over the last 12 months and 44% have struggled to hire temporary staff.

Looking to the year ahead, half (50%) of employers plan to hire new staff. These hiring plans are most prevalent for tax, treasury and public practice accountants (63%) as well as qualified accountants and audit, risk and compliance professionals (58%).

Employers will continue to face hurdles when recruiting, with almost two thirds (60%) anticipating a shortage of suitable applicants as their top hiring challenge this year.

Skills shortages dampen productivity

Almost a quarter (23%) of 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%), employee morale (42%) and the ability to deliver projects (40%).

Soft skills in demand amongst employers include communication and interpersonal skills (65%), problem-solving (57%) and flexibility and adaptability (46%).

58% of employers believe the main cause of skills shortages is the increase in job opportunities from the competition. This is an increase from 50% last year and higher than the 47% UK average.

Salary rises remain consistent, but pay transparency is an issue

On a par with last year, 81% of employers say they increased salaries in the last 12 months, greater than the UK overall (76%). Salaries within accountancy and finance roles increased by an average of 1.3% over the last year; however, some functions within the profession received higher pay rises. For example, accountancy support, accounts receivable, accounts payable and payroll professionals saw above average increases of over 2%. Pay rises look set to continue, with 78% of employers planning to increase salaries again in the next year.

Almost three quarters (73%) of accountancy and finance professionals believe it is important that their organisation is transparent about how pay levels and pay rises are set, but only just over half of employers (52%) agree their organisation is consistently transparent. Although an improvement from last year (44%), this still sits below the UK overall (59%) indicating more work can be done to improve transparency about pay in finance.

Salary rises aren't enough to retain staff

Almost two thirds (65%) of professionals say they are satisfied with their salary, but this is not necessarily enough to retain staff. Over the last year, 36% moved job, and a further 41% considered doing so. Whereas last year salary was the main driver for employee movement, a lack of career progression is now the main reason professionals left their last job (27%), over and above their salary being too low (25%). 44% do not feel there is scope for career progression within their organisation, highlighting a key focus area for employers to mitigate further attrition in the year ahead.

Over half (52%) of professionals expect to move jobs this year, with a third (33%) planning to do so within the next six months. This is largely due to salary and benefits (24%) closely followed by a lack of future opportunities (23%).

For those not intending to change job in the year ahead, almost half (48%) would still be tempted to if the salary and benefits package on offer was right.

Flexible working is a key differentiator

Aside from salary, work-life balance – including flexible working – is the most important factor for over a third (34%) of professionals when considering a new role. Home or remote working is the most sought-after flexible working option (61%), which is particularly high compared to the UK average of 50%.

In line with this, the most popular benefit jobseekers look for is having over 28 days' paid annual leave (57%). Offering a mix of generous holiday allowance with options to work remotely could therefore act as a strong differentiator for employers facing hiring challenges.

Survey highlights for accountancy and finance

Employers	Employees
94% expect their organisation's activity levels to increase or stay the same over the next 12 months	44% feel there is no scope for progression within their organisation
50% plan on recruiting staff over the next 12 months	61% give their work-life balance a positive rating
67% have had difficulty hiring permanent staff in the last 12 months	52% expect to move jobs within 12 months
78% plan to increase salaries in the year ahead	48% would be tempted to change role due to the salary or benefits package on offer

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	25,000
Accounts Assistant	20,000-27,000	25,000

East Midlands	£ Range	£ Typical
QBE Finance Manager	30,000-36,000	35,000
Assistant Accountant	20,000-30,000	27,000
Bookkeeper	20,000-26,000	24,000
AAT Studier	18,000-24,000	22,000
Accounts Assistant	18,000-25,000	22,000

South East England	£ Range	£ Typical
QBE Finance Manager	35,000-50,000	45,000
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	27,000-38,000	34,000
Assistant Accountant	19,000-25,000	23,000
Bookkeeper	18,000-27,000	23,000
AAT Studier	18,000-23,000	21,000
Accounts Assistant	18,000-22,000	20,000

East of England	£ Range	£ Typical
QBE Finance Manager	35,000-40,000	35,000
Assistant Accountant	25,000-32,000	28,000
Bookkeeper	25,000-32,000	27,000
AAT Studier	20,000-25,000	22,000
Accounts Assistant	22,000-26,000	23,000

North East England	£ Range	£ Typical
QBE Finance Manager	28,000-36,000	34,000
Assistant Accountant	20,000-28,000	25,000
Bookkeeper	17,000-23,000	19,000
AAT Studier	17,500-22,000	19,000
Accounts Assistant	18,000-21,000	18,500

South West England	£ Range	£ Typical
QBE Finance Manager	32,000-45,000	37,000
Assistant Accountant	22,000-35,000	29,000
Bookkeeper	20,000-30,000	25,000
AAT Studier	17,500-28,000	25,000
Accounts Assistant	17,000-26,000	22,000

North West England	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	35,000
Assistant Accountant	22,000-28,000	26,000
Bookkeeper	20,000-30,000	25,000
AAT Studier	17,000-25,000	21,500
Accounts Assistant	18,000-23,000	21,000

Wales	£ Range	£ Typical
QBE Finance Manager	28,000-35,000	32,000
Assistant Accountant	20,000-26,000	24,000
Bookkeeper	19,500-25,000	24,000
AAT Studier	16,500-24,000	21,000
Accounts Assistant	16,000-24,000	21,000

Northern Ireland	£ Range	£ Typical
QBE Finance Manager	30,000-38,000	34,000
Assistant Accountant	24,000-33,000	28,000
Bookkeeper	20,000-30,000	26,000
AAT Studier	20,000-28,000	25,000
Accounts Assistant	18,000-24,000	22,500

West Midlands	£ Range	£ Typical
QBE Finance Manager	35,000-40,000	38,000
Assistant Accountant	25,000-32,000	28,000
Bookkeeper	25,000-35,000	27,000
AAT Studier	18,000-25,000	22,000
Accounts Assistant	18,000-25,000	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)



The pace of change in the accountancy sector has been relentless during the past decade and has increased significantly in the last few years. With technology driving the industry forward, there are elements of an accountant's role that have either already largely been consumed by automation or are likely to be impacted in the medium-term.

Happily, cloud-based and other solutions are having a generally positive effect, freeing accountants up from some of the more mundane tasks such as data entry, in order instead to concentrate on providing additional value for clients, through analysing real-time data and

consulting with companies on their likely future financial pathway. Earlier this year, a cloud-based software firm called for the definition of 'accountant' to be updated in order to demonstrate that they advise on financial accounts, something that AAT wholeheartedly supports.

The need for businesses to appoint and work closely with accountants, and the contribution made by those accountants, continues to strengthen. The latest salary survey of AAT members, published in July 2019, included a 6% rise in the average salary of students studying AAT in the last two years, with an 8% rise for members across the board. In addition, a third of our members received a bonus in the last year, underlining the efforts accountants make to improve their company's financial performance.

Research that we also conducted this year shows that there is a general skills gap across all industries, costing lower-skilled workers some £12,000 each year in salaries they could attain with an improved skillset. AAT is calling on all UK businesses to upskill their staff, which not only improves company loyalty and productivity, but would help generate an estimated £125 billion economic boost. We are pleased, in this vein, to see increased engagement with some of our short training courses, such as budgeting.

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	34,000
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	25,000-30,000	28,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	18,000-22,000	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	20,000-26,000	24,000

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	30,000-40,000	35,000
Accounts Payable Team Leader/ Supervisor	26,000-32,000	28,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	20,000-25,000	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	18,000-22,500	20,000

South West England	£ Range	£ Typical
Accounts Payable Manager	28,000-45,000	40,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	28,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	18,000-26,000	23,000

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	17,000-23,000	20,000

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	16,000-28,000	22,000

West Midlands	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	30,000-36,000	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	31,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	19,000-22,500	20,000



Jamie Radford
CEO,
Accounts Payable
Association



The current outlook for the Accounts Payable (AP) sector is definitely a positive one. Into 2020, AP as a career is set to grow, especially considering the improvement and formalisation of the qualifications available to would-be and existing AP professionals. New and expanded roles are also opening up within the sector as automation, Artificial Intelligence (AI) and robotics become an ever-increasing influence.

And with AI and automation increasingly playing their part in the daily running of AP departments, professionals who have relevant skillsets at the forefront of these technologies are set to be in higher demand in the coming year. Furthermore, it could be considered a skills gap as the technology moves much faster than many markets can realistically keep pace with. The move towards greater digitalisation is vital for survival, and organisations like the Accounts Payable Association are doing everything we can to maintain our certifications and courses, and ensure they are kept up-to-date, delivering only the latest pertinent information for AP professionals to remain at the top of their fields.

Another potential skills gap is the step between team leader / supervisory roles into management. The AP manager of the future needs to expand their technical ability and embrace AI in a much bigger way than most are currently, and this is a definite consideration for organisations on the lookout for new talent. I think one of the keys to success in AP is to have an inquiring mind when it comes to what's happening within the sector and to keep abreast of the prevailing trends and emerging technologies.

On the topic of challenges, one glaring potential challenge is the impact of political uncertainty on the AP sector as a whole, never mind its impact on the vast range of other sectors. Most sources are forecasting doom and gloom for SMEs and larger organisations and a pervasive attitude of negativity. It looks as though more and more businesses are going to be pushing suppliers for extended payment terms. This could have a disastrous impact on AP departments and staff members and may even signal a need for increased staffing needs in many businesses; however, budgets probably won't stretch to accommodate, translating to employees' capacities being pushed even further. Illogical transactions, expensive credit and overall inefficiency could be on the cards, affecting many aspects of business and having a significant impact on AP departments around the country.

ACCOUNTANCY & FINANCE

AUDIT, RISK & COMPLIANCE

Audit

London	£ Range	£ Typical
Head of/Director	130,000-210,000	150,000
Senior Audit Manager	75,000-95,000	92,000
Audit Manager	65,000-85,000	75,000
Senior Auditor	55,000-65,000	61,000
Auditor (Newly Qualified)	50,000-55,000	52,000
Junior Auditor	37,000-47,000	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	45,000-75,000	65,000
Senior Auditor	38,000-60,000	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	90,000-160,000	125,000
Senior Audit Manager	70,000-90,000	88,000
Audit Manager	60,000-85,000	73,000
Senior Auditor	50,000-60,000	59,000
Auditor (Newly Qualified)	45,000-55,000	52,000
Junior Auditor	30,000-45,000	38,000

West Midlands	£ Range	£ Typical
Head of/Director	75,000-150,000	102,000
Senior Audit Manager	60,000-90,000	76,000
Audit Manager	50,000-80,000	66,000
Senior Auditor	40,000-55,000	50,000
Auditor (Newly Qualified)	35,000-50,000	46,000
Junior Auditor	20,000-40,000	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	50,000
Auditor (Newly Qualified)	45,000-52,000	46,000
Junior Auditor	27,000-40,000	34,000

East Midlands	£ Range	£ Typical
Head of/Director	70,000-135,000	102,000
Senior Audit Manager	55,000-90,000	76,000
Audit Manager	45,000-80,000	66,000
Senior Auditor	40,000-55,000	49,000
Auditor (Newly Qualified)	40,000-50,000	46,000
Junior Auditor	20,000-40,000	35,000

South West England	£ Range	£ Typical
Head of/Director	75,000-150,000	105,000
Senior Audit Manager	65,000-90,000	80,000
Audit Manager	50,000-85,000	70,000
Senior Auditor	45,000-60,000	53,000
Auditor (Newly Qualified)	45,000-52,000	49,000
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	20,000-35,000	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	45,000
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	22,000-35,000	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	22,000-35,000	32,000



Dr Ian Peters MBE
Chief Executive,
Chartered Institute
of Internal Auditors



With political change, cyber security and digitalisation high on the agenda, internal audit is playing a critical role in supporting organisations to mitigate and manage the risks they face.

Our world is changing fast and the status and scope of internal audit is increasing. The increasing profile of our profession has led to more seats at the top table where internal auditors can support their organisation's work to protect their assets and sustainability. This means more is being asked of internal audit and our profession is in ever greater demand.

One of the biggest risks we face is the rapidly changing corporate governance landscape, following the liquidation of Carillion in 2018 and recent collapses at other large companies.

We are tackling those corporate governance challenges head on by developing an Internal Audit Code of Practice for organisations across the private sector.

This new Code will strengthen corporate governance by boosting the status, standards, scope and skills of internal audit. This is just one example of the high standards we are setting to raise the bar for professional internal audit in the UK.

The Chartered IIA has over 10,000 members in all sectors of the economy, with the majority of FTSE 100 companies represented among our membership. Further to this, we are working hard to bring in new people to our profession and help internal audit professionals develop throughout their careers. Last year saw the successful launch of two apprenticeship programmes, which are providing first-class training and qualifications to internal auditors around the country.

Internal audit is thriving and according to Forbes Magazine this year, Audit Manager was number one in Glassdoor's annual *25 Best Jobs in the UK* survey. Our own research has found the status and reputation of Audit Managers has risen fast because of the fallout from the financial crisis.

Internal audit plays a vital role in supporting public and private sector organisations to manage and mitigate the risks they face. That means our profession has a wide range of dynamic and exciting career opportunities, and at this time of great change, internal auditors are much in demand.

ACCOUNTANCY & FINANCE

AUDIT, RISK AND 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	90,000-160,000	110,000
Head of Ethics & Compliance	80,000-120,000	95,000
Head of Data Governance	75,000-130,000	95,000
Risk Manager	60,000-90,000	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	75,000-120,000	90,000
Compliance Manager	50,000-85,000	70,000
Compliance Advisory Manager	40,000-60,000	50,000
Compliance Monitoring Manager	35,000-55,000	45,000
Operational/Conduct Risk Manager	50,000-85,000	75,000
Enterprise Risk Manager	50,000-85,000	65,000
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	65,000-120,000	80,000
Risk Manager	50,000-85,000	60,000
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	80,000-120,000	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	36,000
Credit Control Supervisor	25,000-32,000	27,000
Credit Risk Analyst	26,000-38,000	30,000
Senior Credit Controller	22,000-28,000	24,000
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	35,000-50,000	45,000
Credit Control Supervisor	32,000-38,000	34,000
Credit Risk Analyst	30,000-50,000	40,000
Senior Credit Controller	28,000-35,000	31,000
Credit Controller	24,000-32,000	26,500

West Midlands	£ Range	£ Typical
Credit Director	60,000-90,000	85,000
Group Credit Manager/Head of Credit	50,000-75,000	70,000
Credit Manager	40,000-55,000	48,000
Credit Control Supervisor	30,000-35,000	33,000
Credit Risk Analyst	30,000-42,000	40,000
Senior Credit Controller	25,000-30,000	27,000
Credit Controller	19,000-27,000	24,000

East of England	£ Range	£ Typical
Credit Director	55,000-70,000	70,000
Group Credit Manager/Head of Credit	40,000-60,000	55,000
Credit Manager	30,000-45,000	38,000
Credit Control Supervisor	28,000-35,000	32,000
Credit Risk Analyst	30,000-45,000	40,000
Senior Credit Controller	25,000-30,000	28,000
Credit Controller	22,000-26,000	24,500

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	32,000-45,000	40,000
Credit Control Supervisor	25,000-33,000	30,000
Credit Risk Analyst	30,000-45,000	40,000
Senior Credit Controller	22,000-28,000	25,000
Credit Controller	18,000-24,000	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	30,000-45,000	38,000
Credit Control Supervisor	25,000-32,000	28,000
Credit Risk Analyst	30,000-45,000	42,000
Senior Credit Controller	24,000-30,000	27,000
Credit Controller	19,000-27,000	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	58,000
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	20,000-28,000	24,000
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	38,000
Credit Control Supervisor	24,000-32,000	26,000
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	22,000-34,000	28,000
Credit Controller	20,000-28,000	23,000

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	24,000-28,000	26,000
Credit Controller	21,000-25,000	23,500

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



Philip King, FCICM
Chief Executive,
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Credit Management



When last asked to contribute to this guide I reflected on how the vicissitudes of the Brexit negotiations, coupled with global economic uncertainty and increasing anxiety about the tariffs and sanctions being imposed by a thoroughly unpredictable US administration made for interesting times.

Fast forward 12 months, and nothing appears to have changed. As these words are written, the outcome of Brexit remains unresolved, global economic uncertainty remains, and President Trump is in town bringing even greater unpredictability and uncertainty with no sign of clarity any time soon.

In this context, credit management professionals must continue to hold their nerve, and to use their experience to make the best out of a bad situation. Their role in keeping the cash flowing is more vital than ever, using their knowledge to navigate their business through previously uncharted waters, as calm skippers in rough seas.

While the economic uncertainty has remained largely unchanged, there have been dramatic advances in the tools and technology now at our disposal to make even better-informed decisions. The latest developments in Artificial Intelligence (AI) and Machine Learning, for example, are helping to further streamline the credit management process, accelerate decision-making, and enhance the accuracy of data presented.

But however 'intelligent' such intelligent systems become, there will always be the need for professional credit managers, not only to interpret and action the data they are given, but also to inspire and motivate the teams around them. They have soft skills and an emotional intelligence that no robot will ever be able to replace.

ACCOUNTANCY & FINANCE

ACCOUNTS RECEIVABLE

London	£ Range	£ Typical
Manager	35,000-55,000	44,000
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	25,000-35,000	33,000
Team Leader/Supervisor	22,000-28,000	28,000
Analyst	20,000-26,000	25,000
Assistant/Clerk	18,000-24,000	22,000
Administrator	16,000-20,000	18,000

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	25,000-35,000	32,000
Team Leader/Supervisor	22,000-28,000	26,000
Analyst	22,000-26,000	23,000
Assistant/Clerk	17,000-22,000	20,000
Administrator	17,000-19,000	18,000

East of England	£ Range	£ Typical
Manager	30,000-40,000	35,000
Team Leader/Supervisor	24,000-30,000	27,000
Analyst	23,000-28,000	25,000
Assistant/Clerk	18,000-24,000	21,000
Administrator	17,000-20,000	19,000

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	17,500

South West England	£ Range	£ Typical
Manager	28,000-45,000	37,000
Team Leader/Supervisor	25,000-32,000	28,000
Analyst	25,000-32,000	25,000
Assistant/Clerk	19,000-26,000	23,000
Administrator	17,000-21,000	19,000

North West England	£ Range	£ Typical
Manager	30,000-40,000	35,000
Team Leader/Supervisor	24,000-28,000	26,000
Analyst	24,000-32,000	26,000
Assistant/Clerk	18,000-23,000	21,500
Administrator	16,000-19,000	17,500

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	20,000
Administrator	17,000-21,000	18,000

Northern Ireland	£ Range	£ Typical
Manager	30,000-60,000	45,000
Team Leader/Supervisor	25,000-35,000	32,000
Analyst	23,000-32,000	26,000
Assistant/Clerk	19,000-25,000	21,000
Administrator	17,000-20,000	18,000

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	18,000-25,000	23,000
Administrator	18,000-22,000	20,000

Scotland	£ Range	£ Typical
Manager	30,000-40,000	35,000
Team Leader/Supervisor	25,000-32,000	28,500
Analyst	23,000-28,000	25,000
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	75,000
International Payroll Manager	50,000-80,000	65,000
Payroll Manager	45,000-60,000	50,000
Payroll Supervisor/Team Leader	32,000-45,000	38,000
International Payroll Specialist	35,000-52,000	43,000
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	34,000
Sole Charge Payroller	26,000-32,000	29,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	20,000-24,000	23,000

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	28,000-32,000	32,000
Sole Charge Payroller	26,000-30,000	28,000
Payroll Clerk	24,000-27,000	25,000
Payroll Administrator	22,000-26,000	23,000

South West England	£ Range	£ Typical
Head of Payroll	46,000-61,500	53,500
Payroll Manager	38,000-50,000	44,000
Payroll Supervisor/Team Leader	27,000-35,000	32,000
Sole Charge Payroller	24,000-30,000	27,000
Payroll Clerk	21,000-26,000	25,000
Payroll Administrator	19,000-25,000	22,000

Wales	£ Range	£ Typical
Head of Payroll	46,000-60,000	52,500
Payroll Manager	35,000-50,000	40,000
Payroll Supervisor/Team Leader	27,000-34,000	30,000
Sole Charge Payroller	23,000-30,000	26,000
Payroll Clerk	20,000-25,000	23,000
Payroll Administrator	17,000-22,000	19,000

West Midlands	£ Range	£ Typical
Head of Payroll	60,000-78,000	68,000
International Payroll Manager	48,000-59,000	57,000
Payroll Manager	46,500-56,000	51,000
Payroll Supervisor/Team Leader	34,500-39,500	37,500
International Payroll Specialist	31,000-34,750	33,000
Sole Charge Payroller	27,500-33,000	30,500
Payroll Clerk	26,000-31,000	27,750
Payroll Administrator	21,000-24,500	23,500

East Midlands	£ Range	£ Typical
Head of Payroll	51,000-66,000	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	27,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	18,000-23,000	20,000

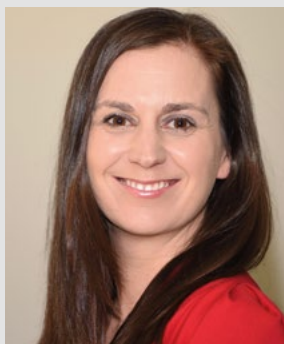
Yorkshire and the Humber	£ Range	£ Typical
Head of Payroll	50,000-65,000	55,000
Payroll Manager	33,000-48,000	42,000
Payroll Supervisor/Team Leader	26,000-33,000	30,000
Sole Charge Payroller	25,000-30,000	27,000
Payroll Clerk	21,000-26,000	24,000
Payroll Administrator	18,000-22,000	20,000

North East England	£ Range	£ Typical
Head of Payroll	46,500-54,000	51,000
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	41,000-65,000	50,000
Payroll Manager	32,000-45,000	40,000
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	48,000-68,000	58,000
Payroll Manager	35,000-50,000	42,000
Payroll Supervisor/Team Leader	28,000-35,000	32,000
Sole Charge Payroller	25,000-30,000	27,000
Payroll Clerk	21,000-26,000	24,000
Payroll Administrator	18,500-22,000	20,000

Scotland	£ Range	£ Typical
Head of Payroll	50,000-60,000	57,000
Payroll Manager	42,000-52,000	48,000
Payroll Supervisor/Team Leader	32,000-38,000	34,000
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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Payroll is an ever-changing profession. It is impacted by over 285 pieces of legislation in the UK alone and is affected by the Chancellor's Budget as well as various other government consultations and initiatives throughout the course of a year.

The latest challenge for payroll professionals is the introduction of off-payroll working regulations or 'IR35' for the private sector. This will bring many challenges to the payroll department in identifying where workers are employed versus self-employed. With the increase in flexible working arrangements, particularly in the 'GIG' economy, these rules are important to protect workers' rights, but also to ensure that individuals are paying broadly the same Tax and National Insurance that they would if they were employed.

We are seeing an increase in bookings for our *Employment Status and Modern Employment Practices* training course to help employers prepare and understand how to assess worker status and comply with the legislation.

Diversity is an increasing topic in payroll, with pay gap reports being required for gender, CEO pay ratios and voluntary ethnicity pay gap reporting whilst the government considers whether to make this mandatory.

Brexit continues to bring uncertainty with regards to payroll, and whether or not we exit the EU with a deal – which is still up in the air at the time of writing – will impact how we pay colleagues in Europe.

Artificial Intelligence and robotic automation are topics which are constantly discussed and instil a fear amongst payroll professionals. These technologies will increase in prevalence within the industry, but instead of causing a reduction in jobs within the UK, it will bring new opportunities for payroll professionals to upskill and add more strategic value to organisations.

The CIPP is seeing an increase in education in payroll; we are working with a number of apprenticeship delivery partners to supply CIPP content to support the level three Payroll Apprenticeship Standard, and have partnered with Loughborough University to deliver an MSc in Strategic Leadership to provide more experienced professionals with a qualification through which they can draw levy funding.

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	28,500-38,000	33,500	35,000-40,000	38,000
Part-Qualified/Semi Senior	30,000-37,000	36,000	30,000-37,000	36,000	23,500-30,500	28,500	28,500-35,000	35,000
Trainee	20,000-28,000	25,000	20,000-30,000	25,000	18,400-26,500	23,500	25,000-29,000	27,500

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	38,000-46,000	42,000	40,000-46,000	44,000	28,000-35,000	33,000	32,000-40,000	38,000
Part-Qualified/Semi Senior	30,000-37,000	35,000	32,000-36,000	36,000	24,000-32,000	28,500	25,000-32,000	31,000
Trainee	20,000-28,000	25,000	22,000-30,000	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	32,000-38,000	36,000	32,000-38,000	36,000	32,000-38,000	35,000	34,000-40,000	37,000
Part-Qualified/Semi Senior	26,000-34,000	30,000	26,000-32,000	30,000	26,000-32,000	28,500	28,000-35,000	31,500
Trainee	20,000-25,000	23,000	20,000-25,000	22,000	20,000-25,000	22,000	19,000-25,000	22,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-42,000	36,500	30,000-42,000	36,500	30,000-40,000	31,500	29,000-41,000	32,000
Part-Qualified/Semi Senior	26,000-36,000	31,500	26,000-36,000	31,500	25,000-30,000	27,000	25,000-34,000	29,500
Trainee	18,000-25,000	21,000	18,000-25,000	22,000	18,000-25,000	21,000	17,000-26,000	20,500

	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	16,000-22,000	18,000	16,000-22,000	20,000	15,000-20,000	18,000	16,000-22,000	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	35,000	28,000-36,000	30,000	30,000-38,000	35,000
Part-Qualified/Semi Senior	25,000-32,000	28,000	25,000-33,000	29,000	24,000-30,000	27,000	25,000-32,000	30,000
Trainee	19,000-25,000	23,000	19,000-26,000	23,000	19,000-25,000	22,000	20,000-25,000	23,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-35,000	33,000	30,000-38,000	34,000	23,000-30,000	28,000	26,000-35,000	30,000
Part-Qualified/Semi Senior	23,000-32,000	28,000	25,000-30,000	28,000	20,000-27,000	26,000	24,000-30,000	28,000
Trainee	20,000-25,000	23,000	18,000-24,000	22,000	16,000-23,000	22,000	18,000-25,000	22,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	27,500-34,500	32,000	28,000-40,000	31,000	27,500-33,500	29,000	25,000-28,500	28,000
Part-Qualified/Semi Senior	22,000-30,000	26,000	21,000-30,000	26,000	22,000-26,500	24,500	20,000-26,500	24,500
Trainee	17,000-22,500	20,000	17,000-23,000	21,000	17,500-20,000	19,000	18,000-23,000	20,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-36,000	33,000	28,000-38,000	33,000	28,000-35,000	31,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	23,000-30,000	26,000	21,000-32,000	28,000	20,000-28,000	24,000	23,000-28,000	26,000
Trainee	18,000-24,000	20,000	18,000-23,000	21,000	17,000-24,000	20,000	18,000-22,000	18,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-35,000	33,000	30,000-35,000	33,000	26,000-30,000	29,000	24,000-32,000	28,000
Part-Qualified/Semi Senior	25,000-30,000	28,000	25,000-30,000	28,000	22,000-26,000	25,000	19,000-25,000	24,000
Trainee	18,000-24,000	21,000	18,000-24,000	21,000	18,000-22,000	20,000	16,000-21,000	19,500

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	26,000-33,000	29,000	26,000-33,000	29,000	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	18,000-24,000	22,000
Trainee	18,000-25,000	21,000	18,000-25,000	21,000	17,000-20,000	17,000	15,000-18,000	17,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Scotland	£ 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	26,000-31,000	29,000	27,000-33,000	31,000	19,000-27,000	25,000	25,000-31,000	28,000
Trainee	19,000-25,000	22,000	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*	250,000-500,000	300,000	-	-
Financial Director	125,000-200,000	150,000	100,000-150,000	125,000
Financial Controller	80,000-120,000	90,000	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
Qualification				
5+ Years' PQE**	65,000-90,000	76,000	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	80,000-120,000	90,000	55,000-85,000	70,000
Financial Planning & Analysis Manager*	70,000-90,000	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†	55,000-75,000	70,000	55,000-70,000	62,500
Systems Accountant*	50,000-80,000	65,000	50,000-70,000	62,500
Qualification				
5+ Years' PQE**	60,000-90,000	76,000	55,000-70,000	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	60,000	48,000-60,000	53,000
Newly Qualified	50,000-60,000	55,000	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	70,000-110,000	86,000
Financial Controller	75,000-90,000	80,000	65,000-85,000	70,000
Financial Planning & Analysis Manager*	68,000-90,000	75,000	55,000-80,000	62,000
Financial Accountant	45,000-65,000	58,000	38,000-50,000	45,000
Company Accountant	-	-	50,000-65,000	55,000
Management Accountant	45,000-55,000	50,000	40,000-50,000	45,000
Business/Finance Analyst*	45,000-55,000	53,000	45,000-55,000	50,000
Finance Manager	58,000-70,000	65,000	50,000-60,000	55,000
Business Partner†	50,000-68,000	62,000	45,000-60,000	52,000
Systems Accountant*	47,500-63,000	55,000	45,000-55,000	50,000
Experience				
5+ Years' PQE**	60,000-85,000	70,000	50,000-75,000	68,000
2-4 Years' PQE**	50,000-65,000	55,000	48,000-60,000	50,000
Recently Qualified (up to 2 years)	40,000-52,000	48,000	40,000-50,000	45,000
Newly Qualified	40,000-50,000	48,000	40,000-48,000	45,000

	Large organisation ▼		SME ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-300,000	250,000	-	-
Financial Director	90,000-150,000	110,000	80,000-130,000	90,000
Financial Controller	65,000-90,000	85,000	45,000-70,000	57,000
Financial Planning & Analysis Manager*	55,000-90,000	75,000	50,000-75,000	60,000
Financial Accountant	42,000-55,000	50,000	35,000-48,000	43,500
Company Accountant	-	-	40,000-50,000	45,000
Management Accountant	40,000-55,000	50,000	37,000-47,000	43,500
Business/Finance Analyst*	40,000-60,000	52,000	40,000-50,000	43,000
Finance Manager	50,000-65,000	58,000	38,000-50,000	46,000
Business Partner†	45,000-65,000	60,000	40,000-65,000	48,000
Systems Accountant*	40,000-60,000	50,000	40,000-50,000	46,000
Experience				
5+ Years' PQE**	55,000-85,000	80,000	50,000-75,000	60,000
2-4 Years' PQE**	45,000-60,000	55,000	43,000-55,000	50,000
Recently Qualified (up to 2 years)	40,000-52,000	48,000	37,500-50,000	46,000
Newly Qualified	37,000-48,000	45,000	35,000-45,000	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	95,000	70,000-120,000	85,000
Financial Controller	50,000-85,000	75,000	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
Experience				
5+ Years' PQE**	50,000-75,000	65,000	45,000-70,000	55,000
2-4 Years' PQE**	40,000-50,000	48,000	35,000-50,000	45,000
Recently Qualified (up to 2 years)	38,000-45,000	43,000	35,000-45,000	40,000
Newly Qualified	30,000-40,000	38,000	28,000-40,000	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	90,000	48,000-83,000	67,500
Financial Planning & Analysis Manager*	60,000-90,000	70,000	52,000-75,000	62,000
Financial Accountant	35,000-50,000	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*	38,000-50,000	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
Experience				
5+ Years' PQE**	50,000-90,000	70,000	52,000-72,000	64,000
2-4 Years' PQE**	40,000-60,000	55,000	42,000-52,000	47,000
Recently Qualified (up to 2 years)	38,000-50,000	45,000	40,000-45,000	43,000
Newly Qualified	36,000-45,000	42,000	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	90,000
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	47,000
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
Experience				
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	35,000-45,000	45,000
Recently Qualified (up to 2 years)	38,000-50,000	45,000	33,000-45,000	44,000
Newly Qualified	36,000-45,000	40,000	30,000-37,000	37,000

	Large organisation ▼		SME ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	175,000-280,000	200,000	-	-
Financial Director	90,000-150,000	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	33,000-48,000	43,000	33,000-42,000	40,000
Company Accountant	-	-	35,000-55,000	42,000
Management Accountant	33,000-50,000	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†	40,000-70,000	56,000	35,000-52,000	45,000
Systems Accountant*	35,000-55,000	47,000	35,000-47,000	43,000
Experience				
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	50,000-95,000	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	43,000	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
Qualification Experience				
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	28,000-42,000	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
Qualification Experience				
5+ Years' PQE**	65,000-110,000	75,000	60,000-100,000	75,000
2-4 Years' PQE**	45,000-75,000	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	35,000-45,000	42,000	32,000-42,000	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	45,000-65,000	55,000
Financial Planning & Analysis Manager*	40,000-65,000	50,000	40,000-65,000	50,000
Financial Accountant	35,000-45,000	40,000	33,000-45,000	39,000
Company Accountant	-	-	33,000-45,000	39,000
Management Accountant	35,000-45,000	40,000	33,000-45,000	39,000
Business/Finance Analyst*	35,000-50,000	42,000	32,000-45,000	37,500
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
Experience				
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	40,000	34,000-42,000	38,000
Newly Qualified	33,000-37,000	35,000	33,000-36,000	34,000

	Large organisation ▼		SME ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	100,000-180,000	140,000	60,000-100,000	80,000
Financial Controller	63,000-80,000	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	36,000-45,000	43,000	36,000-45,000	42,000
Company Accountant	-	-	32,000-46,000	43,000
Management Accountant	36,000-45,000	44,000	36,000-46,000	43,000
Business/Finance Analyst*	36,000-50,000	48,000	35,000-48,000	42,000
Finance Manager	43,000-60,000	55,000	42,000-52,000	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
Experience				
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	36,000-48,000	46,000
Recently Qualified (up to 2 years)	38,000-44,000	43,000	33,000-45,000	42,000
Newly Qualified	37,000-42,000	40,000	32,000-40,000	37,000

ACCOUNTANCY & FINANCE QUALIFIED ACCOUNTANCY



John Edwards
Chief Executive Officer,
Institute of Financial
Accountants



Political uncertainty remains the backdrop against which small business has to be viewed. Though investment and development are on hold for many, the outlook might not be as pessimistic as it appears. This stasis could provide the ideal climate for entrepreneurs willing to take advantage of investment initiatives. And consequently, financial accountants who serve the micro and SME sector will be in demand.

For those financial accountants in the job market, micro and SME organisations look for a variety and breadth of experience as individuals working for such organisations do not have narrowly defined roles. They are encouraged and expected to support across the broader finance function and organisation. Having the requisite technical knowledge and understanding of how to apply such knowledge is a key skill. However, equally sought after are influencing, presentation, communication and team-working skills.

The desire to progress quickly is a trend we've identified coupled with a demand for more flexible, relevant professional development. Our education programme, IFA Direct, enables students to study online wherever they are in the world. Developed in partnership with CU Coventry, the programme modules are relevant to small businesses meaning there is no requirement to study audit.

The benefit of progressing from university to membership of a professional body cannot be underestimated, though it's not always straightforward to achieve. Our new Provisional Associate grade bridges that gap by enabling graduates to join the IFA while gaining the requisite years' work experience.

Looking ahead, 2020 brings more regulation with 5MLD. While compliance is to be encouraged, the cost and excessive time it takes to administrate will put undue pressure on financial accountants and the businesses they advise. The inexorable rise of AI will continue with accounting identified as one of the professions that will be most affected with the decline of traditional bookkeeping services. But in this arena the trusted business adviser's skills of innovation, vision and emotional intelligence are to be encouraged and valued more than ever.



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



New and emerging technologies such as robotic process automation are changing the accounting and finance profession for the better. They're taking on the time-consuming, routine tasks that traditionally formed a significant part of finance professionals' duties. Technology is allowing finance professionals to move away from a focus on reporting to a role centred on driving value creation for the business.

Our whitepaper *Re-inventing finance for a digital world* showed that over 50% of finance leaders globally feel the competencies of their teams must 'change significantly' over the next three years as new and emerging technologies take over traditional tasks. Worryingly, however, it also revealed that most finance professionals aren't updating their skillsets fast enough to account for the impact of digital disruption and the opportunities it presents.

Here at the Association, the unified voice of CIMA and the AICPA, we launched our Future of Finance initiative to give accounting and finance professionals all they need to succeed in this new environment and future-proof their careers. It covers research, an updated CIMA Professional Qualification, CGMA competency framework and access to a free digital mindset CPD package. We have addressed critical topics such as digital costing and strategy, automation, data analytics, cybersecurity and emotional intelligence, and wrapped these into our learning resources. We have also made many of these free to access.

2020 will be about investing in skills, and for finance professionals it is about going beyond the technical comfort zone. To thrive in a rapidly changing business world, where the shelf life of skills has dramatically decreased, all professionals need to develop a digital mindset and constantly learn, unlearn and relearn. Only then will they remain attractive to employers.



Lisa (Hooley) Edwards and David Herd
Board Directors, Shared Services Forum UK



The current outlook for Shared Services and Global Business Services remains directionally positive. A number of practitioners are experiencing expansion of services delivered from their centres overall, increased take-up of services across their business, and improved connectivity to overall business strategy and goals. This echoes broader industry sentiment, as businesses continue to drive for consolidation of overhead cost and improvement in end-to-end efficiency. Focus on customer experience and use of technology to support the automation of their offerings are key priorities for companies as they navigate the changing global economy; areas that Shared Services professionals are recognised as being well placed to support in terms of initiatives and delivering value.

For several years now, digital transformation through change programmes has been driving the demand for new and developing skills and roles within Shared Services environments. This remains a core driver for role definition and new skills requirements as businesses continue to try to determine how they will approach and deliver digital capability, transformation and change. Candidates with end-to-end process and business knowledge, as well as data mining and analytics skills, are also likely to find themselves closer to the radar screens of recruiters, as companies try to gain as much flexibility and value as they can from new hires. This may also mean that we see an increased trend in retention rates of current Shared Services practitioners, as companies look to capitalise on the resource pools they already have by moving them into non-Shared Services roles.

Shared Services professionals, on the other hand, are increasingly seeking working environments that are culturally more holistic and sensitive to their personal as well as work needs. Flexible working offerings are increasingly valued, as are targeted learning and development opportunities that demonstrate company commitment to providing opportunities for accelerated, progressive careers. Most importantly, Shared Services practitioners want to be in roles that are clearly aligned to the strategy and goals of the company overall – so that they can clearly demonstrate the relevance of their work, and therefore their contribution, to the business.

Looking ahead, as ever in Shared Services environments, there will continue to be change. Whether the business is focused on technology, customer, end-to-end process or continuous improvement skills, demand for resources with the right experience and expertise will only increase – and Shared Services practitioners will continue to demand opportunities from employers to make the most of their talents.

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	55,000-65,000	62,000
Assistant Manager	49,000-55,000	52,500
Qualified Senior/Executive	45,000-52,000	48,000

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	35,000

South East England	£ Range	£ Typical
Director	75,000-100,000	89,000
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	65,000-90,000	78,500
Assistant Director/Senior Manager	51,000-71,000	66,000
Manager	36,500-56,000	49,000
Assistant Manager	36,000-48,500	43,500
Qualified Senior/Executive	28,500-42,500	38,500

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	78,000-105,000	87,000
Assistant Director/Senior Manager	53,000-85,000	67,000
Manager	42,000-60,000	52,000
Assistant Manager	42,000-48,000	44,500
Qualified Senior/Executive	33,000-42,000	37,000

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	52,000
Assistant Manager	35,000-42,000	40,000
Qualified Senior/Executive	33,000-36,500	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	45,000
Assistant Manager	32,000-45,000	38,000
Qualified Senior/Executive	28,000-38,000	34,000

Northern Ireland	£ Range	£ Typical
Director	65,000-90,000	70,000
Assistant Director/Senior Manager	50,000-80,000	55,000
Manager	37,000-46,000	42,000
Assistant Manager	33,000-37,000	34,000
Qualified Senior/Executive	30,000-34,000	32,000

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	35,000-40,000	38,000
Qualified Senior/Executive	32,000-38,000	36,000

General practice

London	£ Range	£ Typical
Director	80,000-120,000	100,000
Assistant Director/Senior Manager	65,000-80,000	74,000
Manager	55,000-65,000	60,000
Assistant Manager	48,000-52,000	50,000
Qualified Senior/Executive	42,000-46,500	44,500
Semi-Senior Accountant	25,000-34,000	31,000
Trainee Accountant	24,000-28,000	25,500
Bookkeeper	27,000-37,000	33,000

Wales	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	45,000-58,000	51,500
Manager	35,000-50,000	42,000
Assistant Manager	32,000-42,000	36,000
Qualified Senior/Executive	30,000-37,000	33,000
Semi-Senior Accountant	22,000-26,000	24,000
Trainee Accountant	15,000-22,000	18,500
Bookkeeper	18,000-25,000	21,500

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	47,000
Qualified Senior/Executive	40,000-45,000	45,000
Semi-Senior Accountant	22,000-32,000	27,000
Trainee Accountant	20,000-24,000	22,000
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	45,000
Assistant Manager	35,000-42,000	36,500
Qualified Senior/Executive	28,000-35,000	32,500
Semi-Senior Accountant	22,000-27,000	23,000
Trainee Accountant	15,000-20,000	18,000
Bookkeeper	18,000-26,000	23,000

East of England	£ Range	£ Typical
Director	60,000-85,000	73,000
Assistant Director/Senior Manager	50,000-70,000	57,500
Manager	40,000-51,000	46,000
Assistant Manager	36,000-45,000	42,500
Qualified Senior/Executive	29,000-39,500	37,500
Semi-Senior Accountant	20,500-28,500	25,000
Trainee Accountant	15,000-18,500	18,500
Bookkeeper	18,500-30,000	24,500

East Midlands	£ Range	£ Typical
Director	55,000-85,000	73,000
Assistant Director/Senior Manager	45,000-60,000	53,000
Manager	34,000-48,000	43,000
Assistant Manager	34,000-42,000	38,000
Qualified Senior/Executive	27,000-35,000	32,000
Semi-Senior Accountant	22,000-26,000	24,000
Trainee Accountant	18,000-20,000	20,000
Bookkeeper	16,000-20,000	18,000

South West England	£ Range	£ Typical
Director	65,000-95,000	80,000
Assistant Director/Senior Manager	50,000-70,000	57,000
Manager	37,000-54,000	46,500
Assistant Manager	38,000-48,000	41,500
Qualified Senior/Executive	30,000-40,000	35,000
Semi-Senior Accountant	21,000-27,500	24,500
Trainee Accountant	15,000-24,000	19,000
Bookkeeper	19,000-32,000	24,500

Yorkshire and the Humber	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	45,000-55,000	50,000
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	45,000-55,000	50,000
Manager	36,000-45,000	40,000
Assistant Manager	31,000-35,000	33,000
Qualified Senior/Executive	29,000-33,000	31,000
Semi-Senior Accountant	20,000-30,000	30,000
Trainee Accountant	16,000-20,000	17,000
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	35,000-40,000	38,000
Qualified Senior/Executive	27,000-34,000	32,000
Semi-Senior Accountant	15,000-24,000	22,000
Trainee Accountant	15,000-19,000	16,000
Bookkeeper	20,000-28,000	24,000

Scotland	£ Range	£ Typical
Director	65,000-80,000	75,000
Assistant Director/Senior Manager	50,000-65,000	55,000
Manager	40,000-48,000	46,000
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	18,000-25,000	24,000



J Bruce Cartwright CA
Chief Executive,
ICAS



At ICAS, we have identified three issues that are of real interest and importance for the accounting profession today, and in future years.

The first of these will come as no surprise: Technology. Fuelling huge transformation across industries globally, its unrelentless advances require continual change for us all. Sometimes it is our newest talent who has the vision for how the latest technology can be most successfully harnessed. Our annual search for the Top 100 Young CAs yet again highlighted this in 2019. I would encourage anyone who is considering a career in accountancy and finance to look to the Top 100 – a snapshot of our future generation of CAs – for inspiration and insight into where their career may lead.

Trust, specifically challenges to relationships of public trust, is another of the issues facing our profession, spanning the institutions that CAs work for, and beyond. Trust is easy to break down yet difficult to re-establish and at ICAS we are on a journey of rebuilding trust with, and on behalf of, our profession. This is a challenge that sits with every CA, who often has a unique view of the inner workings of business and an implicit role in eroding unethical practice.

The third defining issue for the accountancy profession today is Talent. By this we mean the need for CAs to have the skills required for the future – including those needed to rebuild trust and navigate alongside technological advances. One way in which ICAS is supporting the profession's talent is by changing how we educate and train our students. From September 2019, a radically different syllabus, which places greater emphasis on ethics, technology and business acumen, will be in place to prepare our students.

ICAS is also leading the way in providing rich, insight-driven content, events and professional development opportunities covering technology, trust and talent, to keep our members prepared and ready for what the future brings.

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	61,000-120,000	88,000
Assistant Director/Senior Manager	56,000-76,000	66,000
Manager	41,000-56,000	51,000
Qualified Senior/Executive	36,000-46,000	41,000

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	75,000-115,000	90,000
Assistant Director/Senior Manager	55,000-88,000	72,000
Manager	47,000-68,000	57,000
Qualified Senior/Executive	38,000-47,000	43,000

North West England	£ Range	£ Typical
Director	80,000-120,000	95,000
Assistant Director/Senior Manager	50,000-75,000	72,000
Manager	45,000-50,000	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	52,500
Manager	37,000-46,000	42,000
Qualified Senior/Executive	30,000-34,000	32,000

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	70,000
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	57,000-78,000	70,000
Assistant Manager	53,000-60,000	55,000
Senior/Executive	47,000-53,000	50,000

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	40,000-48,000	45,000

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

South West England	£ Range	£ Typical
Director	75,000-105,000	87,000
Assistant Director/Senior Manager	55,000-85,000	67,500
Manager	47,000-65,000	54,000
Assistant Manager	42,000-53,000	46,500
Senior/Executive	37,000-43,500	41,000

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	42,000
Senior/Executive	30,000-40,000	32,000

West Midlands	£ Range	£ Typical
Director	70,000-100,000	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

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

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

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

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

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

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	95,000-135,000	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	60,000
Manager	45,000-55,000	53,000
Assistant Manager	40,000-50,000	46,500
Senior Administrator	25,000-40,000	32,000
Administrator	20,000-28,000	25,000
Trainee/Junior Administrator	18,000-24,000	21,500

West Midlands	£ Range	£ Typical
Director	60,000-95,000	78,000
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	60,000-80,000	71,000
Assistant Director/Senior Manager	50,000-70,000	61,000
Manager	47,000-55,000	54,000
Assistant Manager	40,000-49,000	46,000
Senior Administrator	26,000-41,000	32,500
Administrator	21,000-31,000	28,500
Trainee/Junior Administrator	18,000-24,500	22,000

East Midlands	£ Range	£ Typical
Director	50,000-90,000	70,000
Assistant Director/Senior Manager	38,000-50,000	50,000
Manager	34,000-48,000	40,000
Assistant Manager	28,000-38,000	34,500
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

South West England	£ Range	£ Typical
Director	75,000-105,000	87,500
Assistant Director/Senior Manager	55,000-85,000	62,000
Manager	47,000-63,000	54,000
Assistant Manager	42,000-53,000	46,500
Senior Administrator	27,000-38,000	31,000
Administrator	22,000-30,000	27,000
Trainee/Junior Administrator	19,000-23,000	21,750

Yorkshire and the Humber	£ Range	£ Typical
Director	50,000-80,000	65,000
Assistant Director/Senior Manager	38,000-55,000	46,000
Manager	34,000-45,000	38,500
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	65,000
Assistant Director/Senior Manager	38,000-55,000	46,000
Manager	34,000-45,000	38,500
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	48,000
Manager	35,000-45,000	38,000
Assistant Manager	30,000-35,000	32,000
Senior Administrator	18,000-22,000	19,000
Administrator	16,000-18,000	17,500
Trainee/Junior Administrator	15,000-17,500	16,500

North West England	£ Range	£ Typical
Director	60,000-85,000	70,000
Assistant Director/Senior Manager	45,000-75,000	60,000
Manager	40,000-50,000	40,000
Assistant Manager	35,000-40,000	38,000
Senior Administrator	25,000-34,000	30,000
Administrator	20,000-30,000	27,000
Trainee/Junior Administrator	17,500-22,000	20,000

Scotland	£ Range	£ Typical
Director	55,000-80,000	65,000
Assistant Director/Senior Manager	50,000-70,000	52,000
Manager	40,000-55,000	45,000
Assistant Manager	28,000-35,000	32,000
Senior Administrator	22,000-26,000	23,000
Administrator	17,000-24,000	21,000
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	110,000	120,000-160,000	128,000	70,000-110,000	87,000
Senior/International Tax Manager	92,000-110,000	95,000	90,000-130,000	102,000	60,000-80,000	75,000
European Tax Manager	75,000-85,000	80,000	72,000-90,000	83,000	75,000-85,000	80,000
UK Tax Manager	65,000-80,000	72,000	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	47,000

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	52,000

Wales	£ Range	£ Typical
Head of Tax/Director	75,000-125,000	100,000
Group Tax Manager	60,000-85,000	75,000
Senior/International Tax Manager	50,000-75,000	65,000
Tax Manager	45,000-65,000	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	40,000-65,000	55,000
VAT Accountant	40,000-60,000	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	98,000
Group Tax Manager	60,000-80,000	76,000
Senior/International Tax Manager	65,000-85,000	73,000
Tax Manager	45,000-60,000	52,000
Tax Accountant	40,000-50,000	45,000
Transfer Pricing Manager	50,000-75,000	61,000
VAT Director	70,000-100,000	82,000
VAT Manager	52,000-65,000	58,000
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	100,000-200,000	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	42,000-55,000	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	30,000	27,000-36,000	30,000	27,000-36,000	30,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	100,000-200,000	150,000	90,000-150,000	100,000	70,000-105,000	85,000
Assistant Director/Senior Manager	75,000-100,000	85,000	60,000-85,000	70,000	60,000-80,000	70,000
Manager	50,000-70,000	63,000	50,000-65,000	55,000	45,000-60,000	52,500
Assistant Manager/Supervisor	40,000-55,000	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	30,000	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	50,000-66,500	60,000	45,000-55,000	52,000	40,000-55,000	47,000
Assistant Manager/Supervisor	35,000-55,000	49,000	35,000-50,000	43,000	35,000-45,000	40,000
Senior	36,000-50,000	46,000	26,000-45,000	35,000	25,000-40,000	35,000
Assistant	24,000-33,000	26,500	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	47,500	35,000-50,000	42,000	30,000-45,000	37,000
Senior	36,000-50,000	42,000	26,000-45,000	35,000	25,000-35,000	30,000
Assistant	22,000-30,000	26,500	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	111,000	65,000-150,000	86,000	50,000-81,000	76,000
Assistant Director/Senior Manager	66,000-92,000	76,000	55,000-75,000	71,000	55,000-67,000	57,000
Manager	45,000-67,000	61,000	40,000-60,000	56,000	42,500-51,000	48,500
Assistant Manager/Supervisor	36,000-47,500	42,500	35,000-43,000	42,500	33,000-46,000	42,500
Senior	31,000-38,500	36,500	26,000-38,000	36,500	28,000-34,500	31,500
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	81,000-150,000	111,000	70,000-115,000	86,000	65,000-86,000	75,500
Assistant Director/Senior Manager	60,000-85,000	71,000	55,000-75,000	66,000	41,000-62,000	56,500
Manager	42,500-60,000	56,000	40,000-55,000	46,000	36,000-56,000	43,000
Assistant Manager/Supervisor	32,500-46,000	43,000	35,000-42,000	40,000	32,500-41,000	37,500
Senior	30,500-41,000	36,500	27,000-36,000	35,000	26,500-33,000	32,500
Assistant	22,500-30,500	26,500	18,000-24,000	23,500	17,500-24,500	21,500

South West England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	85,000-155,000	118,000	75,000-100,000	90,000	57,000-85,000	70,000
Assistant Director/Senior Manager	55,000-87,000	77,000	55,000-75,000	67,000	48,000-70,000	56,000
Manager	45,000-58,000	53,000	45,000-55,000	51,500	40,000-49,000	46,000
Assistant Manager/Supervisor	37,000-47,000	41,000	32,000-43,000	39,000	32,000-41,000	39,000
Senior	34,000-43,000	38,000	30,000-43,000	34,000	26,000-39,000	34,000
Assistant	21,000-30,000	25,500	19,000-29,000	22,500	19,000-27,000	22,500

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	85,000-155,000	113,000	75,000-105,000	87,000	57,000-85,000	64,000
Assistant Director/Senior Manager	53,000-84,000	74,000	50,000-85,000	63,000	48,000-70,000	54,000
Manager	50,000-57,000	51,000	43,000-58,000	49,000	40,000-49,000	44,500
Assistant Manager/Supervisor	37,000-45,000	41,000	32,000-45,000	38,000	32,000-41,000	36,500
Senior	32,000-41,000	37,000	30,000-41,000	33,000	26,000-39,000	33,000
Assistant	21,000-29,000	25,500	19,000-28,000	21,500	19,000-27,000	22,000

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	82,000	55,000-80,000	62,000
Assistant Director/Senior Manager	60,000-85,000	75,000	50,000-70,000	62,000	45,000-65,000	57,500
Manager	45,000-55,000	50,000	40,000-50,000	47,000	35,000-50,000	42,000
Assistant Manager/Supervisor	35,000-45,000	39,000	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	22,500	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	70,000-90,000	82,000	55,000-80,000	62,000
Assistant Director/Senior Manager	55,000-85,000	75,000	48,000-70,000	62,000	45,000-65,000	60,000
Manager	45,000-55,000	50,000	40,000-50,000	46,500	35,000-47,000	42,000
Assistant Manager/Supervisor	35,000-45,000	39,000	30,000-40,000	35,000	28,000-38,000	35,000
Senior	28,000-38,000	35,000	28,000-35,000	31,000	25,000-32,000	30,000
Assistant	20,000-25,000	22,500	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	90,000-170,000	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	80,000-150,000	110,000	75,000-120,000	95,000	75,000-120,000	80,000
Assistant Director/Senior Manager	60,000-80,000	70,000	60,000-75,000	70,000	55,000-75,000	65,000
Manager	45,000-55,000	50,000	40,000-55,000	50,000	40,000-55,000	45,000
Assistant Manager/Supervisor	35,000-45,000	42,000	35,000-40,000	38,000	30,000-40,000	38,000
Senior	25,000-37,000	36,000	25,000-35,000	33,000	22,000-33,000	32,000
Assistant	22,000-28,000	24,000	20,000-29,000	24,000	20,000-29,000	22,000

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-90,000	85,000	65,000-90,000	70,000
Assistant Director/Senior Manager	50,000-75,000	65,000	55,000-70,000	65,000	50,000-65,000	55,000
Manager	40,000-50,000	45,000	40,000-55,000	45,000	40,000-55,000	45,000
Assistant Manager/Supervisor	33,000-42,000	37,500	35,000-45,000	40,000	35,000-45,000	38,000
Senior	24,000-35,000	32,000	25,000-35,000	30,000	25,000-35,000	28,000
Assistant	20,000-25,000	23,000	18,000-26,000	23,000	18,000-26,000	22,000

Northern Ireland		Big 4 ▼		Other ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	
Director	70,000-100,000	85,000	64,000-77,000	68,000	
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-55,000	50,000	
Manager	37,000-48,000	42,000	36,000-45,000	40,000	
Assistant Manager/Supervisor	31,500-35,000	33,000	31,000-33,000	33,000	
Senior	28,000-33,000	31,000	28,000-31,000	29,000	
Assistant	16,000-22,000	20,000	19,000-23,000	19,500	

Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	
Director	70,000-100,000	85,000	65,000-85,000	68,000	
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-55,000	52,000	
Manager	37,000-48,000	42,000	37,000-48,000	41,000	
Assistant Manager/Supervisor	31,500-35,000	33,000	31,000-35,000	32,500	
Senior	28,000-33,000	31,000	28,000-33,000	31,000	
Assistant	18,000-22,000	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	35,000-47,000	43,000	33,000-43,000	40,000	35,000-45,000	37,000	
Senior	30,000-36,000	35,000	25,000-34,000	32,000	23,000-29,000	27,000	
Assistant	22,000-28,000	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	



Peter Fanning
Chief Executive,
The Chartered Institute
of Taxation



By the time you read this I will have retired as Chief Executive of CIOT. So please forgive the retrospection.

I took over as CIOT's first Chief Executive in September 2008 after occupying a number of senior roles in HM Treasury. As a reference point, in 2008 the iPhone had been available in the UK for about 12 months and Android phones were just appearing. Now smartphones are being used to deliver tax services.

For tax professionals in their first decade of employment – or those who joined the profession after 2008, the idea that tax services might be provided over smartphones might not seem a big leap.

But think of those who were entering their second, third or even fourth decade in the tax profession in 2008. A clear reminder of the accelerating pace of change – for example, the government announcing its ambition to dispense with the tax return in 2015, and the legislation underpinning Making Tax Digital becoming law in 2017. As it takes around three years to train and qualify as a CTA, then we have moved from pre-smartphone to a smartphone-enabled world in around three 'CTA years'.

Those entering the tax profession now will have joined an industry that is very likely to have changed materially since they embarked on their CTA journey. So what remains the same?

Tax is the government's income and the complexity of UK tax law seems to increase inexorably; taxpayers need help and will pay for services to help them comply. These are constants and so is the need for educational and professional standards which evolve to be relevant for today.

Numbers matter – at the dawn of the smartphone, CIOT had under 15,000 members and now 19,000 and over 98% renew their membership annually.

With that, I wish CIOT, its staff, volunteers and my successor, Helen Whiteman, the very best for the future.



Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050																																																
Revenue	100	105	110	115	120	125	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500
Profit	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Market Share	10%	10.5%	11%	11.5%	12%	12.5%	13%	13.5%	14%	14.5%	15%	15.5%	16%	16.5%	17%	17.5%	18%	18.5%	19%	19.5%	20%	20.5%	21%	21.5%	22%	22.5%	23%	23.5%	24%	24.5%	25%	25.5%	26%	26.5%	27%	27.5%	28%	28.5%	29%	29.5%	30%	30.5%	31%	31.5%	32%	32.5%	33%	33.5%	34%	34.5%	35%	35.5%	36%	36.5%	37%	37.5%	38%	38.5%	39%	39.5%	40%	40.5%	41%	41.5%	42%	42.5%	43%	43.5%	44%	44.5%	45%	45.5%	46%	46.5%	47%	47.5%	48%	48.5%	49%	49.5%	50%

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	90,000
Assistant/Deputy Treasurer	100,000-200,000	110,000	-	-	80,000-110,000	85,000	-	-
Treasury Manager	65,000-120,000	75,000	55,000-80,000	65,000	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	48,000
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	50,000	32,000-55,000	43,000	40,000-70,000	50,000	32,000-45,000	38,000

	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	40,000	30,000-35,000	32,000

	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	35,000	25,000-35,000	28,000

	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	45,000-65,000	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	35,000	25,000-35,000	32,500

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

	FTSE 100/250 ▼		SME ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-130,000	110,000	60,000-85,000	72,000
Assistant/Deputy Treasurer	70,000-90,000	75,000	-	-
Treasury Manager	40,000-70,000	53,000	35,000-60,000	45,000
Treasury Accountant	30,000-45,000	40,000	30,000-36,000	34,000
Treasury Analyst	25,000-35,000	30,000	28,000-35,000	32,500

	FTSE 100/250 ▼		SME ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-170,000	115,000	65,000-100,000	80,000
Assistant/Deputy Treasurer	70,000-120,000	85,000	-	-
Treasury Manager	45,000-75,000	65,000	40,000-70,000	50,000
Treasury Accountant	40,000-55,000	47,000	35,000-50,000	42,000
Treasury Analyst	25,000-40,000	33,000	25,000-40,000	32,000

	FTSE 100/250 ▼		SME ▼	
East Midlands	£ 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	25,000-35,000	33,000	25,000-40,000	31,000

	FTSE 100/250 ▼		SME ▼	
Yorkshire and the Humber	£ 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	28,000

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	27,000

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	42,000	35,000-50,000	40,000
Treasury Analyst	25,000-35,000	30,000	20,000-30,000	26,000

FTSE 100/250 ▼

SME ▼

Scotland	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	80,000-140,000	127,000	50,000-80,000	68,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	50,000-70,000	57,000	45,000-60,000	50,000
Treasury Accountant	40,000-55,000	47,000	35,000-50,000	40,000
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 Business of Treasury 2019, the ACT's annual research programme into trends in corporate treasury and its role within global business, shows some interesting results again this year. Corporate treasurers really are placing a focus on (human) resource and they feel it is their greatest overall challenge: getting the right people, retaining them, and thinking to the future where the large multinationals expect to have smaller teams, and smaller organisations believe their treasury teams will grow. Technology clearly plays a part in the former, and with the latter we expect this is due to the realisation in forward-thinking organisations that treasury expertise is of critical importance.

Continued geopolitical uncertainty, financial market volatility as the norm and cybersecurity are still serious corporate concerns, and technological developments increase concerns in part but are also immensely helpful in terms of dealing with big data, and de-risking processes in addition to making them more efficient.

The treasury profession is unique in terms of its potential on the one hand to add value to an organisation, and on the other to bring it to its knees.

The old adage 'cash is king' speaks some truth here, and compliance in the face of so much regulatory and geo-political change presents greater risk than ever. So, treasurers need to be well-qualified and employers need to see that they know their stuff, which is why we continue to deliver the gold standard in treasury qualifications and have recently re-launched our Advanced Diploma which is our Master's-level qualification.

Our research also tells us that UK treasurers are somewhat more frustrated than others around the world, which we expect is due to political and economic uncertainty, but they still enjoy their job on the whole and are not looking for a change of career. Younger treasurers have, however, been feeling somewhat 'blocked' by the existing senior treasurer group, who are well-established and 'rotate' around the top jobs, but we see that shifting in the medium term as group treasurers reach retirement age.

In the meantime, treasurers are up-skilling, and the Advanced Diploma has increased focus on leadership skills as well as the digital space. Financial services treasurers as well as client-facing staff are qualifying with us too, and we are very pleased that our qualifications are now on the FSP apprenticeship standard. We also know that future treasurers are going to work and study differently, and they and we are pleased that we moved to online learning and remote invigilation some years back. What we don't know is how the changing minds of the younger generations will manifest themselves in terms of the treasury function of the future. We can say, however, that technology will be used more and more and in different, increasingly mobile-friendly ways, and that people will work more and more flexibly. There will be clear expectations that an employer is fair, non-discriminatory and values-based.

CONSTRUCTION & PROPERTY SKILLS SHORTAGES REMAIN KEY CHALLENGE

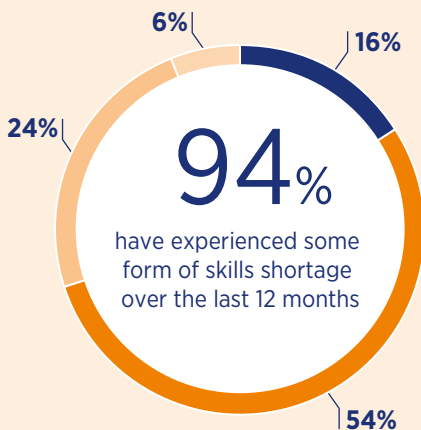


Activity levels across the construction and property industry are predicted to remain steady, but skills shortages look set to remain the biggest threat to project delivery.

2.3% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages
 ■ Moderate shortages
 ■ Minor shortages
 ■ No shortages



Temporary staff support increased workloads

Less than half of construction and property employers (46%) say they are optimistic about the wider economic climate and the opportunities it may create in the next 2-5 years. However, whilst there is some uncertainty around the macroeconomic landscape and how the industry may be impacted, business activity continues in the short term. 95% of employers anticipate their organisation's activity levels will either increase or remain the same over the next 12 months, which is on a par with last year.

Almost three quarters (74%) of employers plan to recruit staff over the next 12 months. Whilst half (50%) plan to hire permanent employees, over a third (38%) also plan to hire temporary staff, more than the UK average of 30%. It is important that employers are preparing for changes to IR35 legislation taking place in April 2020 to avoid losing out on key talent and potentially incurring increased costs.

This reliance on temporary staff is partly due to skills shortages, with 47% of construction and property employers saying they have hired temporary or contract workers in the last 12 months specifically to address immediate skills shortages within their organisation.

Skills shortages impacting productivity

Most construction and property employers (94%) have experienced some form of skills shortages over the past year, and 65% state their top challenge when recruiting over the next 12 months will be a shortage of suitable applicants.

The top specialist skills employers say they most need include operations (48%) and managerial and leadership skills (46%). Soft skills are also in high demand, with 61% requiring communication and interpersonal skills and 56% seeking problem-solving skills. High demand for soft skills may in part be driven by an increase in digital transformation projects, which require professionals to work with multiple stakeholders and functions to ensure the successful implementation of new technologies.

The impact of skills shortages has been notable. 53% of employers say they are impacting productivity, 39% say they are affecting their ability to deliver on projects and 38% state they are negatively influencing employee morale. The top reason cited by construction and property employers for these skills shortages was that fewer people are thought to be entering the construction and property industry (49%).

Salaries continue to rise

73% of employers increased their salaries in the past 12 months, with the average salary increase over the last year for construction and property professionals being 2.3%. Areas which saw the highest average increases include operational functions (3.3%) and commercial functions (3.2%) within construction, as well as health and safety (2.5%).

However, marginally fewer construction and property employers plan to increase salaries over the next 12 months (68%) than did so in the past year (70%).

Low pay driving employee movement

Despite overall salary increases, nearly a third (30%) of those employees who moved roles in the last 12 months say they did so because their salary was too low.

Employers should therefore ensure they offer competitive pay and be consistently transparent about what salary increases their workers can expect and how pay rises are set in order to both attract and retain top talent.

Progression and work-life balance are key

Increasing salaries is not the only way for employers to attract and retain professionals. While nearly a quarter (24%) of employees who want to leave their current role say that this is due to the salary or benefits on offer, a fifth (20%) want to move due to a lack of future opportunities. In fact, nearly a third (31%) feel there is currently no scope for progression in their organisation. This negative outlook is highest amongst surveying professionals (40%) and facilities management professionals (31%).

Furthermore, half (50%) of construction and property employees are concerned about the wider economic climate and the employment opportunities it may create in the next 2-5 years, and 44% feel uncertain or negative about their career prospects. Although these figures are marginally lower than the UK overall average (55% and 48% respectively), they still represent a significant proportion of professionals who are concerned about their future career prospects.

Finally, 48% of construction and property professionals rated their work-life balance as average or poor. As well as reviewing salaries, employers should therefore consider offering clear career pathways and ways to improve work-life balance.

Survey highlights for construction and property

Employers	Employees
95% expect their organisation's activity levels to increase or stay the same over the next 12 months	31% feel there is no scope for progression within their organisation
74% plan on recruiting staff over the next 12 months	52% give their work-life balance a positive rating
70% have had difficulty hiring permanent staff in the last 12 months	54% expect to move jobs within 12 months
68% plan to increase salaries in the year ahead	48% would be tempted to change role due to the salary or benefits package on offer

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	50,000-60,000	55,000
Site Manager	43,000-55,000	48,000
Assistant Site Manager	28,000-40,000	34,000
General Foreman	25,000-33,000	31,500
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-65,000	60,000
Project Manager	55,000-70,000	60,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	45,000
Engineer	35,000-45,000	40,000

South East England		
Site management	£ Range	£ Typical
Senior Site Manager	58,000-70,000	65,000
Site Manager	45,000-60,000	55,000
Assistant Site Manager	30,000-45,000	40,000
General Foreman	30,000-40,000	36,000
Contract and project managers	£ Range	£ Typical
Contract Manager	60,000-80,000	75,000
Project Manager	60,000-75,000	70,000
On-site engineering	£ Range	£ Typical
Senior Engineer	43,000-50,000	47,000
Engineer	38,000-44,000	42,000

Wales		
Site management	£ Range	£ Typical
Senior Site Manager	48,000-60,000	50,000
Site Manager	40,000-45,000	43,000
Assistant Site Manager	28,000-40,000	33,250
General Foreman	25,000-33,000	31,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-65,000	60,000
Project Manager	48,000-58,000	54,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	47,000
Engineer	35,000-45,000	39,500

East of England		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-60,000	56,000
Site Manager	42,000-55,000	49,000
Assistant Site Manager	32,000-45,000	35,000
General Foreman	30,000-39,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-70,000	60,000
Project Manager	53,000-65,000	56,500
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	50,000-70,000	54,500
Site Manager	45,000-60,000	48,000
Assistant Site Manager	35,000-45,000	38,000
General Foreman	30,000-35,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	60,000-75,000	64,000
Project Manager	55,000-65,000	57,000
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-50,000	45,000
Engineer	30,000-45,000	37,500

East Midlands		
Site management	£ Range	£ Typical
Senior Site Manager	46,000-60,000	53,500
Site Manager	40,000-50,000	46,000
Assistant Site Manager	32,000-38,000	36,000
General Foreman	28,000-35,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	60,000-70,000	63,000
Project Manager	53,000-65,000	55,000
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-50,000	44,500
Engineer	34,000-42,000	38,000

North West England		
Site management	£ Range	£ Typical
Senior Site Manager	48,000-58,000	53,000
Site Manager	42,000-52,000	46,000
Assistant Site Manager	30,000-36,000	35,000
General Foreman	28,000-35,000	31,000
Contract and project managers	£ Range	£ Typical
Contract Manager	60,000-68,000	65,000
Project Manager	56,000-62,000	60,000
On-site engineering	£ Range	£ Typical
Senior Engineer	48,000-55,000	53,000
Engineer	40,000-48,000	44,000

Yorkshire and the Humber		
Site management	£ Range	£ Typical
Senior Site Manager	45,000-52,000	48,500
Site Manager	39,000-47,000	43,000
Assistant Site Manager	28,000-35,000	34,000
General Foreman	25,000-30,000	29,000
Contract and project managers	£ Range	£ Typical
Contract Manager	52,500-65,000	58,000
Project Manager	45,000-60,000	53,000
On-site engineering	£ Range	£ Typical
Senior Engineer	43,000-52,000	46,000
Engineer	38,000-45,000	40,500

Northern Ireland		
Site management	£ Range	£ Typical
Senior Site Manager	40,000-50,000	44,000
Site Manager	34,000-50,000	42,000
Assistant Site Manager	24,000-32,000	29,000
General Foreman	32,000-48,000	35,000
Contract and project managers	£ Range	£ Typical
Contract Manager	45,000-75,000	54,000
Project Manager	42,000-65,000	49,000
On-site engineering	£ Range	£ Typical
Senior Engineer	35,000-45,000	38,000
Engineer	28,000-35,000	33,000

North East England		
Site management	£ Range	£ Typical
Senior Site Manager	42,000-50,000	47,000
Site Manager	40,000-45,000	42,500
Assistant Site Manager	30,000-35,000	31,000
General Foreman	26,000-32,000	28,500
Contract and project managers	£ Range	£ Typical
Contract Manager	50,000-58,000	53,000
Project Manager	44,000-52,000	47,500
On-site engineering	£ Range	£ Typical
Senior Engineer	43,000-52,000	46,000
Engineer	38,000-45,000	40,500

Scotland		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-60,000	52,000
Site Manager	45,000-53,000	48,000
Assistant Site Manager	35,000-42,000	38,500
General Foreman	32,000-35,000	35,000
Contract and project managers	£ Range	£ Typical
Contract Manager	52,000-62,000	59,000
Project Manager	50,000-60,000	56,000
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-47,000	46,500
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	65,000-75,000	70,000
Senior Quantity Surveyor	55,000-65,000	59,000
Intermediate Quantity Surveyor	40,000-50,000	45,000
Assistant Quantity Surveyor	28,000-35,000	32,000
Estimators	£ Range	£ Typical
Senior Estimator	55,000-65,000	59,000
Estimator	50,000-60,000	52,000
Assistant Estimator	30,000-40,000	33,500

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	25,000-48,000	36,000
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	60,000-70,000	66,000
Senior Quantity Surveyor	50,000-60,000	56,000
Intermediate Quantity Surveyor	35,000-45,000	42,000
Assistant Quantity Surveyor	25,000-30,000	28,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-60,000	55,000
Estimator	42,000-48,000	46,000
Assistant Estimator	28,000-35,000	32,000

East of England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-80,000	68,000
Senior Quantity Surveyor	55,000-75,000	61,000
Intermediate Quantity Surveyor	38,000-55,000	48,000
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	38,000-50,000	45,000
Assistant Quantity Surveyor	25,000-35,000	30,000
Estimators	£ Range	£ Typical
Senior Estimator	55,000-70,000	64,000
Estimator	35,000-55,000	45,000
Assistant Estimator	25,000-35,000	29,000

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	38,000-50,000	45,000
Assistant Quantity Surveyor	25,000-35,000	30,000
Estimators	£ Range	£ Typical
Senior Estimator	55,000-70,000	62,000
Estimator	35,000-55,000	44,000
Assistant Estimator	25,000-35,000	29,000

Yorkshire and the Humber		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	62,000
Senior Quantity Surveyor	50,000-60,000	55,000
Intermediate Quantity Surveyor	36,000-50,000	43,000
Assistant Quantity Surveyor	26,000-38,000	27,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-65,000	58,000
Estimator	35,000-45,000	43,500
Assistant Estimator	23,000-30,000	26,000

North East England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	55,000-65,000	60,000
Senior Quantity Surveyor	47,000-55,000	50,000
Intermediate Quantity Surveyor	35,000-45,000	40,000
Assistant Quantity Surveyor	25,000-32,000	28,000
Estimators	£ Range	£ Typical
Senior Estimator	45,000-55,000	50,000
Estimator	38,000-45,000	42,000
Assistant Estimator	28,000-30,000	28,000

North West England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-70,000	66,000
Senior Quantity Surveyor	48,000-55,000	53,000
Intermediate Quantity Surveyor	40,000-50,000	47,000
Assistant Quantity Surveyor	28,000-34,000	31,000
Estimators	£ Range	£ Typical
Senior Estimator	59,000-69,000	65,000
Estimator	47,000-57,000	52,000
Assistant Estimator	30,000-38,000	33,000

Northern Ireland		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	64,000
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	58,000-70,000	63,000
Senior Quantity Surveyor	46,000-55,000	52,000
Intermediate Quantity Surveyor	38,000-45,000	43,000
Assistant Quantity Surveyor	24,000-32,000	25,000
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



Caroline Gumble
Chief Executive,
Chartered Institute
of Building



In this climate of ongoing political uncertainty, the CIOB, as the professional body for construction management, needs to ensure that our membership – and the wider industry – has access to resources and advice to prepare to leave the EU with or without a deal.

The current uncertainty means that the only course of action is to deal with the day-to-day challenges: better recruiting into the industry; paying attention to due diligence, as well as examining all the risks at project level and across the supply chain; keeping up-to-date on government advice and changes to legislation.

Among the key issues specifically facing construction in the UK is access to talent and skills. Following the UK's withdrawal from the EU, potentially large proportions of migrant workers will lose their automatic right to work in the UK. Construction has always relied on a flexible migrant workforce and the CIOB report into migration from March 2015 – *Analysis on Migration in the Construction Sector* – delved into this in detail.

This reduction in workforce numbers combined with the decline in new recruits into the industry will see a disproportionate amount of over 60s in the workforce in the next few years; the ONS estimated that one in five UK-born construction workers will be over the age of 55 by 2021. We can therefore confidently predict that there will be a skills gap.

It's important to remember that although this skills gap may be most visible when there is a lack of skilled tradespeople, it is also the professional roles – construction manager and project manager – that will be in demand, even more so if budgets become tight, timescales become pressured and experience to navigate through tough times in the industry is called for.



CONSTRUCTION & PROPERTY

HEALTH & SAFETY

London	£ Range	£ Typical
H&S Director	90,000-120,000	100,000
Senior H&S Manager	65,000-90,000	72,000
H&S Manager	48,000-60,000	55,500
H&S Advisor	38,000-50,000	43,000
H&S Coordinator	28,000-33,000	30,000
CDM Coordinator/Principal Designer	50,000-60,000	55,000

West Midlands	£ Range	£ Typical
H&S Director	65,000-100,000	70,000
Senior H&S Manager	45,000-65,000	60,000
H&S Manager	40,000-55,000	47,000
H&S Advisor	30,000-45,000	37,000
H&S Coordinator	25,000-35,000	30,000
CDM Coordinator/Principal Designer	40,000-60,000	47,000

South East England	£ Range	£ Typical
H&S Director	75,000-100,000	85,000
Senior H&S Manager	55,000-65,000	60,000
H&S Manager	45,000-55,000	51,000
H&S Advisor	35,000-43,000	38,000
H&S Coordinator	25,000-32,000	30,000
CDM Coordinator/Principal Designer	40,000-55,000	45,500

East Midlands	£ Range	£ Typical
H&S Director	65,000-100,000	71,500
Senior H&S Manager	48,000-65,000	58,000
H&S Manager	40,000-55,000	47,000
H&S Advisor	30,000-45,000	37,000
H&S Coordinator	25,000-35,000	30,000
CDM Coordinator/Principal Designer	40,000-60,000	49,000

East of England	£ Range	£ Typical
H&S Director	60,000-70,000	67,000
Senior H&S Manager	45,000-55,000	51,000
H&S Manager	40,000-45,000	40,000
H&S Advisor	30,000-35,000	32,000
H&S Coordinator	25,000-30,000	27,000
CDM Coordinator/Principal Designer	35,000-40,000	38,000

Yorkshire and the Humber	£ Range	£ Typical
H&S Director	70,000-90,000	72,500
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

South West England	£ Range	£ Typical
H&S Director	69,500-76,000	75,000
Senior H&S Manager	50,000-60,000	55,000
H&S Manager	40,000-50,000	44,500
H&S Advisor	31,000-41,000	36,500
H&S Coordinator	28,000-33,000	30,500
CDM Coordinator/Principal Designer	37,000-42,000	40,000

North East England	£ Range	£ Typical
H&S Director	50,000-60,000	56,500
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

Wales	£ Range	£ Typical
H&S Director	60,000-65,000	62,000
Senior H&S Manager	48,000-53,000	51,000
H&S Manager	37,000-42,000	39,000
H&S Advisor	25,000-30,000	28,500
H&S Coordinator	22,500-27,500	25,500
CDM Coordinator/Principal Designer	33,000-38,000	36,000

North West England	£ Range	£ Typical
H&S Director	65,000-80,000	71,000
Senior H&S Manager	50,000-65,000	57,500
H&S Manager	40,000-50,000	45,000
H&S Advisor	30,000-40,000	35,000
H&S Coordinator	24,000-30,000	27,500
CDM Coordinator/Principal Designer	45,000-50,000	45,000

Northern Ireland	£ Range	£ Typical
H&S Director	48,000-65,000	54,500
Senior H&S Manager	40,000-55,000	45,000
H&S Manager	35,000-45,000	40,000
H&S Advisor	25,000-40,000	32,000
H&S Coordinator	18,000-25,000	21,000
CDM Coordinator/Principal Designer	30,000-38,000	34,000

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



Vanessa Harwood-Whitcher
 Director of Professional Services, Institution of Occupational Safety and Health (IOSH)



Organisations continue to face significant levels of change and uncertainty within the macro-economic environment and are looking for improved productivity and adaptability from their workforce.

This organisational focus on human capital places new demands on occupational safety and health (OSH) professionals. Firstly, it requires a good understanding of organisational strategy and how OSH can enable an organisation's achievement of its strategic goals. Professionals need to be able to articulate what value they bring to an organisation from worker to Board level. IOSH's report, *The healthy profit*, makes the case that organisations which focus on making a profit in an ethical, safe and responsible way will see a 20% upturn in productivity, with OSH professionals playing a key part in realising these gains.

Agility is also a critical business requirement. Technology continues to be a key driver and is setting the pace of change in the business world. Whilst creating many opportunities, technology can also bear potential risk as it impacts job and work design. OSH professionals will need to pre-empt and mitigate against this without being a "business blocker". Tried and tested health and safety control systems may need to be re-thought and simplified in order to remain agile for the business.

Social media continues to cast a public spotlight onto the health and wellbeing agenda and this places additional pressures on employers to ensure that they have early identification and prevention of mental health issues. For some professionals this has meant that the balance between the management of health and safety is changing, with health-related issues taking far more prominence than in the past.

IOSH has been working in consultation with employers this year to identify the key technical, behavioural and business competencies OSH professionals require at different stages of their careers. It is clear that the era of a 'one-size-fits-all' health and safety manager is gone, and that business requires a much broader range of skills, knowledge and behaviour to be able to address wider challenges they face in their operating environments.

A key trend has been the acknowledgement that a technical qualification on its own is not enough. Employers need professionals to demonstrate skills and experience of strategy, planning and leadership to be able to operate effectively at all levels, including at Board. To do this, OSH professionals are seeing increasing demands on their levels of influence, personal effectiveness, communication and relationship management.

IOSH is actively responding to this agenda through its continuing professional development activities, training programmes and qualifications, where the focus is firmly about building on technical competence to enhance the business and soft skills of the profession.

Employers continue to face the challenge of a shortage of supply of OSH professionals who have the blend of technical and business/soft skills. As part of my role at IOSH, I meet regularly with major employers who voice their frustration at not being able to fill vacancies as candidates lack interpersonal or strategic business skills.

The profession itself still faces the issue of an ageing demographic, meaning that experienced colleagues are leaving the job market through natural attrition. The key to addressing this will be to attract new entrants into the profession, particularly those who select occupational safety and health as a career of choice.

To this end, IOSH recently launched its Student Membership Scheme, to give those studying on IOSH-accredited programmes the opportunity to network and engage with the profession from day one of their studies. We have also founded a Future Leaders Community, run and led by new and aspiring professionals to provide specialised support, mentoring and events which focus on building careers in OSH.

Looking ahead to 2020, IOSH predicts that as business continues investing in its workforce, OSH professionals will remain in demand. Competition will be high among those that are able to combine the technical, business and soft skills employers are seeking.

CONSTRUCTION & PROPERTY SURVEYING CONSULTANTS

Professional quantity surveyors

London	£ Range	£ Typical
Partner/Director	100,000-120,000	100,000
Associate	70,000-85,000	80,000
Senior Surveyor	50,000-65,000	64,000
Newly Qualified Surveyor	40,000-50,000	45,000
Graduate Surveyor	25,000-32,000	29,000

South West England	£ Range	£ Typical
Partner/Director	60,000-70,000	69,000
Associate	55,000-60,000	56,000
Senior Surveyor	45,000-50,000	48,500
Newly Qualified Surveyor	30,000-37,000	36,000
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	55,000-60,000	56,000
Newly Qualified Surveyor	40,000-50,000	43,000
Graduate Surveyor	22,000-29,000	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	46,000
Newly Qualified Surveyor	30,000-37,000	33,500
Graduate Surveyor	20,000-26,000	23,500

East of England	£ Range	£ Typical
Partner/Director	60,000-75,000	68,000
Associate	55,000-65,000	58,000
Senior Surveyor	45,000-55,000	48,000
Newly Qualified Surveyor	30,000-40,000	37,000
Graduate Surveyor	20,000-28,000	24,500

West Midlands	£ Range	£ Typical
Partner/Director	70,000-85,000	72,000
Associate	55,000-70,000	60,500
Senior Surveyor	40,000-55,000	48,000
Newly Qualified Surveyor	32,000-45,000	35,000
Graduate Surveyor	20,000-27,000	25,500

East Midlands	£ Range	£ Typical
Partner/Director	60,000-80,000	72,000
Associate	50,000-65,000	56,500
Senior Surveyor	38,000-50,000	47,250
Newly Qualified Surveyor	34,000-45,000	37,000
Graduate Surveyor	19,000-25,000	24,500

North West England	£ Range	£ Typical
Partner/Director	70,000-90,000	80,000
Associate	45,000-60,000	55,000
Senior Surveyor	40,000-55,000	47,000
Newly Qualified Surveyor	37,000-45,000	39,500
Graduate Surveyor	23,000-27,000	26,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	50,000-62,000	57,000
Senior Surveyor	37,000-49,000	48,000
Newly Qualified Surveyor	34,000-40,000	37,000
Graduate Surveyor	22,000-28,000	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	58,000-75,000	69,500
Associate	45,000-55,000	51,000
Senior Surveyor	36,000-45,000	41,000
Newly Qualified Surveyor	30,000-36,000	34,250
Graduate Surveyor	20,000-24,000	21,500

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	30,000-35,000	33,000
Graduate Surveyor	20,000-24,000	22,500

Scotland	£ Range	£ Typical
Partner/Director	70,000-100,000	78,000
Associate	60,000-70,000	68,000
Senior Surveyor	50,000-57,000	56,000
Newly Qualified Surveyor	34,000-40,000	37,750
Graduate Surveyor	19,000-26,000	23,500

CONSTRUCTION & PROPERTY SURVEYING CONSULTANTS

Building surveyors

London	£ Range	£ Typical
Partner/Director	90,000-115,000	99,500
Associate	65,000-85,000	76,500
Senior Surveyor	52,000-62,000	58,000
Newly Qualified Building Surveyor	42,000-50,000	45,000
Graduate Building Surveyor	27,000-35,000	29,000
Maintenance Surveyor	32,000-42,000	38,750

South West England	£ Range	£ Typical
Partner/Director	60,000-70,000	68,750
Associate	50,000-60,000	52,500
Senior Surveyor	40,000-50,000	43,000
Newly Qualified Building Surveyor	30,000-35,000	33,000
Graduate Building Surveyor	23,000-26,000	25,000
Maintenance Surveyor	28,000-33,000	33,000

South East England	£ Range	£ Typical
Partner/Director	70,000-85,000	80,000
Associate	58,000-65,000	65,000
Senior Surveyor	50,000-55,000	55,000
Newly Qualified Building Surveyor	35,000-40,000	38,000
Graduate Building Surveyor	20,000-25,000	24,000
Maintenance Surveyor	35,000-45,000	36,750

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	20,000-26,000	24,000
Maintenance Surveyor	25,000-33,000	32,000

East of England	£ Range	£ Typical
Partner/Director	60,000-75,000	68,000
Associate	50,000-60,000	55,500
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Building Surveyor	30,000-40,000	35,000
Graduate Building Surveyor	20,000-25,000	22,000
Maintenance Surveyor	30,000-40,000	34,000

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	33,000-45,000	35,000
Graduate Building Surveyor	22,000-30,000	25,000
Maintenance Surveyor	30,000-40,000	34,500

East Midlands	£ Range	£ Typical
Partner/Director	55,000-70,000	62,000
Associate	45,000-55,000	52,000
Senior Surveyor	38,000-48,000	45,000
Newly Qualified Building Surveyor	30,000-38,000	36,250
Graduate Building Surveyor	19,000-24,000	23,500
Maintenance Surveyor	30,000-38,000	32,000

North West England	£ Range	£ Typical
Partner/Director	70,000-90,000	79,000
Associate	45,000-60,000	54,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Building Surveyor	37,000-42,000	40,000
Graduate Building Surveyor	23,000-26,000	25,000
Maintenance Surveyor	28,000-38,000	32,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	50,000-60,000	51,500
Senior Surveyor	42,000-53,000	44,750
Newly Qualified Building Surveyor	32,000-39,000	37,000
Graduate Building Surveyor	21,000-28,000	23,500
Maintenance Surveyor	25,000-33,000	29,000

Northern Ireland	£ Range	£ Typical
Partner/Director	50,000-70,000	55,000
Associate	40,000-48,000	43,000
Senior Surveyor	33,000-40,000	36,000
Newly Qualified Building Surveyor	30,000-36,000	32,000
Graduate Building Surveyor	18,000-24,000	19,500
Maintenance Surveyor	24,000-32,000	28,500

North East England	£ Range	£ Typical
Partner/Director	50,000-65,000	58,000
Associate	48,000-55,000	50,000
Senior Surveyor	45,000-50,000	45,000
Newly Qualified Building Surveyor	28,000-35,000	32,000
Graduate Building Surveyor	20,000-24,000	22,500
Maintenance Surveyor	30,000-38,000	35,000

Scotland	£ Range	£ Typical
Partner/Director	65,000-95,000	75,000
Associate	55,000-70,000	61,500
Senior Surveyor	40,000-55,000	53,250
Newly Qualified Building Surveyor	32,000-42,000	36,750
Graduate Building Surveyor	20,000-25,000	23,500
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	78,000
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	60,000-72,000	71,250
Associate	55,000-65,000	58,500
Senior Surveyor	45,000-50,000	46,500
Newly Qualified Surveyor	27,000-35,000	33,750
APC Surveyor	25,000-27,000	26,000
Graduate	23,000-25,000	24,000

South East England	£ Range	£ Typical
Partner/Director	80,000-100,000	87,000
Associate	65,000-70,000	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	25,500

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	69,500
Associate	45,000-55,000	50,000
Senior Surveyor	42,500-50,000	47,000
Newly Qualified Surveyor	30,000-35,000	33,500
APC Surveyor	25,000-28,500	28,000
Graduate	20,000-25,000	23,250

East of England	£ Range	£ Typical
Partner/Director	60,000-75,000	68,000
Associate	48,000-60,000	55,000
Senior Surveyor	42,000-50,000	48,000
Newly Qualified Surveyor	32,000-42,000	38,000
APC Surveyor	25,000-32,000	30,000
Graduate	20,000-25,000	25,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-73,000	65,000
Associate	50,000-60,000	53,000
Senior Surveyor	45,000-55,000	50,000
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	60,000-80,000	70,000
Associate	50,000-60,000	55,000
Senior Surveyor	45,000-55,000	53,000
Newly Qualified Surveyor	29,000-45,000	30,000
APC Surveyor	22,000-30,000	26,000
Graduate	20,000-28,000	24,000

North West England	£ Range	£ Typical
Partner/Director	70,000-95,000	83,000
Associate	55,000-68,000	66,750
Senior Surveyor	45,000-60,000	53,750
Newly Qualified Surveyor	38,000-42,000	40,000
APC Surveyor	26,000-33,000	31,500
Graduate	23,000-26,000	24,750

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	66,000-74,000	72,000
Associate	48,000-58,000	57,000
Senior Surveyor	42,000-52,000	49,000
Newly Qualified Surveyor	29,000-38,000	37,000
APC Surveyor	25,000-32,000	29,000
Graduate	22,000-26,000	23,500

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	64,000
Associate	50,000-60,000	54,000
Senior Surveyor	38,000-50,000	43,500
Newly Qualified Surveyor	31,000-40,000	34,000
APC Surveyor	26,000-30,000	28,000
Graduate	19,000-23,000	21,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	50,000-60,000	54,500
Senior Surveyor	45,000-50,000	47,000
Newly Qualified Surveyor	28,000-35,000	33,000
APC Surveyor	22,000-28,000	26,000
Graduate	20,000-24,000	22,500

Scotland	£ Range	£ Typical
Partner/Director	70,000-100,000	75,000
Associate	62,000-70,000	67,000
Senior Surveyor	46,000-57,000	56,000
Newly Qualified Surveyor	34,000-42,000	40,000
APC Surveyor	25,000-32,000	30,500
Graduate	20,000-25,000	24,500

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	52,000
Newly Qualified Surveyor	38,000-42,000	40,000
Graduate Surveyor	25,000-28,000	26,500

East Midlands	£ Range	£ Typical
Partner/Director	70,000-80,000	75,000
Associate	55,000-65,000	57,000
Senior Surveyor	45,000-55,000	47,000
Newly Qualified Surveyor	35,000-45,000	35,000
Graduate Surveyor	22,000-30,000	24,500

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	38,000-48,000	42,000
Newly Qualified Surveyor	30,000-39,000	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	54,000
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	60,000-75,000	73,500
Associate	50,000-60,000	54,000
Senior Surveyor	38,000-45,000	44,250
Newly Qualified Surveyor	27,000-35,000	32,500
Graduate Surveyor	20,000-25,000	24,500

North West England	£ Range	£ Typical
Partner/Director	70,000-82,000	79,000
Associate	45,000-60,000	58,000
Senior Surveyor	38,000-48,000	44,000
Newly Qualified Surveyor	35,000-40,000	36,000
Graduate Surveyor	23,000-26,000	24,000

Wales	£ Range	£ Typical
Partner/Director	67,500-72,500	70,500
Associate	45,000-55,000	50,500
Senior Surveyor	40,000-50,000	44,000
Newly Qualified Surveyor	30,000-35,000	33,500
Graduate Surveyor	20,000-25,000	23,750

Northern Ireland	£ Range	£ Typical
Partner/Director	62,000-75,000	69,500
Associate	46,000-56,000	49,250
Senior Surveyor	36,000-42,000	39,750
Newly Qualified Surveyor	27,000-34,000	32,500
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	75,000-85,000	80,000
Associate	55,000-65,000	59,000
Senior Surveyor	45,000-55,000	50,000
Newly Qualified Surveyor	35,000-45,000	38,000
Graduate Surveyor	22,000-30,000	25,500

Scotland	£ Range	£ Typical
Partner/Director	65,000-72,000	71,250
Associate	40,000-52,000	51,250
Senior Surveyor	36,000-42,000	40,250
Newly Qualified Surveyor	28,000-35,000	32,500
Graduate Surveyor	20,000-23,000	22,250

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	49,250
Newly Qualified Surveyor	38,000-42,000	40,000
Graduate Surveyor	25,000-28,000	26,000

East Midlands	£ Range	£ Typical
Partner/Director	65,000-80,000	71,000
Associate	50,000-72,000	55,000
Senior Surveyor	38,000-50,000	45,000
Newly Qualified Surveyor	32,000-36,000	36,000
Graduate Surveyor	18,000-26,000	26,000

South East England	£ Range	£ Typical
Partner/Director	65,000-85,000	73,250
Associate	58,000-65,000	60,500
Senior Surveyor	47,000-58,000	50,000
Newly Qualified Surveyor	36,000-43,000	39,000
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	75,000
Associate	45,000-55,000	53,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	31,000-37,000	34,000
Graduate Surveyor	20,000-25,000	24,000

East of England	£ Range	£ Typical
Partner/Director	60,000-80,000	68,000
Associate	47,000-60,000	52,000
Senior Surveyor	37,000-47,000	45,000
Newly Qualified Surveyor	30,000-35,000	33,000
Graduate Surveyor	20,000-24,000	22,000

North East England	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	45,000-55,000	54,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	31,000-37,000	32,000
Graduate Surveyor	20,000-25,000	24,000

South West England	£ Range	£ Typical
Partner/Director	55,000-70,000	69,000
Associate	50,000-55,000	55,000
Senior Surveyor	37,000-47,000	45,000
Newly Qualified Surveyor	28,000-33,000	31,000
Graduate Surveyor	20,000-25,000	24,000

North West England	£ Range	£ Typical
Partner/Director	60,000-80,000	75,000
Associate	45,000-65,000	55,000
Senior Surveyor	38,000-46,000	44,000
Newly Qualified Surveyor	35,000-40,000	38,000
Graduate Surveyor	23,000-26,000	24,500

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	24,500

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	69,000
Associate	45,000-55,000	49,500
Senior Surveyor	36,000-42,000	39,250
Newly Qualified Surveyor	27,000-35,000	31,500
Graduate Surveyor	18,000-21,000	19,500

West Midlands	£ Range	£ Typical
Partner/Director	69,000-85,000	75,000
Associate	55,000-65,000	59,000
Senior Surveyor	45,000-55,000	49,000
Newly Qualified Surveyor	35,000-45,000	39,000
Graduate Surveyor	22,000-30,000	25,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-72,000	70,000
Associate	46,000-54,000	50,000
Senior Surveyor	38,000-47,000	40,000
Newly Qualified Surveyor	25,000-34,000	30,000
Graduate Surveyor	20,000-23,000	23,000

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	51,000
Newly Qualified Surveyor	38,000-40,000	38,500
Graduate Surveyor	25,000-28,000	27,000

East Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	63,000
Associate	50,000-65,000	54,000
Senior Surveyor	45,000-55,000	46,000
Newly Qualified Surveyor	35,000-45,000	36,000
Graduate Surveyor	22,000-32,000	24,000

South East England	£ Range	£ Typical
Partner/Director	65,000-72,500	71,000
Associate	55,000-60,000	56,000
Senior Surveyor	48,000-55,000	51,000
Newly Qualified Surveyor	35,000-38,000	35,500
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	75,000
Associate	45,000-55,000	52,000
Senior Surveyor	40,000-50,000	42,000
Newly Qualified Surveyor	31,000-37,000	34,000
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	53,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	20,000-28,000	22,500

North East England	£ Range	£ Typical
Partner/Director	65,000-75,000	68,000
Associate	45,000-55,000	52,000
Senior Surveyor	40,000-50,000	48,000
Newly Qualified Surveyor	28,000-35,000	30,000
Graduate Surveyor	20,000-25,000	22,000

South West England	£ Range	£ Typical
Partner/Director	65,000-75,000	73,000
Associate	48,000-55,000	53,500
Senior Surveyor	35,000-48,000	43,250
Newly Qualified Surveyor	27,000-35,000	33,000
Graduate Surveyor	20,000-25,000	24,000

North West England	£ Range	£ Typical
Partner/Director	75,000-85,000	80,000
Associate	50,000-60,000	55,000
Senior Surveyor	35,000-45,000	42,000
Newly Qualified Surveyor	34,000-40,000	36,000
Graduate Surveyor	24,000-26,000	24,500

Wales	£ Range	£ Typical
Partner/Director	59,000-69,000	67,000
Associate	47,500-52,500	50,000
Senior Surveyor	37,500-42,500	40,000
Newly Qualified Surveyor	29,000-32,500	31,500
Graduate Surveyor	23,500-27,500	24,500

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	69,500
Associate	45,000-55,000	51,500
Senior Surveyor	36,000-42,000	39,000
Newly Qualified Surveyor	27,000-35,000	31,750
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-80,000	70,000
Associate	55,000-65,000	60,000
Senior Surveyor	45,000-55,000	46,000
Newly Qualified Surveyor	35,000-45,000	39,000
Graduate Surveyor	22,000-32,000	25,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	40,000-52,000	48,500
Senior Surveyor	30,000-43,000	38,500
Newly Qualified Surveyor	27,000-32,000	28,500
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	73,000
Senior Surveyor	45,000-55,000	54,000
Newly Qualified Surveyor	38,000-42,000	40,000
Graduate Surveyor	25,000-28,000	27,000

East Midlands	£ Range	£ Typical
Partner/Director	60,000-80,000	75,000
Associate	45,000-60,000	55,000
Senior Surveyor	45,000-55,000	45,000
Newly Qualified Surveyor	32,000-45,000	34,000
Graduate Surveyor	22,000-30,000	24,000

South East England	£ Range	£ Typical
Partner/Director	65,000-86,000	78,500
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	78,000
Associate	50,000-65,000	54,000
Senior Surveyor	40,000-60,000	46,000
Newly Qualified Surveyor	31,000-40,000	35,000
Graduate Surveyor	20,000-25,000	23,000

East of England	£ Range	£ Typical
Partner/Director	58,000-80,000	70,000
Associate	52,000-58,000	53,000
Senior Surveyor	39,000-50,000	41,000
Newly Qualified Surveyor	30,000-39,000	35,000
Graduate Surveyor	20,000-25,000	21,500

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	68,000
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	20,000-25,000	24,000

South West England	£ Range	£ Typical
Partner/Director	65,000-70,000	69,500
Associate	47,500-55,000	52,000
Senior Surveyor	37,500-45,000	41,000
Newly Qualified Surveyor	28,000-35,000	32,500
Graduate Surveyor	20,000-25,000	24,000

North West England	£ Range	£ Typical
Partner/Director	70,000-100,000	86,000
Associate	50,000-65,000	65,000
Senior Surveyor	40,000-55,000	52,000
Newly Qualified Surveyor	34,000-42,000	39,000
Graduate Surveyor	23,000-26,000	24,500

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	67,500
Associate	50,000-52,500	50,500
Senior Surveyor	40,000-42,500	42,000
Newly Qualified Surveyor	30,000-32,500	32,000
Graduate Surveyor	22,500-25,000	24,000

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	69,500
Associate	45,000-55,000	51,500
Senior Surveyor	36,000-42,000	39,000
Newly Qualified Surveyor	27,000-35,000	31,750
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-90,000	70,000
Associate	50,000-70,000	60,000
Senior Surveyor	45,000-55,000	50,000
Newly Qualified Surveyor	35,000-45,000	38,000
Graduate Surveyor	22,000-30,000	25,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	40,000-52,000	48,500
Senior Surveyor	30,000-43,000	38,500
Newly Qualified Surveyor	27,000-32,000	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	51,000
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	68,500
Associate	48,000-53,000	51,000
Senior Surveyor	39,000-50,000	40,500
Newly Qualified Surveyor	28,000-33,500	32,500
APC Surveyor	22,000-27,000	26,000
Graduate Surveyor	21,000-28,000	25,000

South East England	£ Range	£ Typical
Partner/Director	70,000-85,000	78,000
Associate	60,000-68,000	66,000
Senior Surveyor	50,000-55,000	52,000
Newly Qualified Surveyor	38,000-43,000	40,750
APC Surveyor	33,000-36,000	34,250
Graduate Surveyor	22,000-25,000	23,500

West Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	68,000
Associate	55,000-70,000	60,000
Senior Surveyor	40,000-55,000	47,000
Newly Qualified Surveyor	32,000-40,000	36,000
APC Surveyor	25,000-35,000	28,000
Graduate Surveyor	22,000-30,000	24,500

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	46,000
Newly Qualified Surveyor	30,000-40,000	34,000
APC Surveyor	24,000-30,000	27,000
Graduate Surveyor	20,000-25,000	22,000

East Midlands	£ Range	£ Typical
Partner/Director	65,000-75,000	69,000
Associate	50,000-60,000	52,500
Senior Surveyor	40,000-55,000	43,000
Newly Qualified Surveyor	33,000-45,000	34,000
APC Surveyor	25,000-32,000	27,000
Graduate Surveyor	20,000-25,000	23,000

South West England	£ Range	£ Typical
Partner/Director	72,000-76,000	74,750
Associate	52,000-57,000	55,000
Senior Surveyor	42,000-47,000	44,500
Newly Qualified Surveyor	33,500-38,000	34,500
APC Surveyor	25,500-28,000	27,500
Graduate Surveyor	23,000-26,000	25,250

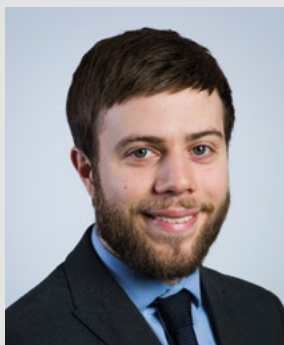
Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	75,000
Associate	50,000-60,000	50,000
Senior Surveyor	40,000-55,000	42,000
Newly Qualified Surveyor	33,000-45,000	33,250
APC Surveyor	25,000-32,000	26,500
Graduate Surveyor	20,000-25,000	22,500

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	45,000
Newly Qualified Surveyor	28,000-35,000	32,000
APC Surveyor	24,000-30,000	27,000
Graduate Surveyor	20,000-25,000	22,000

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	69,000
Associate	45,000-55,000	49,500
Senior Surveyor	36,000-42,000	39,250
Newly Qualified Surveyor	27,000-35,000	31,500
APC Surveyor	21,000-27,000	25,500
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	57,000
Senior Surveyor	38,000-50,000	46,000
Newly Qualified Surveyor	35,000-42,000	38,000
APC Surveyor	26,000-30,000	29,000
Graduate Surveyor	22,000-26,000	24,500

Scotland	£ Range	£ Typical
Partner/Director	60,000-70,000	66,500
Associate	45,000-53,000	50,750
Senior Surveyor	32,000-40,000	36,750
Newly Qualified Surveyor	27,000-32,000	29,000
APC Surveyor	20,000-25,000	25,000
Graduate Surveyor	20,000-23,000	22,500



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At the time of writing, it is clear that Brexit has the potential to significantly impact the outlook for the UK property and construction sectors over the coming 12 months, and with so many variables still unknown, it is incredibly difficult to gauge the extent of any fallout that could occur. The Office for Budget Responsibility estimates leaving without a deal could push the UK economy into a recession, with GDP contracting 2% in 2020. In such an environment, the construction sector would likely suffer, with reduced business confidence hitting output, while a weakening exchange rate could feed into higher input costs.

Having said that, avoiding a no-deal departure (whether through further extension of Article 50 or passing a withdrawal agreement) should see trends across the economy and construction sector continuing in a similar fashion to those over the past year. On that front, the official measure of construction output has increased by roughly 1.5% in the last 12 months.

Growth has been driven by the public and private housing sectors, while infrastructure work has also contributed firmly to the headline rate of expansion.

Looking ahead, the RICS construction market survey results show workloads are expected to increase over the coming year, with the same three sub-sectors anticipated to remain the strongest areas in terms of output growth. Within the infrastructure sector, it is specifically energy and rail workloads that are expected to see the most growth over the coming 12 months. Alongside this, survey participants envisage construction sector employment continuing to rise, following solid growth over recent quarters. That said, skills shortages remain prevalent across the sector, which may lead to recruitment difficulties and could place upward pressure on wages. Indeed, a very strong majority of respondents feel that unit labour costs will rise going forward.

Meanwhile, development activity in the commercial sector has been generally flat over recent quarters, matching the relatively subdued trends in investment in standing real estate. Even so, the headline picture masks a market still characterised by the disparity between a strong backdrop for the industrial sector and weakness in retail. Expectations taken from the RICS UK Commercial Property Market Survey continue to point to solid rental and capital value growth for industrial properties, with structural dynamics boosting demand. By way of contrast, further declines are expected across retail which, in truth, comes as little surprise given the well-documented struggles of many high-profile retailers. Finally, the office sector sits somewhere in between, with rental growth and capital value projections for prime offices still comfortably positive, although the outlook is much flatter for secondary.

CONSTRUCTION & PROPERTY ARCHITECTURE

London		
Architects	£ Range	£ Typical
Partner/Director	75,000-115,000	87,000
Associate	57,500-75,000	68,000
Architect (Senior)	50,000-58,000	53,000
Architect (5 years PQE)	43,000-50,000	46,000
Architect (Recently Qualified)	36,000-41,000	38,500
Architectural Assistant, Part II	28,000-34,000	31,500
Architectural Assistant, Part I	20,000-25,000	22,500

Architectural technologist	£ Range	£ Typical
Associate	53,000-63,000	55,000
Senior Technologist	43,000-52,500	49,000
Technologist	34,000-41,000	38,500

BIM	£ Range	£ Typical
BIM Manager	55,000-65,000	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	41,000
Interior Designer (Junior)	21,000-25,500	23,500
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	24,000-32,000	28,000

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	60,000-70,000	66,000
Associate	45,000-55,000	52,000
Architect (Senior)	45,000-50,000	48,000
Architect (5 years PQE)	35,000-40,000	40,000
Architect (Recently Qualified)	30,000-35,000	34,000
Architectural Assistant, Part II	25,000-30,000	29,000
Architectural Assistant, Part I	18,000-24,000	22,500

Architectural technologist	£ Range	£ Typical
Associate	45,000-55,000	51,000
Senior Technologist	40,000-50,000	44,500
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	38,500
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	77,000
Associate	45,000-62,000	57,000
Planner	25,000-40,000	37,000
Assistant Planner	20,000-28,000	26,750

Design Manager	£ Range	£ Typical
Design Manager	45,000-55,000	48,000
Design Coordinator	35,000-45,000	39,500

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	18,000-22,000	19,000

Architectural technologist	£ Range	£ Typical
Associate	48,000-60,000	52,000
Senior Technologist	40,000-47,000	43,000
Technologist	30,000-40,000	35,000

BIM	£ Range	£ Typical
BIM Manager	38,000-55,000	40,000
BIM Coordinator	28,000-38,000	30,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	33,000-45,000	39,500
Interior Designer (Midweight)	26,000-35,000	32,000
Interior Designer (Junior)	19,500-25,000	20,250
Spaceplanner	19,000-25,000	22,000

Planners	£ Range	£ Typical
Partner/Director	65,000-85,000	73,000
Associate	50,000-65,000	62,000
Planner	32,000-45,000	38,000
Assistant Planner	22,000-30,000	27,000

Design Manager	£ Range	£ Typical
Design Manager	45,000-80,000	57,000
Design Coordinator	32,000-47,000	39,000

South West England		
Architects	£ Range	£ Typical
Partner/Director	46,000-60,000	54,000
Associate	36,000-46,000	44,000
Architect (Senior)	38,000-45,000	40,000
Architect (5 years PQE)	33,000-38,000	35,500
Architect (Recently Qualified)	28,000-33,000	31,000
Architectural Assistant, Part II	25,000-28,000	27,000
Architectural Assistant, Part I	16,000-20,000	17,500

Architectural technologist	£ Range	£ Typical
Associate	33,000-42,000	40,000
Senior Technologist	30,000-40,000	36,500
Technologist	20,000-26,000	26,000

BIM	£ Range	£ Typical
BIM Manager	35,000-45,000	40,000
BIM Coordinator	28,000-34,000	31,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	27,000-34,000	32,000
Interior Designer (Midweight)	22,000-28,000	27,000
Interior Designer (Junior)	17,000-22,000	20,000
Spaceplanner	25,000-42,000	30,000

Planners	£ Range	£ Typical
Partner/Director	39,000-50,000	48,000
Associate	28,000-38,000	37,500
Planner	25,000-30,000	29,500
Assistant Planner	20,000-23,000	22,750

Design Manager	£ Range	£ Typical
Design Manager	40,000-55,000	47,500
Design Coordinator	30,000-40,000	36,000

CONSTRUCTION & PROPERTY ARCHITECTURE

Wales		
Architects	£ Range	£ Typical
Partner/Director	47,000-60,000	53,000
Associate	37,000-47,000	42,000
Architect (Senior)	35,000-42,000	38,500
Architect (5 years PQE)	31,000-35,000	34,000
Architect (Recently Qualified)	28,000-31,000	30,000
Architectural Assistant, Part II	22,000-28,000	26,000
Architectural Assistant, Part I	16,000-21,000	18,000

Architectural technologist	£ Range	£ Typical
Associate	34,000-43,000	37,500
Senior Technologist	26,000-35,000	33,250
Technologist	18,000-26,000	22,500

BIM	£ Range	£ Typical
BIM Manager	35,000-45,000	40,000
BIM Coordinator	27,000-34,000	31,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	26,000-34,000	32,000
Interior Designer (Midweight)	22,000-28,000	26,750
Interior Designer (Junior)	17,000-21,000	19,500
Spaceplanner	25,000-40,000	30,000

Planners	£ Range	£ Typical
Partner/Director	39,000-50,000	48,000
Associate	28,000-38,000	36,750
Planner	21,000-27,000	26,750
Assistant Planner	17,000-21,000	20,000

Design Manager	£ Range	£ Typical
Design Manager	38,000-50,000	45,000
Design Coordinator	28,000-37,000	34,000

West Midlands		
Architects	£ Range	£ Typical
Partner/Director	55,000-65,000	62,000
Associate	42,000-52,000	49,000
Architect (Senior)	35,000-47,000	40,000
Architect (5 years PQE)	33,000-40,000	37,000
Architect (Recently Qualified)	27,000-36,000	33,500
Architectural Assistant, Part II	22,000-29,000	26,000
Architectural Assistant, Part I	16,000-22,000	19,000

Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	46,000
Senior Technologist	36,000-47,000	38,250
Technologist	25,000-34,000	30,000

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)	25,000-32,000	30,000
Interior Designer (Junior)	18,000-25,000	20,000
Spaceplanner	20,000-26,000	25,000

Planners	£ Range	£ Typical
Partner/Director	55,000-65,000	62,000
Associate	42,000-51,000	45,000
Planner	28,000-36,000	30,000
Assistant Planner	16,000-24,000	22,000

Design Manager	£ Range	£ Typical
Design Manager	50,000-65,000	59,000
Design Coordinator	40,000-47,000	45,000

East Midlands		
Architects	£ Range	£ Typical
Partner/Director	50,000-65,000	61,000
Associate	40,000-50,000	47,000
Architect (Senior)	35,000-47,000	40,000
Architect (5 years PQE)	33,000-40,000	37,000
Architect (Recently Qualified)	27,000-36,000	32,000
Architectural Assistant, Part II	22,000-29,000	26,250
Architectural Assistant, Part I	16,000-22,000	20,500

Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	44,000
Senior Technologist	36,000-47,000	37,500
Technologist	25,000-34,000	29,500

BIM	£ Range	£ Typical
BIM Manager	40,000-60,000	50,000
BIM Coordinator	32,000-40,000	36,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-45,000	37,000
Interior Designer (Midweight)	25,000-32,000	30,000
Interior Designer (Junior)	18,000-25,000	20,000
Spaceplanner	22,000-30,000	25,000

Planners	£ Range	£ Typical
Partner/Director	55,000-65,000	58,000
Associate	42,000-51,000	44,000
Planner	27,000-35,000	30,000
Assistant Planner	22,000-30,000	24,250

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

Yorkshire and the Humber		
Architects	£ Range	£ Typical
Partner/Director	58,000-75,000	62,000
Associate	42,500-52,500	47,500
Architect (Senior)	37,000-49,000	42,000
Architect (5 years PQE)	34,000-40,000	36,000
Architect (Recently Qualified)	27,500-34,000	31,500
Architectural Assistant, Part II	22,500-30,000	24,750
Architectural Assistant, Part I	17,000-20,000	19,000

Architectural technologist	£ Range	£ Typical
Associate	42,000-55,000	47,000
Senior Technologist	30,000-48,000	37,500
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	26,500
Interior Designer (Junior)	18,000-23,000	21,000
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	44,500
Architect (Senior)	40,000-50,000	42,000
Architect (5 years PQE)	30,000-40,000	36,000
Architect (Recently Qualified)	28,000-35,000	32,000
Architectural Assistant, Part II	21,000-26,000	22,500
Architectural Assistant, Part I	18,000-22,000	19,000

Architectural technologist

Architectural technologist	£ Range	£ Typical
Associate	42,000-55,000	45,000
Senior Technologist	30,000-48,000	36,500
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	26,500
Interior Designer (Junior)	18,000-23,000	21,000
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	62,000-72,000	66,000
Associate	45,000-55,000	49,750
Architect (Senior)	39,500-52,500	42,000
Architect (5 years PQE)	36,000-40,000	38,500
Architect (Recently Qualified)	25,000-36,000	35,000
Architectural Assistant, Part II	22,000-30,000	26,000
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	32,000-48,000	41,000
Technologist	18,000-35,000	30,000

BIM

BIM	£ Range	£ Typical
BIM Manager	45,000-60,000	53,500
BIM Coordinator	32,000-44,000	37,000

Interior designers

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-55,000	39,500
Interior Designer (Midweight)	25,000-30,000	29,500
Interior Designer (Junior)	18,000-23,000	19,250
Spaceplanner	18,000-25,000	22,500

Planners

Planners	£ Range	£ Typical
Partner/Director	55,000-70,000	61,000
Associate	35,000-45,000	42,500
Planner	24,000-35,000	31,200
Assistant Planner	16,000-23,000	20,750

Design Manager

Design Manager	£ Range	£ Typical
Design Manager	45,000-65,000	60,000
Design Coordinator	35,000-45,000	42,000

Northern Ireland		
Architects	£ Range	£ Typical
Partner/Director	50,000-60,000	52,000
Associate	40,000-48,000	44,750
Architect (Senior)	37,000-43,000	41,000
Architect (5 years PQE)	30,000-40,000	36,000
Architect (Recently Qualified)	25,000-33,000	28,500
Architectural Assistant, Part II	20,000-25,000	23,000
Architectural Assistant, Part I	16,000-18,000	17,000

Architectural technologist	£ Range	£ Typical
Associate	35,000-45,000	39,500
Senior Technologist	30,000-37,000	35,000
Technologist	19,500-32,000	25,500

BIM	£ Range	£ Typical
BIM Manager	36,000-46,000	45,000
BIM Coordinator	27,000-33,000	29,500

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	25,000-35,000	30,000
Interior Designer (Midweight)	22,000-26,000	25,000
Interior Designer (Junior)	17,000-21,000	19,500
Spaceplanner	16,500-19,000	18,500

Planners	£ Range	£ Typical
Partner/Director	40,000-50,000	48,000
Associate	35,000-40,000	38,500
Planner	25,000-35,000	31,000
Assistant Planner	17,000-22,000	20,000

Design Manager	£ Range	£ Typical
Design Manager	42,000-55,000	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	20,000-25,000	20,000

Planners	£ Range	£ Typical
Partner/Director	45,000-60,000	47,000
Associate	35,000-45,000	39,000
Planner	24,000-35,000	29,000
Assistant Planner	16,000-23,000	21,000

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)



Architectural Technology professionals play an important role in the built environment sector. The technology of architecture is key to creating, improving and expanding existing and new structures and is a cornerstone of the modern built environment. As such our members continue to be highly sought after by employers both in the UK and across the globe.

At the time of writing, there understandably continues to be some nervousness around Brexit, and several industry surveys have indicated that projects have been put on hold due to uncertainty, with clarity from political leaders required.

The sector faces many challenges. One of the most significant is confronting the realities of climate change and championing the need to hit 'net zero' carbon emissions by 2050.

This is particularly critical as 85% of the UK's 2050 homes have already been built¹ so the urgency is to act now.

Our members are well placed to hit this target – it is their knowledge of the processes, technologies and materials that puts them in a pivotal position to play an outsized role in tackling the challenge.

There will also be a focus on designing and building safer structures. In the wake of the Grenfell tragedy, our members must be proactive in challenging outdated practices and processes. Regulation will help but a change of attitude is also required if the industry is going to regain the public's trust.

Universities and other training institutions should work towards ensuring that our workforce is 'fit for the future'. Employers must ensure staff have received the necessary and appropriate training and should share best practice, internally and externally. Experienced staff should provide mentorship – something many of our own members do well.

Architectural Technology professionals have, and will continue to have, an exciting and important future making an even bigger mark within the built environment sector creating safe, inclusive communities for all.

¹A housing stock fit for the future: Making home energy efficiency a national infrastructure priority, UKGBC, 2014



CONSTRUCTION & PROPERTY CIVIL & STRUCTURAL ENGINEERING

Civil engineers

London	£ Range	£ Typical
Associate Engineer	60,000-70,000	66,000
Senior Engineer	45,000-60,000	53,500
Engineer	34,000-45,000	40,000
Graduate Engineer	25,000-32,000	30,000

East Midlands	£ Range	£ Typical
Associate Engineer	50,000-70,000	53,500
Senior Engineer	42,000-52,000	48,000
Engineer	35,000-50,000	38,000
Graduate Engineer	20,000-26,000	24,000

South East England	£ Range	£ Typical
Associate Engineer	50,000-60,000	56,000
Senior Engineer	40,000-52,000	46,500
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	50,000-60,000	55,000
Senior Engineer	40,000-52,000	47,000
Engineer	32,000-42,000	38,500
Graduate Engineer	22,000-28,000	26,000

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	42,000
Engineer	28,000-35,000	33,000
Graduate Engineer	23,000-28,000	24,000

North West England	£ Range	£ Typical
Associate Engineer	52,000-60,000	54,000
Senior Engineer	40,000-48,000	43,000
Engineer	30,000-35,000	34,250
Graduate Engineer	25,000-28,000	26,000

Wales	£ Range	£ Typical
Associate Engineer	55,000-65,000	55,000
Senior Engineer	35,000-50,000	42,000
Engineer	28,000-35,000	33,250
Graduate Engineer	23,000-28,000	24,500

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	30,000-48,000	38,000
Graduate Engineer	23,000-28,000	27,000

Scotland	£ Range	£ Typical
Associate Engineer	50,000-65,000	58,500
Senior Engineer	40,000-50,000	45,000
Engineer	28,000-38,000	35,000
Graduate Engineer	20,000-28,000	25,500



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



There is reason for significant optimism for those entering the profession as apprentices and graduates, as government policy will see significant investment in housing projects. Homes England has been tasked with identifying the skills needed to kickstart housebuilding and this is proving to be one of the more successful programmes being delivered anywhere across government. With Smart Highways, High Speed 2, and the Heathrow expansion all in advanced stages of planning (with funding agreed), the project pipeline should result in a buoyant job market.

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.

We will need multi-skilled and cross-disciplinary working to radically transform the world in which we live and work, to reshape our existing towns and cities. There will be a requirement to target infrastructure investment towards schemes that prioritise active travel. We will reduce sedentary forms of road and tram travel and instead journeys will be a more active experience, reducing environmental impact and improving community health. Opportunities will exist for civil engineers to work on the production of clean energy, sustainable water and draining systems while harvesting all the advantages of a fully networked, intuitive and smart digitised world.

The skills required by the sector will need to incorporate all aspects of digital technology, including AI and coding. Forward-thinking universities are welcoming candidates with a broader set of A Levels. The foundations of maths and physics are often still present, but art, design and humanities are increasingly welcomed. The civil engineers of the future, and the generation that will rise to society's challenges, will be agile and creative.

CONSTRUCTION & PROPERTY CIVIL & STRUCTURAL ENGINEERING

Structural engineers

London	£ Range	£ Typical
Associate Engineer	60,000-75,000	68,000
Senior Engineer	47,000-57,000	55,000
Engineer	34,000-45,000	41,250
Graduate Engineer	25,000-35,000	30,000

East Midlands	£ Range	£ Typical
Associate Engineer	50,000-65,000	58,000
Senior Engineer	42,000-55,000	48,000
Engineer	38,000-46,000	41,000
Graduate Engineer	20,000-26,000	24,000

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	50,000-60,000	57,000
Senior Engineer	40,000-52,000	47,000
Engineer	32,000-42,000	38,000
Graduate Engineer	22,000-28,000	26,500

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	34,500-50,000	42,500
Engineer	28,000-35,000	34,500
Graduate Engineer	23,000-28,000	24,500

North West England	£ Range	£ Typical
Associate Engineer	50,000-60,000	55,000
Senior Engineer	40,000-45,000	43,000
Engineer	33,000-40,000	36,000
Graduate Engineer	25,000-30,000	27,000

Wales	£ Range	£ Typical
Associate Engineer	52,000-60,000	55,000
Senior Engineer	35,000-45,000	42,000
Engineer	27,000-34,000	33,000
Graduate Engineer	23,000-26,000	24,500

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	62,000
Senior Engineer	42,000-56,000	48,000
Engineer	38,000-46,000	40,000
Graduate Engineer	20,000-27,000	26,250

Scotland	£ Range	£ Typical
Associate Engineer	50,000-68,000	58,000
Senior Engineer	40,000-50,000	45,000
Engineer	28,000-38,000	34,500
Graduate Engineer	20,000-28,000	26,500

CAD technicians

London	£ Range	£ Typical
BIM/Revit Manager	52,000-65,000	58,000
Senior CAD/Revit Technician	42,000-50,000	47,500
CAD/Revit Technician	30,000-40,000	38,500

East Midlands	£ Range	£ Typical
BIM/Revit Manager	35,000-50,000	40,500
Senior CAD/Revit Technician	35,000-50,000	37,500
CAD/Revit Technician	30,000-40,000	35,000

South East England	£ Range	£ Typical
BIM/Revit Manager	37,000-46,000	40,000
Senior CAD/Revit Technician	34,000-42,000	39,500
CAD/Revit Technician	25,000-33,500	31,500

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	38,000-50,000	42,500
Senior CAD/Revit Technician	35,000-45,000	40,000
CAD/Revit Technician	25,000-36,000	31,000

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	40,000-55,000	42,000
Senior CAD/Revit Technician	34,000-42,000	38,000
CAD/Revit Technician	22,000-34,000	29,500

North West England	£ Range	£ Typical
BIM/Revit Manager	40,000-50,000	43,000
Senior CAD/Revit Technician	35,000-40,000	39,000
CAD/Revit Technician	25,000-35,000	30,000

Wales	£ Range	£ Typical
BIM/Revit Manager	38,000-53,000	39,500
Senior CAD/Revit Technician	32,000-42,000	33,500
CAD/Revit Technician	22,000-32,000	27,000

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	34,000

Scotland	£ Range	£ Typical
BIM/Revit Manager	40,000-50,000	43,000
Senior CAD/Revit Technician	35,000-42,000	40,000
CAD/Revit Technician	20,000-35,000	32,000

CONSTRUCTION & PROPERTY FACILITIES MANAGEMENT

London	£ Range	£ Typical
Facilities Director	85,000-120,000	95,000
Facilities Manager	42,500-55,000	50,000
Facilities Assistant	25,000-30,000	25,750
Technical Services Manager	50,000-60,000	57,500
Technical Services Supervisor	40,000-47,000	44,000
Contract Manager	50,000-60,000	57,500
Electrical/Mechanical Engineer	32,000-40,000	35,500

South West England	£ Range	£ Typical
Facilities Director	65,000-80,000	74,000
Facilities Manager	38,000-45,000	40,000
Facilities Assistant	18,000-25,000	23,750
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	74,000
Facilities Manager	36,000-42,000	39,500
Facilities Assistant	23,000-26,000	24,750
Technical Services Manager	45,000-55,000	52,000
Technical Services Supervisor	38,000-45,000	41,000
Contract Manager	49,000-56,000	54,000
Electrical/Mechanical Engineer	28,000-35,000	33,000

Wales	£ Range	£ Typical
Facilities Director	60,000-70,000	64,000
Facilities Manager	38,000-45,000	40,000
Facilities Assistant	18,000-25,000	23,000
Technical Services Manager	38,000-50,000	40,000
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	43,500
Facilities Assistant	20,000-28,000	23,500
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	69,000
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	40,000-49,000	45,000
Electrical/Mechanical Engineer	29,000-36,000	33,000

East Midlands	£ Range	£ Typical
Facilities Director	55,000-75,000	67,000
Facilities Manager	32,000-44,000	40,500
Facilities Assistant	18,000-24,000	23,500
Technical Services Manager	36,000-46,000	43,000
Technical Services Supervisor	30,000-37,000	36,000
Contract Manager	39,000-48,000	46,250
Electrical/Mechanical Engineer	28,000-34,000	33,500

North West England	£ Range	£ Typical
Facilities Director	65,000-90,000	75,000
Facilities Manager	35,000-60,000	45,500
Facilities Assistant	18,500-30,000	23,500
Technical Services Manager	36,000-55,000	47,750
Technical Services Supervisor	29,500-43,000	36,750
Contract Manager	36,000-50,000	46,750
Electrical/Mechanical Engineer	30,000-38,000	32,500

Yorkshire and the Humber	£ Range	£ Typical
Facilities Director	60,000-70,000	63,000
Facilities Manager	35,000-45,000	41,000
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	44,000
Electrical/Mechanical Engineer	32,000-35,000	34,750

Northern Ireland	£ Range	£ Typical
Facilities Director	55,000-70,000	58,500
Facilities Manager	32,000-40,000	35,500
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	35,000-42,000	38,250
Electrical/Mechanical Engineer	28,000-34,000	30,000

North East England	£ Range	£ Typical
Facilities Director	55,000-65,000	62,000
Facilities Manager	35,000-45,000	40,000
Facilities Assistant	20,000-24,000	22,500
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	33,750

Scotland	£ Range	£ Typical
Facilities Director	55,000-65,000	58,500
Facilities Manager	34,000-44,000	38,500
Facilities Assistant	24,000-28,000	24,750
Technical Services Manager	35,000-42,000	39,250
Technical Services Supervisor	30,000-37,000	34,000
Contract Manager	38,000-45,000	43,250
Electrical/Mechanical Engineer	28,000-35,000	31,750

CONSTRUCTION & PROPERTY BUILDING SERVICES

Consulting

London	£ Range	£ Typical
Director	85,000-110,000	92,000
Associate	65,000-75,000	72,000
Senior Design Engineer (M&E)	50,000-65,000	57,000
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	48,500
CAD Technician	30,000-38,000	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	60,000-70,000	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)	33,000-40,000	39,000
Junior Design Engineer (M&E)	20,000-33,000	28,500
Revit/BIM Technician	35,000-45,000	40,500
CAD Technician	25,000-35,000	30,000
Professional Quantity Surveyor	45,000-60,000	52,000
Sustainability Consultant	40,000-50,000	47,500

South East England	£ Range	£ Typical
Director	70,000-80,000	72,000
Associate	60,000-65,000	65,000
Senior Design Engineer (M&E)	52,000-57,000	57,000
Intermediate Design Engineer (M&E)	33,000-36,000	35,750
Junior Design Engineer (M&E)	22,000-30,000	29,750
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	52,000-60,000	58,000
Associate	40,000-55,000	53,500
Senior Design Engineer (M&E)	40,000-50,000	47,500
Intermediate Design Engineer (M&E)	28,000-40,000	36,000
Junior Design Engineer (M&E)	22,000-30,000	27,000
Revit/BIM Technician	30,000-40,000	38,000
CAD Technician	23,000-33,000	31,000
Professional Quantity Surveyor	35,000-45,000	44,000
Sustainability Consultant	38,500-44,500	44,000

East of England	£ Range	£ Typical
Director	60,000-70,000	65,000
Associate	55,000-67,000	57,000
Senior Design Engineer (M&E)	42,000-57,000	48,000
Intermediate Design Engineer (M&E)	35,000-50,000	40,000
Junior Design Engineer (M&E)	20,000-30,000	26,000
Revit/BIM Technician	30,000-40,000	34,500
CAD Technician	25,000-38,000	32,000
Professional Quantity Surveyor	40,000-58,000	52,000
Sustainability Consultant	42,000-60,000	52,000

West Midlands	£ Range	£ Typical
Director	60,000-70,000	66,000
Associate	50,000-60,000	56,000
Senior Design Engineer (M&E)	42,000-50,000	47,000
Intermediate Design Engineer (M&E)	25,000-40,000	34,500
Junior Design Engineer (M&E)	22,000-30,000	25,000
Revit/BIM Technician	28,000-40,000	35,000
CAD Technician	25,000-35,000	28,500
Professional Quantity Surveyor	35,000-50,000	44,500
Sustainability Consultant	39,000-48,000	45,000

East Midlands	£ Range	£ Typical
Director	60,000-70,000	65,000
Associate	55,000-65,000	60,000
Senior Design Engineer (M&E)	45,000-55,000	50,000
Intermediate Design Engineer (M&E)	35,000-40,000	37,000
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	30,000
Professional Quantity Surveyor	47,000-60,000	49,000
Sustainability Consultant	35,000-45,000	43,750

North West England	£ Range	£ Typical
Director	60,000-75,000	68,000
Associate	50,000-60,000	58,500
Senior Design Engineer (M&E)	40,000-55,000	50,000
Intermediate Design Engineer (M&E)	27,000-38,000	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	50,000-70,000	62,500
Associate	45,000-55,000	52,750
Senior Design Engineer (M&E)	40,000-48,000	42,000
Intermediate Design Engineer (M&E)	30,000-35,000	30,000
Junior Design Engineer (M&E)	21,000-27,000	24,500
Revit/BIM Technician	24,000-34,000	28,000
CAD Technician	18,000-28,000	22,000
Professional Quantity Surveyor	32,000-45,000	38,000
Sustainability Consultant	32,000-42,000	37,750

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	50,000-80,000	64,000
Project Manager	65,000-80,000	70,000
Project Engineer	50,000-65,000	53,000
Estimator	50,000-62,000	60,000
CAD Technician	40,000-50,000	44,000

West Midlands	£ Range	£ Typical
Director	60,000-80,000	65,000
Senior Contracts Manager	45,000-65,000	52,000
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

South East England	£ Range	£ Typical
Director	73,000-80,000	76,500
Senior Contracts Manager	57,000-69,000	67,000
Contract Quantity Surveyor	60,000-67,000	65,000
Project Manager	52,500-67,000	66,250
Project Engineer	42,000-50,000	47,500
Estimator	47,000-65,000	63,000
CAD Technician	33,000-40,000	37,000

East Midlands	£ Range	£ Typical
Director	60,000-80,000	65,000
Senior Contracts Manager	45,000-65,000	55,000
Contract Quantity Surveyor	44,000-55,000	48,000
Project Manager	40,000-55,000	48,750
Project Engineer	30,000-45,000	39,000
Estimator	30,000-50,000	45,000
CAD Technician	25,000-32,000	30,000

East of England	£ Range	£ Typical
Director	60,000-75,000	62,000
Senior Contracts Manager	50,000-67,000	57,000
Contract Quantity Surveyor	42,000-57,000	46,500
Project Manager	40,000-57,000	50,000
Project Engineer	32,000-50,000	41,000
Estimator	40,000-60,000	47,500
CAD Technician	22,000-30,000	26,000

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

South West England	£ Range	£ Typical
Director	60,000-68,000	64,000
Senior Contracts Manager	55,000-65,000	55,000
Contract Quantity Surveyor	45,000-55,000	50,000
Project Manager	40,000-50,000	48,000
Project Engineer	35,000-44,000	40,000
Estimator	45,000-52,000	45,000
CAD Technician	25,000-32,000	31,750

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

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	30,000-40,000	37,000
Estimator	40,000-45,000	42,000
CAD Technician	25,000-30,000	30,000

North West England	£ Range	£ Typical
Director	60,000-75,000	62,000
Senior Contracts Manager	45,000-60,000	48,000
Contract Quantity Surveyor	40,000-55,000	43,000
Project Manager	30,000-50,000	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	72,500
Senior Contracts Manager	45,000-60,000	49,500
Contract Quantity Surveyor	38,000-48,000	44,000
Project Manager	38,000-46,000	40,000
Project Engineer	30,000-38,000	36,000
Estimator	34,000-42,000	37,500
CAD Technician	25,000-40,000	29,500

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



Rowan Crowley
 Managing Director,
 CIBSE Services Ltd.
 Chartered Institution
 of Building Services
 Engineers.



Undertaking Continuing Professional Development (CPD) is a fundamental part of being a professional engineer. This valuable part of professional development is vital to ensure that knowledge and skills are up to date as you progress through your career, and reflects your willingness to maintain industry relevance.

In the shadow of recent disasters, such as the Grenfell Tower fire in 2017, there has been more ownership placed on professional bodies, like CIBSE, to push the importance of CPD amongst its members.

Members of CIBSE make a commitment to maintain their competence through CPD. To assist them, CIBSE, as a professional engineering body that exists to give members and the public first-class knowledge and information, offers a diverse range of opportunities to maintain CPD.

CIBSE continually generates knowledge for the building services community. This is available in different forms, providing engineers with content through a host of channels to suit their needs, including traditional guides and publications, as well as online learning courses and webinars that provide greater flexibility. Well-crafted and professionally delivered CPD provides benefits to the individual, their profession, and the public.

For companies, employing professionally registered engineers allows them to enter bid submissions demonstrating the competence of their staff,

for instance as registered Engineering Technicians, Incorporated Engineers and Chartered Engineers. This can help them win contracts, as well as hire talented engineers.

It's no coincidence that those companies who invest in supporting and mentoring their staff's professional development and training are also those who benefit from attracting and retaining industry talent – and as a result enjoy more motivated and confident employees.

Over the last year there has been an increasingly acute focus on the threat of climate change with movements like the Extinction Rebellion, and with it a heightened awareness of the role engineers play in decarbonising buildings. Worryingly, our industry is looking at a major shortfall in the number of engineers qualifying – making it more vital than ever that we attract as many people as possible.

The Royal Academy of Engineering (RAEng) recognises the vital importance of encouraging diversity within the workforce, and with UK government support, has been running a programme since 2010 to increase diversity and inclusion across the engineering professions. A strategy spanning four years was published in 2016 aiming to understand and address the extent to which engineering and its organisations are inclusive and nurture diversity.

This year, CIBSE launched the #IamCIBSE campaign, with the specific aim of engaging more of its members and the wider building services community, and doing more to fulfil CIBSE's obligations under the Engineering Diversity Concordat.

The campaign celebrates individual achievements across the industry, and has proved inspirational. We hope, by raising awareness of those within our industry, CIBSE can help attract and retain the varied workforce integral to meeting the building services engineering skills gap, thereby improving building performance.

CONSTRUCTION & PROPERTY

SOCIAL HOUSING

With homelessness soaring, the demand for housing shows no signs of abating and social housing employers are expecting a very busy year ahead.

Homelessness on the rise

According to the charity End Youth Homelessness, 103,000 young people approached their local authority last year because they were homeless or at serious risk. Furthermore, figures published by homelessness charity Shelter in 2019 showed that the number of homeless people in the UK was rising by a rate of more than 1,000 a month. This dramatic rise, combined with the government's focus on housing and investment following the introduction of the Homelessness Reduction Act and the Housing & Planning Act in late 2018, has put additional, long-term pressure on social housing organisations.

Employers prioritise recruitment to meet demand

95% of employers expect their organisation's activity levels to rise or stay the same in the coming 12 months, on par with the 94% who predicted the same last year. 69% of employers plan on recruiting to meet increased demand for social housing services. 35% say they are recruiting temporary, contract or interim staff to meet peaks in demand, but most (55%) are looking for new permanent staff to join their organisation, reflecting the long-term demand expected by employers.

Salary satisfaction increases

The average salary increase of 1.7% has fallen slightly in comparison to the 1.9% increase last year. Positively however, this has not negatively impacted employee salary satisfaction, with 65% of employees stating that they are satisfied with their current salary, in comparison to 53% last year and 61% in the UK overall. The majority (64%) of social housing employers plan to increase salaries again in the year ahead.

Greater competition for key skills

With more emphasis on securing permanent staff, competition for key skills is rife. 85% of employers say they have faced skills shortages over the past year and only 15% say they haven't had any skills shortages at all. More than half (52%) are also expecting a shortage of suitable applicants to be a major challenge in the year ahead.

These ongoing skills shortages across the sector are not just affecting productivity, but also other aspects of the workforce. Over half of employers (51%) say skills shortages are directly impacting employee morale and 34% say they are unable to deliver projects as effectively.

The primary cause for candidate and skills shortages was thought by 49% of employers to be fewer people entering a social housing career path. In order to rectify this, apprenticeships and clear career progression paths are being prioritised by some employers. As a result, employees are slightly more positive about their overall career prospects and progression opportunities within their organisations. 49% say they feel positive about their career prospects in the year ahead, rising from 45% in the 12 months prior.

Employees seek better work-life balance

Whilst employees are more satisfied with their salaries and slightly more positive about their career prospects than the previous year, extra workload has increased pressure on employees. 43% rate their work-life balance as average or poor and 36% say this is the most important factor when considering a new role, a rise from 28% last year.

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	36,500
Housing Officer	30,000-35,000	32,000
Housing Assistant	23,000-25,000	23,800
Resident Involvement Manager	38,000-42,000	39,000
Anti-Social Behaviour/ Community Safety Officer	31,000-33,000	33,000
Income Recovery Officer	29,000-33,000	31,500
Team Manager Supported Housing	30,000-32,000	31,000
Support/Project Worker	22,000-24,000	23,250
Scheme Manager	21,000-24,000	22,250

South West England	£ Range	£ Typical
Area Housing Manager	35,000-43,000	41,500
Housing Manager	30,000-38,000	37,000
Senior Housing Officer	28,000-32,000	29,500
Housing Officer	22,000-30,000	27,500
Housing Assistant	14,000-22,000	18,500
Resident Involvement Manager	25,000-33,000	28,000
Anti-Social Behaviour/ Community Safety Officer	24,000-28,000	26,000
Income Recovery Officer	22,000-32,000	28,500
Team Manager Supported Housing	27,000-35,000	28,000
Support/Project Worker	16,000-24,000	19,250
Scheme Manager	17,000-23,000	20,000

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	32,000-40,000	38,000
Housing Manager	30,000-37,000	36,000
Senior Housing Officer	25,000-32,000	29,000
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	22,000-27,000	25,000
Income Recovery Officer	18,000-30,000	27,000
Team Manager Supported Housing	26,000-32,000	28,000
Support/Project Worker	15,000-22,000	18,000
Scheme Manager	17,000-23,000	20,500

East of England	£ Range	£ Typical
Area Housing Manager	32,000-45,000	36,500
Housing Manager	34,000-40,000	35,000
Senior Housing Officer	28,000-33,000	31,000
Housing Officer	24,500-31,000	26,500
Housing Assistant	16,000-18,500	17,750
Resident Involvement Manager	30,000-38,500	34,250
Anti-Social Behaviour/ Community Safety Officer	22,000-26,500	26,250
Income Recovery Officer	22,000-28,000	26,500
Team Manager Supported Housing	26,500-28,500	27,000
Support/Project Worker	17,000-21,000	19,500
Scheme Manager	19,000-24,000	21,750

West Midlands	£ Range	£ Typical
Area Housing Manager	35,000-45,000	39,000
Housing Manager	28,000-35,000	35,000
Senior Housing Officer	25,000-30,000	27,500
Housing Officer	20,000-26,000	24,000
Housing Assistant	17,000-22,000	18,750
Resident Involvement Manager	29,000-36,000	33,000
Anti-Social Behaviour/ Community Safety Officer	20,000-30,000	26,000
Income Recovery Officer	22,000-27,000	24,250
Team Manager Supported Housing	26,000-31,500	28,750
Support/Project Worker	16,000-20,000	18,500
Scheme Manager	18,000-24,000	22,000

CONSTRUCTION & PROPERTY

SOCIAL HOUSING

East Midlands	£ Range	£ Typical
Area Housing Manager	34,000-42,000	40,250
Housing Manager	25,000-40,000	36,000
Senior Housing Officer	25,000-31,000	30,000
Housing Officer	20,000-26,000	25,000
Housing Assistant	16,000-20,000	18,250
Resident Involvement Manager	29,000-36,000	31,500
Anti-Social Behaviour/ Community Safety Officer	20,000-30,000	26,500
Income Recovery Officer	25,000-32,000	28,000
Team Manager Supported Housing	26,000-31,500	28,000
Support/Project Worker	18,000-20,000	18,000
Scheme Manager	19,000-24,000	20,750

North West England	£ Range	£ Typical
Area Housing Manager	32,000-38,500	37,000
Housing Manager	30,000-36,500	35,750
Senior Housing Officer	26,000-30,000	29,000
Housing Officer	23,000-28,000	24,250
Housing Assistant	16,500-20,000	18,250
Resident Involvement Manager	25,000-32,000	28,750
Anti-Social Behaviour/ Community Safety Officer	24,000-29,000	26,250
Income Recovery Officer	22,000-30,000	25,500
Team Manager Supported Housing	26,000-30,500	29,500
Support/Project Worker	16,500-21,000	17,250
Scheme Manager	17,500-22,000	19,250

Yorkshire and the Humber	£ Range	£ Typical
Area Housing Manager	29,000-36,000	34,500
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	17,750
Resident Involvement Manager	27,500-33,000	30,500
Anti-Social Behaviour/ Community Safety Officer	21,000-26,000	25,000
Income Recovery Officer	21,000-26,500	24,750
Team Manager Supported Housing	26,500-31,500	29,000
Support/Project Worker	15,000-20,500	18,250
Scheme Manager	15,500-21,000	18,500

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	28,500
Housing Officer	22,000-28,000	22,750
Housing Assistant	16,000-19,000	17,000
Resident Involvement Manager	18,000-21,000	19,000
Anti-Social Behaviour/ Community Safety Officer	18,000-21,000	19,000
Income Recovery Officer	19,000-23,000	20,000
Team Manager Supported Housing	27,000-30,000	28,500
Support/Project Worker	17,500-21,000	18,500
Scheme Manager	19,000-23,000	21,000

North East England	£ Range	£ Typical
Area Housing Manager	37,000-45,000	39,000
Housing Manager	32,000-37,000	35,000
Senior Housing Officer	24,000-29,000	28,000
Housing Officer	22,000-27,000	26,000
Housing Assistant	18,000-22,000	19,000
Resident Involvement Manager	30,000-35,000	33,000
Anti-Social Behaviour/ Community Safety Officer	22,000-27,000	26,000
Income Recovery Officer	22,000-27,000	23,000
Team Manager Supported Housing	26,000-30,000	28,000
Support/Project Worker	16,500-20,000	17,500
Scheme Manager	20,000-24,000	20,750

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



DIGITAL TECHNOLOGY, IT & TELECOMS

DIGITAL TRANSFORMATION DRIVING DEMAND



Competition for technology talent is fuelling skills shortages which may put projects in jeopardy, but employers should aim to capitalise on increasing numbers of professionals planning to move jobs.

1.8% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages
■ No shortages



Hiring plans are steady for the year ahead

As organisations continue to invest in digital transformation, 95% of employers expect their organisation's activity levels to increase or stay the same over the next 12 months, and only 5% foresee any decrease in business activity.

The long-term outlook is more cautious, with only 37% of employers saying they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years.

The majority (68%) of technology employers plan to recruit staff over the next 12 months. 58% plan to hire permanent staff and 30% plan to utilise contractors. However, these hiring plans won't be without challenges. Nearly three quarters (74%) found it difficult to hire permanent staff over the last year, and 43% found it difficult to recruit contractors.

48% of employers say they have recruited contractors to help mitigate the impact of skills shortages in the last year. Employers hoping to do so again in the year ahead should consider the challenges hiring non-permanent staff will bring. It is important that employers are preparing for changes to IR35 legislation taking place in April 2020 to avoid losing out on key talent and potentially incurring increased costs.

Skills shortages put plans at risk

91% of technology employers say they have experienced skills shortages over the past year, and over a third (36%) do not think their organisation has the talent needed to achieve their current objectives – 10% more than the UK average (26%).

Whilst 63% of employers say their top challenge when recruiting over the next 12 months will be a shortage of suitable applicants, skills shortages are impacting more than just talent acquisition. Over half (58%) say that their ability to deliver projects is being affected by these shortages and a further 48% state they are impacting productivity, putting their ability to meet objectives in jeopardy.

Looking at skills shortages in greater detail, the top three specialist skills most in need are IT infrastructure skills including cloud (56%), software development (54%) and project and change management (39%).

Soft skills are also in high demand, with 62% of technology employers requiring professionals with good communication and interpersonal skills, 59% wanting problem-solving and 45% requiring professionals with good critical thinking abilities. This reflects the continued evolution of the technology function, which has moved from offering mere support services to a core business area with a need to work across departments and with multiple stakeholders.

Salary increases not enough to retain talent

The number of employees moving jobs looks set to rise in the year ahead. 42% of technology employees moved jobs in the last year and even more (61%) plan to move within the next 12 months. Further to this, of those technology employees not planning to change roles this year, 48% say that they would be tempted to move if the salary or benefits package on offer was to their liking.

74% of technology employers have increased salaries this year, and the average salary increase across all technology roles was 1.8%. However, of those who did move last year, the most common reason cited was their salary being too low (27%).

Those areas which saw the most notable average salary increases include development (5.1%), leadership (3.0%) and data and advanced analytics (2.9%).

Employees want career progression

It should also be noted that 21% of those technology professionals planning to move in the year ahead want to do so because of a lack of future opportunities. This is indicative of a wider lack of optimism amongst employees.

86% of technology employees are concerned about the wider economic climate and its impact upon employment opportunities. 45% feel uncertain or negative about their career prospects, and 36% feel there is no scope for progression within their organisation.

Technology employers looking to hire and retain talent in this competitive market would be well advised to plan their recruitment needs in advance and speed up their time to hire, particularly when securing contractors. They should also aim to benchmark their salaries and day rates, as well as offer a strong value proposition to potential employees. This should include promoting clear progression pathways throughout the recruitment process and holding regular reviews once an employee has joined. They should also offer other benefits where possible – such as over 28 days' paid annual leave and training or professional certification support, which 49% and 43% of employees say are most important to them.

Survey highlights for digital technology, IT and telecoms

Employers	Employees
95% expect their organisation's activity levels to increase or stay the same over the next 12 months	36% feel there is no scope for progression within their organisation
68% plan on recruiting staff over the next 12 months	60% give their work-life balance a positive rating
74% have had difficulty hiring permanent staff in the last 12 months	61% expect to move jobs within 12 months
73% plan to increase salaries in the year ahead	48% would be tempted to change jobs due to the salary or benefits package on offer

DIGITAL TECHNOLOGY

CYBER SECURITY

London	£ Range	£ Typical
IT Security Architect	80,000-100,000	90,000
IT Security Manager	65,000-85,000	75,000
IT Security Engineer	55,000-75,000	65,000
IT Security Analyst/Admin	35,000-55,000	50,000
SOC Engineer/Incident Responder	45,000-65,000	60,000
Information Security Manager	70,000-85,000	80,000
Information Security Engineer	60,000-75,000	65,000
Information Security Analyst/SOC Engineer	50,000-75,000	60,000
CESG Consultant	65,000-85,000	75,000
Penetration Tester	45,000-85,000	80,000
Security Auditor	55,000-65,000	60,000

South West England	£ Range	£ Typical
IT Security Architect	65,000-85,000	75,000
IT Security Manager	50,000-65,000	60,000
IT Security Engineer	45,000-65,000	60,000
IT Security Analyst/Admin	32,000-50,000	47,000
SOC Engineer/Incident Responder	35,000-52,000	47,500
Information Security Manager	52,000-67,000	64,000
Information Security Engineer	50,000-65,000	60,000
Information Security Analyst/SOC Engineer	40,000-47,000	46,500
CESG Consultant	57,000-80,000	65,000
Penetration Tester	55,000-75,000	70,000
Security Auditor	46,000-58,000	52,000

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	54,500
Information Security Analyst/SOC Engineer	50,000-90,000	65,000
CESG Consultant	55,000-80,000	72,500
Penetration Tester	40,000-100,000	80,000
Security Auditor	45,000-65,000	55,000

Wales	£ Range	£ Typical
IT Security Architect	40,000-55,000	50,000
IT Security Manager	55,000-70,000	60,000
IT Security Engineer	40,000-60,000	55,000
IT Security Analyst/Admin	35,000-48,000	45,000
SOC Engineer/Incident Responder	35,000-50,000	45,000
Information Security Manager	55,000-70,000	60,000
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	55,000-70,000	60,000
Security Auditor	40,000-50,000	45,000

East of England	£ Range	£ Typical
IT Security Architect	70,000-85,000	75,000
IT Security Manager	55,000-80,000	60,000
IT Security Engineer	45,000-55,000	50,000
IT Security Analyst/Admin	30,000-45,000	39,000
SOC Engineer/Incident Responder	55,000-70,000	63,000
Information Security Manager	50,000-70,000	60,000
Information Security Engineer	50,000-65,000	57,500
Information Security Analyst/SOC Engineer	43,000-53,000	51,000
CESG Consultant	57,500-80,000	67,000
Penetration Tester	45,000-70,000	60,000
Security Auditor	47,000-60,000	55,000

Midlands	£ Range	£ Typical
IT Security Architect	65,000-85,000	76,000
IT Security Manager	50,000-70,000	63,000
IT Security Engineer	40,000-60,000	55,000
IT Security Analyst/Admin	35,000-52,000	43,000
SOC Engineer/Incident Responder	35,000-45,000	42,000
Information Security Manager	62,000-72,000	67,000
Information Security Engineer	57,000-62,000	60,000
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

Yorkshire and the Humber	£ Range	£ Typical
IT Security Architect	60,000-85,000	78,000
IT Security Manager	45,000-70,000	60,000
IT Security Engineer	40,000-65,000	52,000
IT Security Analyst/Admin	30,000-50,000	42,000
SOC Engineer/Incident Responder	33,000-48,000	38,000
Information Security Manager	55,000-70,000	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

Northern Ireland	£ Range	£ Typical
IT Security Architect	60,000-80,000	70,000
IT Security Manager	50,000-70,000	60,000
IT Security Engineer	40,000-60,000	50,000
IT Security Analyst/Admin	30,000-50,000	40,000
SOC Engineer/Incident Responder	20,000-40,000	30,000
Information Security Manager	48,000-68,000	62,000
Information Security Engineer	45,000-65,000	58,000
Information Security Analyst/SOC Engineer	35,000-55,000	40,000
CESG Consultant	55,000-78,000	65,000
Penetration Tester	45,000-72,000	58,000
Security Auditor	40,000-60,000	50,000

North East England	£ Range	£ Typical
IT Security Architect	60,000-80,000	75,000
IT Security Manager	45,000-70,000	60,000
IT Security Engineer	40,000-55,000	50,000
IT Security Analyst/Admin	35,000-50,000	43,000
SOC Engineer/Incident Responder	30,000-48,000	38,000
Information Security Manager	50,000-70,000	66,000
Information Security Engineer	45,000-60,000	55,000
Information Security Analyst/SOC Engineer	40,000-60,000	50,000
CESG Consultant	55,000-70,000	65,000
Penetration Tester	45,000-70,000	57,000
Security Auditor	45,000-65,000	55,000

Scotland	£ Range	£ Typical
IT Security Architect	60,000-80,000	70,000
IT Security Manager	50,000-70,000	60,000
IT Security Engineer	40,000-60,000	50,000
IT Security Analyst/Admin	30,000-50,000	40,000
SOC Engineer/Incident Responder	20,000-40,000	30,000
Information Security Manager	48,000-68,000	62,000
Information Security Engineer	45,000-65,000	58,000
Information Security Analyst/SOC Engineer	40,000-55,000	50,000
CESG Consultant	55,000-78,000	65,000
Penetration Tester	45,000-70,000	58,000
Security Auditor	40,000-60,000	50,000

North West England	£ Range	£ Typical
IT Security Architect	75,000-90,000	80,000
IT Security Manager	55,000-70,000	65,000
IT Security Engineer	50,000-70,000	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	55,000-65,000	60,000
Information Security Engineer	50,000-65,000	55,000
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

DIGITAL TECHNOLOGY

DATA & ADVANCED ANALYTICS

London	£ Range	£ Typical
Data Architect	80,000-115,000	90,000
Lead Data Scientist	70,000-110,000	90,000
Data Scientist	35,000-70,000	60,000
Data Analyst	30,000-50,000	45,000
Performance Analyst	40,000-50,000	45,000
Machine Learning/ Deep Learning Engineer	60,000-100,000	80,000
Lead Data Engineer	65,000-110,000	80,000
Data Engineer	30,000-65,000	60,000
Data Manager	60,000-70,000	68,000
Database Developer	45,000-60,000	50,000
Database Administrator	45,000-65,000	55,000
MI Manager	55,000-65,000	65,000
MI Analyst	35,000-45,000	40,000
Data & Analytics/BI Manager	70,000-90,000	80,000
BI Developer	50,000-70,000	60,000
BI Analyst	40,000-60,000	55,000

East of England	£ Range	£ Typical
Data Architect	65,000-85,000	75,000
Lead Data Scientist	55,000-70,000	62,000
Data Scientist	40,000-60,000	50,000
Data Analyst	32,000-45,000	38,000
Performance Analyst	35,000-47,000	40,000
Machine Learning/ Deep Learning Engineer	55,000-65,000	60,000
Lead Data Engineer	55,000-70,000	62,000
Data Engineer	45,000-55,000	50,000
Data Manager	50,000-65,000	60,000
Database Developer	35,000-50,000	40,000
Database Administrator	38,000-46,000	42,000
MI Manager	50,000-55,000	53,000
MI Analyst	25,000-35,000	30,000
Data & Analytics/BI Manager	64,000-72,000	69,000
BI Developer	40,000-50,000	45,000
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
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
MI Manager	40,000-65,000	55,000
MI Analyst	30,000-45,000	37,500
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	53,000-80,000	67,500
Lead Data Scientist	65,000-95,000	85,000
Data Scientist	34,000-80,000	55,000
Data Analyst	28,000-48,000	42,000
Performance Analyst	27,500-35,500	32,000
Machine Learning/ Deep Learning Engineer	42,000-75,000	50,000
Lead Data Engineer	50,000-65,000	55,000
Data Engineer	35,000-45,000	40,000
Data Manager	45,000-52,000	50,000
Database Developer	35,000-45,000	40,000
Database Administrator	35,000-50,000	45,000
MI Manager	50,000-55,000	52,000
MI Analyst	30,000-35,000	32,500
Data & Analytics/BI Manager	55,000-70,000	65,000
BI Developer	40,000-45,000	40,000
BI Analyst	35,000-45,000	38,500

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	29,000-38,000	32,000
Performance Analyst	33,000-38,000	35,000
Machine Learning/ Deep Learning Engineer	40,000-80,000	50,000
Lead Data Engineer	50,000-60,000	55,000
Data Engineer	36,000-42,000	40,000
Data Manager	45,000-50,000	48,000
Database Developer	35,000-45,000	40,000
Database Administrator	38,000-50,000	45,000
MI Manager	48,000-55,000	52,000
MI Analyst	30,000-35,000	32,000
Data & Analytics/BI Manager	55,000-70,000	65,000
BI Developer	38,000-50,000	43,000
BI Analyst	35,000-42,000	38,000

Yorkshire and the Humber	£ Range	£ Typical
Data Architect	60,000-80,000	70,000
Lead Data Scientist	60,000-70,000	65,000
Data Scientist	50,000-70,000	60,000
Data Analyst	25,000-35,000	30,000
Performance Analyst	35,000-45,000	38,500
Machine Learning/ Deep Learning Engineer	65,000-80,000	70,000
Lead Data Engineer	50,000-60,000	55,000
Data Engineer	40,000-55,000	45,000
Data Manager	45,000-60,000	55,000
Database Developer	35,000-55,000	45,000
Database Administrator	45,000-60,000	53,000
MI Manager	45,000-55,000	50,000
MI Analyst	27,000-36,000	32,000
Data & Analytics/BI Manager	55,000-65,000	60,000
BI Developer	45,000-55,000	48,000
BI Analyst	30,000-40,000	35,000

Midlands	£ Range	£ Typical
Data Architect	55,000-80,000	65,000
Lead Data Scientist	50,000-68,000	65,000
Data Scientist	50,000-60,000	60,000
Data Analyst	25,000-40,000	32,000
Performance Analyst	35,000-45,000	40,000
Machine Learning/ Deep Learning Engineer	50,000-60,000	55,000
Lead Data Engineer	55,000-65,000	60,000
Data Engineer	40,000-50,000	43,000
Data Manager	45,000-50,000	50,000
Database Developer	35,000-45,000	40,000
Database Administrator	40,000-50,000	45,000
MI Manager	55,000-65,000	57,000
MI Analyst	29,000-38,000	37,500
Data & Analytics/BI Manager	62,000-69,000	65,000
BI Developer	35,000-45,000	40,000
BI Analyst	35,000-45,000	43,000

North East England	£ Range	£ Typical
Data Architect	45,000-75,000	60,000
Lead Data Scientist	50,000-65,000	50,000
Data Scientist	40,000-55,000	42,000
Data Analyst	25,000-40,000	33,000
Performance Analyst	30,000-40,000	35,000
Machine Learning/ Deep Learning Engineer	50,000-75,000	55,000
Lead Data Engineer	55,000-68,000	58,000
Data Engineer	30,000-40,000	37,000
Data Manager	45,000-60,000	50,000
Database Developer	40,000-50,000	45,000
Database Administrator	45,000-60,000	55,000
MI Manager	40,000-50,000	47,000
MI Analyst	27,000-36,000	32,000
Data & Analytics/BI Manager	55,000-65,000	60,000
BI Developer	45,000-55,000	48,000
BI Analyst	30,000-40,000	35,000

DIGITAL TECHNOLOGY

DATA & ADVANCED ANALYTICS

North West England	£ Range	£ Typical
Data Architect	60,000-75,000	65,000
Lead Data Scientist	70,000-100,000	80,000
Data Scientist	40,000-80,000	55,000
Data Analyst	25,000-40,000	35,000
Performance Analyst	30,000-40,000	38,000
Machine Learning/ Deep Learning Engineer	50,000-70,000	60,000
Lead Data Engineer	65,000-90,000	75,000
Data Engineer	40,000-50,000	45,000
Data Manager	45,000-65,000	55,000
Database Developer	35,000-50,000	45,000
Database Administrator	45,000-60,000	54,000
MI Manager	45,000-55,000	50,000
MI Analyst	25,000-40,000	35,000
Data & Analytics/BI Manager	50,000-65,000	60,000
BI Developer	35,000-50,000	45,000
BI Analyst	30,000-45,000	35,000

Scotland	£ Range	£ Typical
Data Architect	60,000-90,000	70,000
Lead Data Scientist	60,000-100,000	80,000
Data Scientist	40,000-80,000	65,000
Data Analyst	25,000-40,000	35,000
Performance Analyst	30,000-40,000	38,000
Machine Learning/ Deep Learning Engineer	40,000-60,000	52,500
Lead Data Engineer	60,000-80,000	70,000
Data Engineer	45,000-70,000	52,000
Data Manager	50,000-70,000	60,000
Database Developer	40,000-50,000	45,000
Database Administrator	45,000-60,000	54,000
MI Manager	45,000-55,000	50,000
MI Analyst	25,000-40,000	33,000
Data & Analytics/BI Manager	60,000-75,000	70,000
BI Developer	35,000-55,000	45,000
BI Analyst	30,000-45,000	38,000

Northern Ireland	£ Range	£ Typical
Data Architect	60,000-70,000	65,000
Data Scientist	40,000-60,000	50,000
Data Analyst	25,000-35,000	28,000
Performance Analyst	28,000-35,000	32,000
Machine Learning/ Deep Learning Engineer	45,000-65,000	50,000
Data Engineer	35,000-50,000	42,000
Data Manager	48,000-60,000	52,000
Database Developer	32,000-45,000	40,000
Database Administrator	40,000-55,000	48,000
MI Manager	42,000-50,000	48,000
MI Analyst	28,000-35,000	32,000
Data & Analytics/BI Manager	52,000-60,000	58,000
BI Developer	35,000-45,000	40,000
BI Analyst	32,000-40,000	38,000



George Windsor
Head of Insights,
Tech Nation



The UK is a hotbed of tech talent, and there are opportunities nationwide. Digital jobs and skills are underpinning the growth of the UK's thriving tech sector, which in turn is creating high-productivity jobs at scale.

With over 2.1 million people working in UK digital tech in 2017, the tech economy is a bigger employer than sectors like Hospitality (1.3m), Construction (1.9m) and

Financial Services (1.2m). In addition, the UK is one of the top destinations for attracting global tech talent, home to the world's first technology visa, with a world-leading migration system that includes the Tier 1 Exceptional Talent, Startup and Innovator visas.

Large tech corporates, as well as startup and scaleup businesses are providing inclusive and accessible jobs, but the scale of job openings in tech is only one side to this story. We have found new evidence that tech jobs are better paid – right across clusters in the UK – than non-tech jobs. In fact, median salaries for tech roles are, on average, over 10% higher than other roles.

The evidence on tech jobs here, provided by Hays, is a great way to show that tech is a critical and growing part of our labour market now. With tech likely to play an increasingly important part in all of our jobs and lives, we hope to build on this firm foundation to determine how we can assist with professional development pathways, and provide new information for people working or seeking work in the UK.



Sean Bave
General Manager
& Vice President,
Stack Overflow



For most tech companies, tackling the skills gap is an overlap of two problems. First, the demand outpaces the supply, making it tough to grow or even maintain the size of your development team. Second, with the rapid evolution of tech, there is an ongoing need for training new hires.

Attracting top candidates isn't as simple as offering a higher salary than your competition. Yes, compensation is the critical job factor to many developers, but it is only one of many components they consider strongly. Culture, development opportunities, and the technologies used also play a key role in attracting great coders. So, evaluating if a role is attractive is not as straightforward as just looking at the salary figure.

In the UK, for example, over 10% of developers work as contractors or are self-employed. One can assume that for some, not even the most exceptional benefits could ever outweigh the freedom of the freelance life.

So, what do developers look for in jobs?

Our annual survey confirms developers have high career satisfaction and only a small number are ever actively looking for a job. So, if you are looking to attract them, you need to give them a compelling reason to consider your company. Here, a high salary is not reason enough. Developers have told us that the room for professional growth, the impact their work has on the product, and the impact that product has on the world, all play a part in deciding to accept a position.

Life-long learning is key to developers and implementing a solid strategy for training and development will be a competitive advantage when it comes to recruitment. Not only will it put you in a position to hire more junior staff and train them up but it will give your managers a better idea of the skills currently available within your team. Projects will run more smoothly, and developers looking for fresh challenges get to work on new projects internally instead of being tempted by an offer elsewhere. After all, one thing our global survey confirms each year is that developers are eager to learn new things.

Addressing all of the above is no easy task. But the benefits are twofold: by enabling life-long learning and continuously exploring new technologies and new ways of sharing knowledge on your team, you give your current development teams a competitive advantage. At the same time, you are becoming more attractive to developers outside your organisation, which will allow you to attract talents with diverse skillsets and the new perspectives necessary for your success.

DIGITAL TECHNOLOGY DEVELOPMENT

London		£ Range	£ Typical
Technical Director		85,000-105,000	95,000
Development Manager		80,000-100,000	85,000
Software Architect	Java	80,000-100,000	90,000
	C#, ASP.net	80,000-100,000	90,000
Technical Lead	Java	80,000-95,000	85,000
	C#, ASP.net	80,000-90,000	85,000
Senior Developer	.net/MVC	65,000-85,000	75,000
.Net Developer	Desktop/MVC	45,000-65,000	55,000
Junior Developer	Desktop/MVC	40,000-50,000	45,000
Senior/Analyst Developer	Java	65,000-75,000	70,000
Developer	Java	55,000-70,000	60,000
Junior Developer	Java	35,000-50,000	37,000
Mobile Developer	iOS/Android/Hybrid	60,000-75,000	65,000
SharePoint Developer		50,000-70,000	65,000
Software Engineer	C/C++/Python etc	55,000-70,000	60,000
Senior Front End Developer	Javascript/HTML/CSS/etc	75,000-95,000	85,000
Front End Developer	Javascript/HTML/CSS/etc	55,000-70,000	60,000
Junior Front End Developer	Javascript/HTML/CSS/etc	30,000-45,000	40,000
Senior Web Developer	PHP/Ruby/Perl/etc	60,000-78,000	70,000
Web Developer	PHP/Ruby/Perl/etc	50,000-60,000	55,000
Junior Web Developer	PHP/Ruby/Perl/etc	30,000-45,000	40,000

South East England		£ Range	£ Typical
Technical Director		80,000-100,000	90,000
Development Manager		60,000-80,000	75,000
Software Architect	Java	70,000-95,000	87,000
	C#, ASP.net	70,000-90,000	80,000
Technical Lead	Java	60,000-80,000	73,000
	C#, ASP.net	60,000-75,000	65,000
Senior Developer	.net/MVC	45,000-65,000	55,000
.Net Developer	Desktop/MVC	35,000-45,000	40,000
Junior Developer	Desktop/MVC	25,000-35,000	30,000
Senior/Analyst Developer	Java	50,000-65,000	58,000
Developer	Java	38,000-50,000	45,000
Junior Developer	Java	25,000-40,000	34,000
Mobile Developer	iOS/Android/Hybrid	40,000-70,000	50,000
SharePoint Developer		50,000-70,000	55,000
Software Engineer	C/C++/Python etc	40,000-65,000	55,000
Senior Front End Developer	Javascript/HTML/CSS/etc	50,000-75,000	60,000
Front End Developer	Javascript/HTML/CSS/etc	38,000-50,000	43,000
Junior Front End Developer	Javascript/HTML/CSS/etc	25,000-38,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	40,000-60,000	52,000
Web Developer	PHP/Ruby/Perl/etc	30,000-40,000	35,000
Junior Web Developer	PHP/Ruby/Perl/etc	22,000-30,000	25,000

East of England		£ Range	£ Typical
Technical Director		70,000-95,000	80,000
Development Manager		50,000-75,000	65,000
Software Architect	Java	65,000-90,000	72,000
	C#, ASP.net	62,000-87,000	69,000
Technical Lead	Java	55,000-75,000	62,000
	C#, ASP.net	55,000-75,000	60,000
Senior Developer	.net/MVC	45,000-65,000	52,000
.Net Developer	Desktop/MVC	35,000-50,000	45,000
Junior Developer	Desktop/MVC	25,000-35,000	28,000
Senior/Analyst Developer	Java	50,000-70,000	58,000
Developer	Java	40,000-55,000	47,000
Junior Developer	Java	25,000-35,000	28,000
Mobile Developer	iOS/Android/Hybrid	40,000-65,000	52,000
SharePoint Developer		40,000-60,000	55,000
Software Engineer	C/C++/Python etc	45,000-70,000	55,000
Senior Front End Developer	Javascript/HTML/CSS/etc	40,000-60,000	52,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-50,000	45,000
Junior Front End Developer	Javascript/HTML/CSS/etc	25,000-35,000	30,000
Senior Web Developer	PHP/Ruby/Perl/etc	40,000-60,000	50,000
Web Developer	PHP/Ruby/Perl/etc	35,000-50,000	40,000
Junior Web Developer	PHP/Ruby/Perl/etc	25,000-35,000	28,000

South West England		£ Range	£ Typical
Technical Director		65,000-100,000	87,000
Development Manager		55,000-90,000	75,000
Software Architect	Java	55,000-90,000	70,000
	C#, ASP.net	55,000-85,000	70,000
Technical Lead	Java	55,000-75,000	70,000
	C#, ASP.net	50,000-65,000	60,000
Senior Developer	.net/MVC	45,000-55,000	52,000
.Net Developer	Desktop/MVC	40,000-50,000	45,000
Junior Developer	Desktop/MVC	25,000-30,000	27,500
Senior/Analyst Developer	Java	55,000-67,000	62,000
Developer	Java	35,000-65,000	47,000
Junior Developer	Java	24,000-35,000	32,000
Mobile Developer	iOS/Android/Hybrid	35,000-70,000	50,000
SharePoint Developer		45,000-75,000	60,000
Software Engineer	C/C++/Python etc	40,000-60,000	50,000
Senior Front End Developer	Javascript/HTML/CSS/etc	47,000-80,000	60,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-45,000	40,000
Junior Front End Developer	Javascript/HTML/CSS/etc	21,000-32,000	25,000
Senior Web Developer	PHP/Ruby/Perl/etc	45,000-65,000	52,000
Web Developer	PHP/Ruby/Perl/etc	38,000-50,000	45,000
Junior Web Developer	PHP/Ruby/Perl/etc	25,000-40,000	32,000

DIGITAL TECHNOLOGY DEVELOPMENT

Wales		£ Range	£ Typical
Technical Director		70,000-110,000	85,000
Development Manager		60,000-90,000	72,000
Software Architect	Java	60,000-90,000	80,000
	C#, ASP.net	60,000-90,000	80,000
Technical Lead	Java	50,000-70,000	63,000
	C#, ASP.net	50,000-70,000	63,000
Senior Developer	.net/MVC	20,000-30,000	26,000
.Net Developer	Desktop/MVC	30,000-45,000	41,000
Junior Developer	Desktop/MVC	45,000-60,000	52,000
Senior/Analyst Developer	Java	45,000-60,000	56,000
Developer	Java	30,000-45,000	44,000
Junior Developer	Java	20,000-30,000	28,000
Mobile Developer	iOS/Android/Hybrid	35,000-70,000	55,000
SharePoint Developer		35,000-70,000	55,000
Software Engineer	C/C++/Python etc	20,000-55,000	45,000
Senior Front End Developer	Javascript/HTML/CSS/etc	45,000-60,000	56,000
Front End Developer	Javascript/HTML/CSS/etc	30,000-45,000	40,000
Junior Front End Developer	Javascript/HTML/CSS/etc	20,000-30,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	45,000-60,000	50,000
Web Developer	PHP/Ruby/Perl/etc	30,000-45,000	40,000
Junior Web Developer	PHP/Ruby/Perl/etc	20,000-30,000	28,000

Midlands		£ Range	£ Typical
Technical Director		50,000-90,000	85,000
Development Manager		50,000-65,000	62,000
Software Architect	Java	60,000-80,000	70,000
	C#, ASP.net	60,000-70,000	65,000
Technical Lead	Java	50,000-60,000	55,000
	C#, ASP.net	50,000-60,000	55,000
Senior Developer	.net/MVC	45,000-55,000	50,000
.Net Developer	Desktop/MVC	40,000-50,000	45,000
Junior Developer	Desktop/MVC	25,000-30,000	27,000
Senior/Analyst Developer	Java	50,000-60,000	55,000
Developer	Java	45,000-55,000	50,000
Junior Developer	Java	25,000-30,000	26,000
Mobile Developer	iOS/Android/Hybrid	40,000-65,000	55,000
SharePoint Developer		40,000-60,000	50,000
Software Engineer	C/C++/Python etc	40,000-50,000	45,000
Senior Front End Developer	Javascript/HTML/CSS/etc	35,000-45,000	40,000
Front End Developer	Javascript/HTML/CSS/etc	30,000-40,000	35,000
Junior Front End Developer	Javascript/HTML/CSS/etc	20,000-25,000	22,500
Senior Web Developer	PHP/Ruby/Perl/etc	35,000-45,000	42,500
Web Developer	PHP/Ruby/Perl/etc	30,000-38,000	33,500
Junior Web Developer	PHP/Ruby/Perl/etc	20,000-26,000	22,500

Yorkshire and the Humber		£ Range	£ Typical
Technical Director		70,000-110,000	90,000
Development Manager		55,000-75,000	70,000
Software Architect	Java	60,000-80,000	70,000
	C#, ASP.net	50,000-75,000	70,000
Technical Lead	Java	48,000-60,000	58,000
	C#, ASP.net	48,000-60,000	58,000
Senior Developer	.net/MVC	40,000-60,000	55,000
.Net Developer	Desktop/MVC	35,000-45,000	42,000
Junior Developer	Desktop/MVC	30,000-40,000	38,000
Senior/Analyst Developer	Java	40,000-60,000	52,000
Developer	Java	42,000-60,000	50,000
Junior Developer	Java	28,000-40,000	30,000
Mobile Developer	iOS/Android/Hybrid	40,000-60,000	50,000
SharePoint Developer		40,000-60,000	55,000
Software Engineer	C/C++/Python etc	35,000-55,000	40,000
Senior Front End Developer	Javascript/HTML/CSS/etc	35,000-60,000	48,000
Front End Developer	Javascript/HTML/CSS/etc	32,000-42,000	40,000
Junior Front End Developer	Javascript/HTML/CSS/etc	26,000-35,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	40,000-60,000	45,000
Web Developer	PHP/Ruby/Perl/etc	35,000-45,000	40,000
Junior Web Developer	PHP/Ruby/Perl/etc	25,000-35,000	27,000

North East England		£ Range	£ Typical
Technical Director		70,000-100,000	85,000
Development Manager		55,000-75,000	70,000
Software Architect	Java	60,000-75,000	70,000
	C#, ASP.net	60,000-75,000	70,000
Technical Lead	Java	45,000-60,000	58,000
	C#, ASP.net	45,000-60,000	55,000
Senior Developer	.net/MVC	20,000-30,000	26,000
.Net Developer	Desktop/MVC	30,000-45,000	38,000
Junior Developer	Desktop/MVC	28,000-35,000	30,000
Senior/Analyst Developer	Java	40,000-60,000	50,000
Developer	Java	25,000-40,000	35,000
Junior Developer	Java	24,000-30,000	26,000
Mobile Developer	iOS/Android/Hybrid	35,000-50,000	46,000
SharePoint Developer		40,000-60,000	46,000
Software Engineer	C/C++/Python etc	35,000-50,000	38,000
Senior Front End Developer	Javascript/HTML/CSS/etc	39,000-48,000	45,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-40,000	36,000
Junior Front End Developer	Javascript/HTML/CSS/etc	30,000-35,000	32,000
Senior Web Developer	PHP/Ruby/Perl/etc	30,000-45,000	32,000
Web Developer	PHP/Ruby/Perl/etc	25,000-30,000	28,000
Junior Web Developer	PHP/Ruby/Perl/etc	22,000-26,000	24,000

DIGITAL TECHNOLOGY DEVELOPMENT

North West England		£ Range	£ Typical
Technical Director		80,000-100,000	85,000
Development Manager		60,000-75,000	65,000
Software Architect	Java	65,000-85,000	75,000
	C#, ASP.net	65,000-85,000	72,000
Technical Lead	Java	65,000-75,000	70,000
	C#, ASP.net	60,000-75,000	65,000
Senior Developer	.net/MVC	55,000-70,000	60,000
.Net Developer	Desktop/MVC	45,000-55,000	50,000
Junior Developer	Desktop/MVC	35,000-45,000	37,000
Senior/Analyst Developer	Java	55,000-70,000	60,000
Developer	Java	45,000-60,000	52,000
Junior Developer	Java	25,000-40,000	32,000
Mobile Developer	iOS/Android/Hybrid	40,000-70,000	50,000
SharePoint Developer		40,000-60,000	52,000
Software Engineer	C/C++/Python etc	38,000-48,000	40,000
Senior Front End Developer	Javascript/HTML/CSS/etc	40,000-55,000	50,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-50,000	42,000
Junior Front End Developer	Javascript/HTML/CSS/etc	35,000-45,000	40,000
Senior Web Developer	PHP/Ruby/Perl/etc	45,000-60,000	50,000
Web Developer	PHP/Ruby/Perl/etc	40,000-50,000	45,000
Junior Web Developer	PHP/Ruby/Perl/etc	30,000-40,000	35,000

Northern Ireland		£ Range	£ Typical
Technical Director		60,000-90,000	77,000
Development Manager		55,000-70,000	65,000
Software Architect	Java	55,000-65,000	60,000
	C#, ASP.net	50,000-60,000	55,000
Technical Lead	Java	50,000-60,000	55,000
	C#, ASP.net	45,000-55,000	50,000
Senior Developer	.net/MVC	45,000-55,000	48,000
.Net Developer	Desktop/MVC	35,000-45,000	40,000
Junior Developer	Desktop/MVC	25,000-35,000	30,000
Senior/Analyst Developer	Java	45,000-55,000	50,000
Developer	Java	30,000-42,000	37,000
Junior Developer	Java	25,000-35,000	30,000
Mobile Developer	iOS/Android/Hybrid	50,000-70,000	57,000
SharePoint Developer		40,000-60,000	54,000
Software Engineer	C/C++/Python etc	45,000-55,000	50,000
Senior Front End Developer	Javascript/HTML/CSS/etc	40,000-55,000	47,000
Front End Developer	Javascript/HTML/CSS/etc	32,000-42,000	40,000
Junior Front End Developer	Javascript/HTML/CSS/etc	25,000-30,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	35,000-45,000	43,000
Web Developer	PHP/Ruby/Perl/etc	25,000-35,000	33,000
Junior Web Developer	PHP/Ruby/Perl/etc	25,000-30,000	27,000

Scotland		£ Range	£ Typical
Technical Director		70,000-100,000	85,000
Development Manager		65,000-75,000	75,000
Software Architect	Java	60,000-85,000	70,000
	C#, ASP.net	60,000-85,000	65,000
Technical Lead	Java	50,000-70,000	60,000
	C#, ASP.net	50,000-70,000	60,000
Senior Developer	.net/MVC	50,000-60,000	50,000
.Net Developer	Desktop/MVC	35,000-45,000	40,000
Junior Developer	Desktop/MVC	25,000-35,000	30,000
Senior/Analyst Developer	Java	45,000-60,000	55,000
Developer	Java	35,000-55,000	45,000
Junior Developer	Java	25,000-35,000	30,000
Mobile Developer	iOS/Android/Hybrid	45,000-70,000	55,000
SharePoint Developer		50,000-70,000	55,000
Software Engineer	C/C++/Python etc	40,000-55,000	45,000
Senior Front End Developer	Javascript/HTML/CSS/etc	45,000-60,000	55,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-45,000	40,000
Junior Front End Developer	Javascript/HTML/CSS/etc	25,000-35,000	30,000
Senior Web Developer	PHP/Ruby/Perl/etc	40,000-60,000	50,000
Web Developer	PHP/Ruby/Perl/etc	30,000-45,000	38,000
Junior Web Developer	PHP/Ruby/Perl/etc	22,000-30,000	26,000

INFORMATION TECHNOLOGY CLOUD & INFRASTRUCTURE

London		£ Range	£ Typical
Architect	AWS	85,000-100,000	90,000
	VMware	75,000-85,000	82,000
	Citrix	65,000-85,000	70,000
Project Manager	Cloud Infrastructure	70,000-90,000	75,000
Senior Engineer	AWS	65,000-80,000	75,000
	VMware	60,000-75,000	70,000
	Citrix	60,000-75,000	70,000
Engineer	AWS	63,000-80,000	70,000
	VMware	55,000-70,000	65,000
	Citrix	55,000-70,000	60,000
Infrastructure Specialist/Architect		50,000-85,000	73,000
Server Support Engineer		40,000-55,000	45,000
Desktop Support Analyst/2nd Line		28,000-35,000	33,000
Application Support Analyst		35,000-70,000	43,000
Field Engineer		32,000-45,000	37,000
Helpdesk/Service Desk Analyst		25,000-35,000	28,000
Service Delivery Manager		55,000-65,000	60,000
Service Desk Manager		40,000-55,000	48,000
Network Engineer		35,000-60,000	45,000
Linux Systems Administrator		40,000-65,000	55,000
DevOps Engineer		60,000-100,000	75,000
Windows Systems Administrator		38,000-50,000	45,000

East of England		£ Range	£ Typical
Architect	AWS	83,500-90,000	85,000
	VMware	65,000-80,000	70,000
	Citrix	60,000-70,000	63,000
Project Manager	Cloud Infrastructure	55,000-77,500	65,000
Senior Engineer	AWS	50,000-62,000	58,000
	VMware	50,000-60,000	55,000
	Citrix	50,000-60,000	55,000
Engineer	AWS	52,500-58,000	55,000
	VMware	45,000-54,000	48,000
	Citrix	45,000-54,000	46,000
Infrastructure Specialist/Architect		58,000-70,000	65,000
Server Support Engineer		40,000-48,000	44,000
Desktop Support Analyst/2nd Line		25,000-32,000	29,000
Application Support Analyst		30,000-40,000	35,000
Field Engineer		35,000-40,000	37,000
Helpdesk/Service Desk Analyst		20,000-25,000	24,000
Service Delivery Manager		36,000-60,000	50,000
Service Desk Manager		30,000-50,000	40,000
Network Engineer		30,000-50,000	40,000
Linux Systems Administrator		40,000-65,000	48,000
DevOps Engineer		60,000-80,000	62,000
Windows Systems Administrator		28,000-55,000	38,000

South East England		£ Range	£ Typical
Architect	AWS	70,000-90,000	85,000
	VMware	62,500-75,000	68,000
	Citrix	58,000-67,000	60,000
Project Manager	Cloud Infrastructure	52,000-70,000	65,000
Senior Engineer	AWS	60,000-70,000	62,000
	VMware	50,000-60,000	55,000
	Citrix	46,500-51,000	48,000
Engineer	AWS	55,000-65,000	58,000
	VMware	45,000-59,000	47,000
	Citrix	41,000-46,000	43,000
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
Linux Systems Administrator		40,000-60,000	50,000
DevOps Engineer		50,000-75,000	62,500
Windows Systems Administrator		30,000-50,000	40,000

South West England		£ Range	£ Typical
Architect	AWS	67,000-77,000	75,000
	VMware	65,000-75,000	73,000
	Citrix	58,500-65,500	62,500
Project Manager	Cloud Infrastructure	55,000-82,500	70,000
Senior Engineer	AWS	45,000-65,000	60,000
	VMware	50,000-60,000	55,000
	Citrix	44,500-53,000	47,000
Engineer	AWS	49,500-52,000	52,000
	VMware	46,000-48,000	46,500
	Citrix	40,000-50,000	44,000
Infrastructure Specialist/Architect		50,000-70,000	62,500
Server Support Engineer		35,000-45,000	40,000
Desktop Support Analyst/2nd Line		25,000-30,000	28,000
Application Support Analyst		22,000-35,000	32,000
Field Engineer		25,000-35,000	30,000
Helpdesk/Service Desk Analyst		18,000-26,000	24,000
Service Delivery Manager		45,000-55,000	52,000
Service Desk Manager		35,000-48,000	45,000
Network Engineer		35,000-52,500	45,000
Linux Systems Administrator		35,000-50,000	45,000
DevOps Engineer		40,000-75,000	55,000
Windows Systems Administrator		35,000-50,000	40,000

Wales		£ Range	£ Typical
Architect	AWS	80,000-95,000	85,000
	VMware	75,000-85,000	82,000
	Citrix	65,000-72,000	67,500
Project Manager	Cloud Infrastructure	65,000-85,000	72,500
Senior Engineer	AWS	60,000-75,000	65,000
	VMware	60,000-75,000	65,000
	Citrix	52,000-67,000	62,000
Engineer	AWS	53,000-63,000	60,000
	VMware	55,000-65,000	60,000
	Citrix	55,000-65,000	60,000
Infrastructure Specialist/Architect		60,000-80,000	70,000
Server Support Engineer		35,000-45,000	39,000
Desktop Support Analyst/2nd Line		25,000-33,000	28,000
Application Support Analyst		22,000-50,000	33,000
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	45,000
Network Engineer		35,000-50,000	45,000
Linux Systems Administrator		35,000-55,000	46,000
DevOps Engineer		40,000-70,000	55,000
Windows Systems Administrator		30,000-50,000	38,000

Yorkshire and the Humber		£ Range	£ Typical
Architect	AWS	80,000-120,000	100,000
	VMware	70,000-80,000	75,000
	Citrix	70,000-80,000	75,000
Project Manager	Cloud Infrastructure	55,000-75,000	65,000
Senior Engineer	AWS	60,000-70,000	65,000
	VMware	47,000-65,000	60,000
	Citrix	50,000-60,000	55,000
Engineer	AWS	50,000-60,000	55,000
	VMware	45,000-60,000	52,000
	Citrix	40,000-55,000	48,000
Infrastructure Specialist/Architect		55,000-75,000	65,000
Server Support Engineer		30,000-50,000	40,000
Desktop Support Analyst/2nd Line		22,000-30,000	27,000
Application Support Analyst		30,000-45,000	38,000
Field Engineer		28,000-40,000	35,000
Helpdesk/Service Desk Analyst		18,000-24,000	21,000
Service Delivery Manager		45,000-70,000	60,000
Service Desk Manager		30,000-45,000	45,000
Network Engineer		35,000-50,000	38,000
Linux Systems Administrator		35,000-50,000	40,000
DevOps Engineer		45,000-70,000	55,000
Windows Systems Administrator		32,000-50,000	40,000

Midlands		£ Range	£ Typical
Architect	AWS	85,000-100,000	95,000
	VMware	65,000-75,000	68,000
	Citrix	60,000-70,000	62,000
Project Manager	Cloud Infrastructure	58,000-80,000	68,000
Senior Engineer	AWS	60,000-80,000	65,000
	VMware	45,000-60,000	48,000
	Citrix	45,000-55,000	50,000
Engineer	AWS	55,000-70,000	60,000
	VMware	35,000-45,000	42,000
	Citrix	40,000-50,000	43,000
Infrastructure Specialist/Architect		55,000-80,000	70,000
Server Support Engineer		30,000-40,000	38,000
Desktop Support Analyst/2nd Line		26,000-32,000	28,000
Application Support Analyst		25,000-38,000	32,000
Field Engineer		28,000-38,000	30,000
Helpdesk/Service Desk Analyst		18,000-25,000	22,000
Service Delivery Manager		50,000-60,000	55,000
Service Desk Manager		35,000-55,000	42,000
Network Engineer		38,000-50,000	45,000
Linux Systems Administrator		30,000-45,000	38,000
DevOps Engineer		50,000-60,000	55,000
Windows Systems Administrator		30,000-45,000	40,000

North East England		£ Range	£ Typical
Architect	AWS	68,000-80,000	75,000
	VMware	65,000-75,000	71,000
	Citrix	60,000-70,000	64,000
Project Manager	Cloud Infrastructure	50,000-70,000	60,000
Senior Engineer	AWS	47,000-54,000	50,000
	VMware	48,000-52,000	50,000
	Citrix	44,000-50,000	45,000
Engineer	AWS	45,000-54,000	50,000
	VMware	45,000-52,000	48,000
	Citrix	40,000-48,000	44,000
Infrastructure Specialist/Architect		60,000-75,000	65,000
Server Support Engineer		38,000-48,000	43,000
Desktop Support Analyst/2nd Line		24,000-29,000	28,000
Application Support Analyst		24,000-34,000	28,000
Field Engineer		24,000-32,000	29,000
Helpdesk/Service Desk Analyst		18,000-26,000	23,000
Service Delivery Manager		42,000-50,000	45,000
Service Desk Manager		35,000-45,000	40,000
Network Engineer		35,000-44,000	39,000
Linux Systems Administrator		28,000-35,000	30,000
DevOps Engineer		35,000-55,000	40,000
Windows Systems Administrator		28,000-40,000	35,000

INFORMATION TECHNOLOGY CLOUD & INFRASTRUCTURE

North West England		£ Range	£ Typical
Architect	AWS	80,000-95,000	85,000
	VMware	75,000-85,000	82,000
	Citrix	65,000-72,000	68,000
Project Manager	Cloud Infrastructure	65,000-85,000	73,000
Senior Engineer	AWS	60,000-75,000	65,000
	VMware	60,000-75,000	65,000
	Citrix	52,000-67,000	62,000
Engineer	AWS	53,000-63,000	60,000
	VMware	55,000-65,000	60,000
	Citrix	55,000-65,000	60,000
Infrastructure Specialist/Architect		50,000-85,000	70,000
Server Support Engineer		40,000-53,000	43,000
Desktop Support Analyst/2nd Line		27,000-37,000	33,000
Application Support Analyst		35,000-70,000	42,000
Field Engineer		32,000-45,000	35,000
Helpdesk/Service Desk Analyst		24,000-33,000	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
Linux Systems Administrator		40,000-50,000	47,000
DevOps Engineer		45,000-70,000	55,000
Windows Systems Administrator		37,000-50,000	45,000

Scotland		£ Range	£ Typical
Architect	AWS	75,000-90,000	85,000
	VMware	60,000-80,000	70,000
	Citrix	60,000-80,000	70,000
Project Manager	Cloud Infrastructure	55,000-78,500	62,000
Senior Engineer	AWS	50,000-70,000	60,000
	VMware	50,000-60,000	55,000
	Citrix	48,500-60,000	55,000
Engineer	AWS	57,000-67,000	62,000
	VMware	45,000-60,000	48,000
	Citrix	43,000-48,000	47,000
Infrastructure Specialist/Architect		53,000-78,000	70,000
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	37,000
Field Engineer		22,000-40,000	30,000
Helpdesk/Service Desk Analyst		18,000-25,000	22,000
Service Delivery Manager		36,000-60,000	49,000
Service Desk Manager		25,000-50,000	40,000
Network Engineer		30,000-50,000	40,000
Linux Systems Administrator		28,000-45,000	35,000
DevOps Engineer		30,000-50,000	38,000
Windows Systems Administrator		28,000-50,000	38,000

Northern Ireland		£ Range	£ Typical
Architect	AWS	75,000-90,000	86,000
	VMware	65,000-75,000	70,000
	Citrix	60,000-72,000	65,000
Project Manager	Cloud Infrastructure	55,000-75,000	70,000
Senior Engineer	AWS	65,000-75,000	70,000
	VMware	55,000-65,000	60,000
	Citrix	48,500-55,000	50,000
Engineer	AWS	57,000-67,000	62,000
	VMware	45,000-60,000	48,000
	Citrix	43,000-48,000	47,000
Infrastructure Specialist/Architect		53,000-78,000	70,000
Server Support Engineer		35,000-45,000	44,000
Desktop Support Analyst/2nd Line		25,000-35,000	28,000
Application Support Analyst		25,000-40,000	37,000
Field Engineer		25,000-40,000	30,000
Helpdesk/Service Desk Analyst		22,000-28,000	25,000
Service Delivery Manager		48,000-60,000	53,000
Service Desk Manager		30,000-55,000	45,000
Network Engineer		28,000-54,000	45,000
Linux Systems Administrator		28,000-45,000	35,000
DevOps Engineer		30,000-55,000	38,000
Windows Systems Administrator		30,000-50,000	42,000



INFORMATION TECHNOLOGY

ENTERPRISE RESOURCE PLANNING

London	£ Range	£ Typical
SAP Architect	80,000-90,000	85,500
SAP BASIS Consultant	50,000-65,000	55,000
SAP ABAP Developer	40,000-60,000	55,000
Dynamics Consultant	55,000-85,000	70,000
Dynamics Developer	55,000-70,000	62,500
Oracle Technical Consultant	55,000-75,000	70,000
Oracle Functional Consultant	55,000-75,000	66,000
Oracle Support Analyst	40,000-55,000	50,000
ERP Project Manager	65,000-85,000	67,000
ERP Technical Consultant	65,000-80,000	70,000
ERP Functional Consultant	60,000-75,000	65,000
ERP Support Analyst	40,000-50,000	45,000
ERP Programme Manager	70,000-90,000	80,000
ERP Business Analyst	50,000-60,000	55,000

South West England	£ Range	£ Typical
SAP Architect	60,000-80,000	75,000
SAP BASIS Consultant	45,000-65,000	50,000
SAP ABAP Developer	40,000-55,000	45,000
Dynamics Consultant	45,000-60,000	50,000
Dynamics Developer	40,000-50,000	48,000
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	60,000-70,000	62,000
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	70,000
ERP Business Analyst	40,000-55,000	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

Wales	£ Range	£ Typical
SAP Architect	60,000-80,000	75,000
SAP BASIS Consultant	40,000-60,000	50,000
SAP ABAP Developer	35,000-50,000	45,000
Dynamics Consultant	35,000-60,000	48,000
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	45,000-65,000	55,000
ERP Functional Consultant	45,000-60,000	50,000
ERP Support Analyst	33,000-45,000	40,000
ERP Programme Manager	55,000-75,000	60,000
ERP Business Analyst	45,000-59,000	50,000

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	50,000-60,000	55,000
Dynamics Developer	55,000-65,000	60,000
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

Midlands	£ Range	£ Typical
SAP Architect	70,000-90,000	78,000
SAP BASIS Consultant	45,000-65,000	55,000
SAP ABAP Developer	40,000-60,000	50,000
Dynamics Consultant	47,500-57,500	55,000
Dynamics Developer	45,000-55,000	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	50,000-60,000	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

Yorkshire and the Humber	£ Range	£ Typical
SAP Architect	80,000-100,000	92,000
SAP BASIS Consultant	45,000-55,000	50,000
SAP ABAP Developer	60,000-80,000	70,000
Dynamics Consultant	50,000-60,000	58,000
Dynamics Developer	45,000-65,000	58,000
Oracle Technical Consultant	45,000-62,000	56,000
Oracle Functional Consultant	45,000-58,000	55,000
Oracle Support Analyst	35,000-45,000	40,000
ERP Project Manager	55,000-70,000	65,000
ERP Technical Consultant	55,000-67,000	64,000
ERP Functional Consultant	50,000-60,000	56,000
ERP Support Analyst	33,000-45,000	38,000
ERP Programme Manager	60,000-80,000	75,000
ERP Business Analyst	40,000-55,000	47,000

North West England	£ Range	£ Typical
SAP Architect	60,000-70,000	65,000
SAP BASIS Consultant	40,000-55,000	47,500
SAP ABAP Developer	35,000-55,000	45,000
Dynamics Consultant	45,000-65,000	52,000
Dynamics Developer	40,000-60,000	55,000
Oracle Technical Consultant	45,000-55,000	50,000
Oracle Functional Consultant	45,000-55,000	50,000
Oracle Support Analyst	35,000-50,000	40,000
ERP Project Manager	40,000-60,000	50,000
ERP Technical Consultant	45,000-65,000	55,000
ERP Functional Consultant	45,000-65,000	50,000
ERP Support Analyst	30,000-45,000	35,000
ERP Programme Manager	65,000-80,000	75,000
ERP Business Analyst	40,000-55,000	47,500

North East England	£ Range	£ Typical
SAP Architect	60,000-80,000	70,000
SAP BASIS Consultant	40,000-55,000	50,000
SAP ABAP Developer	55,000-68,000	60,000
Dynamics Consultant	45,000-60,000	50,000
Dynamics Developer	45,000-55,000	48,000
Oracle Technical Consultant	45,000-65,000	58,000
Oracle Functional Consultant	45,000-65,000	58,000
Oracle Support Analyst	30,000-45,000	38,000
ERP Project Manager	50,000-60,000	55,000
ERP Technical Consultant	50,000-65,000	60,000
ERP Functional Consultant	50,000-65,000	55,000
ERP Support Analyst	30,000-45,000	35,000
ERP Programme Manager	55,000-75,000	60,000
ERP Business Analyst	35,000-50,000	40,000

Scotland	£ Range	£ Typical
SAP Architect	65,000-85,000	75,000
SAP BASIS Consultant	40,000-50,000	45,000
SAP ABAP Developer	40,000-50,000	45,000
Dynamics Consultant	45,000-60,000	53,000
Dynamics Developer	45,000-60,000	50,000
Oracle Technical Consultant	45,000-60,000	55,000
Oracle Functional Consultant	45,000-60,000	52,500
Oracle Support Analyst	35,000-50,000	46,000
ERP Project Manager	45,000-70,000	58,000
ERP Technical Consultant	50,000-75,000	55,000
ERP Functional Consultant	45,000-65,000	55,000
ERP Support Analyst	30,000-40,000	36,000
ERP Programme Manager	55,000-80,000	68,000
ERP Business Analyst	40,000-60,000	50,000

INFORMATION TECHNOLOGY LEADERSHIP

London		£ Range	£ Typical
CIO	FTSE 100	160,000-230,000	180,000
	FTSE 250	110,000-150,000	130,000
	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
	FTSE 250	90,000-125,000	105,000
	SME	70,000-120,000	100,000
IT Director	FTSE 100	130,000-170,000	150,000
	FTSE 250	90,000-130,000	110,000
	SME	90,000-110,000	100,000
Transformation Director		115,000-165,000	140,000
Head of IT		60,000-90,000	85,000
Head of Service Delivery		65,000-95,000	85,000
Head of Infrastructure		60,000-110,000	85,000
Head of Development		70,000-100,000	85,000
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	88,000
Technical Architect		65,000-95,000	82,000
IT Manager		50,000-75,000	62,000

South East England		£ Range	£ Typical
CIO		95,000-160,000	125,000
Chief Data Officer/Head of Data		80,000-110,000	95,000
Chief Information Security Officer		85,000-150,000	105,000
CTO		85,000-145,000	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		70,000-100,000	90,000
Chief Data Officer/Head of Data		65,000-85,000	70,000
Chief Information Security Officer		70,000-100,000	80,000
CTO		75,000-120,000	90,000
IT Director		70,000-95,000	90,000
Transformation Director		80,000-110,000	90,000
Head of IT		50,000-80,000	67,000
Head of Service Delivery		50,000-80,000	67,000
Head of Infrastructure		50,000-80,000	62,000
Head of Development		55,000-100,000	75,000
Head of IT Security		60,000-85,000	75,000
Head of Business Intelligence		70,000-90,000	82,000
Business Architect		55,000-70,000	67,000
Technical Architect		55,000-75,000	67,000
IT Manager		40,000-60,000	54,000

Wales		£ Range	£ Typical
CIO		75,000-120,000	95,000
Chief Data Officer/Head of Data		65,000-90,000	73,000
Chief Information Security Officer		75,000-100,000	84,000
CTO		75,000-120,000	90,000
IT Director		70,000-120,000	92,000
Transformation Director		85,000-120,000	95,000
Head of IT		50,000-75,000	65,000
Head of Service Delivery		60,000-75,000	64,000
Head of Infrastructure		50,000-75,000	65,000
Head of Development		60,000-100,000	83,000
Head of IT Security		65,000-85,000	78,000
Head of Business Intelligence		70,000-90,000	82,000
Business Architect		50,000-80,000	67,000
Technical Architect		55,000-80,000	68,000
IT Manager		40,000-60,000	55,000

Midlands	£ Range	£ Typical
CIO	100,000-160,000	130,000
Chief Data Officer/Head of Data	90,000-150,000	120,000
Chief Information Security Officer	90,000-150,000	120,000
CTO	85,000-160,000	130,000
IT Director	80,000-130,000	110,000
Transformation Director	90,000-120,000	120,000
Head of IT	60,000-90,000	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	75,000
Head of IT Security	70,000-85,000	82,000
Head of Business Intelligence	70,000-90,000	80,000
Business Architect	52,000-80,000	70,000
Technical Architect	60,000-80,000	70,000
IT Manager	50,000-70,000	60,000

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	82,000
Transformation Director	75,000-115,000	95,000
Head of IT	55,000-90,000	68,000
Head of Service Delivery	50,000-80,000	70,000
Head of Infrastructure	60,000-85,000	72,000
Head of Development	55,000-85,000	70,000
Head of IT Security	60,000-90,000	75,000
Head of Business Intelligence	70,000-100,000	85,000
Business Architect	50,000-80,000	63,000
Technical Architect	55,000-75,000	65,000
IT Manager	40,000-60,000	50,000

Yorkshire and the Humber	£ Range	£ Typical
CIO	85,000-120,000	100,000
Chief Data Officer/Head of Data	75,000-90,000	80,000
Chief Information Security Officer	75,000-100,000	85,000
CTO	85,000-120,000	110,000
IT Director	80,000-110,000	85,000
Transformation Director	90,000-120,000	110,000
Head of IT	60,000-80,000	70,000
Head of Service Delivery	55,000-80,000	65,000
Head of Infrastructure	60,000-80,000	75,000
Head of Development	70,000-110,000	100,000
Head of IT Security	60,000-85,000	75,000
Head of Business Intelligence	70,000-95,000	80,000
Business Architect	55,000-85,000	70,000
Technical Architect	60,000-80,000	75,000
IT Manager	45,000-60,000	55,000

Northern Ireland	£ Range	£ Typical
CIO	80,000-93,000	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	87,000
Transformation Director	80,000-100,000	95,000
Head of IT	60,000-80,000	73,000
Head of Service Delivery	50,000-70,000	64,000
Head of Infrastructure	50,000-70,000	65,000
Head of Development	55,000-75,000	70,000
Head of IT Security	60,000-85,000	80,000
Head of Business Intelligence	70,000-90,000	82,000
Business Architect	60,000-70,000	65,000
Technical Architect	50,000-77,000	65,000
IT Manager	40,000-60,000	50,000

North East England	£ Range	£ Typical
CIO	70,000-100,000	90,000
Chief Data Officer/Head of Data	70,000-90,000	80,000
Chief Information Security Officer	75,000-110,000	85,000
CTO	80,000-110,000	95,000
IT Director	85,000-100,000	85,000
Transformation Director	80,000-100,000	95,000
Head of IT	55,000-75,000	68,000
Head of Service Delivery	55,000-80,000	68,000
Head of Infrastructure	55,000-75,000	70,000
Head of Development	60,000-80,000	75,000
Head of IT Security	60,000-90,000	75,000
Head of Business Intelligence	70,000-85,000	80,000
Business Architect	60,000-75,000	65,000
Technical Architect	60,000-80,000	70,000
IT Manager	45,000-60,000	55,000

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	65,000
Head of Infrastructure	50,000-90,000	65,000
Head of Development	50,000-90,000	70,000
Head of IT Security	50,000-90,000	83,000
Head of Business Intelligence	50,000-90,000	73,000
Business Architect	50,000-80,000	67,500
Technical Architect	55,000-75,000	67,500
IT Manager	40,000-60,000	53,000

INFORMATION TECHNOLOGY PROJECT & CHANGE MANAGEMENT

London	£ Range	£ Typical
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	75,000-95,000	90,000
Project Manager – Senior	70,000-85,000	80,000
Project Manager – Mid	55,000-70,000	65,000
Project Manager – Junior	40,000-50,000	47,000
Change Manager	62,000-78,000	66,000
Release Manager	55,000-75,000	65,000
Product Owner	55,000-75,000	60,000
Product Manager	65,000-85,000	75,000
Head of Business Analysis	80,000-100,000	85,000
Business Analyst – Senior	65,000-85,000	75,000
Business Analyst – Mid	50,000-65,000	60,000
Business Analyst – Junior	30,000-45,000	40,000
PMO Manager	62,000-82,000	72,000
PMO Analyst/Coordinator	36,000-50,000	43,000
Project Coordinator/Project Support Officer	25,000-35,000	30,000

East of England	£ Range	£ Typical
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
Programme Director	85,000-120,000	105,000
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	45,000-70,000	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
Programme Director	85,000-110,000	98,000
Programme Manager	70,000-85,000	80,000
Portfolio Manager	70,000-85,000	80,000
Head of Projects/Change	80,000-95,000	85,000
Project Manager – Senior	50,000-70,000	67,500
Project Manager – Mid	45,000-60,000	55,000
Project Manager – Junior	34,000-42,000	38,000
Change Manager	48,000-63,000	55,000
Release Manager	45,000-60,000	52,000
Product Owner	45,000-65,000	60,000
Product Manager	40,000-55,000	50,000
Head of Business Analysis	55,000-75,000	60,000
Business Analyst – Senior	45,000-60,000	55,000
Business Analyst – Mid	36,000-45,000	42,000
Business Analyst – Junior	25,000-35,000	33,000
PMO Manager	50,000-65,000	60,000
PMO Analyst/Coordinator	25,000-38,000	35,000
Project Coordinator/Project Support Officer	20,000-30,000	24,000

Wales	£ Range	£ Typical
Programme Director	80,000-110,000	93,000
Programme Manager	55,000-85,000	73,000
Portfolio Manager	55,000-80,000	67,000
Head of Projects/Change	70,000-100,000	82,000
Project Manager – Senior	50,000-70,000	65,000
Project Manager – Mid	40,000-55,000	52,000
Project Manager – Junior	30,000-40,000	38,000
Change Manager	40,000-65,000	55,000
Release Manager	40,000-55,000	53,000
Product Owner	35,000-65,000	52,000
Product Manager	35,000-70,000	55,000
Head of Business Analysis	55,000-85,000	70,000
Business Analyst – Senior	45,000-65,000	56,000
Business Analyst – Mid	38,000-50,000	45,000
Business Analyst – Junior	28,000-38,000	35,000
PMO Manager	50,000-70,000	60,000
PMO Analyst/Coordinator	28,000-43,000	36,000
Project Coordinator/Project Support Officer	18,000-35,000	30,000

Yorkshire and the Humber	£ Range	£ Typical
Programme Director	85,000-110,000	90,000
Programme Manager	55,000-75,000	65,000
Portfolio Manager	60,000-80,000	65,000
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	38,000-50,000	46,000
Product Owner	35,000-80,000	45,000
Product Manager	50,000-80,000	70,000
Head of Business Analysis	50,000-70,000	60,000
Business Analyst – Senior	45,000-55,000	53,000
Business Analyst – Mid	40,000-50,000	48,000
Business Analyst – Junior	30,000-40,000	35,000
PMO Manager	45,000-60,000	56,000
PMO Analyst/Coordinator	25,000-40,000	35,000
Project Coordinator/Project Support Officer	20,000-30,000	26,000

Midlands	£ Range	£ Typical
Programme Director	80,000-110,000	100,000
Programme Manager	70,000-85,000	80,000
Portfolio Manager	60,000-75,000	70,000
Head of Projects/Change	65,000-85,000	75,000
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	45,000-60,000	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	80,000
Business Analyst – Senior	55,000-65,000	55,000
Business Analyst – Mid	45,000-55,000	50,000
Business Analyst – Junior	36,000-45,000	38,000
PMO Manager	50,000-65,000	56,000
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
Programme Director	80,000-100,000	80,000
Programme Manager	55,000-70,000	60,000
Portfolio Manager	50,000-65,000	55,000
Head of Projects/Change	65,000-80,000	70,000
Project Manager – Senior	50,000-60,000	55,000
Project Manager – Mid	40,000-50,000	45,000
Project Manager – Junior	30,000-40,000	35,000
Change Manager	40,000-55,000	50,000
Release Manager	38,000-50,000	45,000
Product Owner	45,000-55,000	48,000
Product Manager	50,000-70,000	58,000
Head of Business Analysis	50,000-70,000	60,000
Business Analyst – Senior	45,000-55,000	50,000
Business Analyst – Mid	40,000-50,000	45,000
Business Analyst – Junior	30,000-35,000	32,000
PMO Manager	45,000-65,000	58,000
PMO Analyst/Coordinator	25,000-38,000	30,000
Project Coordinator/Project Support Officer	20,000-30,000	25,000

INFORMATION TECHNOLOGY PROJECT & CHANGE MANAGEMENT

North West England	£ Range	£ Typical
Programme Director	80,000-100,000	85,000
Programme Manager	60,000-80,000	70,000
Portfolio Manager	55,000-65,000	58,000
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	48,000
Business Analyst – Mid	35,000-45,000	40,000
Business Analyst – Junior	30,000-40,000	32,000
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
Programme Director	70,000-100,000	80,000
Programme Manager	65,000-80,000	72,500
Portfolio Manager	58,000-80,000	65,000
Head of Projects/Change	60,000-75,000	70,000
Project Manager – Senior	42,000-60,000	55,000
Project Manager – Mid	40,000-48,000	45,000
Project Manager – Junior	25,000-40,000	35,000
Change Manager	35,000-45,000	42,000
Release Manager	44,000-52,000	48,000
Product Owner	35,000-45,000	40,000
Product Manager	45,000-60,000	50,000
Head of Business Analysis	50,000-60,000	52,000
Business Analyst – Senior	40,000-60,000	52,500
Business Analyst – Mid	30,000-50,000	42,500
Business Analyst – Junior	30,000-35,000	30,000
PMO Manager	45,000-60,000	50,000
PMO Analyst/Coordinator	30,000-38,000	32,500
Project Coordinator/Project Support Officer	25,000-30,000	27,000

Northern Ireland	£ Range	£ Typical
Programme Director	65,000-75,000	70,000
Programme Manager	54,000-70,000	62,000
Portfolio Manager	58,000-68,000	62,000
Head of Projects/Change	58,000-74,000	70,000
Project Manager – Senior	42,000-58,000	50,000
Project Manager – Mid	40,000-48,000	45,000
Project Manager – Junior	40,000-50,000	42,000
Change Manager	44,000-52,000	50,000
Release Manager	44,000-52,000	48,000
Product Owner	35,000-45,000	40,000
Product Manager	45,000-60,000	50,000
Head of Business Analysis	50,000-60,000	52,000
Business Analyst – Senior	35,000-48,000	45,000
Business Analyst – Mid	30,000-40,000	36,000
Business Analyst – Junior	30,000-35,000	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	27,000



Sandra Taylor,
President,
Socitm



The UK public sector has a vision for using modern technologies to enable digital opportunity, fundamentally improving how we serve our customers and communities.

Many jobs have a digital element, and it is predicted that within 20 years 90% of all jobs will require some element of digital skills [1] and acumen. As our public sector digitally matures, there will be even greater demand for people with these appropriate skills and expertise.

However, these plans require bringing skilled professionals into the public sector, against a national context where a skills gap in the technology industry already exists.

Advancements in technology have already impacted the job market, requiring a range of skills that the sector has not typically invested in, such as social media, business analysis and service design, alongside the more traditional programming skills.

Having the right skills in place to deliver digital transformation is a serious challenge in the public sector for a variety of reasons, including uncompetitive salaries, increasing workloads, and often cumbersome recruitment processes. At the same time, the benefits and rewards of working in the public sector are not always understood by the job market, such as flexibility, work-life balance, pension schemes, and not least helping your community.

The public sector therefore needs to consider new approaches to tackling the issue, in particular how to develop the existing workforce by investing in training and developing digital skills both for the technical roles and more widely across the organisation.

A new approach to recruitment is required that aligns to modern practices, simplifying the process, focussing better on attracting people into the public sector, and ensuring salaries are aligned to market rates.

^[1] DCMS (2017), 'Digital skills and inclusion – giving everyone access to the digital skills they need'

INFORMATION TECHNOLOGY TESTING

London	Functional testing ▼		Non-functional testing ▼	
	£ Range	£ Typical	£ Range	£ Typical
Test Manager	65,000-90,000	72,000	65,000-95,000	75,000
Test Lead	55,000-70,000	62,500	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	47,500	38,000-45,000	45,000
Technical Lead	55,000-85,000	70,000	50,000-75,000	63,000
QA Analyst	40,000-50,000	45,000	38,000-50,000	46,000

South East England	Functional testing ▼		Non-functional testing ▼	
	£ 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

East of England	Functional testing ▼		Non-functional testing ▼	
	£ 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

South West England	Functional testing ▼		Non-functional testing ▼	
	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-64,000	56,000	50,000-70,000	62,000
Test Lead	40,000-48,000	48,000	45,000-52,000	48,000
Senior Test Analyst	35,000-45,000	40,000	35,000-45,000	43,000
Test Analyst	33,000-40,000	37,000	32,000-44,000	39,000
Technical Lead	50,000-70,000	55,000	50,000-57,000	55,000
QA Analyst	30,000-36,000	35,000	35,000-44,000	38,000

	Functional testing ▼		Non-functional testing ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical
Test Manager	55,000-65,000	60,000	55,000-65,000	61,000
Test Lead	45,000-55,000	50,000	45,000-55,000	50,000
Senior Test Analyst	40,000-45,000	42,000	40,000-45,000	43,000
Test Analyst	32,000-40,000	36,000	30,000-40,000	38,000
Technical Lead	50,000-57,000	53,000	50,000-57,000	54,000
QA Analyst	30,000-40,000	35,000	32,000-40,000	38,000

	Functional testing ▼		Non-functional testing ▼	
Midlands	£ Range	£ Typical	£ Range	£ Typical
Test Manager	40,000-65,000	60,000	40,000-65,000	60,000
Test Lead	40,000-50,000	48,000	42,000-52,000	48,000
Senior Test Analyst	32,000-40,000	37,000	35,000-45,000	40,000
Test Analyst	30,000-48,000	36,000	30,000-38,000	36,000
Technical Lead	40,000-55,000	46,000	45,000-58,000	50,000
QA Analyst	28,000-38,000	32,000	30,000-40,000	35,000

	Functional testing ▼		Non-functional testing ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-60,000	55,000	50,000-70,000	52,000
Test Lead	40,000-50,000	45,000	42,000-55,000	45,000
Senior Test Analyst	35,000-45,000	38,000	35,000-45,000	40,000
Test Analyst	25,000-40,000	35,000	28,000-40,000	35,000
Technical Lead	45,000-55,000	50,000	45,000-60,000	55,000
QA Analyst	35,000-45,000	40,000	30,000-50,000	40,000

	Functional testing ▼		Non-functional testing ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	40,000-55,000	48,000	45,000-60,000	48,000
Test Lead	35,000-45,000	41,000	40,000-55,000	44,000
Senior Test Analyst	32,000-44,000	37,000	35,000-45,000	40,000
Test Analyst	28,000-36,000	32,000	28,000-36,000	30,000
Technical Lead	45,000-55,000	48,000	45,000-55,000	50,000
QA Analyst	30,000-40,000	35,000	30,000-45,000	35,000

INFORMATION TECHNOLOGY TESTING

	Functional testing ▼		Non-functional testing ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-55,000	55,000	55,000-70,000	58,000
Test Lead	40,000-48,000	42,000	45,000-55,000	48,000
Senior Test Analyst	36,000-45,000	40,000	35,000-45,000	40,000
Test Analyst	30,000-40,000	35,000	30,000-38,000	35,000
Technical Lead	45,000-55,000	50,000	45,000-58,000	52,000
QA Analyst	30,000-40,000	35,000	32,000-42,000	36,000

	Functional testing ▼		Non-functional testing ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-55,000	50,000	45,000-60,000	55,000
Test Lead	40,000-50,000	42,000	33,000-43,000	38,000
Senior Test Analyst	36,000-45,000	40,000	38,000-45,000	44,000
Test Analyst	30,000-36,000	35,000	32,000-38,000	34,000
Technical Lead	30,000-35,000	32,000	28,000-35,000	32,000
QA Analyst	28,000-35,000	31,000	30,000-40,000	35,000

	Functional testing ▼		Non-functional testing ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-60,000	55,000	45,000-70,000	60,000
Test Lead	40,000-50,000	46,000	42,000-52,000	50,000
Senior Test Analyst	36,000-45,000	40,000	38,000-52,000	43,000
Test Analyst	30,000-36,000	35,000	32,000-40,000	36,000
Technical Lead	50,000-58,000	52,000	45,000-60,000	56,000
QA Analyst	30,000-43,000	39,000	30,000-50,000	41,000



TELECOMS SALARIES

London	£ Range	£ Typical
Programme Manager	65,000-90,000	80,000
Mobile Network Architect	75,000-95,000	85,000
Project Manager	60,000-80,000	70,000
Product Manager	55,000-85,000	75,000
Project Coordinator	30,000-45,000	40,000
OSS/BSS Solutions Architect	70,000-85,000	75,000
IP & Ethernet Engineer	50,000-60,000	57,000
Business Analyst	45,000-65,000	55,000
Network Capacity Planning Engineer	45,000-60,000	55,000
Voice & Contact Centre Engineer	40,000-60,000	52,000
Network Deployment & Support Engineer	40,000-60,000	50,000
Transmission Design Engineer	35,000-50,000	45,000
NOC/NMC Support Engineer	35,000-60,000	45,000
RAN/RF Engineer	40,000-55,000	45,000
Provisioning Engineer	28,000-40,000	37,500

South West England	£ Range	£ Typical
Programme Manager	60,000-80,000	70,000
Mobile Network Architect	55,000-85,000	70,000
Project Manager	45,000-65,000	55,000
Product Manager	45,000-60,000	55,000
Project Coordinator	30,000-45,000	35,000
OSS/BSS Solutions Architect	55,000-85,000	70,000
IP & Ethernet Engineer	35,000-55,000	48,000
Business Analyst	40,000-50,000	45,000
Network Capacity Planning Engineer	32,000-50,000	44,000
Voice & Contact Centre Engineer	35,000-50,000	45,000
Network Deployment & Support Engineer	35,000-60,000	45,000
Transmission Design Engineer	35,000-45,000	38,000
NOC/NMC Support Engineer	28,000-44,000	40,000
RAN/RF Engineer	35,000-50,000	45,000
Provisioning Engineer	28,000-35,000	32,500

South East England	£ Range	£ Typical
Programme Manager	65,000-95,000	80,000
Mobile Network Architect	55,000-80,000	70,000
Project Manager	45,000-65,000	60,000
Product Manager	45,000-65,000	60,000
Project Coordinator	30,000-45,000	38,500
OSS/BSS Solutions Architect	55,000-80,000	70,000
IP & Ethernet Engineer	40,000-58,000	52,000
Business Analyst	40,000-60,000	50,000
Network Capacity Planning Engineer	40,000-55,000	50,000
Voice & Contact Centre Engineer	30,000-55,000	48,000
Network Deployment & Support Engineer	40,000-60,000	55,000
Transmission Design Engineer	35,000-47,500	42,500
NOC/NMC Support Engineer	30,000-45,000	38,500
RAN/RF Engineer	35,000-55,000	45,000
Provisioning Engineer	30,000-40,000	35,000

Wales	£ Range	£ Typical
Programme Manager	60,000-80,000	68,000
Mobile Network Architect	55,000-75,000	65,000
Project Manager	45,000-65,000	52,000
Product Manager	45,000-55,000	50,000
Project Coordinator	30,000-45,000	32,500
OSS/BSS Solutions Architect	55,000-75,000	65,000
IP & Ethernet Engineer	35,000-50,000	42,500
Business Analyst	40,000-50,000	45,000
Network Capacity Planning Engineer	30,000-45,000	40,000
Voice & Contact Centre Engineer	35,000-50,000	42,000
Network Deployment & Support Engineer	35,000-60,000	42,500
Transmission Design Engineer	35,000-45,000	38,000
NOC/NMC Support Engineer	28,000-40,000	32,500
RAN/RF Engineer	30,000-50,000	35,500
Provisioning Engineer	28,000-35,000	30,000

East of England	£ Range	£ Typical
Programme Manager	65,000-78,000	70,000
Mobile Network Architect	55,000-70,000	65,000
Project Manager	50,000-65,000	60,000
Product Manager	55,000-70,000	63,000
Project Coordinator	30,000-42,000	38,000
OSS/BSS Solutions Architect	55,000-70,000	62,500
IP & Ethernet Engineer	35,000-55,000	47,000
Business Analyst	40,000-55,000	47,000
Network Capacity Planning Engineer	37,000-50,000	45,500
Voice & Contact Centre Engineer	37,000-50,000	45,000
Network Deployment & Support Engineer	37,000-50,000	45,000
Transmission Design Engineer	35,000-45,000	40,000
NOC/NMC Support Engineer	28,000-45,000	36,500
RAN/RF Engineer	30,000-40,000	37,500
Provisioning Engineer	32,000-40,000	35,000

Midlands	£ Range	£ Typical
Programme Manager	60,000-80,000	75,000
Mobile Network Architect	45,000-75,000	63,000
Project Manager	45,000-65,000	62,000
Product Manager	45,000-65,000	58,000
Project Coordinator	28,000-45,000	36,000
OSS/BSS Solutions Architect	45,000-75,000	60,000
IP & Ethernet Engineer	35,000-50,000	47,000
Business Analyst	35,000-50,000	47,000
Network Capacity Planning Engineer	30,000-45,000	40,000
Voice & Contact Centre Engineer	35,000-50,000	48,000
Network Deployment & Support Engineer	35,000-45,000	42,000
Transmission Design Engineer	35,000-45,000	40,000
NOC/NMC Support Engineer	28,000-40,000	35,000
RAN/RF Engineer	30,000-40,000	35,000
Provisioning Engineer	28,000-35,000	31,000

Yorkshire and the Humber	£ Range	£ Typical
Programme Manager	55,000-70,000	65,000
Mobile Network Architect	55,000-70,000	60,000
Project Manager	45,000-65,000	53,000
Product Manager	45,000-65,000	50,000
Project Coordinator	25,000-38,000	32,000
OSS/BSS Solutions Architect	55,000-70,000	60,000
IP & Ethernet Engineer	35,000-50,000	45,000
Business Analyst	30,000-45,000	40,000
Network Capacity Planning Engineer	30,000-45,000	40,000
Voice & Contact Centre Engineer	35,000-50,000	45,000
Network Deployment & Support Engineer	30,000-50,000	40,000
Transmission Design Engineer	35,000-45,000	38,500
NOC/NMC Support Engineer	28,000-40,000	32,500
RAN/RF Engineer	30,000-40,000	34,000
Provisioning Engineer	28,000-35,000	30,500

North West England	£ Range	£ Typical
Programme Manager	55,000-80,000	70,000
Mobile Network Architect	55,000-75,000	65,000
Project Manager	45,000-65,000	60,000
Product Manager	45,000-65,000	55,000
Project Coordinator	26,000-40,000	36,000
OSS/BSS Solutions Architect	55,000-75,000	63,000
IP & Ethernet Engineer	35,000-50,000	47,000
Business Analyst	32,000-48,000	43,000
Network Capacity Planning Engineer	30,000-45,000	38,000
Voice & Contact Centre Engineer	35,000-50,000	45,000
Network Deployment & Support Engineer	32,000-53,000	44,000
Transmission Design Engineer	35,000-45,000	38,000
NOC/NMC Support Engineer	28,000-40,000	34,000
RAN/RF Engineer	28,000-38,000	35,000
Provisioning Engineer	28,000-35,000	30,000

North East England	£ Range	£ Typical
Programme Manager	55,000-75,000	67,000
Mobile Network Architect	55,000-70,000	62,000
Project Manager	45,000-65,000	58,000
Product Manager	45,000-65,000	52,000
Project Coordinator	26,000-40,000	36,000
OSS/BSS Solutions Architect	55,000-70,000	60,000
IP & Ethernet Engineer	35,000-50,000	45,000
Business Analyst	32,000-45,000	42,000
Network Capacity Planning Engineer	30,000-45,000	38,000
Voice & Contact Centre Engineer	35,000-50,000	45,000
Network Deployment & Support Engineer	30,000-50,000	38,000
Transmission Design Engineer	35,000-45,000	38,000
NOC/NMC Support Engineer	28,000-40,000	33,500
RAN/RF Engineer	30,000-40,000	35,000
Provisioning Engineer	28,000-35,000	29,000

Scotland	£ Range	£ Typical
Programme Manager	55,000-70,000	65,000
Mobile Network Architect	55,000-70,000	65,000
Project Manager	45,000-65,000	58,500
Product Manager	45,000-65,000	50,000
Project Coordinator	25,000-38,000	32,500
OSS/BSS Solutions Architect	55,000-70,000	65,000
IP & Ethernet Engineer	35,000-50,000	42,500
Business Analyst	30,000-45,000	40,000
Network Capacity Planning Engineer	30,000-45,000	38,500
Voice & Contact Centre Engineer	30,000-50,000	40,000
Network Deployment & Support Engineer	30,000-50,000	40,000
Transmission Design Engineer	35,000-45,000	38,000
NOC/NMC Support Engineer	28,000-40,000	32,500
RAN/RF Engineer	30,000-40,000	36,000
Provisioning Engineer	28,000-35,000	32,000

ENGINEERING & MANUFACTURING SKILLS GAPS IMPACT LONG-TERM PLANS

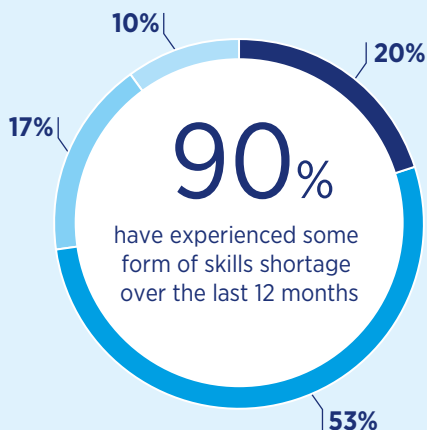


Business confidence is steady in engineering and manufacturing, but low volumes of new professionals entering the industry is a key challenge.

2.6% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages ■ No shortages



Employers are optimistic, but employees remain uncertain

95% of engineering and manufacturing employers say they anticipate their organisation's activity levels will either increase or remain the same over the next 12 months. 57% of employers state they are optimistic about employment opportunities within the next 2-5 years, higher than the 36% UK average.

Three quarters (75%) of engineering and manufacturing employers plan to recruit in the next 12 months, greater than the UK average (68%). 64% are planning to hire permanent staff - with less focus on hiring temporary, contract or interim support (28%).

However, 50% of engineering and manufacturing employees are concerned about the wider economic climate and the employment opportunities over the next 2-5 years, with 48% feeling uncertain or negative about their career prospects.

Lack of candidates a struggle for organisations

Three quarters (76%) of employees are finding it difficult to recruit new permanent staff and 41% say it's hard to find temporary, contract or interim staff. Overall, 68% believe a shortage of applicants will be their greatest challenge in the coming year.

The main reason for this challenge, according to employers, is the pipeline of new professionals. 54% say lower numbers of professionals entering the industry has resulted in a shortage of suitable applicants. 73% of employees also say that they are satisfied in their current role, making attraction of professionals not currently seeking a new job even more of a challenge.

Employees are developing their own skills to mitigate gaps

Skills shortages are already having an impact, and 59% of employers say productivity is being negatively impacted as a result. The top specialist skills employers most need in their organisations include operations (54%) and managerial and leadership skills (32%), while the soft skills in the highest demand are problem solving (61%) and communication and interpersonal skills (60%).

Employees who demonstrate these soft skills will be highly sought after, especially in high-tech industries. This is increasingly leading professionals to develop their own soft skills independently. 49% are developing their problem-solving abilities, 41% their ability to learn and 40% their communication and interpersonal skills.

Demand for talent and specialist skills pushing up salaries

The demand for niche skills has put pressure on employers to increase salaries. In the last year engineering and manufacturing employees saw an average salary increase of 2.6%, with the highest increases in operations (3.8%), engineering trade (3.5%) and process engineering (2.7%).

Increasing salaries is a useful means to tempt new staff into moving jobs, particularly as 37% of surveyed professionals were not satisfied with their current salaries. However, it is not enough for many professionals. To attract a wider pool of candidates, employers need to offer more.

Salary alone often not enough to attract new talent

39% of engineering and manufacturing employees say they moved jobs in the last year, and a further 40% considered doing so. Of those who changed roles, only 27% did so to find a better salary, while 19% left to progress their career. This demonstrates that increasing salaries alone is not sufficient to attract or retain skilled professionals, and that to access greater talent pools, employers need to take a holistic approach to candidate attraction.

Over a third (37%) of professionals feel there is no scope for progression within their current organisation, so offering structured career plans as well as an improved salary package is key to ensuring a greater chance of attracting new talent.

To improve chances further, employers should consider the benefits on offer to their workers, particularly in regards to work-life balance. Currently, 49% of engineering and manufacturing professionals rate their work-life balance as average or poor, higher than the UK average of 43%. The top three benefits employees look for when considering a new role include having 28 days' paid annual leave or more (49%), pension provision above the legal minimum (42%) and health insurance/private medical cover (38%).

Employers should therefore be balancing the personal needs of their employees against salary, benefits and career progression to ensure they offer enough value to both retain their current teams and attract hard-to-find talent.

Survey highlights for engineering and manufacturing

Employers	Employees
95% expect their organisation's activity levels to increase or stay the same over the next 12 months	37% feel there is no scope for progression within their organisation
75% plan on recruiting staff over the next 12 months	51% give their work-life balance a positive rating
76% have had difficulty hiring permanent staff in the last 12 months	52% expect to move jobs within 12 months
74% plan to increase salaries in the year ahead	46% would be tempted to change role due to the salary or benefits package on offer

ENGINEERING & MANUFACTURING DESIGN ENGINEERING

London	£ Range	£ Typical
Design Engineer/Manager	39,000-49,000	43,000
Electrical CAD Technicians	33,000-43,000	37,000
Electrical Engineer	26,000-36,000	30,000
Electrical Design Engineer	41,000-51,000	44,000
Electronics Engineer	41,000-51,000	44,000
Mechanical Design Engineer	46,000-56,000	51,000
Cost Engineers	30,000-41,000	36,000
Planning Engineer	38,000-48,000	43,000
C&I Engineer	46,000-57,000	50,000
NPI/NPD Engineer	39,000-49,000	44,000
Application/Sales Engineer	30,000-41,000	35,000

South West and Wales	£ Range	£ Typical
Design Engineer/Manager	38,000-47,000	42,000
Electrical CAD Technicians	28,000-35,000	30,000
Electrical Engineer	37,000-42,500	39,000
Electrical Design Engineer	32,000-40,000	36,000
Electronics Engineer	40,000-44,000	42,000
Mechanical Design Engineer	38,000-50,000	44,000
Cost Engineers	28,000-34,000	30,000
Planning Engineer	37,000-44,000	41,000
C&I Engineer	38,000-43,000	40,000
NPI/NPD Engineer	30,000-38,000	34,000
Application/Sales Engineer	32,000-45,000	35,000

South East England	£ Range	£ Typical
Design Engineer/Manager	40,000-45,000	42,500
Electrical CAD Technicians	32,000-40,000	36,000
Electrical Engineer	30,000-40,000	35,000
Electrical Design Engineer	37,000-47,000	42,000
Electronics Engineer	35,000-45,000	40,000
Mechanical Design Engineer	38,000-44,000	42,000
Cost Engineers	48,000-58,000	55,000
Planning Engineer	32,000-42,000	38,000
C&I Engineer	37,000-47,000	42,000
NPI/NPD Engineer	36,000-44,000	40,000
Application/Sales Engineer	30,000-40,000	35,000

Midlands	£ Range	£ Typical
Design Engineer/Manager	53,000-63,000	58,000
Electrical CAD Technicians	35,000-45,000	40,000
Electrical Engineer	32,000-42,000	36,000
Electrical Design Engineer	48,000-58,000	50,000
Electronics Engineer	32,000-45,000	36,000
Mechanical Design Engineer	48,000-58,000	54,000
Cost Engineers	25,000-35,000	30,000
Planning Engineer	35,000-45,000	40,000
C&I Engineer	36,000-43,000	40,000
NPI/NPD Engineer	28,000-35,000	32,000
Application/Sales Engineer	30,000-36,000	33,000

East of England	£ Range	£ Typical
Design Engineer/Manager	50,000-60,000	55,000
Electrical CAD Technicians	25,000-35,000	30,000
Electrical Engineer	30,000-40,000	35,000
Electrical Design Engineer	35,000-45,000	40,000
Electronics Engineer	40,000-60,000	50,000
Mechanical Design Engineer	35,000-45,000	40,000
Cost Engineers	28,000-37,000	33,000
Planning Engineer	38,000-42,000	40,000
C&I Engineer	30,000-40,000	38,000
NPI/NPD Engineer	35,000-42,000	38,000
Application/Sales Engineer	30,000-45,000	42,000

North East England	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technicians	26,000-33,000	29,000
Electrical Engineer	30,000-40,000	36,000
Electrical Design Engineer	30,000-40,000	35,000
Electronics Engineer	30,000-40,000	35,000
Mechanical Design Engineer	35,000-50,000	40,000
Cost Engineers	25,000-36,000	30,000
Planning Engineer	30,000-45,000	40,000
C&I Engineer	35,000-50,000	42,000
NPI/NPD Engineer	29,000-36,000	33,000
Application/Sales Engineer	31,000-38,000	34,000

North West England	£ Range	£ Typical
Design Engineer/Manager	45,000-60,000	52,000
Electrical CAD Technicians	30,000-35,000	33,000
Electrical Engineer	35,000-40,000	35,000
Electrical Design Engineer	35,000-45,000	36,000
Electronics Engineer	35,000-40,000	38,000
Mechanical Design Engineer	33,000-40,000	35,000
Cost Engineers	30,000-35,000	32,000
Planning Engineer	30,000-35,000	32,000
C&I Engineer	40,000-45,000	45,000
NPI/NPD Engineer	35,000-42,000	40,000
Application/Sales Engineer	30,000-35,000	33,000

Northern Ireland	£ Range	£ Typical
Design Engineer/Manager	45,000-55,000	50,000
Electrical CAD Technicians	22,000-36,000	32,000
Electrical Engineer	25,000-35,000	30,000
Electrical Design Engineer	27,000-38,000	33,000
Electronics Engineer	28,000-38,000	32,000
Mechanical Design Engineer	26,000-36,000	30,000
Cost Engineers	24,000-34,000	28,000
Planning Engineer	28,000-34,000	32,000
C&I Engineer	30,000-40,000	35,000
NPI/NPD Engineer	26,000-36,000	31,000
Application/Sales Engineer	25,000-35,000	30,000

Scotland	£ Range	£ Typical
Design Engineer/Manager	41,000-51,000	46,000
Electrical CAD Technicians	25,000-36,000	30,000
Electrical Engineer	25,000-36,000	33,000
Electrical Design Engineer	25,000-36,000	33,000
Electronics Engineer	25,000-36,000	33,000
Mechanical Design Engineer	25,000-36,000	33,000
Cost Engineers	25,000-36,000	31,000
Planning Engineer	30,000-41,000	34,000
C&I Engineer	30,000-41,000	34,000
NPI/NPD Engineer	25,000-36,000	30,000
Application/Sales Engineer	28,000-39,000	31,000

ENGINEERING & MANUFACTURING DESIGN ENGINEERING



Dr Colin Brown
Chief Executive,
Institution of
Mechanical Engineers

Institution of
**MECHANICAL
ENGINEERS**

Engineering is an extremely diverse field, touching every part of daily life from buildings and manufacturing to transport and communications systems. As such, engineering plays a crucial role at the heart of the UK's economy, contributing more than £450bn to UK GDP, employing over 5.6m people and 27% of all registered enterprises in the UK were in the engineering sector.

The engineering sector also produces a very large proportion of the nation's exports and is critical to the UK's international competitiveness, through its investment in research and innovation. The extent of the impact of leaving the EU on the engineering sector, as for many other sectors, remains an unanswered question and will depend on many factors, including the arrangements for movement of capital, goods, services, and labour.

Engineering UK analysis suggests that there is annual demand for 124,000 engineers and technicians with core engineering skills across the economy, alongside an additional requirement for 79,000 'related' roles. Given the supply of engineering talent coming from the educational pipeline, they estimate a shortfall of up to 59,000 in meeting this demand.

Technology is also driving increasing collaboration and fusion between traditional engineering disciplines leading to exciting new fields of engineering and increasing the already significant demand for highly skilled labour.

A key issue in satisfying this demand is addressing engineering's ongoing image problem with young people. Changing the perception of the industry requires businesses, government and learned societies like the Institution of Mechanical Engineers to continue working together to forge new initiatives that promote interest and broaden diversity. The recent introduction of T-Levels and the National Retraining Scheme are welcome, as well as changes to the Apprenticeship Levy to reduce the cost of the scheme to business.

The landscape is changing. Almost 30% of engineering sector jobs between 2014 and 2024 are expected to be just in construction. Manufacturing, information and communication and professional, scientific, and technical activities will also be significant. However, engineering industries within wholesale, retail trade and repair of motor vehicles, transport and storage, and public administration and defence are projected to contract.

Recent research undertaken by the IMechE and MHA in the manufacturing sector lays bare the issues that businesses are having in sourcing the right staff with the right skills. Over three quarters of respondents to the research (81%) have a problem finding staff, the biggest single problem being the shortage of applicants with relevant skills.

Overall growth in the engineering sector over the next decade is expected to be heavily skewed towards roles with higher qualifications, with the majority of jobs created to be only for those requiring Level 4 skills and above. The implications of this are clear in terms of ensuring young people are adequately qualified, but surely the equal challenge is to make sure we are working to adapt and up-skill the current workforce as requirements change.



ENGINEERING & MANUFACTURING MAINTENANCE ENGINEERING

London	£ Range	£ Typical
Engineering Manager	62,000-72,000	68,000
Maintenance Manager	52,000-62,000	56,000
Electrical Maintenance Engineer	39,000-50,000	43,000
Mechanical Maintenance Engineer	36,000-46,000	41,000
Mechatronic Engineer	36,000-46,000	41,000
Automation Engineer	41,000-51,000	48,000
Commissioning Engineer	35,000-41,000	37,000
Field Service Engineer	31,000-39,000	34,000
Global Service Engineer	48,000-57,000	54,000
Multi-Skilled Maintenance Engineer	41,000-51,000	44,000

South West and Wales	£ Range	£ Typical
Engineering Manager	65,000-72,000	68,000
Maintenance Manager	48,000-54,000	51,000
Electrical Maintenance Engineer	37,000-45,000	42,000
Mechanical Maintenance Engineer	35,000-42,000	38,000
Mechatronic Engineer	40,000-47,000	42,000
Automation Engineer	42,000-55,000	45,000
Commissioning Engineer	30,000-35,000	34,000
Field Service Engineer	33,000-38,000	34,000
Global Service Engineer	45,000-55,000	48,000
Multi-Skilled Maintenance Engineer	40,000-47,000	44,000

South East England	£ Range	£ Typical
Engineering Manager	60,000-70,000	65,000
Maintenance Manager	45,000-55,000	50,000
Electrical Maintenance Engineer	37,000-45,000	40,000
Mechanical Maintenance Engineer	34,000-42,000	39,000
Mechatronic Engineer	35,000-42,000	39,000
Automation Engineer	38,000-45,000	42,000
Commissioning Engineer	32,000-37,000	35,000
Field Service Engineer	30,000-37,000	32,000
Global Service Engineer	47,000-52,000	49,500
Multi-Skilled Maintenance Engineer	35,000-45,000	42,000

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	55,000-70,000	65,000
Maintenance Manager	45,000-55,000	50,000
Electrical Maintenance Engineer	33,000-45,000	38,000
Mechanical Maintenance Engineer	33,000-45,000	38,000
Mechatronic Engineer	35,000-45,000	40,000
Automation Engineer	35,000-45,000	40,000
Commissioning Engineer	30,000-35,000	34,000
Field Service Engineer	30,000-40,000	36,000
Global Service Engineer	35,000-45,000	40,000
Multi-Skilled Maintenance Engineer	30,000-45,000	40,000

North East England	£ Range	£ Typical
Engineering Manager	50,000-70,000	65,000
Maintenance Manager	45,000-50,000	50,000
Electrical Maintenance Engineer	36,000-43,000	40,000
Mechanical Maintenance Engineer	34,000-40,000	37,000
Mechatronic Engineer	37,000-47,000	39,000
Automation Engineer	36,000-51,500	43,000
Commissioning Engineer	35,000-45,000	40,000
Field Service Engineer	28,000-35,000	32,000
Global Service Engineer	45,000-55,000	50,000
Multi-Skilled Maintenance Engineer	35,000-45,000	40,000

North West England	£ Range	£ Typical
Engineering Manager	47,000-55,000	50,000
Maintenance Manager	40,000-50,000	47,000
Electrical Maintenance Engineer	36,000-42,000	38,000
Mechanical Maintenance Engineer	34,000-40,000	35,000
Mechatronic Engineer	32,000-37,000	32,000
Automation Engineer	34,000-42,000	37,000
Commissioning Engineer	33,000-38,000	35,000
Field Service Engineer	30,000-34,000	32,000
Global Service Engineer	40,000-45,000	40,000
Multi-Skilled Maintenance Engineer	38,000-43,000	42,000

Northern Ireland	£ Range	£ Typical
Engineering Manager	40,000-55,000	45,000
Maintenance Manager	38,000-45,000	42,000
Electrical Maintenance Engineer	30,000-40,000	35,000
Mechanical Maintenance Engineer	30,000-40,000	35,000
Mechatronic Engineer	32,000-40,000	36,000
Automation Engineer	38,000-45,000	42,000
Commissioning Engineer	28,000-38,000	33,000
Field Service Engineer	35,000-40,000	38,000
Global Service Engineer	38,000-48,000	45,000
Multi-Skilled Maintenance Engineer	30,000-40,000	35,000

Scotland	£ Range	£ Typical
Engineering Manager	49,000-60,000	53,000
Maintenance Manager	41,000-51,000	49,000
Electrical Maintenance Engineer	31,000-41,000	36,000
Mechanical Maintenance Engineer	31,000-41,000	35,000
Mechatronic Engineer	31,000-41,000	36,000
Automation Engineer	36,000-46,000	39,000
Commissioning Engineer	31,000-41,000	36,000
Field Service Engineer	29,000-37,000	34,000
Global Service Engineer	46,000-56,000	50,000
Multi-Skilled Maintenance Engineer	33,000-41,000	37,000

ENGINEERING & MANUFACTURING OPERATIONS

London	£ Range	£ Typical
General Manager	77,000-88,000	81,000
Operations Manager	57,000-67,000	64,000
Production Manager	52,000-62,000	58,000
Plant Manager	52,000-62,000	62,000
Project Manager	57,000-67,000	60,000
Planner	31,000-41,000	36,000
Production Shift Manager	41,000-52,000	46,000

North East England	£ Range	£ Typical
General Manager	65,000-75,000	70,000
Operations Manager	55,000-65,000	60,000
Production Manager	45,000-55,000	50,000
Plant Manager	50,000-60,000	55,000
Project Manager	45,000-55,000	50,000
Planner	25,000-35,000	30,000
Production Shift Manager	38,000-47,000	43,000

South East England	£ Range	£ Typical
General Manager	65,000-80,000	72,000
Operations Manager	50,000-60,000	55,000
Production Manager	40,000-50,000	45,000
Plant Manager	50,000-60,000	55,000
Project Manager	50,000-65,000	58,000
Planner	30,000-40,000	35,000
Production Shift Manager	35,000-45,000	37,500

North West England	£ Range	£ Typical
General Manager	65,000-75,000	70,000
Operations Manager	50,000-60,000	55,000
Production Manager	45,000-55,000	50,000
Plant Manager	50,000-60,000	55,000
Project Manager	45,000-55,000	50,000
Planner	25,000-35,000	30,000
Production Shift Manager	35,000-45,000	40,000

East of England	£ Range	£ Typical
General Manager	80,000-100,000	80,000
Operations Manager	50,000-70,000	58,000
Production Manager	40,000-50,000	48,000
Plant Manager	50,000-60,000	55,000
Project Manager	45,000-55,000	50,000
Planner	27,000-33,000	31,000
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	42,000-52,000	45,000
Plant Manager	50,000-60,000	55,000
Project Manager	45,000-55,000	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	50,000-62,000	54,000
Production Manager	40,000-52,000	45,000
Plant Manager	50,000-60,000	56,000
Project Manager	45,000-55,000	49,000
Planner	26,000-35,000	31,000
Production Shift Manager	35,000-45,000	38,000

Scotland	£ Range	£ Typical
General Manager	54,000-62,000	59,000
Operations Manager	47,000-52,000	50,000
Production Manager	36,000-47,000	44,000
Plant Manager	50,000-60,000	55,000
Project Manager	36,000-47,000	42,000
Planner	26,000-36,000	29,000
Production Shift Manager	26,000-36,000	31,000

Midlands	£ Range	£ Typical
General Manager	62,000-72,000	68,000
Operations Manager	52,000-62,000	55,000
Production Manager	41,000-52,000	45,000
Plant Manager	50,000-60,000	55,000
Project Manager	46,000-57,000	52,000
Planner	26,000-36,000	31,000
Production Shift Manager	31,000-41,000	39,000



ENGINEERING & MANUFACTURING PROCESS ENGINEERING

London	£ Range	£ Typical
Project Manager	57,000-67,000	62,000
Project Engineer	41,000-51,000	44,000
Process Engineer	36,000-46,000	43,000
Chemical Engineer	36,000-46,000	40,000
Commissioning	39,000-50,000	43,000
Project Control	41,000-52,000	45,000
Production Engineer	36,000-46,000	39,000
Industrial Engineer	36,000-46,000	41,000

South West and Wales	£ Range	£ Typical
Project Manager	53,000-60,000	55,000
Project Engineer	42,000-48,000	44,000
Process Engineer	40,000-45,000	42,000
Chemical Engineer	40,000-43,000	41,000
Commissioning	38,000-44,000	41,000
Project Control	40,000-48,000	43,000
Production Engineer	30,000-38,000	34,000
Industrial Engineer	35,000-40,000	37,000

South East England	£ Range	£ Typical
Project Manager	50,000-60,000	55,000
Project Engineer	45,000-55,000	50,000
Process Engineer	40,000-45,000	42,500
Chemical Engineer	40,000-48,000	44,000
Commissioning	38,000-48,000	44,000
Project Control	40,000-50,000	45,000
Production Engineer	30,000-40,000	35,000
Industrial Engineer	35,000-45,000	40,000

Midlands	£ Range	£ Typical
Project Manager	50,000-60,000	55,000
Project Engineer	40,000-50,000	43,000
Process Engineer	35,000-45,000	39,000
Chemical Engineer	30,000-40,000	34,000
Commissioning	38,000-43,000	40,000
Project Control	35,000-45,000	40,000
Production Engineer	32,000-42,000	36,000
Industrial Engineer	35,000-40,000	38,000

East of England	£ Range	£ Typical
Project Manager	45,000-55,000	50,000
Project Engineer	43,000-48,000	45,000
Process Engineer	40,000-50,000	50,000
Chemical Engineer	38,000-45,000	40,000
Commissioning	35,000-40,000	38,000
Project Control	39,000-44,000	43,000
Production Engineer	30,000-38,000	34,000
Industrial Engineer	35,000-38,000	37,000

North East England	£ Range	£ Typical
Project Manager	50,000-60,000	55,000
Project Engineer	40,000-50,000	45,000
Process Engineer	40,000-45,000	45,000
Chemical Engineer	38,000-45,000	40,000
Commissioning	40,000-48,000	43,000
Project Control	40,000-50,000	45,000
Production Engineer	36,000-42,000	38,000
Industrial Engineer	35,000-40,000	38,000

North West England	£ Range	£ Typical
Project Manager	45,000-55,000	48,000
Project Engineer	35,000-45,000	40,000
Process Engineer	28,000-40,000	35,000
Chemical Engineer	38,000-43,000	40,000
Commissioning	35,000-45,000	40,000
Project Control	38,000-45,000	42,000
Production Engineer	34,000-44,000	38,000
Industrial Engineer	36,000-45,000	42,000

Northern Ireland	£ Range	£ Typical
Project Manager	40,000-50,000	45,000
Project Engineer	28,000-38,000	35,000
Process Engineer	28,000-36,000	32,000
Chemical Engineer	25,000-35,000	30,000
Commissioning	35,000-40,000	35,000
Project Control	38,000-45,000	40,000
Production Engineer	26,000-34,000	31,000
Industrial Engineer	26,000-34,000	31,000

Scotland	£ Range	£ Typical
Project Manager	46,000-56,000	49,000
Project Engineer	36,000-46,000	39,000
Process Engineer	33,000-41,000	38,000
Chemical Engineer	31,000-41,000	36,000
Commissioning	36,000-46,000	39,000
Project Control	39,000-49,000	42,000
Production Engineer	31,000-38,000	36,000
Industrial Engineer	29,000-39,000	33,000

ENGINEERING & MANUFACTURING QUALITY ENGINEERING

London	£ Range	£ Typical
Quality Manager	46,000-57,000	53,000
Quality Engineer	34,000-44,000	37,000
Quality Technician	24,000-31,000	26,000
Quality Assurance Inspector	26,000-36,000	33,000
Process Analyst	41,000-52,000	44,000
CMM Inspector	31,000-41,000	34,000
Continuous Improvement Engineer	46,000-57,000	52,500
Process Engineer	36,000-46,000	41,000
Electronic Test Engineer	26,000-36,000	32,000
NDT Inspector	24,000-34,000	28,000

South West and Wales	£ Range	£ Typical
Quality Manager	43,000-55,000	48,000
Quality Engineer	35,000-42,000	37,000
Quality Technician	25,000-32,000	30,000
Quality Assurance Inspector	25,000-28,000	27,000
Process Analyst	40,000-49,000	43,000
CMM Inspector	35,000-40,000	36,000
Continuous Improvement Engineer	52,000-65,000	55,000
Process Engineer	35,000-40,000	38,000
Electronic Test Engineer	27,000-32,000	30,000
NDT Inspector	28,000-35,000	29,000

South East England	£ Range	£ Typical
Quality Manager	45,000-55,000	50,000
Quality Engineer	32,000-42,000	38,000
Quality Technician	20,000-26,000	23,000
Quality Assurance Inspector	28,000-34,000	32,000
Process Analyst	40,000-50,000	45,000
CMM Inspector	25,000-35,000	30,000
Continuous Improvement Engineer	40,000-55,000	48,000
Process Engineer	34,000-44,000	38,000
Electronic Test Engineer	30,000-35,000	33,000
NDT Inspector	25,000-32,000	30,000

Midlands	£ Range	£ Typical
Quality Manager	45,000-55,000	49,000
Quality Engineer	35,000-45,000	37,000
Quality Technician	25,000-30,000	28,000
Quality Assurance Inspector	38,000-47,000	40,000
Process Analyst	40,000-50,000	42,000
CMM Inspector	32,000-38,000	34,000
Continuous Improvement Engineer	35,000-45,000	42,000
Process Engineer	35,000-40,000	37,000
Electronic Test Engineer	25,000-35,000	26,000
NDT Inspector	32,000-42,000	37,000

East of England	£ Range	£ Typical
Quality Manager	50,000-60,000	55,000
Quality Engineer	40,000-50,000	45,000
Quality Technician	30,000-40,000	35,000
Quality Assurance Inspector	30,000-40,000	35,000
Process Analyst	35,000-40,000	38,000
CMM Inspector	30,000-35,000	33,000
Continuous Improvement Engineer	35,000-45,000	40,000
Process Engineer	33,000-38,000	37,500
Electronic Test Engineer	28,000-33,000	31,000
NDT Inspector	28,000-35,000	29,000

North East England	£ Range	£ Typical
Quality Manager	45,000-57,000	52,000
Quality Engineer	32,000-41,000	35,000
Quality Technician	22,000-30,000	26,000
Quality Assurance Inspector	22,000-30,000	26,000
Process Analyst	32,000-42,000	34,000
CMM Inspector	25,000-31,000	27,000
Continuous Improvement Engineer	35,000-42,000	38,000
Process Engineer	30,000-40,000	35,000
Electronic Test Engineer	20,000-31,000	26,000
NDT Inspector	25,000-31,000	26,000

North West England	£ Range	£ Typical
Quality Manager	45,000-52,000	47,000
Quality Engineer	33,000-42,000	38,000
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	35,000-42,000	38,000
Process Engineer	32,000-40,000	35,000
Electronic Test Engineer	26,000-30,000	28,000
NDT Inspector	25,000-32,000	30,000

Northern Ireland	£ Range	£ Typical
Quality Manager	36,000-42,000	40,000
Quality Engineer	26,000-36,000	28,000
Quality Technician	20,000-26,000	24,000
Quality Assurance Inspector	20,000-26,000	24,000
Process Analyst	20,000-26,000	24,000
CMM Inspector	26,000-32,000	30,000
Continuous Improvement Engineer	30,000-38,000	35,000
Process Engineer	28,000-36,000	32,000
Electronic Test Engineer	22,000-28,000	25,000
NDT Inspector	20,000-30,000	24,000

Scotland	£ Range	£ Typical
Quality Manager	41,000-51,000	48,000
Quality Engineer	31,000-41,000	36,000
Quality Technician	22,000-30,000	27,000
Quality Assurance Inspector	22,000-30,000	26,000
Process Analyst	33,000-43,000	37,000
CMM Inspector	21,000-31,000	26,000
Continuous Improvement Engineer	36,000-43,000	39,000
Process Engineer	31,000-41,000	36,000
Electronic Test Engineer	21,000-31,000	24,000
NDT Inspector	21,000-31,000	24,000

ENGINEERING & MANUFACTURING ENGINEERING TRADE

London	£ Range	£ Typical
Platers	26,000-36,000	31,000
Fabricator/Welder	25,000-31,000	28,000
CNC Milling Programmer	26,000-36,000	29,000
CNC Turning Programmer	26,000-36,000	29,000
CNC Laser/Punch/Press Brake	21,000-26,000	23,000
CNC Plasma	21,000-26,000	22,500
CNC Lathe	21,000-26,000	22,500
Panel Wirer	21,000-26,000	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	23,000-30,000	27,000
Fabricator/Welder	25,000-33,000	28,000
CNC Milling Programmer	27,000-33,000	29,000
CNC Turning Programmer	25,000-30,000	27,000
CNC Laser/Punch/Press Brake	20,000-25,000	22,000
CNC Plasma	22,000-26,000	24,000
CNC Lathe	22,000-27,000	24,000
Panel Wirer	20,000-25,000	23,000
Engineering Operative	20,000-25,000	22,000
Electronic Assembly	18,000-21,000	19,000

South East England	£ Range	£ Typical
Platers	24,000-34,000	29,000
Fabricator/Welder	21,000-29,000	26,500
CNC Milling Programmer	26,000-36,000	29,000
CNC Turning Programmer	26,000-31,000	27,000
CNC Laser/Punch/Press Brake	20,000-26,000	23,000
CNC Plasma	21,000-25,000	22,500
CNC Lathe	21,000-25,000	22,500
Panel Wirer	21,000-25,000	23,000
Engineering Operative	20,000-24,000	21,500
Electronic Assembly	19,000-23,000	20,500

Midlands	£ Range	£ Typical
Platers	23,000-33,000	28,000
Fabricator/Welder	20,000-28,000	26,000
CNC Milling Programmer	25,000-35,000	28,000
CNC Turning Programmer	25,000-30,000	26,000
CNC Laser/Punch/Press Brake	19,000-25,000	22,000
CNC Plasma	19,000-27,000	22,000
CNC Lathe	21,000-27,000	24,000
Panel Wirer	22,000-30,000	27,000
Engineering Operative	20,000-30,000	23,000
Electronic Assembly	22,000-32,000	24,000

East of England	£ Range	£ Typical
Platers	23,000-29,000	28,000
Fabricator/Welder	25,000-33,000	30,000
CNC Milling Programmer	25,000-34,000	29,500
CNC Turning Programmer	24,000-30,000	27,000
CNC Laser/Punch/Press Brake	20,000-28,000	25,000
CNC Plasma	22,000-27,000	24,000
CNC Lathe	20,000-26,000	23,000
Panel Wirer	20,000-25,000	22,000
Engineering Operative	18,000-22,000	21,000
Electronic Assembly	18,000-22,000	19,500

North East England	£ Range	£ Typical
Platers	20,000-30,000	28,000
Fabricator/Welder	20,000-26,000	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	18,000-23,000	22,000
CNC Plasma	19,000-24,000	21,000
CNC Lathe	19,000-24,000	21,000
Panel Wirer	20,000-24,000	22,000
Engineering Operative	18,000-25,000	21,000
Electronic Assembly	18,000-25,000	21,000

North West England	£ Range	£ Typical
Platers	22,000-28,000	26,000
Fabricator/Welder	25,000-32,000	28,000
CNC Milling Programmer	26,000-32,000	30,000
CNC Turning Programmer	26,000-32,000	30,000
CNC Laser/Punch/Press Brake	20,000-24,000	22,000
CNC Plasma	19,000-23,000	21,000
CNC Lathe	25,000-30,000	28,000
Panel Wirer	19,000-22,500	21,000
Engineering Operative	18,000-22,000	20,000
Electronic Assembly	18,000-22,000	21,000

Northern Ireland	£ Range	£ Typical
Platers	21,000-31,000	24,000
Fabricator/Welder	20,000-27,000	23,000
CNC Milling Programmer	30,000-36,000	33,000
CNC Turning Programmer	30,000-36,000	33,000
CNC Laser/Punch/Press Brake	21,000-28,000	22,000
CNC Plasma	21,000-28,000	23,000
CNC Lathe	21,000-28,000	23,000
Panel Wirer	21,000-28,000	23,000
Engineering Operative	18,000-22,000	19,000
Electronic Assembly	20,000-23,000	22,000

Scotland	£ Range	£ Typical
Platers	24,000-31,000	27,000
Fabricator/Welder	23,000-27,000	24,000
CNC Milling Programmer	27,000-32,000	29,000
CNC Turning Programmer	24,000-28,000	25,000
CNC Laser/Punch/Press Brake	21,000-25,000	22,000
CNC Plasma	21,000-25,000	22,000
CNC Lathe	21,000-25,000	22,000
Panel Wirer	21,000-25,000	23,000
Engineering Operative	21,000-25,000	22,000
Electronic Assembly	21,000-25,000	22,000

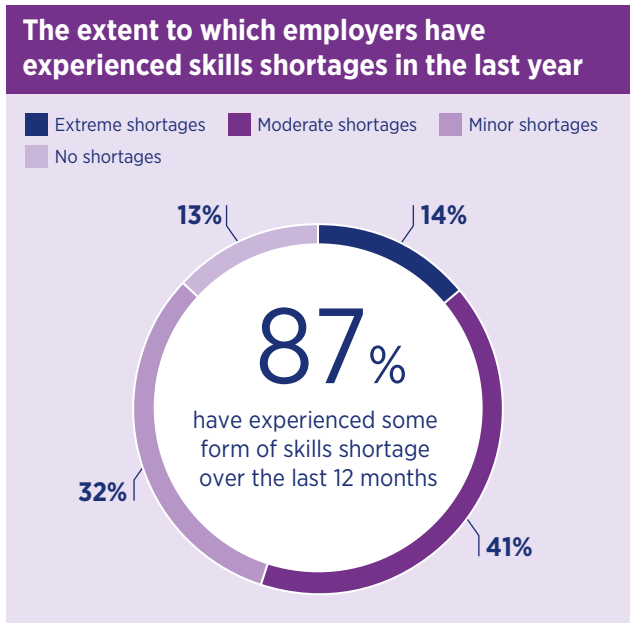
HUMAN RESOURCES

EMPLOYERS FOCUS ON TEMPORARY HIRING



Ongoing skills shortages have been met with an upturn in temporary hiring and increased emphasis on salaries, but professionals are also seeking career progression and work-life balance.

1.4% Average salary increase over the last year



Hiring plans remain steady

The majority of HR employers (96%) expect business activity levels to remain the same or increase during the year ahead. A further 57% are positive about the wider economic climate and the employment opportunities it may create within the next 2-5 years, significantly higher than the UK average of 36%.

Hiring remains a top priority for employers with 75% saying they plan to recruit staff over the next 12 months, greater than the UK average (68%). 62% plan to hire permanent staff and 40% are looking to hire temporary, contract or interim workers.

Skills shortages lead to increase in temp hiring

Most HR employers (87%) have experienced some form of skills shortages in the past 12 months, and employers have increased their reliance on hiring temporary workers to mitigate these shortages. 53% say they have engaged temporary or contract workers to address immediate skills shortages within their organisation this year. This is more than both the previous year (44%) and the UK average (also 44%).

61% of HR employers foresee their top recruitment challenge over the next 12 months to be a shortage of suitable applicants. In terms of the specialist skills in demand, employers say they most need managerial and leadership skills (44%) – this is considerably higher than for UK employers overall (33%). Operational skills have seen a decrease in demand, with just under a third (32%) saying that they are most needed by their organisation.

Increased emphasis on pay rises to attract talent

With a shortage of HR professionals with the right technical, specialist and soft skills, employers have turned to pay rises to attract and hire the right talent. The average salary increase across all HR job titles over the last year is 1.4%. This looks set to continue as 78% of HR employers say they plan to increase salaries in the coming 12 months.

Employees share this optimism around salary rises, with 58% believing their salary will increase in the year ahead, higher than the 54% UK average.

Career progression an increased priority

48% of HR professionals moved jobs in the last 12 months, a slight increase on last year (44%) and also higher than the UK overall (43%). Of these, 22% did so due to a lack of career progression and 16% left because their salary was too low.

A lack of future opportunities is also more of a significant driver of upcoming employee movement than last year, with 23% of employees citing it as the top reason to leave their current role, in comparison to 19% the previous year. By contrast, only 18% attribute the desire to leave their current role to salary dissatisfaction, a decrease from 23% last year.

Employers should take care to provide clear opportunities for career progression, and ensure salaries are consistently benchmarked in order to retain talent.

HR professionals rate their work-life balance positively

HR professionals are more likely to have a well-rounded and holistic perspective of what makes for a good employee experience, and this is reflected in how they view their work-life balance. 65% rate it positively, which is higher than the UK average of 57%. The vast majority are also aware of the flexible working options open to them (84%) and most make use of these (73%), which is also greater than the UK overall (62%).

The most important benefit to HR professionals when considering a new role is over 28 days' paid annual leave (63%), making it a higher priority than for UK professionals overall (53%). Over two thirds (69%) deem home or remote working to be the most important flexible working option when considering a new role. The good news is that HR employers acknowledge this, with only 5% offering no flexible working options at all.

Employers should keep providing work-life balance programmes in order to retain employees who prioritise them, and promote their availability throughout the recruitment process in order to attract in-demand talent.

Survey highlights for human resources

Employers	
96%	expect their organisation's activity levels to increase or stay the same over the next 12 months
75%	plan on recruiting staff over the next 12 months
67%	have had difficulty hiring permanent staff in the last 12 months
78%	plan to increase salaries in the year ahead

Employees	
36%	feel there is no scope for progression within their organisation
65%	give their work-life balance a positive rating
54%	expect to move jobs within 12 months
40%	would be tempted to change role due to the salary or benefits package on offer

HUMAN RESOURCES GENERALIST

London	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director (Corporate)	90,000-150,000	125,000	-	-
HR Director (SME)	80,000-120,000	100,000	-	-
HR Director	-	-	75,000-100,000	86,000
Head of HR	70,000-110,000	90,000	55,000-68,000	62,000
HR Business Partner	55,000-85,000	65,000	45,000-55,000	50,000
HR Manager	45,000-65,000	55,000	35,000-45,000	45,000
HR Officer/Advisor	30,000-50,000	40,000	28,000-40,000	35,000
HR Coordinator	26,000-32,000	30,000	25,000-35,000	28,000
HR Assistant/Administrator	22,000-30,000	25,000	20,000-28,000	25,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	80,000-120,000	90,000	65,000-70,000	65,000
Manager	50,000-70,000	60,000	50,000-60,000	55,000
Specialist	35,000-50,000	45,000	45,000-55,000	50,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	70,000 -140,000	90,000	65,000-80,000	75,000
Manager	55,000-80,000	70,000	60,000-70,000	65,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	62,000-75,000	70,000
Manager	-	-	50,000-65,000	60,000
Officer/Advisor	-	-	32,000-45,000	40,000

South East England	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-120,000	90,000	70,000-100,000	85,000
Head of HR	60,000-80,000	70,000	55,000-70,000	65,000
HR Business Partner	45,000-65,000	52,000	42,000-57,000	46,000
HR Manager	45,000-65,000	50,000	40,000-50,000	45,000
HR Officer/Advisor	28,000-40,000	35,000	28,000-37,000	32,000
HR Coordinator	25,000-30,000	28,000	25,000-28,000	27,000
HR Assistant/Administrator	23,000-26,000	25,000	21,000-26,000	25,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	50,000-80,000	73,000	50,000-75,000	66,000
Manager	40,000-60,000	50,000	40,000-60,000	45,000
Specialist	35,000-50,000	42,000	32,000-45,000	36,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	65,000-90,000	78,000	50,000-80,000	65,000
Manager	50,000-70,000	65,000	45,000-70,000	54,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	50,000-65,000	62,000
Manager	-	-	40,000-50,000	45,000
Officer/Advisor	-	-	25,000-38,000	32,000

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

East of England	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-125,000	90,000	75,000-100,000	85,000
Head of HR	55,000-80,000	68,000	50,000-75,000	62,000
HR Business Partner	40,000-75,000	52,000	45,000-60,000	50,000
HR Manager	35,000-55,000	48,000	35,000-50,000	43,000
HR Officer/Advisor	25,000-40,000	33,000	24,000-35,000	32,000
HR Coordinator	20,000-28,000	26,000	20,000-26,000	24,000
HR Assistant/Administrator	18,000-26,000	24,000	17,000-24,000	21,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	55,000-85,000	73,000	50,000-75,000	65,000
Manager	40,000-60,000	50,000	40,000-60,000	45,000
Specialist	30,000-40,000	35,000	28,000-35,000	32,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	65,000-80,000	74,000	55,000-75,000	63,000
Manager	50,000-75,000	60,000	45,000-60,000	52,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	45,000-60,000	54,000
Manager	-	-	38,000-45,000	41,000
Officer/Advisor	-	-	23,000-35,000	30,000

South West England	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-120,000	90,000	60,000-90,000	85,000
Head of HR	50,000-80,000	70,000	45,000-80,000	60,000
HR Business Partner	45,000-70,000	55,000	45,000-55,000	50,000
HR Manager	45,000-70,000	55,000	40,000-55,000	50,000
HR Officer/Advisor	25,000-38,000	35,000	25,000-38,000	35,000
HR Coordinator	24,000-26,000	25,000	24,000-26,000	25,000
HR Assistant/Administrator	18,000-25,000	23,000	18,000-26,000	23,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	45,000-65,000	60,000	35,000-60,000	50,000
Manager	38,000-50,000	45,000	35,000-50,000	45,000
Specialist	30,000-38,000	36,000	25,000-35,000	33,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	50,000-80,000	65,000	45,000-70,000	60,000
Manager	47,000-60,000	52,000	40,000-55,000	47,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	40,000-60,000	55,000
Manager	-	-	35,000-55,000	45,000
Officer/Advisor	-	-	25,000-35,000	30,000

HUMAN RESOURCES GENERALIST

Wales	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	70,000-120,000	85,000	55,000-95,000	70,000
Head of HR	45,000-85,000	60,000	40,000-70,000	55,000
HR Business Partner	35,000-55,000	45,000	31,500-45,000	41,000
HR Manager	35,000-47,500	40,000	32,000-50,000	40,000
HR Officer/Advisor	25,000-35,000	30,000	22,000-32,000	28,000
HR Coordinator	18,500-22,000	20,500	19,000-24,000	21,500
HR Assistant/Administrator	17,500-22,500	19,500	17,000-20,000	18,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	45,000-70,000	55,000	40,000-60,000	50,000
Manager	35,000-50,000	45,000	35,000-50,000	40,000
Specialist	30,000-45,000	35,000	28,000-38,000	32,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	55,000-80,000	68,000	40,000-60,000	50,000
Manager	42,000-55,000	50,000	32,000-45,000	42,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	45,000-75,000	60,000
Manager	-	-	28,000-45,000	40,000
Officer/Advisor	-	-	20,000-30,000	28,000

West Midlands	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	65,000-125,000	80,000	60,000-100,000	72,000
Head of HR	45,000-85,000	65,000	45,000-70,000	60,000
HR Business Partner	40,000-65,000	48,000	38,000-55,000	44,000
HR Manager	40,000-55,000	47,000	35,000-50,000	42,000
HR Officer/Advisor	28,000-38,000	33,500	28,000-35,000	30,000
HR Coordinator	19,000-24,000	22,000	18,000-23,000	21,000
HR Assistant/Administrator	17,500-23,000	21,000	17,000-24,000	20,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	45,000-75,000	57,000	45,000-70,000	55,000
Manager	35,000-55,000	47,000	35,000-50,000	42,000
Specialist	28,000-45,000	34,000	26,000-38,000	32,500
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	55,000-85,000	70,000	50,000-70,000	62,000
Manager	45,000-58,000	52,000	38,000-52,000	48,500
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	40,000-70,000	58,000
Manager	-	-	35,000-48,000	44,000
Officer/Advisor	-	-	24,000-32,000	29,000

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

East Midlands	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	70,000-120,000	85,000	65,000-95,000	85,000
Head of HR	55,000-70,000	62,000	55,000-65,000	62,000
HR Business Partner	38,000-70,000	45,000	35,000-45,000	40,000
HR Manager	35,000-55,000	42,000	30,000-45,000	38,000
HR Officer/Advisor	27,000-35,000	32,000	27,000-35,000	30,000
HR Coordinator	23,000-27,000	26,000	22,000-28,000	25,000
HR Assistant/Administrator	18,000-26,000	21,000	18,000-22,000	20,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	45,000-60,000	55,000	45,000-60,000	55,000
Manager	40,000-50,000	45,000	40,000-50,000	45,000
Specialist	30,000-40,000	33,000	28,000-35,000	31,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	55,000-75,000	65,000	55,000-70,000	65,000
Manager	40,000-60,000	50,000	40,000-50,000	48,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	50,000-55,000	52,000
Manager	-	-	35,000-45,000	40,000
Officer/Advisor	-	-	28,000-35,000	30,000

Yorkshire and the Humber	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-100,000	85,000	50,000-75,000	63,000
Head of HR	50,000-75,000	63,000	45,000-65,000	50,000
HR Business Partner	35,000-65,000	45,000	32,000-45,000	40,000
HR Manager	30,000-50,000	42,000	30,000-45,000	35,000
HR Officer/Advisor	25,000-37,000	32,000	22,000-34,000	29,000
HR Coordinator	18,000-25,000	23,000	19,000-25,000	23,000
HR Assistant/Administrator	17,000-24,000	19,000	17,000-21,000	18,500
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	55,000-65,000	60,000	50,000-60,000	55,000
Manager	40,000-55,000	50,000	30,000-45,000	40,000
Specialist	28,000-40,000	32,000	25,000-38,000	29,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	50,000-70,000	60,000	45,000-65,000	55,000
Manager	35,000-50,000	45,000	35,000-50,000	45,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	45,000-60,000	52,000
Manager	-	-	35,000-50,000	40,000
Officer/Advisor	-	-	25,000-35,000	30,000

HUMAN RESOURCES GENERALIST

North East England	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-85,000	75,000	55,000-70,000	65,000
Head of HR	45,000-68,000	58,000	45,000-55,000	50,000
HR Business Partner	35,000-65,000	43,000	32,000-45,000	42,000
HR Manager	35,000-45,000	39,000	32,000-42,000	36,000
HR Officer/Advisor	23,000-35,000	29,000	22,000-34,000	28,000
HR Coordinator	18,000-25,000	23,000	18,000-25,000	22,000
HR Assistant/Administrator	16,000-23,000	20,000	16,000-23,000	19,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	55,000-65,000	60,000	50,000-60,000	55,000
Manager	40,000-55,000	48,000	35,000-50,000	43,000
Specialist	28,000-40,000	32,000	22,000-35,000	30,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	50,000-70,000	60,000	45,000-65,000	60,000
Manager	38,000-45,000	43,000	35,000-45,000	43,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	45,000-60,000	52,000
Manager	-	-	35,000-50,000	38,000
Officer/Advisor	-	-	25,000-35,000	29,000

North West England	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-150,000	90,000	70,000-100,000	80,000
Head of HR	60,000-85,000	70,000	55,000-80,000	65,000
HR Business Partner	45,000-70,000	52,000	40,000-60,000	50,000
HR Manager	35,000-55,000	45,000	35,000-45,000	40,000
HR Officer/Advisor	25,000-38,000	35,000	26,000-33,000	31,000
HR Coordinator	22,000-26,000	24,000	22,000-25,000	23,000
HR Assistant/Administrator	20,000-26,000	23,000	17,000-25,000	21,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	55,000-90,000	75,000	50,000-75,000	60,000
Manager	50,000-75,000	55,000	40,000-45,000	42,000
Specialist	38,000-55,000	42,000	30,000-35,000	32,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	60,000-90,000	75,000	58,000-85,000	70,000
Manager	45,000-65,000	55,000	45,000-60,000	50,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	50,000-70,000	60,000
Manager	-	-	40,000-45,000	42,000
Officer/Advisor	-	-	28,000-34,000	32,000

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

Northern Ireland	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-80,000	67,500	40,000-65,000	59,000
Head of HR	50,000-65,000	52,500	50,000-60,000	52,000
HR Business Partner	35,000-45,000	40,000	28,000-45,000	37,500
HR Manager	38,000-45,000	38,000	29,000-41,000	33,500
HR Officer/Advisor	25,000-35,000	30,000	21,500-28,000	25,000
HR Coordinator	20,000-25,000	23,000	18,000-25,000	21,000
HR Assistant/Administrator	17,000-22,000	20,000	16,000-21,000	18,500
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	50,000-65,000	52,000	40,000-50,000	46,000
Manager	37,500-50,000	40,000	28,000-42,000	33,000
Specialist	28,000-35,000	30,000	20,000-30,000	25,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	50,000-70,000	60,000	35,000-58,000	41,000
Manager	42,000-55,000	48,000	28,000-36,000	32,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	42,000-50,000	45,000
Manager	-	-	28,000-38,000	33,000
Officer/Advisor	-	-	21,000-27,000	23,500

Scotland	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	70,000-90,000	75,000	60,000-80,000	70,000
Head of HR	55,000-67,000	58,000	45,000-60,000	55,000
HR Business Partner	40,000-60,000	52,000	40,000-55,000	48,000
HR Manager	35,000-55,000	45,000	35,000-45,000	40,000
HR Officer/Advisor	24,000-38,000	32,000	24,000-34,000	32,000
HR Coordinator	22,000-28,000	26,000	22,000-27,000	25,000
HR Assistant/Administrator	18,000-24,000	22,000	18,000-24,000	20,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	48,000-68,000	62,000	42,000-62,000	53,000
Manager	38,000-52,000	45,000	38,000-48,000	42,000
Specialist	26,000-32,000	30,000	24,000-34,000	31,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	55,000-70,000	68,000	45,000-70,000	60,000
Manager	40,000-55,000	48,000	35,000-58,000	47,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	40,000-50,000	45,000
Manager	-	-	35,000-45,000	40,000
Officer/Advisor	-	-	26,000-32,000	28,000

HUMAN RESOURCES LEARNING & DEVELOPMENT

London	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	90,000-120,000	100,000	65,000-80,000	75,000
Head of Training/L&D	70,000-90,000	80,000	55,000-70,000	68,000
Training/L&D Manager	45,000-70,000	55,000	40,000-50,000	48,000
Training/L&D Officer	30,000-45,000	38,000	30,000-38,000	35,000
Training/L&D Coordinator	27,000-35,000	31,000	22,000-30,000	28,000

South East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	65,000-100,000	77,000	50,000-80,000	70,000
Head of Training/L&D	50,000-75,000	62,000	45,000-70,000	60,000
Training/L&D Manager	45,000-58,000	52,000	42,000-48,000	46,000
Training/L&D Officer	25,000-38,000	34,000	25,000-35,000	30,000
Training/L&D Coordinator	22,000-28,000	26,000	24,000-26,000	25,000

East of England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	65,000-100,000	78,000	65,000-90,000	70,000
Head of Training/L&D	55,000-85,000	65,000	45,000-85,000	64,000
Training/L&D Manager	35,000-55,000	48,000	37,000-45,000	43,000
Training/L&D Officer	25,000-40,000	36,000	25,000-35,000	31,000
Training/L&D Coordinator	22,000-28,000	25,000	20,000-25,000	23,000

South West England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	60,000-100,000	75,000	60,000-100,000	70,000
Head of Training/L&D	55,000-70,000	65,000	45,000-78,000	60,000
Training/L&D Manager	40,000-55,000	45,000	35,000-50,000	43,000
Training/L&D Officer	30,000-38,000	35,000	30,000-38,000	31,500
Training/L&D Coordinator	19,000-26,000	23,000	19,000-25,000	23,000

Wales	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	60,000-85,000	65,000	47,000-75,000	58,000
Head of Training/L&D	40,000-60,000	52,000	45,000-60,000	47,500
Training/L&D Manager	30,000-45,000	35,000	30,000-40,000	35,000
Training/L&D Officer	20,000-30,000	26,000	20,000-28,000	25,000
Training/L&D Coordinator	18,000-22,000	21,000	17,500-22,000	20,000

West Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	60,000-85,000	75,000	50,000-75,000	65,000
Head of Training/L&D	45,000-70,000	57,500	40,000-55,000	52,500
Training/L&D Manager	35,000-55,000	48,000	32,000-52,000	47,500
Training/L&D Officer	25,000-40,000	34,000	25,000-38,000	32,500
Training/L&D Coordinator	19,000-25,000	23,000	18,000-25,000	22,000

East Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	60,000-80,000	70,000	55,000-70,000	65,000
Head of Training/L&D	50,000-70,000	55,000	45,000-55,000	50,000
Training/L&D Manager	40,000-50,000	45,000	38,000-45,000	43,000
Training/L&D Officer	30,000-35,000	32,000	30,000-35,000	32,000
Training/L&D Coordinator	23,000-28,000	25,000	20,000-25,000	22,000

Yorkshire and the Humber	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	70,000-90,000	82,000	45,000-75,000	60,000
Head of Training/L&D	50,000-70,000	60,000	40,000-65,000	52,000
Training/L&D Manager	35,000-55,000	45,000	30,000-45,000	42,000
Training/L&D Officer	22,000-33,000	29,000	22,000-32,000	28,000
Training/L&D Coordinator	18,000-25,000	23,000	18,000-25,000	22,000

HUMAN RESOURCES LEARNING & DEVELOPMENT

North East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	50,000-75,000	70,000	45,000-75,000	60,000
Head of Training/L&D	40,000-60,000	55,000	40,000-65,000	52,000
Training/L&D Manager	32,000-45,000	42,000	30,000-40,000	37,000
Training/L&D Officer	25,000-30,000	28,000	22,000-32,000	28,000
Training/L&D Coordinator	18,000-25,000	23,000	18,000-25,000	22,000

North West England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	70,000-95,000	78,000	60,000-75,000	68,000
Head of Training/L&D	50,000-75,000	65,000	50,000-70,000	59,000
Training/L&D Manager	40,000-65,000	49,500	38,000-48,000	42,000
Training/L&D Officer	30,000-40,000	35,000	28,000-34,000	30,000
Training/L&D Coordinator	20,000-30,000	27,000	20,000-26,000	24,000

Northern Ireland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	65,000-85,000	75,000	60,000-70,000	64,000
Head of Training/L&D	50,000-70,000	65,000	50,000-65,000	52,000
Training/L&D Manager	40,000-60,000	50,000	35,000-45,000	41,500
Training/L&D Officer	25,000-35,000	30,000	26,000-32,000	28,000
Training/L&D Coordinator	20,000-25,000	23,000	21,000-26,000	22,000

Scotland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	70,000-90,000	76,000	60,000-75,000	67,000
Head of Training/L&D	55,000-70,000	65,000	50,000-60,000	55,000
Training/L&D Manager	45,000-55,000	50,000	38,000-48,000	42,000
Training/L&D Officer	25,000-35,000	31,000	24,000-32,000	26,000
Training/L&D Coordinator	23,000-27,000	25,000	20,000-25,000	23,000



POTENTIAL MARKETS

- Small Biz
- Commercial
- Industrial
- Institutional

Use

- Turn
- An

HUMAN RESOURCES REWARD & HRMI

London	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	90,000-150,000	120,000	75,000-90,000	85,000
Head of Reward	80,000-120,000	100,000	60,000-75,000	70,000
Reward Manager	55,000-85,000	70,000	45,000-60,000	55,000
Reward Analyst	35,000-55,000	50,000	30,000-45,000	45,000
Reward Advisor	40,000-55,000	50,000	30,000-40,000	38,000
HRIS Manager	60,000-80,000	70,000	45,000-60,000	58,000
HRMI Analyst	40,000-55,000	45,000	40,000-55,000	48,000

South East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	60,000-100,000	82,000	65,000-90,000	78,000
Head of Reward	55,000-75,000	70,000	55,000-75,000	65,000
Reward Manager	50,000-65,000	60,000	40,000-60,000	52,000
Reward Analyst	32,000-45,000	40,000	28,000-45,000	38,000
Reward Advisor	32,000-45,000	40,000	28,000-45,000	38,000
HRIS Manager	45,000-55,000	50,000	38,000-48,000	45,000
HRMI Analyst	35,000-45,000	40,000	26,000-35,000	32,000

East of England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	65,000-110,000	95,000	65,000-90,000	70,000
Head of Reward	55,000-90,000	78,000	50,000-75,000	65,000
Reward Manager	40,000-60,000	55,000	40,000-55,000	50,000
Reward Analyst	33,000-50,000	42,000	28,000-45,000	35,000
Reward Advisor	32,000-45,000	40,000	28,000-45,000	35,000
HRIS Manager	45,000-55,000	50,000	38,000-48,000	45,000
HRMI Analyst	35,000-45,000	42,000	26,000-35,000	32,000

South West England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	60,000-100,000	78,000	60,000-80,000	68,000
Head of Reward	55,000-75,000	68,000	50,000-65,000	60,000
Reward Manager	45,000-65,000	58,000	40,000-55,000	50,000
Reward Analyst	30,000-45,000	38,000	25,000-40,000	38,000
Reward Advisor	25,000-40,000	35,000	25,000-35,000	32,000
HRIS Manager	35,000-45,000	42,000	35,000-45,000	42,000
HRMI Analyst	28,000-38,000	32,000	28,000-38,000	32,000

Wales	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	60,000-90,000	70,000	50,000-75,000	60,000
Head of Reward	50,000-75,000	65,000	40,000-50,000	45,000
Reward Manager	45,000-60,000	52,000	30,000-50,000	35,000
Reward Analyst	30,000-45,000	38,000	25,000-35,000	30,000
Reward Advisor	25,000-40,000	35,000	22,000-30,000	28,000
HRIS Manager	35,000-45,000	42,000	30,000-45,000	35,000
HRMI Analyst	28,000-38,000	32,000	28,000-38,000	31,500

West Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	65,000-125,000	90,000	65,000-90,000	80,000
Head of Reward	55,000-85,000	72,000	52,000-78,000	65,000
Reward Manager	45,000-75,000	60,000	35,000-55,000	48,000
Reward Analyst	30,000-48,000	42,000	30,000-45,000	38,000
Reward Advisor	30,000-40,000	38,000	30,000-40,000	35,000
HRIS Manager	38,000-52,000	48,000	35,000-50,000	42,000
HRMI Analyst	30,000-45,000	38,000	25,000-42,000	35,000

East Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	70,000-100,000	90,000	60,000-80,000	70,000
Head of Reward	55,000-75,000	65,000	50,000-60,000	55,000
Reward Manager	45,000-55,000	50,000	35,000-50,000	45,000
Reward Analyst	30,000-40,000	35,000	28,000-40,000	35,000
Reward Advisor	30,000-40,000	35,000	30,000-40,000	35,000
HRIS Manager	45,000-58,000	52,000	45,000-58,000	48,000
HRMI Analyst	28,000-35,000	30,000	30,000-40,000	35,000

Yorkshire and the Humber	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	70,000-100,000	85,000	50,000-70,000	62,000
Head of Reward	60,000-80,000	65,000	45,000-65,000	55,000
Reward Manager	35,000-55,000	47,000	35,000-50,000	42,000
Reward Analyst	25,000-40,000	33,000	25,000-33,000	29,000
Reward Advisor	27,000-37,000	35,000	25,000-35,000	30,000
HRIS Manager	30,000-45,000	40,000	30,000-45,000	38,000
HRMI Analyst	25,000-37,000	30,000	25,000-37,000	27,000

HUMAN RESOURCES REWARD & HRMI

North East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	65,000-90,000	75,000	55,000-70,000	62,000
Head of Reward	50,000-80,000	65,000	45,000-65,000	55,000
Reward Manager	37,000-52,000	42,000	30,000-45,000	40,000
Reward Analyst	23,000-32,000	30,000	22,000-30,000	28,000
Reward Advisor	25,000-35,000	32,000	25,000-33,000	28,000
HRIS Manager	30,000-45,000	40,000	30,000-45,000	38,000
HRMI Analyst	25,000-37,000	30,000	25,000-37,000	27,000

North West England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	70,000-120,000	84,000	65,000-85,000	75,000
Head of Reward	60,000-85,000	75,000	50,000-70,000	65,000
Reward Manager	50,000-70,000	55,000	42,000-55,000	48,000
Reward Analyst	40,000-50,000	45,000	30,000-45,000	38,000
Reward Advisor	40,000-50,000	45,000	30,000-40,000	33,000
HRIS Manager	45,000-52,000	50,000	40,000-48,000	45,000
HRMI Analyst	32,000-45,000	40,000	30,000-40,000	37,000

Northern Ireland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	60,000-80,000	75,000	45,000-65,000	55,000
Head of Reward	50,000-65,000	60,000	40,000-60,000	50,000
Reward Manager	45,000-55,000	48,000	28,000-50,000	38,000
Reward Analyst	28,000-40,000	35,000	25,000-35,000	30,000
Reward Advisor	30,000-40,000	35,000	28,000-38,000	33,000
HRIS Manager	45,000-58,000	47,500	38,000-55,000	45,000
HRMI Analyst	25,000-35,000	30,000	25,000-38,000	30,000

Scotland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	70,000-90,000	80,000	60,000-80,000	68,000
Head of Reward	60,000-70,000	62,000	50,000-60,000	55,000
Reward Manager	45,000-55,000	52,000	40,000-50,000	45,000
Reward Analyst	30,000-40,000	37,000	28,000-38,000	34,000
Reward Advisor	30,000-40,000	38,000	30,000-40,000	35,000
HRIS Manager	45,000-60,000	50,000	40,000-50,000	42,000
HRMI Analyst	30,000-40,000	35,000	25,000-35,000	30,000



HUMAN RESOURCES TALENT & RESOURCING

London	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	85,000-125,000	120,000	70,000-85,000	80,000
Head of Talent/Resourcing	63,000-90,000	78,000	55,000-70,000	66,000
Talent/Resourcing Manager	48,000-70,000	63,000	40,000-53,000	51,000
Talent/Resourcing Advisor	32,000-45,000	42,000	32,000-40,000	35,000
Talent/Resourcing Coordinator	25,000-32,000	30,000	25,000-30,000	28,000

South East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	80,000-100,000	85,000	60,000-80,000	70,000
Head of Talent/Resourcing	50,000-80,000	70,000	50,000-75,000	60,000
Talent/Resourcing Manager	40,000-60,000	50,000	40,000-55,000	50,000
Talent/Resourcing Advisor	30,000-40,000	38,000	28,000-38,000	34,000
Talent/Resourcing Coordinator	24,000-28,000	26,000	24,000-28,000	26,000

East of England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	65,000-90,000	75,000	60,000-80,000	65,000
Head of Talent/Resourcing	45,000-75,000	56,000	40,000-60,000	55,000
Talent/Resourcing Manager	40,000-60,000	48,000	35,000-56,000	45,000
Talent/Resourcing Advisor	27,000-38,000	33,000	25,000-35,000	30,000
Talent/Resourcing Coordinator	20,000-27,000	25,000	18,000-25,000	22,000

South West England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	45,000-80,000	72,000	45,000-65,000	60,000
Head of Talent/Resourcing	40,000-70,000	55,000	40,000-60,000	50,000
Talent/Resourcing Manager	40,000-60,000	50,000	40,000-55,000	50,000
Talent/Resourcing Advisor	30,000-35,000	32,000	22,000-35,000	29,000
Talent/Resourcing Coordinator	20,000-25,000	23,000	19,000-25,000	20,000

Wales	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	50,000-75,000	65,000	45,000-75,000	55,000
Head of Talent/Resourcing	45,000-65,000	50,000	37,000-55,000	45,000
Talent/Resourcing Manager	30,000-45,000	35,000	28,000-45,000	30,000
Talent/Resourcing Advisor	20,000-30,000	24,000	18,000-25,000	25,000
Talent/Resourcing Coordinator	17,500-24,000	20,000	17,500-23,000	19,500

West Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	65,000-95,000	75,000	60,000-80,000	70,000
Head of Talent/Resourcing	45,000-80,000	62,000	42,000-65,000	55,000
Talent/Resourcing Manager	45,000-65,000	48,000	40,000-58,000	46,000
Talent/Resourcing Advisor	26,000-40,000	34,000	25,000-35,000	30,000
Talent/Resourcing Coordinator	19,000-25,000	23,000	18,000-28,000	25,000

East Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	65,000-85,000	75,000	55,000-70,000	60,000
Head of Talent/Resourcing	50,000-65,000	55,000	45,000-55,000	50,000
Talent/Resourcing Manager	40,000-50,000	42,000	35,000-45,000	39,000
Talent/Resourcing Advisor	25,000-35,000	30,000	25,000-32,000	27,000
Talent/Resourcing Coordinator	18,000-25,000	22,000	18,000-23,000	22,000

Yorkshire and the Humber	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	70,000-90,000	75,000	55,000-70,000	60,000
Head of Talent/Resourcing	50,000-80,000	60,000	45,000-55,000	50,000
Talent/Resourcing Manager	35,000-50,000	42,000	35,000-50,000	38,000
Talent/Resourcing Advisor	25,000-40,000	27,500	22,000-35,000	27,000
Talent/Resourcing Coordinator	18,000-25,000	20,000	18,000-22,000	20,000

HUMAN RESOURCES TALENT & RESOURCING

North East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	50,000-75,000	65,000	50,000-60,000	55,000
Head of Talent/Resourcing	42,000-55,000	50,000	40,000-50,000	45,000
Talent/Resourcing Manager	35,000-45,000	40,000	30,000-40,000	36,000
Talent/Resourcing Advisor	25,000-40,000	28,500	22,000-30,000	26,000
Talent/Resourcing Coordinator	17,000-25,000	23,000	17,000-24,000	22,000

North West England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	65,000-95,000	80,000	50,000-80,000	70,000
Head of Talent/Resourcing	50,000-70,000	60,000	45,000-60,000	55,000
Talent/Resourcing Manager	40,000-55,000	50,000	33,000-45,000	40,000
Talent/Resourcing Advisor	30,000-45,000	38,000	25,000-35,000	31,000
Talent/Resourcing Coordinator	20,000-28,000	25,000	18,000-24,000	22,000

Northern Ireland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	50,000-70,000	60,000	45,000-60,000	54,000
Head of Talent/Resourcing	40,000-55,000	45,000	30,000-45,000	39,000
Talent/Resourcing Manager	33,000-50,000	35,000	28,000-40,000	32,000
Talent/Resourcing Advisor	25,000-33,000	26,000	24,000-29,000	26,000
Talent/Resourcing Coordinator	20,000-26,000	21,000	18,000-25,000	20,500

Scotland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	65,000-85,000	75,000	55,000-70,000	66,000
Head of Talent/Resourcing	55,000-65,000	58,000	48,000-60,000	55,000
Talent/Resourcing Manager	40,000-55,000	47,000	38,000-48,000	44,000
Talent/Resourcing Advisor	27,000-35,000	31,000	25,000-32,000	30,000
Talent/Resourcing Coordinator	18,000-25,000	23,000	18,000-25,000	23,000



INSURANCE

PROFESSIONALS PRIORITISE CAREER PROGRESSION

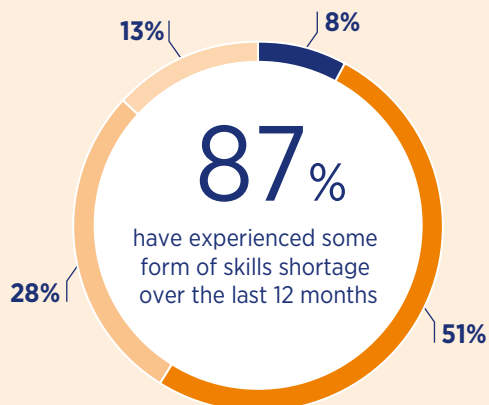


It remains competitive to secure talent, so to tempt professionals to move roles, employers must offer career progression opportunities and a better work-life balance.

1.1% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages ■ No shortages



Business activity forecasts are steady and hiring remains on the agenda

The majority of insurance employers (93%) expect activity levels to remain the same or increase during the year ahead, and nearly half (49%) demonstrate positivity around the wider economic climate and the employment opportunities it may create within the next 2-5 years.

This outlook is mirrored by employers' hiring plans for the coming year. 73% plan to recruit staff over the next 12 months, higher than the 68% UK average. Permanent employees are a particular priority, with 62% intending to hire permanent staff in comparison to 55% of UK employers overall. Temporary workers, as per last year, are seen to be less integral to insurance employers' hiring strategy - only 18% plan to recruit temporary workers over the next 12 months, considerably lower than the 30% UK average.

Skills shortages impacting employee morale

Skills shortages remain an issue for employers, with 87% saying they have experienced them in some form over the past 12 months. This is a slight increase on 84% the previous year. Employers are feeling the effects of these shortages, with 55% claiming they are impacting employee morale, higher than the UK average of 44%, and 49% saying that productivity is also affected.

Competition for job opportunities is cited by insurance employers as a key reason for the niche skills gaps, with 64% deeming it the top cause in contrast to only 43% the previous year.

The specialist skills in highest demand are operations (40%), followed by managerial and leadership skills (32%). When it comes to soft skills, those most needed by employers are communication (74%) and problem-solving (64%).

Salaries predicted to rise, but employees remain sceptical

85% of insurance employers increased salaries last year, higher than the UK average of 76%. The overall average salary increase over the past 12 months for insurance was 1.1%, with underwriting (2.1%) and claims (1.8%) seeing particularly significant hikes.

Looking at the year ahead, the majority of employers (80%) say they plan to increase salaries. Employees, however, are sceptical regarding predicted pay rises. Only 67% say their salary will increase over the coming 12 months, even lower than last year (75%).

Career progression a key driver of employee movement

Employee mobility has significantly increased amongst insurance professionals compared to last year, with over half (54%) expecting to move jobs within 12 months, compared to just over a third (39%) the previous year. The most significant driver is a lack of career progression. Over a quarter (26%) say they want to leave their current role due to a lack of future opportunity, which is much higher than last year's figure of 12%.

This comes as no surprise given that over a third (39%) feel there is no scope for progression within their organisation, higher than last year (26%).

A lack of salary satisfaction remains a key reason for employees to move roles, with a quarter (24%) saying they want to leave their current role due to salary. Over half (58%) of those not planning to change jobs in the next year would be tempted to move for a better salary or benefits package.

Work-life balance an increased priority

Whilst salary and career progression remain key priorities for employees, work-life balance is also taking increasing precedence as an area that employers need to address. 41% rate their work-life balance as average or poor. Whilst a benefits package was deemed the most important deciding factor – aside from salary – when insurance professionals came to select a new role last year, this year work-life balance is seen as the highest priority by 28% of employees.

Insurance employers can meet employee expectations in this area with the provision of flexible working. However, only 67% of professionals say they are aware of the flexible working options available at their organisation, lower than 77% the previous year. Insurance employers should promote the programmes they have in place to improve work-life balance both throughout the recruitment process and to existing employees.

Survey highlights for insurance

Employers	Employees
93% expect their organisation's activity levels to increase or stay the same over the next 12 months	39% feel there is no scope for progression within their organisation
73% plan on recruiting staff over the next 12 months	59% give their work-life balance a positive rating
65% have had difficulty hiring permanent staff in the last 12 months	54% expect to move jobs within 12 months
80% plan to increase salaries in the year ahead	58% would be tempted to change role due to the salary or benefits package on offer

General insurance

London	£ Range	£ Typical
Partner	230,000-370,000	305,000
Associate Partner	185,000-260,000	232,000
Chief Risk Officer	165,000-260,000	217,000
Chief Actuary	135,000-207,000	182,000
Director	125,000-185,000	158,000
Senior Manager	80,000-136,000	106,000
Manager	63,000-93,000	78,000
Senior Actuarial Analyst/Consultant	50,000-75,000	62,000
Actuarial Analyst/Consultant	33,000-52,000	42,000
Graduate	30,000-40,000	33,000

West Midlands	£ Range	£ Typical
Partner	200,000-319,000	270,000
Associate Partner	164,000-227,000	206,000
Chief Risk Officer	146,000-232,000	192,000
Chief Actuary	118,000-182,000	156,000
Director	109,000-164,000	138,000
Senior Manager	68,000-118,000	92,000
Manager	55,000-82,000	69,000
Senior Actuarial Analyst/Consultant	41,000-64,000	55,000
Actuarial Analyst/Consultant	27,000-44,000	36,500
Graduate	25,000-32,000	29,000

South East England	£ Range	£ Typical
Partner	212,000-338,000	285,000
Associate Partner	170,000-235,000	212,000
Chief Risk Officer	150,000-240,000	200,000
Chief Actuary	122,000-188,000	165,000
Director	112,000-170,000	145,000
Senior Manager	70,000-125,000	95,000
Manager	57,000-85,000	72,000
Senior Actuarial Analyst/Consultant	42,000-68,000	57,000
Actuarial Analyst/Consultant	30,000-45,000	38,000
Graduate	28,000-35,000	30,000

East Midlands	£ Range	£ Typical
Partner	200,000-319,000	270,000
Associate Partner	164,000-227,000	206,000
Chief Risk Officer	146,000-232,000	192,000
Chief Actuary	118,000-182,000	156,000
Director	109,000-164,000	138,000
Senior Manager	68,000-118,000	92,000
Manager	55,000-82,000	69,000
Senior Actuarial Analyst/Consultant	41,000-64,000	55,000
Actuarial Analyst/Consultant	27,000-44,000	36,500
Graduate	25,000-32,000	29,000

Yorkshire and Humber	£ Range	£ Typical
Partner	190,000-303,000	260,000
Associate Partner	155,000-214,000	200,000
Chief Risk Officer	129,000-215,000	175,000
Chief Actuary	112,000-172,000	150,000
Director	103,000-155,000	135,000
Senior Manager	65,000-112,000	79,000
Manager	52,000-77,000	66,000
Senior Actuarial Analyst/Consultant	39,000-60,000	53,000
Actuarial Analyst/Consultant	26,000-42,000	35,000
Graduate	24,000-30,000	28,000

North West England	£ Range	£ Typical
Partner	190,000-303,000	256,000
Associate Partner	155,000-214,000	195,000
Chief Risk Officer	129,000-215,000	181,000
Chief Actuary	112,000-172,000	147,000
Director	103,000-155,000	130,000
Senior Manager	67,000-112,000	87,000
Manager	52,000-77,000	65,500
Senior Actuarial Analyst/Consultant	39,000-60,000	52,500
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	250,000
Associate Partner	145,000-200,000	185,000
Chief Risk Officer	129,000-210,000	172,000
Chief Actuary	105,000-165,000	140,000
Director	98,000-148,000	123,000
Senior Manager	62,000-105,000	84,000
Manager	50,000-75,000	62,000
Senior Actuarial Analyst/Consultant	35,000-60,000	50,000
Actuarial Analyst/Consultant	25,000-40,000	34,000
Graduate	25,000-30,000	28,000

Life

London	£ Range	£ Typical
Partner	205,000-320,000	270,000
Associate Partner	165,000-230,000	210,000
Chief Risk Officer	145,000-235,000	195,000
Chief Actuary	120,000-185,000	160,000
Director	110,000-165,000	142,000
Senior Manager	75,000-125,000	100,000
Manager	60,000-88,000	74,000
Senior Actuarial Analyst/Consultant	60,000-88,000	74,000
Actuarial Analyst/Consultant	30,000-50,000	42,000
Graduate	30,000-38,000	35,000

North	£ Range	£ Typical
Partner	175,000-275,000	230,000
Associate Partner	140,000-195,000	178,000
Chief Risk Officer	116,000-195,000	155,000
Chief Actuary	105,000-155,000	135,000
Director	94,000-140,000	118,000
Senior Manager	62,000-106,000	75,000
Manager	50,000-75,000	64,000
Senior Actuarial Analyst/Consultant	38,000-58,000	50,000
Actuarial Analyst/Consultant	25,000-42,000	35,000
Graduate	25,000-30,000	30,000

South	£ Range	£ Typical
Partner	195,000-303,000	256,000
Associate Partner	162,000-212,000	192,000
Chief Risk Officer	135,000-215,000	180,000
Chief Actuary	110,000-170,000	145,000
Director	100,000-152,000	130,000
Senior Manager	68,000-118,000	95,000
Manager	54,000-80,000	70,000
Senior Actuarial Analyst/Consultant	40,000-64,000	54,000
Actuarial Analyst/Consultant	28,000-44,000	38,000
Graduate	26,000-32,000	30,000

Scotland	£ Range	£ Typical
Partner	170,000-268,000	225,000
Associate Partner	130,000-182,000	165,000
Chief Risk Officer	116,000-185,000	155,000
Chief Actuary	95,000-150,000	125,000
Director	92,000-140,000	116,000
Senior Manager	58,000-100,000	80,000
Manager	46,000-70,000	60,000
Senior Actuarial Analyst/Consultant	35,000-55,000	48,000
Actuarial Analyst/Consultant	25,000-40,000	33,000
Graduate	22,000-30,000	25,000

Midlands	£ Range	£ Typical
Partner	185,000-290,000	245,000
Associate Partner	148,000-205,000	185,000
Chief Risk Officer	132,000-210,000	175,000
Chief Actuary	105,000-165,000	140,000
Director	100,000-150,000	125,000
Senior Manager	65,000-115,000	88,000
Manager	52,000-80,000	66,000
Senior Actuarial Analyst/Consultant	40,000-60,000	53,000
Actuarial Analyst/Consultant	28,000-45,000	36,000
Graduate	25,000-32,000	30,000

Pensions

London	£ Range	£ Typical
Partner	102,000-160,000	135,000
Associate Partner	82,000-115,000	105,000
Scheme Actuary	77,000-140,000	108,000
Senior Consultant	72,000-100,000	86,000
Consultant	55,000-80,000	65,000
Senior Actuarial Trainee/Student	40,000-62,000	54,000
Actuarial Trainee/Student	28,000-45,000	37,000
Graduate	25,000-32,000	30,000

North	£ Range	£ Typical
Partner	88,000-140,000	115,000
Associate Partner	70,000-100,000	90,000
Scheme Actuary	70,000-122,000	95,000
Senior Consultant	62,000-85,000	78,000
Consultant	48,000-68,000	58,000
Senior Actuarial Trainee/Student	34,000-52,000	45,000
Actuarial Trainee/Student	24,000-38,000	32,000
Graduate	22,000-28,000	25,000

South	£ Range	£ Typical
Partner	98,000-152,000	130,000
Associate Partner	82,000-105,000	95,000
Scheme Actuary	74,000-132,000	102,000
Senior Consultant	70,000-95,000	82,000
Consultant	52,000-75,000	62,000
Senior Actuarial Trainee/Student	36,000-58,000	50,000
Actuarial Trainee/Student	25,000-38,000	34,000
Graduate	24,000-30,000	27,000

Scotland	£ Range	£ Typical
Partner	86,000-135,000	115,000
Associate Partner	66,000-92,000	85,000
Scheme Actuary	68,000-120,000	90,000
Senior Consultant	60,000-85,000	75,000
Consultant	45,000-65,000	58,000
Senior Actuarial Trainee/Student	32,000-50,000	45,000
Actuarial Trainee/Student	20,000-35,000	30,000
Graduate	20,000-25,000	25,000

Midlands	£ Range	£ Typical
Partner	92,000-145,000	122,000
Associate Partner	75,000-102,000	94,000
Scheme Actuary	70,000-125,000	98,000
Senior Consultant	65,000-90,000	78,000
Consultant	50,000-70,000	60,000
Senior Actuarial Trainee/Student	35,000-55,000	48,000
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	132,000
Audit Director	80,000-125,000	102,000
Senior Internal Audit Manager	80,000-100,000	92,000
Audit Manager	65,000-85,000	78,000
Senior Internal Auditor	55,000-80,000	66,000
Internal Auditor	45,000-65,000	56,000
Part-Qualified Auditor	35,000-45,000	36,000

South East England	£ Range	£ Typical
Head of Audit	85,000-155,000	112,000
Audit Director	85,000-125,000	102,000
Senior Internal Audit Manager	60,000-85,000	72,000
Audit Manager	55,000-68,000	58,000
Senior Internal Auditor	46,000-56,000	52,000
Internal Auditor	44,000-50,000	46,000
Part-Qualified Auditor	26,000-46,000	34,000

Risk and compliance

London	£ Range	£ Typical
Head of Risk	100,000-300,000	142,000
Head of Compliance	95,000-200,000	132,000
Risk Manager	70,000-90,000	78,000
Compliance Advisory Manager	60,000-85,000	72,000
Compliance Monitoring Manager	55,000-80,000	62,000
Conduct Assurance Manager	52,000-65,000	62,000
Financial Crime Officer	55,000-65,000	62,000
Risk Analyst	40,000-60,000	58,000
Compliance Assistant	35,000-55,000	46,000
Quality Assurance Analyst	35,000-40,000	38,000
Compliance Administrator	20,000-25,000	23,000

South East England	£ Range	£ Typical
Head of Risk	78,000-140,000	100,000
Head of Compliance	70,000-100,000	88,000
Risk Manager	65,000-85,000	78,000
Compliance Advisory Manager	57,000-74,000	66,000
Compliance Monitoring Manager	50,000-74,000	62,000
Conduct Assurance Manager	55,000-76,000	68,000
Financial Crime Officer	45,000-60,000	54,000
Risk Analyst	38,000-52,000	46,000
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	201,000
Broking Manager	100,000-200,000	151,000
Producing Broker	50,000-180,000	121,000
Divisional Director/Director	70,000-120,000	96,000
Placing Broker	40,000-100,000	66,000
New Business Developer/ Development Executive	40,000-100,000	66,000
Account Executive	35,000-70,000	50,500
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	111,000
Broking Manager	60,000-85,000	73,000
Divisional Director/Director	77,000-94,000	83,000
New Business Developer/ Development Executive	50,000-66,000	58,500
Account Executive	40,000-55,000	48,000
Account Handler	26,000-39,000	32,000

West Midlands	£ Range	£ Typical
Managing/Regional Director	90,000-120,000	101,000
Broking Manager	53,000-72,000	62,500
Divisional Director/Director	60,000-75,000	71,000
New Business Developer/ Development Executive	30,000-55,000	46,500
Account Executive	30,000-55,000	44,500
Account Handler	24,000-32,000	28,000

East Midlands	£ Range	£ Typical
Managing/Regional Director	90,000-120,000	101,000
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	46,500
Account Executive	30,000-55,000	44,500
Account Handler	24,000-32,000	28,000

Yorkshire and the Humber	£ Range	£ Typical
Managing/Regional Director	88,000-115,000	97,000
Broking Manager	54,000-73,000	61,000
Divisional Director/Director	70,000-83,000	77,000
New Business Developer/ Development Executive	45,000-60,000	55,000
Account Executive	37,000-55,000	44,500
Account Handler	23,000-34,000	28,000

North East England	£ Range	£ Typical
Managing/Regional Director	75,000-95,000	83,000
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	48,500
Account Executive	34,000-45,000	40,500
Account Handler	20,000-31,000	25,500

North West England	£ Range	£ Typical
Managing/Regional Director	80,000-120,000	87,000
Broking Manager	55,000-75,000	61,000
Divisional Director/Director	65,000-85,000	72,000
New Business Developer/ Development Executive	45,000-60,000	50,500
Account Executive	37,000-50,000	44,500
Account Handler	24,000-35,000	26,500

INSURANCE CLAIMS

London	£ Range	£ Typical
Head of Claims	150,000-275,000	178,000
Claims Director	100,000-175,000	133,000
Claims Manager	50,000-100,000	92,000
Risk Surveyor/Consultant	45,000-65,000	58,000
Claims Executive	45,000-80,000	62,000
Claims Governance Coordinator	50,000-80,000	68,000
Loss Adjuster	40,000-80,000	62,000
Claims Adjuster	32,000-75,000	52,000
Claims Broker	30,000-60,000	46,000
Claims Technician	25,000-45,000	36,000

West Midlands	£ Range	£ Typical
Head of Claims	66,000-96,000	76,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,000
Risk Surveyor/Consultant	44,000-60,000	46,000
Claims Executive	37,000-47,000	41,000
Claims Governance Coordinator	30,000-40,000	36,000
Loss Adjuster	32,000-42,000	36,000
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	85,000
Claims Director	65,000-90,000	74,000
Claims Manager	45,000-65,000	54,000
Risk Surveyor/Consultant	45,000-65,000	50,000
Claims Executive	40,000-55,000	45,000
Claims Governance Coordinator	35,000-46,000	40,000
Loss Adjuster	35,000-45,000	40,000
Claims Adjuster	32,000-42,000	36,000
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	76,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,000
Risk Surveyor/Consultant	44,000-60,000	47,000
Claims Executive	37,000-47,000	41,000
Claims Governance Coordinator	30,000-40,000	36,000
Loss Adjuster	32,000-42,000	36,000
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Claims	66,000-96,000	76,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,000
Risk Surveyor/Consultant	44,000-60,000	46,000
Claims Executive	37,000-47,000	41,000
Claims Governance Coordinator	30,000-40,000	36,000
Loss Adjuster	32,000-42,000	36,000
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

North West England	£ Range	£ Typical
Head of Claims	66,000-96,000	76,000
Claims Director	61,000-82,000	66,000
Claims Manager	44,000-60,000	48,000
Risk Surveyor/Consultant	44,000-60,000	47,000
Claims Executive	37,000-47,000	41,000
Claims Governance Coordinator	30,000-40,000	36,000
Loss Adjuster	32,000-42,000	36,000
Claims Adjuster	30,000-40,000	33,000
Claims Broker	25,000-34,000	31,000
Claims Technician	24,000-28,000	25,000

North East England	£ Range	£ Typical
Head of Claims	60,000-78,000	68,000
Claims Director	60,000-70,000	62,000
Claims Manager	40,000-52,000	42,000
Risk Surveyor/Consultant	37,000-48,000	42,000
Claims Executive	30,000-40,000	37,000
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	201,000
Operations Director	80,000-140,000	101,000
Head of Change	80,000-140,000	121,000
Programme Manager	70,000-120,000	91,000
Strategy Manager	60,000-100,000	81,000
Business Architect	70,000-90,000	81,000
Project Manager	60,000-100,000	81,000
Operations Manager	50,000-80,000	71,000
Business Analyst	40,000-80,000	61,000
Change Analyst	40,000-80,000	61,000
PMO Manager	40,000-80,000	61,000
Portfolio Manager	80,000-100,000	90,000
PMO Analyst	20,000-40,000	35,000
Process Analyst	25,000-45,000	38,000
Portfolio Analyst	30,000-45,000	40,000
Operations Analyst	30,000-45,000	40,000
MI Manager & Analyst	30,000-80,000	51,000

South East England	£ Range	£ Typical
Chief Operating Officer	115,000-200,000	151,000
Operations Director	65,000-105,000	83,000
Head of Change	70,000-110,000	91,000
Programme Manager	60,000-100,000	76,000
Strategy Manager	50,000-80,000	66,000
Business Architect	65,000-80,000	73,000
Project Manager	45,000-75,000	61,000
Operations Manager	50,000-70,000	61,000
Business Analyst	35,000-60,000	51,000
Change Analyst	35,000-65,000	51,000
PMO Manager	30,000-60,000	40,500
Portfolio Manager	60,000-80,000	70,000
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	40,000



INSURANCE UNDERWRITING

London	£ Range	£ Typical
Head of Underwriting	97,000-278,000	230,000
Underwriting Manager	60,000-110,000	78,000
Class/Lead Underwriter	110,000-250,000	162,000
Senior Underwriter	70,000-190,000	97,000
Underwriter (Specialty)	50,000-160,000	92,000
Underwriter (Combined)	37,000-68,000	52,000
Underwriting Technician	26,000-52,000	41,000
Assistant Underwriter	20,000-35,000	29,000
Underwriting Assistant	20,000-24,000	20,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Underwriting	80,000-105,000	93,000
Underwriting Manager	65,000-85,000	80,000
Class/Lead Underwriter	48,000-65,000	59,000
Senior Underwriter	38,000-58,000	45,000
Underwriter (Specialty)	32,000-42,000	38,000
Underwriter (Combined)	25,000-35,000	28,000
Assistant Underwriter	20,000-26,000	22,000
Underwriting Assistant	15,000-22,000	20,000

South East England	£ Range	£ Typical
Head of Underwriting	90,000-118,000	105,000
Underwriting Manager	78,000-100,000	90,000
Class/Lead Underwriter	56,000-74,000	65,000
Senior Underwriter	45,000-65,000	52,000
Underwriter (Specialty)	35,000-50,000	42,000
Underwriter (Combined)	28,000-40,000	32,000
Assistant Underwriter	22,000-30,000	26,000
Underwriting Assistant	15,000-22,000	19,000

North East England	£ Range	£ Typical
Head of Underwriting	60,000-95,000	78,000
Underwriting Manager	55,000-72,000	63,000
Class/Lead Underwriter	38,000-60,000	47,000
Senior Underwriter	35,000-48,000	40,000
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

West Midlands	£ Range	£ Typical
Head of Underwriting	85,000-110,000	95,000
Underwriting Manager	72,000-95,000	85,000
Class/Lead Underwriter	52,000-68,000	60,000
Senior Underwriter	40,000-60,000	47,000
Underwriter (Specialty)	30,000-45,000	39,000
Underwriter (Combined)	25,000-35,000	28,500
Assistant Underwriter	20,000-30,000	24,000
Underwriting Assistant	15,000-25,000	19,000

North West England	£ Range	£ Typical
Head of Underwriting	85,000-110,000	95,000
Underwriting Manager	72,000-95,000	85,000
Class/Lead Underwriter	52,000-68,000	60,000
Senior Underwriter	40,000-60,000	47,000
Underwriter (Specialty)	30,000-45,000	39,000
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	95,000
Underwriting Manager	72,000-95,000	85,000
Class/Lead Underwriter	52,000-68,000	60,000
Senior Underwriter	40,000-60,000	47,000
Underwriter (Specialty)	30,000-45,000	39,000
Underwriter (Combined)	25,000-35,000	28,500
Assistant Underwriter	20,000-30,000	24,000
Underwriting Assistant	15,000-25,000	19,000

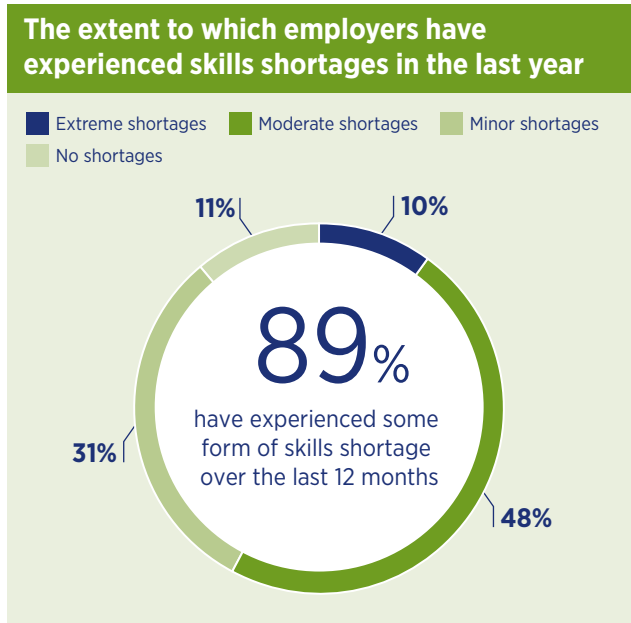


LEGAL & COMPANY SECRETARIAL TALENT SHORTAGES IMPACT PROJECT DELIVERY



Legal employers are prioritising the recruitment of permanent staff, with a clear focus on career progression and good work-life balance the key to attracting talent.

2.6% Average salary increase over the last year



Skills shortages impact ability to deliver projects

Legal employers' expectations around business activity levels remain on a par with last year, with 96% anticipating their organisation's activity levels to increase or stay the same over the next 12 months.

However, skills shortages continue to present a challenge. A third (33%) of employers believe that their ability to deliver projects is being impacted by this, which represents a notable increase on last year (23%). Overall, 89% of legal employers say they have experienced some form of skills shortages in the last year, and nearly three quarters (71%) say their top challenge when recruiting over the next 12 months will be a lack of suitable applicants.

Despite this, the profession's reliance on temporary staff last year has seen a decline. Only 22% of legal employers plan to utilise temporary, contract or interim professionals in the next 12 months, down from last year (30%).

Yet, whilst legal employers appear to be reducing their use of temporary professionals, they are continuing to focus their efforts on hiring permanent staff. Two thirds (66%) say they intend to hire permanent staff in the coming year, up slightly on last year (61%).

Concerns around career prospects driving employee movement

There is concern amongst legal professionals about the macroeconomic backdrop. Over half (55%) of legal employees say they are concerned about the wider economic climate and the employment opportunities it may create in the next 2-5 years.

Furthermore, 42% feel uncertain or negative about their own career prospects, and just over a third (34%) feel there is no scope for progression within their organisation. In fact, whilst only 39% of legal employees moved jobs in the last 12 months, over half (52%) say they will move this year. A quarter (25%) state the main reason for this is due to a lack of future opportunities.

Employers wanting to compete in this skills-short talent market would therefore be well advised to focus their candidate attraction and retention efforts not only on salaries, but also on open discussions around career progression.

Work-life balance is top priority

Work-life balance is a continuing priority for legal professionals, with 32% citing this as the most important factor aside from salary when considering a new role. The legal sector has been making strides to improve in this area, which is reflected by the fact that 64% of legal employees rate their work-life balance positively, which is better than the UK average (57%).

Those employers that facilitate home or remote working should advertise this throughout their recruitment process in order to entice new talent, as nearly two thirds (63%) of legal professionals consider it the most important flexible working option. This is further supported by 23% who cite commuting time as something they would change to improve their work-life balance.

Paralegal salaries see the highest salary increases

It is positive for legal professionals that 81% of employers increased salaries in the last 12 months and the same percentage plan to roll out further salary increases in the year ahead.

Overall, there has been a 2.6% average salary increase for legal professionals over the last year. Paralegals (3.9%), and in-house legal professionals working in commerce and industry (3.8%), as well as paralegals in law firms (3.2%) saw the greatest average salary increases over the last year.

Positive outlook for company secretarial

Skills shortages remain prevalent within the company secretarial profession, with 88% of employers reporting they have experienced them to some degree over the past year. This has been met with a focus on temporary hiring. Over two thirds (67%) state that they have hired temporary or contract workers to address immediate skills shortages, notably more than the 42% the previous year.

Company secretarial employees' perceptions of their career prospects have improved, with 40% feeling uncertain or negative in comparison to 47% last year. A further 66% are satisfied with their salary, which is higher than the 61% UK average.

45% of company secretarial professionals moved jobs in the past 12 months, and this level of employee movement looks set to continue over the coming year. 47% say they plan to change role in the next 12 months.

Survey highlights for legal

Employers	Employees
96% expect their organisation's activity levels to increase or stay the same over the next 12 months	34% feel there is no scope for progression within their organisation
72% plan on recruiting staff over the next 12 months	64% give their work-life balance a positive rating
80% have had difficulty hiring permanent staff in the last 12 months	52% expect to move jobs within 12 months
81% plan to increase salaries in the year ahead	50% would be tempted to change role due to the salary or benefits package on offer

LEGAL PRIVATE PRACTICE

London law firms

London – International	£ Range	£ Typical
10+ Years' PQE	170,000+	185,000
7-10 Years' PQE	170,000-190,000	175,000
6 Years' PQE	160,000-170,000	163,000
5 Years' PQE	150,000-160,000	154,000
4 Years' PQE	138,000-150,000	144,000
3 Years' PQE	125,000-138,000	132,000
2 Years' PQE	115,000-125,000	118,000
1 Year's PQE	100,000-115,000	108,000
Newly Qualified	80,000-105,000	90,000

US – Mid-Atlantic	£ Range	£ Typical
10+ Years' PQE	160,000+	180,000
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	130,000+	150,000
7-10 Years' PQE	130,000-150,000	135,000
6 Years' PQE	118,000-132,000	122,000
5 Years' PQE	108,000-120,000	112,000
4 Years' PQE	98,000-110,000	103,000
3 Years' PQE	90,000-100,000	95,000
2 Years' PQE	84,000-92,000	87,000
1 Year's PQE	76,000-85,000	82,000
Newly Qualified	70,000-78,000	74,000

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

London – Offshore	£ Range	£ Typical
10+ Years' PQE	120,000+	130,000
7-10 Years' PQE	110,000-130,000	120,000
6 Years' PQE	105,000-115,000	112,000
5 Years' PQE	100,000-110,000	105,000
4 Years' PQE	95,000-105,000	100,000
3 Years' PQE	90,000-100,000	97,000

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	50,000-65,000	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	75,000
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	34,000-46,000	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	34,000-46,000	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

Scotland	£ Range	£ Typical
10+ Years' PQE	55,000-80,000	65,000
7-10 Years' PQE	45,000-70,000	63,000
6 Years' PQE	44,000-60,000	57,000
5 Years' PQE	40,000-58,000	54,000
4 Years' PQE	37,000-49,000	47,000
3 Years' PQE	35,000-46,000	44,000
2 Years' PQE	34,000-44,000	41,000
1 Year's PQE	33,000-43,000	39,000
Newly Qualified	26,000-36,000	32,000

Commerce and industry

London	£ Range	£ Typical
10+ Years' PQE	93,000+	105,000
7-10 Years' PQE	85,000-115,000	100,000
6 Years' PQE	78,000-94,000	86,000
5 Years' PQE	72,000-90,000	81,000
4 Years' PQE	68,000-80,000	74,000
3 Years' PQE	63,000-74,000	68,500
2 Years' PQE	59,000-68,000	63,500
1 Year's PQE	53,000-60,000	56,500
Newly Qualified	49,000-56,000	52,500

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	70,000-120,000	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

Scotland	£ Range	£ Typical
10+ Years' PQE	58,000-75,000	61,000
7-10 Years' PQE	55,000-65,000	56,000
6 Years' PQE	45,000-60,000	54,000
5 Years' PQE	42,000-55,000	53,000
4 Years' PQE	39,000-48,000	46,000
3 Years' PQE	36,000-44,000	43,000
2 Years' PQE	34,000-42,000	39,000
1 Year's PQE	32,000-38,000	37,000
Newly Qualified	30,000-35,000	32,000

Financial services

London	£ Range	£ Typical
10+ Years' PQE	110,000+	130,000
7-10 Years' PQE	100,000-125,000	115,000
6 Years' PQE	90,000-105,000	95,000
5 Years' PQE	86,000-95,000	92,000
4 Years' PQE	78,000-88,000	86,000
3 Years' PQE	73,000-80,000	80,000
2 Years' PQE	64,000-72,000	70,000
1 Year's PQE	57,000-68,000	64,000
Newly Qualified	47,000-60,000	55,000

South West England	£ Range	£ Typical
10+ Years' PQE	70,000-120,000	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

London – Investment banking	£ Range	£ Typical
10+ Years' PQE	110,000+	150,000
7-10 Years' PQE	100,000-145,000	130,000
6 Years' PQE	98,000-125,000	120,000
5 Years' PQE	95,000-115,000	110,000
4 Years' PQE	85,000-105,000	98,000
3 Years' PQE	75,000-93,000	85,000
2 Years' PQE	68,000-79,000	75,000
1 Year's PQE	55,000-68,000	65,000
Newly Qualified	50,000-65,000	58,000

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

NOTE: PQE refers to post-qualified experience

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

Scotland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	66,000
7-10 Years' PQE	50,000-65,000	61,000
6 Years' PQE	45,000-60,000	53,000
5 Years' PQE	43,000-55,000	50,000
4 Years' PQE	38,000-50,000	46,000
3 Years' PQE	36,000-44,000	43,000
2 Years' PQE	34,000-42,000	39,000
1 Year's PQE	32,000-40,000	37,000
Newly Qualified	30,000-36,000	32,000

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

LEGAL PUBLIC SECTOR

London – Government	£ Range	£ Typical
10+ Years' PQE	60,000-120,000	75,000
7-10 Years' PQE	58,000-75,000	65,000
6 Years' PQE	55,000-65,000	58,000
5 Years' PQE	50,000-65,000	52,000
4 Years' PQE	42,000-58,000	48,000
3 Years' PQE	42,000-58,000	45,000
2 Years' PQE	38,000-45,000	42,000
1 Year's PQE	38,000-42,000	40,000
Newly Qualified	35,000-42,000	38,000

South West England	£ Range	£ Typical
10+ Years' PQE	60,000-100,000	70,000
7-10 Years' PQE	42,000-75,000	50,000
6 Years' PQE	34,000-50,000	38,000
5 Years' PQE	32,000-42,000	35,000
4 Years' PQE	29,000-40,000	32,000
3 Years' PQE	28,000-37,000	31,000
2 Years' PQE	25,000-35,000	29,000
1 Year's PQE	23,000-33,000	27,000
Newly Qualified	20,000-28,000	25,000

London – Regulatory bodies	£ Range	£ Typical
10+ Years' PQE	60,000-145,000	75,000
7-10 Years' PQE	55,000-85,000	65,000
6 Years' PQE	55,000-85,000	65,000
5 Years' PQE	50,000-75,000	55,000
4 Years' PQE	48,000-58,000	51,000
3 Years' PQE	42,000-58,000	45,000
2 Years' PQE	38,000-45,000	42,000
1 Year's PQE	38,000-45,000	40,000
Newly Qualified	35,000-42,000	38,000

Wales	£ Range	£ Typical
10+ Years' PQE	55,000-85,000	65,000
7-10 Years' PQE	40,000-68,000	44,000
6 Years' PQE	30,000-48,000	35,000
5 Years' PQE	28,000-45,000	33,000
4 Years' PQE	26,000-38,000	31,000
3 Years' PQE	24,000-35,000	29,000
2 Years' PQE	23,000-32,000	27,000
1 Year's PQE	22,000-30,000	25,000
Newly Qualified	20,000-28,000	24,000

South East England	£ Range	£ Typical
10+ Years' PQE	60,000-100,000	78,000
7-10 Years' PQE	57,000-75,000	67,000
6 Years' PQE	53,000-62,000	58,000
5 Years' PQE	50,000-58,000	55,000
4 Years' PQE	47,000-55,000	52,000
3 Years' PQE	45,000-50,000	47,000
2 Years' PQE	40,000-47,000	43,000
1 Year's PQE	37,000-43,000	40,000
Newly Qualified	35,000-40,000	37,000

Midlands	£ Range	£ Typical
10+ Years' PQE	60,000-80,000	65,000
7-10 Years' PQE	50,000-60,000	55,000
6 Years' PQE	45,000-55,000	48,000
5 Years' PQE	42,000-52,000	45,000
4 Years' PQE	35,000-48,000	43,000
3 Years' PQE	34,000-45,000	40,000
2 Years' PQE	33,000-42,000	38,000
1 Year's PQE	30,000-38,000	35,000
Newly Qualified	25,000-35,000	30,000

NOTE: PQE refers to post-qualified experience

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	50,000-120,000	70,000
7-10 Years' PQE	40,000-70,000	62,000
6 Years' PQE	38,000-65,000	50,000
5 Years' PQE	35,000-50,000	45,000
4 Years' PQE	30,000-50,000	40,000
3 Years' PQE	30,000-48,000	36,000
2 Years' PQE	28,000-42,000	35,000
1 Year's PQE	28,000-42,000	32,000
Newly Qualified	28,000-42,000	30,000

Scotland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	59,000
7-10 Years' PQE	50,000-65,000	56,000
6 Years' PQE	45,000-60,000	51,000
5 Years' PQE	42,000-50,000	46,000
4 Years' PQE	38,000-45,000	41,000
3 Years' PQE	35,000-42,000	39,000
2 Years' PQE	32,000-40,000	36,000
1 Year's PQE	30,000-36,000	33,000
Newly Qualified	28,000-34,000	31,000

North West England	£ Range	£ Typical
10+ Years' PQE	50,000-120,000	70,000
7-10 Years' PQE	40,000-70,000	62,000
6 Years' PQE	38,000-65,000	50,000
5 Years' PQE	35,000-50,000	45,000
4 Years' PQE	30,000-50,000	40,000
3 Years' PQE	30,000-48,000	36,000
2 Years' PQE	28,000-42,000	35,000
1 Year's PQE	28,000-42,000	32,000
Newly Qualified	28,000-42,000	30,000

Northern Ireland	£ Range	£ Typical
10+ Years' PQE	53,000-75,000	55,500
7-10 Years' PQE	50,000-65,000	52,500
6 Years' PQE	45,000-60,000	48,500
5 Years' PQE	42,000-50,000	44,500
4 Years' PQE	38,000-45,000	38,500
3 Years' PQE	35,000-42,000	36,500
2 Years' PQE	32,000-35,000	34,500
1 Year's PQE	30,000-36,000	30,250
Newly Qualified	27,000-34,000	28,250

LEGAL CHARITIES

London	£ Range	£ Typical
10+ Years' PQE	60,000-120,000	75,000
7-10 Years' PQE	57,000-75,000	65,000
6 Years' PQE	53,000-62,000	57,000
5 Years' PQE	50,000-58,000	55,000
4 Years' PQE	47,000-55,000	52,000
3 Years' PQE	45,000-50,000	47,000
2 Years' PQE	40,000-47,000	42,000
1 Year's PQE	38,000-45,000	40,000
Newly Qualified	35,000-45,000	38,000

Wales	£ Range	£ Typical
10+ Years' PQE	45,000-70,000	55,000
7-10 Years' PQE	37,000-55,000	45,000
6 Years' PQE	35,000-48,000	39,000
5 Years' PQE	32,000-45,000	37,000
4 Years' PQE	30,000-43,000	35,000
3 Years' PQE	29,000-40,000	32,000
2 Years' PQE	28,000-38,000	30,000
1 Year's PQE	27,000-36,000	28,000
Newly Qualified	25,000-35,000	26,000

South East England	£ Range	£ Typical
10+ Years' PQE	60,000-85,000	68,000
7-10 Years' PQE	50,000-60,000	57,000
6 Years' PQE	45,000-55,000	49,000
5 Years' PQE	42,000-53,000	46,000
4 Years' PQE	35,000-48,000	43,000
3 Years' PQE	34,000-45,000	40,000
2 Years' PQE	33,000-42,000	37,000
1 Year's PQE	30,000-38,000	34,000
Newly Qualified	25,000-35,000	31,000

Midlands	£ Range	£ Typical
10+ Years' PQE	60,000-80,000	65,000
7-10 Years' PQE	50,000-60,000	55,000
6 Years' PQE	45,000-55,000	46,000
5 Years' PQE	42,000-52,000	45,000
4 Years' PQE	35,000-48,000	43,000
3 Years' PQE	34,000-45,000	40,000
2 Years' PQE	33,000-42,000	38,000
1 Year's PQE	30,000-38,000	35,000
Newly Qualified	25,000-35,000	30,000

South West England	£ Range	£ Typical
10+ Years' PQE	45,000-75,000	60,000
7-10 Years' PQE	37,000-55,000	48,000
6 Years' PQE	35,000-48,000	42,000
5 Years' PQE	32,000-45,000	40,000
4 Years' PQE	30,000-42,000	37,000
3 Years' PQE	29,000-40,000	34,000
2 Years' PQE	28,000-38,000	32,000
1 Year's PQE	27,000-36,000	30,000
Newly Qualified	25,000-35,000	28,000

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	50,000-80,000	60,000
7-10 Years' PQE	45,000-70,000	50,000
6 Years' PQE	38,000-55,000	45,000
5 Years' PQE	35,000-50,000	40,000
4 Years' PQE	30,000-45,000	36,000
3 Years' PQE	28,000-38,000	35,000
2 Years' PQE	27,000-38,000	30,000
1 Year's PQE	26,000-36,000	28,000
Newly Qualified	25,000-35,000	26,000

NOTE: PQE refers to post-qualified experience

North West England	£ Range	£ Typical
10+ Years' PQE	50,000-80,000	60,000
7-10 Years' PQE	45,000-70,000	50,000
6 Years' PQE	38,000-55,000	45,000
5 Years' PQE	35,000-50,000	40,000
4 Years' PQE	30,000-45,000	36,000
3 Years' PQE	28,000-38,000	35,000
2 Years' PQE	27,000-38,000	30,000
1 Year's PQE	26,000-36,000	28,000
Newly Qualified	25,000-35,000	26,000

Northern Ireland	£ Range	£ Typical
10+ Years' PQE	40,000-65,000	45,000
7-10 Years' PQE	45,000-60,000	48,000
6 Years' PQE	45,000-65,000	47,000
5 Years' PQE	42,000-50,000	44,000
4 Years' PQE	30,000-45,000	35,000
3 Years' PQE	28,000-38,000	35,000
2 Years' PQE	27,000-35,000	30,000
1 Year's PQE	26,000-36,000	28,000
Newly Qualified	24,000-35,000	26,000

Scotland	£ Range	£ Typical
10+ Years' PQE	40,000-65,000	46,000
7-10 Years' PQE	45,000-60,000	49,000
6 Years' PQE	45,000-65,000	47,000
5 Years' PQE	42,000-50,000	45,000
4 Years' PQE	30,000-45,000	37,000
3 Years' PQE	28,000-38,000	36,000
2 Years' PQE	27,000-38,000	30,000
1 Year's PQE	26,000-36,000	29,000
Newly Qualified	24,000-35,000	27,000

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	27,000-32,000	29,500
0-12 Months' Experience	25,000-29,000	27,000

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 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 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	18,000-26,000	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

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

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

Scotland	£ Range	£ Typical
3+ Years' Experience	25,000-32,000	26,000
2 Years' Experience	22,000-30,000	24,000
1 Year's Experience	20,000-26,000	22,000
0-12 Months' Experience	18,000-25,000	19,500

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

NOTE: PQE refers to post-qualified experience

Financial services

London	£ Range	£ Typical
3+ Years' Experience	50,000+	57,000
2 Years' Experience	40,000-48,000	45,000
1 Year's Experience	33,000-39,000	36,000
0-12 Months' Experience	29,000-35,000	33,000

Midlands	£ Range	£ Typical
3+ Years' Experience	25,000-35,000	29,000
2 Years' Experience	22,000-30,000	25,000
1 Year's Experience	19,000-24,000	22,000
0-12 Months' Experience	18,000-22,000	19,000

London – ISDA Negotiator	£ Range	£ Typical
3+ Years' Experience	65,000+	84,000
2 Years' Experience	52,000-67,000	63,000
1 Year's Experience	42,000-55,000	52,000
0-12 Months' Experience	35,000-45,000	40,000

North East and Yorkshire	£ Range	£ Typical
3+ Years' Experience	22,000-35,000	27,000
2 Years' Experience	20,000-26,000	23,000
1 Year's Experience	19,000-22,000	20,000
0-12 Months' Experience	18,000-21,000	18,000

South East England	£ Range	£ Typical
3+ Years' Experience	25,000-37,000	30,000
2 Years' Experience	25,000-30,000	27,000
1 Year's Experience	20,000-27,000	23,000
0-12 Months' Experience	18,000-23,000	20,000

North West England	£ Range	£ Typical
3+ Years' Experience	22,000-35,000	27,000
2 Years' Experience	20,000-26,000	23,000
1 Year's Experience	19,000-22,000	20,000
0-12 Months' Experience	18,000-21,000	18,000

South West England	£ Range	£ Typical
3+ Years' Experience	25,000-42,000	33,000
2 Years' Experience	22,000-35,000	27,000
1 Year's Experience	20,000-26,000	22,000
0-12 Months' Experience	17,000-21,000	20,000

Northern Ireland	£ Range	£ Typical
3+ Years' Experience	19,000-25,000	23,000
2 Years' Experience	18,000-22,000	21,000
1 Year's Experience	17,000-21,000	19,000
0-12 Months' Experience	16,500-20,000	18,000

Wales	£ Range	£ Typical
3+ Years' Experience	25,000-36,000	29,000
2 Years' Experience	22,000-30,000	24,000
1 Year's Experience	20,000-25,000	20,000
0-12 Months' Experience	17,000-22,000	18,000

Scotland	£ Range	£ Typical
3+ Years' Experience	23,000-35,000	26,000
2 Years' Experience	22,000-30,000	24,000
1 Year's Experience	20,000-28,000	22,000
0-12 Months' Experience	18,000-25,000	19,500

LEGAL PARALEGAL

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

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

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

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

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

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

South West England	£ Range	£ Typical
3+ Years' Experience	22,000-32,000	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

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

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

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

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

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

Scotland	£ Range	£ Typical
3+ Years' Experience	25,000-32,000	26,000
2 Years' Experience	22,000-28,000	24,000
1 Year's Experience	20,000-26,000	22,000
0-12 Months' Experience	18,000-24,000	19,500

NOTE: PQE refers to post-qualified experience

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

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 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 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

South West England	£ Range	£ Typical
Fellow	25,000-47,000	33,000
Member	20,000-32,000	27,000
Graduate	16,000-23,000	19,000
Trainee	16,000-22,000	18,000

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

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

Scotland	£ Range	£ Typical
Fellow	23,000-35,000	28,000
Member	20,000-28,000	24,000
Graduate	18,000-22,000	20,000
Trainee	15,000-22,000	17,000

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

LEGAL DOCUMENT REVIEW

London	£ Range	£ Typical
Team Lead	35,000-48,000	45,000
Non-Qualified - Language Skills	30,000-40,000	34,000
Non-Qualified	30,000-35,000	32,000

North East and Yorkshire	£ Range	£ Typical
Team Lead	31,000-37,000	34,000
Non-Qualified - Language Skills	22,000-26,000	24,000
Non-Qualified	18,000-25,000	22,000

South West England	£ Range	£ Typical
Team Lead	30,000-37,000	33,000
Non-Qualified - Language Skills	19,000-30,000	25,000
Non-Qualified	18,000-25,000	22,000

North West England	£ Range	£ Typical
Team Lead	31,000-37,000	34,000
Non-Qualified - Language Skills	19,000-32,000	26,000
Non-Qualified	18,000-26,000	23,000

Midlands	£ Range	£ Typical
Team Lead	30,000-40,000	34,000
Non-Qualified - Language Skills	20,000-30,000	26,000
Non-Qualified	18,000-25,000	22,500

Northern Ireland	£ Range	£ Typical
Team Lead	30,000-55,000	45,000
Non-Qualified - Language Skills	20,000-26,000	24,000
Non-Qualified	18,000-24,000	18,500



Brian Bannister
Executive Director,
Strategic Insight and
Influence, The Law Society
of England and Wales



The UK legal sector has been a success story, growing at a consistently faster pace than the wider economy over recent years with the highly skilled solicitors' profession at its core. The UK is also the global jurisdiction of choice for many corporate and civil issues, bringing lawyers and other professional expertise and revenue to our economy. At the same time the legal profession is experiencing significant change, with increased use of technology transforming types and volumes of work for solicitors. Regulatory reforms are also encouraging greater price transparency and new ownership models that will increase competition.

As the independent professional body for solicitors in England and Wales, the Law Society is helping the profession to adapt with career development and business support through events, guidance and a wide range of online resources. This support can help alleviate the impact of skills shortages and gaps that are inevitable in a dynamic market such as the current legal services sector. Indeed, the most recent national Employer Skills Survey shows 20% of all legal vacancies are officially 'hard to fill', and around one in ten employers have skills gaps in their existing workforce across both technical and people skills.

Our recommendations to the profession include flexible working approaches that can help firms and in-house employers attract fresh talent. This is in the context of a growing share of the profession working in-house across a range of industries and new working practices facilitated by technology, which we monitor through a regular survey of members.

The legal workforce has become increasingly diverse over recent decades with women now making up over half of practising solicitors and those from BAME groups nearly 20%. However, as challenges remain with representation of women and BAME groups at senior levels, initiatives such as the Law Society's Women in Leadership programme have sought to address barriers to progression.

The Law Society's role as the voice of the profession is more important than ever in light of Brexit, as we campaign for continued mutual access for lawyers, judicial co-operation, and secure transitional arrangements that will benefit the legal sector and wider society. We continue to promote the international standing of the law of England and Wales and the jurisdiction to facilitate global business. And, vitally, we fulfil an important public interest role supporting access to justice, protecting individual rights and freedoms, promoting public legal education and upholding the rule of law.

Looking ahead, our economic forecasts for the sector point to continued growth, albeit constrained in the medium to long term by the effects of Brexit. Changes to legal education with the introduction of the Solicitors Qualification Exam and further adoption of new technologies are also likely to impact the size and profile of the profession.



COMPANY SECRETARIAL SALARIES

FTSE 100	£ Range	£ Typical
Company Secretary	160,000-300,000	200,000
Deputy 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

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
Manager	50,000-75,000	60,000
Senior Associate	35,000-50,000	42,000
Trainee/Associate	22,000-32,000	28,000

FTSE 250	£ Range	£ Typical
Company Secretary	120,000-200,000	160,000
Deputy Secretary	90,000-140,000	120,000
Senior Assistant Company Secretary	75,000-90,000	80,000
Assistant Company Secretary	50,000-70,000	65,000
Company Secretarial Assistant	30,000-45,000	35,000
Trainee	25,000-30,000	28,000

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

Other UK listed companies	£ Range	£ Typical
Company Secretary	90,000-180,000	130,000
Deputy 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

Private	£ Range	£ Typical
Company Secretary	90,000-180,000	120,000
Deputy Secretary	70,000-90,000	85,000
Assistant Company Secretary	45,000-65,000	55,000
Company Secretarial Assistant	25,000-35,000	30,000
Trainee	22,000-28,000	25,000



Peter Swabey
Policy and Research
Director,
The Chartered Governance
Institute



There continues to be a focus on governance in all kinds of organisations. This has led to a surge in the recruitment of governance professionals and, let us not be coy about it, a surge in the salaries on offer. Unlike many other sectors, however, we have seen this impact as much at the lower end of the market, where there is great competition for the best junior candidates, as at the upper.

This increased demand for skilled and experienced practitioners has had a couple of implications for The Chartered Governance Institute.

Firstly, one way in which candidates can demonstrate their skills is through their professional qualification. Last year, we revitalised our qualifying programme with new modules in risk, strategy and board dynamics, and having the professional qualification or actively working towards it is increasingly seen as a 'must have' for realistic candidates.

Our foundation programme, a new entry route into the chartered qualification for those without a law or business background or a degree, has become increasingly popular as younger people weigh up the costs and benefits of a university education against a professional qualification.

Secondly, at the senior levels, the role has developed from technical expert to strategic enabler in the boardroom. As these expectations have changed, so has the breadth and visibility of the role, and we have seen a focus on the so-called softer skills; the ability to influence, lead and make an impact. We have therefore published a competency framework against which to map abilities and benchmark skills.

We have also introduced the new designation of chartered governance professional to better support the increasing variety of governance roles that we see being created across all sectors. That had another practical effect in September 2019 when the name of the institute changed from the Institute of Chartered Secretaries and Administrators to The Chartered Governance Institute, to reflect more accurately the breadth and scope of our membership.

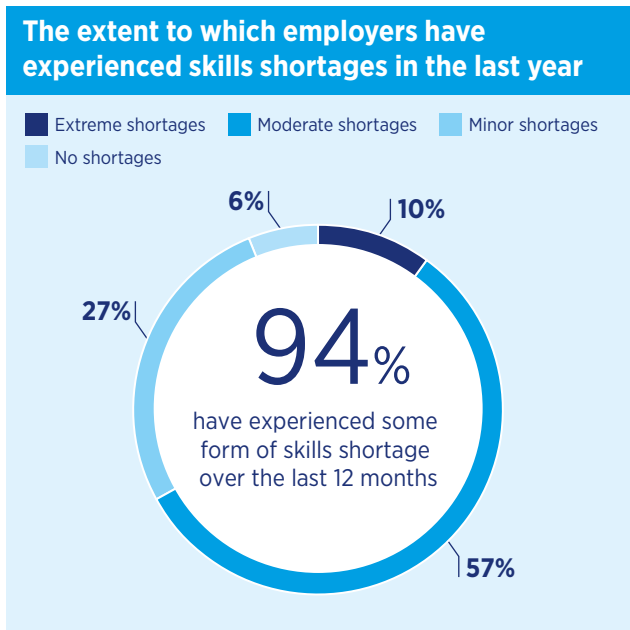
All this makes me hugely optimistic for the future of our profession with governance professionals of all kinds having an opportunity to raise their profile in their organisations and demonstrate the added value they create.

LIFE SCIENCES NEW TECHNOLOGY POWERS DEMAND



Hiring set to continue, despite a highly competitive talent market in which work-life balance and pay transparency are key.

2.0% Average salary increase over the last year



Concerns about the wider economic climate prevail

The majority (95%) of life sciences employers expect their organisation's activity levels to increase or stay the same over the next 12 months. This is perhaps unsurprising, as the proliferation of technological advancements has continued to drive new growth in areas such as artificial intelligence (AI), robotics and cutting-edge medical devices. However, there is some concern about the longer-term landscape – only 45% of employers describe themselves as optimistic about the wider economic climate and the opportunities it will create within the next 2-5 years.

Further to this, 56% of life sciences employees describe themselves as concerned or very concerned about the wider economic climate.

Hiring plans continue

Over three quarters (79%) of employers plan to hire in the coming year, which is greater than the UK average of 68%.

More specifically, 68% are looking to hire permanent staff in the next 12 months, and just over a third (35%) are looking to hire temporary, contract or interim staff. The key skills most needed by employers include managerial and leadership (36%) and data and analytics (29%).

Certain soft skills are also required, for example, 66% cite communication and interpersonal skills and 57% want professionals who can display flexibility and adaptability.

Most employers impacted by skills shortages

Skills shortages continue to impact this industry. Nearly all employers (94%) say they have experienced some form of skills shortages in the past year, which is higher than the UK average of 88%. Nearly two thirds (61%) say that their ability to deliver projects is being negatively impacted by these shortages.

Looking ahead, these shortages show little sign of abating, with 67% saying that their top challenge when recruiting over the next 12 months will be a shortage of suitable applicants.

However, some respite may be offered thanks to high employee mobility. Half (50%) of life sciences professionals moved jobs in the last 12 months, and more (53%) plan to over the next year.

Of course, this only applies to those employers who are able to attract and retain top talent – most (59%) say that the top reason for skills shortages within life sciences is competition for talent.

Salaries and pay transparency on the rise

Nearly a quarter (22%) of those who moved job in the last 12 months did so because their salary was too low, and 28% of those who want to move this year cite the same reason.

The average salary increase for life sciences professionals in the past year was 2%, and 81% of employers increased salaries in this timeframe. Roughly the same amount (80%) anticipate they will increase salaries over the next 12 months.

It should also be noted that there have been efforts made to ensure salary transparency amongst life sciences employers, which is commendable in a competitive talent landscape in which 81% of professionals say that pay transparency is important to them. 63% of employers agree that their organisation is consistently transparent about how pay rises are set. This is above the UK average of 59% and a marked improvement from last year when only 54% of life sciences employers said this.

Flexible working options crucial to talent attraction and retention

Yet salaries are not all that is important to life sciences employees. In fact, only 40% of professionals who are not planning to move this year say that a better salary or benefits package would tempt them to change jobs, lower than the UK average (47%).

Most notably, over a third (34%) say that work-life balance is the most important factor – aside from salary – when considering a new role. Only 24% don't use any flexible working options in their current role, and over half (56%) say the most important flexible working option when considering a new role is home or remote working.

Nearly three quarters (71%) say they are aware of all the flexible working options open to them in their current role, showing that most life sciences employers are aware of this desire for flexible working, and are clearly communicating the choices available to their workforce.

Survey highlights for life sciences

Employers	Employees
95% expect their organisation's activity levels to increase or stay the same over the next 12 months	31% feel there is no scope for progression within their organisation
79% plan on recruiting staff over the next 12 months	63% give their work-life balance a positive rating
69% have had difficulty hiring permanent staff in the last 12 months	53% expect to move jobs within 12 months
80% plan to increase salaries in the year ahead	40% would be tempted to change role due to the salary or benefits package on offer

LIFE SCIENCES SALARIES

Biometrics

SAS programming	£ Range	£ Typical
Vice President/Global Head	120,000+	130,000
Senior Director of Programming	80,000-120,000	100,000
Director of Programming	75,000-90,000	85,000
Associate Director of Programming	60,000-80,000	70,000
SAS Programming Manager	55,000-70,000	65,000
Project/Principal SAS Programmer	55,000-63,000	60,000
Senior SAS Programmer	50,000-60,000	55,000
SAS Programmer Level 2/ Associate Biostatistics Programmer/ Junior Programmer	40,000-50,000	45,000
SAS Programmer Level 1/ Associate Biostatistics Programmer/ Junior Programmer	33,000-38,000	35,000

Statistics	£ Range	£ Typical
Vice President/Global Head	120,000+	130,000
Senior Director of Statistics	90,000-125,000	112,500
Director of Statistics	80,000-110,000	95,000
Associate Director of Statistics	65,000-85,000	75,000
Project/Principal Statistician	55,000-73,000	68,000
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	30,000-35,000	35,000

Bioinformatics & Data Science	£ Range	£ Typical
CTO	125,000-160,000	141,000
Vice President of Bioinformatics	95,000-115,000	105,000
Bioinformatics Director	65,000-90,000	82,500
Associate Director of Bioinformatics	59,000-74,000	64,000
Manager/Principal Bioinformatician	50,000-63,000	58,000
Senior Bioinformatician	44,000-52,000	50,000
Bioinformatician	37,000-48,000	44,000
Data Scientist	39,000-52,000	47,000
Machine Learning Lead/Director	68,000-95,000	88,000
Machine Learning Manager	55,000-72,000	68,000
Machine Learning Scientist	44,000-57,000	52,500

Epidemiology/RWE	£ Range	£ Typical
Head of Epidemiology/RWE	140,000-185,000	172,500
VP Epidemiology/RWE	130,000-165,000	145,000
Senior Director Epidemiology	100,000-135,000	115,000
Director Epidemiology	90,000-115,000	100,000
Associate Director Epidemiology	65,000-90,000	77,000
Manager Epidemiology	50,000-70,000	56,000
Senior Epidemiologist	42,500-53,000	47,000
Epidemiologist	33,000-47,000	39,500

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	90,000-95,000	90,000
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	95,000-120,000	105,000
Business Development Director	90,000-100,000	95,000
Associate Director of Business Development	80,000-100,000	90,000
Senior Business Development Manager	75,000-95,000	85,000
Business Development Manager	80,000-95,000	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	98,000
Business Development Manager	55,000-80,000	75,000
Business Development Associate	45,000-65,000	60,000
Marketing Director	70,000-100,000	95,000
Marketing Manager	55,000-70,000	62,000
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	45,000-60,000	50,000
Marketing Associate/Coordinator	25,000-35,000	30,000
Global Brand Manager	55,000-90,000	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	45,000-75,000	57,000
Associate Product Manager	30,000-45,000	40,000
Market Research Director	62,500-87,000	75,000
Market Research Manager	39,000-55,000	49,000
Market Research Associate	24,000-39,000	32,000
Business Intelligence Director	68,500-117,000	92,000
Business Intelligence Manager	45,000-74,000	60,500
Business Intelligence Associate	29,500-39,000	32,500

LIFE SCIENCES SALARIES

Pharmacovigilance and drug safety

Pharmacovigilance and drug safety	£ Range	£ Typical
Head of Drug Safety	100,000-160,000	140,000
GMC Registered Physician	90,000-130,000	120,000
Pharmacovigilance Associate Director (Non-GMC)	70,000-85,000	75,000
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)	55,000-75,000	65,000
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	120,000-180,000	150,000
Director/Head of Market Access	100,000-150,000	130,000
Senior Manager Market Access	80,000-100,000	90,000
Manager Market Access	70,000-90,000	80,000
Senior Director of Health Economics	120,000-180,000	140,000
Director of Health Economics	100,000-130,000	115,000
Senior Observational Research Manager	60,000-85,000	75,000
Observational Research Manager	50,000-70,000	62,000
Senior Health EC Manager	65,000-85,000	80,000
Health EC Manager	55,000-75,000	62,000
Senior Health Economist	50,000-70,000	62,000
Health Economist	45,000-50,000	46,000
Senior HEOR Consultant	55,000-65,000	60,000
HEOR Consultant	40,000-55,000	45,000
Associate Consultant HEOR	30,000-40,000	35,000
HEOR Analyst	20,000-30,000	25,000

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	220,000
Executive Medical Director	190,000-260,000	200,000
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	95,000
MSL Manager	75,000-100,000	85,000
Senior Medical Advisor	80,000-130,000	90,000
Medical Advisor	80,000-95,000	80,000
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	120,000
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	65,000-100,000	80,000
Manager	50,000-75,000	65,000
Senior Officer/Associate/Specialist	40,000-50,000	45,000
Officer/Associate/Specialist	25,000-40,000	35,000
Scientific Advisor	40,000-60,000	52,000

Quality assurance

GMP	£ Range	£ Typical
Director	85,000-110,000	100,000
Associate Director	75,000-95,000	85,000
Qualified Person	85,000-105,000	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	30,000-36,000	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	100,000
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	60,000
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	70,000-85,000	80,000
Senior Manager	65,000-75,000	70,000
Manager	45,000-60,000	60,000
Senior Officer/Associate	35,000-50,000	45,000
Officer/Associate	20,000-32,000	30,000
Assistant	18,000+	20,000

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	50,000-70,000	70,000
Senior Officer/Associate	40,000-50,000	50,000
Officer/Associate	35,000-45,000	40,000
Assistant	18,000+	20,000

Emerging markets	£ Range	£ Typical
Vice President	130,000+	130,000
Senior Director	100,000-120,000	110,000
Director	90,000-105,000	100,000
Associate Director	80,000-90,000	85,000
Senior Manager	65,000-80,000	75,000
Manager	45,000-60,000	60,000
Senior Officer/Associate	30,000-40,000	40,000
Officer/Associate	30,000-40,000	35,000
Assistant	18,000+	20,000

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	70,000-80,000	75,000
Senior Manager	55,000-70,000	70,000
Manager	50,000-60,000	55,000
Senior Officer/Associate	35,000-45,000	40,000
Officer/Associate	25,000-35,000	28,000
Assistant	17,000+	18,000

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	80,000
Senior Manager	60,000-75,000	72,000
Manager	50,000-60,000	58,000
Senior Officer/Associate	35,000-45,000	45,000
Officer/Associate	20,000-35,000	32,000
Assistant	18,000+	20,000

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	26,000-40,000	40,000
Officer/Associate	20,000-26,000	23,000
Assistant	18,000+	18,000

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	55,000-65,000	65,000
Senior Manager	45,000-60,000	50,000
Manager	32,000-44,000	43,000
Senior Officer/Associate	25,000-32,000	28,000
Officer/Associate	18,000-25,000	23,000
Assistant	18,000+	18,000

Scientific

Scientific	£ Range	£ Typical
Lab Manager	25,000-35,000	30,000
Lab Technician	17,000-27,000	22,000
Research Associate/Associate Scientist	20,000-30,000	25,000
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	65,000-80,000	75,000
Principal Scientist/Team Leader	55,000-70,000	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 DIGITAL SKILLS SOUGHT AFTER



Demand for marketing professionals remains steady, particularly for those with communication and problem-solving skills.

1.1% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages ■ No shortages



Reliance on temporary staff reduces

The overwhelming majority of marketing employers (93%) anticipate business activity will increase or stay the same in the year ahead.

However, many remain cautious about the wider economic climate, and only 34% say they are optimistic about employment opportunities in the next 2-5 years. Despite this, over two thirds (69%) of employers plan to recruit in the next 12 months.

Of these, 57% plan to hire permanent marketing professionals, and just over a quarter (26%) plan to hire temporary, contract or interim marketers.

Importance of soft skills shines through

On the whole, employers seem to be confident in their current marketing teams. Only 38% think their organisation does not have the marketing talent needed to achieve current objectives.

When it comes to the specific skills most needed, marketing employers say soft skills are in higher demand than specialist skills, with communication (68%) topping the list, followed by problem-solving (49%) and flexibility (49%).

Marketing employers want well-rounded employees, particularly those undergoing digital transformation initiatives which require strong soft skills to manage projects and lead through change.

Although 98% of marketers say they are confident that they already have the skills needed for their current roles, many are still working to develop their communication (47%) and problem-solving skills (37%).

The public sector has seen a notable increase in demand for internal communication skills as digital transformation initiatives require greater organisation-wide communication. These initiatives have also boosted demand for contractors with strong digital skillsets, particularly within the charity sector and education.

Digital marketing salaries climb highest

69% of marketing employers increased salaries in the past 12 months. However, plans to increase salaries in the coming year have decreased (66%), falling further below the UK average (71%). Of the employers that plan to increase salaries, only 26% are considering an increase above 2.5%. Marketing professionals who have experienced the largest increase in salary are those in digital marketing (1.7%) and the public sector (1.6%).

Job satisfaction doesn't stop employees changing roles

Despite the majority (68%) of marketing professionals saying they are currently satisfied with their jobs, 45% moved job in the last 12 months and a further 60% expect to move job in the year ahead.

Low salary (30%), poor fit with managers (26%) and a poor work-life balance (22%) were cited by those who left their role last year as their top three motivators.

Professionals pursuing higher quality of life

For marketers, quality of life is very much a priority. This is evident when looking at the benefits they consider important and their assessment of work-life balance.

When considering new roles, marketers prioritise over 28 days' paid annual leave (60%), pension provision above the legal minimum (45%) and health insurance or private medical cover (44%) above other benefits provided by employers. Of these, pension provision above the legal minimum is one of marketing employers' three most common benefits provided, alongside cycle to work (55%) and childcare voucher schemes (45%). Employers looking to secure new talent and stand out from their competitors should use additional annual leave or healthcare packages.

Furthermore, less than three quarters (69%) of marketers are aware of the flexible working options open to them at work. Considering that marketers have identified work-life balance (including flexible working) as an important factor, employers could use this as an additional way to attract new talent. However, they must be sure to clearly communicate the flexible working options available to both potential and current staff.

Survey highlights for marketing

Employers	Employees
93% expect their organisation's activity levels to increase or stay the same over the next 12 months	43% feel there is no scope for progression within their organisation
69% plan on recruiting staff over the next 12 months	58% give their work-life balance a positive rating
65% have had difficulty hiring permanent staff in the last 12 months	60% expect to move jobs within 12 months
66% plan to increase salaries in the year ahead	55% would be tempted to change role due to the salary or benefits package on offer

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	55,000-70,000	65,000
Product Manager	35,000-50,000	45,000
Assistant Product Manager	25,000-32,000	30,000
Head of Category	50,000-75,000	65,000
Category Manager	42,000-50,000	44,000
Assistant Category Manager	28,000-35,000	32,000
Brand Manager	40,000-50,000	43,000
Assistant Brand Manager	27,000-35,000	30,000
Trade/Channel Marketing Manager	25,000-40,000	40,000

South East England	£ Range	£ Typical
Head of Products	60,000-90,000	75,000
Product Manager	45,000-65,000	55,000
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	40,000-70,000	50,000

Wales	£ Range	£ Typical
Head of Products	50,000-70,000	60,000
Product Manager	35,000-45,000	43,000
Assistant Product Manager	25,000-32,000	28,000
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	25,000-28,000	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	40,000-50,000	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	38,000-40,000	40,000
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	60,000
Product Manager	35,000-50,000	46,000
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	28,000
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	25,000-36,000	30,000
Events Executive/Coordinator	20,000-28,000	25,000

South East England	£ Range	£ Typical
Events Manager	30,000-50,000	45,000
Events Executive/Coordinator	25,000-35,000	30,000

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	25,000-40,000	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	30,000-35,000	32,000
Events Executive/Coordinator	20,000-28,000	26,000



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	40,000-60,000	50,000
Customer Insight Manager/ Research Manager	35,000-45,500	40,000
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	50,000
Customer Insight Analyst	35,000-50,000	42,500
Database Manager/CRM Manager	40,000-50,000	48,000
Marketing Analyst/CRM Analyst	30,000-45,000	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	35,000-45,000	40,000
Marketing Analyst/CRM Analyst	30,000-40,000	35,000
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	35,000-45,000	40,000
Customer Insight Analyst	30,000-40,000	35,000
Database Manager/CRM Manager	35,000-50,000	43,000
Marketing Analyst/CRM Analyst	22,000-30,000	27,000
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

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

North West England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	55,000-65,000	60,000
Customer Insight Manager/ Research Manager	40,000-50,000	45,000
Customer Insight Analyst	35,000-45,000	40,000
Database Manager/CRM Manager	35,000-45,000	40,000
Marketing Analyst/CRM Analyst	30,000-40,000	35,000
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	70,000-100,000	75,000
Head of Marketing	50,000-70,000	60,000
Marketing Manager	40,000-50,000	42,000
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	60,000-120,000	95,000
Head of Marketing	55,000-86,000	72,500
Marketing Manager	40,000-60,000	50,000
Senior Marketing Executive	35,000-42,000	38,000
Marketing Executive	28,000-38,000	33,000
Marketing Assistant	18,000-25,000	23,000

West Midlands	£ Range	£ Typical
Marketing Director	75,000-120,000	85,000
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	18,000-22,000	21,000

East of England	£ Range	£ Typical
Marketing Director	60,000-85,000	75,000
Head of Marketing	55,000-60,000	60,000
Marketing Manager	35,000-55,000	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	75,000
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	20,000

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	65,000-85,000	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	16,000-22,000	20,000

North West England	£ Range	£ Typical
Marketing Director	60,000-90,000	75,000
Head of Marketing	50,000-75,000	65,000
Marketing Manager	30,000-50,000	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



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 Institute
 of Marketing



Marketing is a truly professional discipline, playing an important role as an enabler for business success, but it is not without its 'grey areas'. Modern marketing continues to evolve, and those who work within it must adapt and learn to keep up with the ongoing developments in technology and digital. Add to this the economic, political and high-profile environmental challenges and marketing is placed firmly under the spotlight in terms of proving its value.

We are continuing to see skills gaps within digital capability. Recently, Target Internet's Digital Marketing Skills Benchmark, in association with CIM, analysed the skills of nearly 5,000 individuals, and the results revealed a significant lack of digital knowledge among senior marketing professionals. The report also showed that junior marketers, whilst having a higher level of technical skill, lacked core skills such as relationship building and communication. This correlates with a recent uplift that CIM have seen in the demand for leadership and soft skills training.

Another key area is data. With more and more data being made available to businesses, the question of how to use it effectively – and in line with regulations – has meant the demand for data literacy and analytical skills remains high.

In response to these emerging trends, CIM has been convening conversations on the importance of culture for driving investment in talent acquisition and retention. This is a particular concern for marketing, where professionals are likely to move between roles frequently. Employers must recognise that training and development opportunities are crucial in this fast-paced profession, and marketers must make personal development a priority.

So, what does the future hold? Technology shows no signs of slowing down and as such, marketers must continue to evolve and adapt, learning how to work more effectively with data and technologies such as artificial intelligence. However, technology isn't always the answer; the need for diversity of skills will become all the more important as modern marketers look to progress.

As for the evolving role of marketing, it continues to be a critical business function, capable of tackling the big issues. Perhaps the most important of these in the next 12 months is sustainability. Marketing's role in this is critical, both in building awareness of the problem and driving long-term strategic change for organisations, altering not only their operations but the behaviours of their customers whilst still delivering value and retaining trust. Marketing is responsible for advising on and leading consumer behaviour and attitudes, and this has never been more important than now.

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 E-commerce	70,000-110,000	85,000
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
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

East of England	£ Range	£ Typical
Digital Director	60,000-80,000	72,000
Head of Digital	50,000-70,000	62,000
Head of E-commerce	50,000-70,000	60,000
UX Manager	40,000-55,000	50,000
Digital Manager	40,000-50,000	45,000
Optimisation Manager	30,000-45,000	35,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	30,000-35,000	30,000
Senior Digital Marketing Executive	30,000-45,000	38,000
Digital Marketing Executive	30,000-35,000	30,000
SEO/PPC Manager	35,000-50,000	45,000
SEO/PPC Executive	22,000-30,000	28,000
Web/Digital Designer	28,000-35,000	32,000
Content Marketing	30,000-45,000	35,000
E-commerce Executive	22,000-30,000	28,000

South East England	£ Range	£ Typical
Digital Director	70,000-130,000	85,000
Head of Digital	60,000-100,000	80,000
Head of E-commerce	60,000-100,000	70,000
UX Manager	40,000-60,000	50,000
Digital Manager	40,000-60,000	50,000
Optimisation Manager	40,000-60,000	50,000
Social Media Manager	35,000-50,000	45,000
Social Media Executive	25,000-35,000	30,000
Senior Digital Marketing Executive	28,000-40,000	35,000
Digital Marketing Executive	26,000-35,000	30,000
SEO/PPC Manager	35,000-55,000	45,000
SEO/PPC Executive	25,000-38,000	35,000
Web/Digital Designer	25,000-40,000	35,000
Content Marketing	30,000-45,000	40,000
E-commerce Executive	25,000-38,000	32,000

South West England	£ Range	£ Typical
Digital Director	65,000-100,000	80,000
Head of Digital	50,000-75,000	65,000
Head of E-commerce	50,000-70,000	60,000
UX Manager	40,000-55,000	52,000
Digital Manager	40,000-50,000	40,000
Optimisation Manager	30,000-45,000	35,000
Social Media Manager	30,000-45,000	35,000
Social Media Executive	25,000-35,000	28,000
Senior Digital Marketing Executive	35,000-40,000	38,000
Digital Marketing Executive	25,000-35,000	28,000
SEO/PPC Manager	40,000-50,000	45,000
SEO/PPC Executive	25,000-35,000	30,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	25,000-32,000	30,000
E-commerce Executive	25,000-35,000	30,000

Wales	£ Range	£ Typical
Digital Director	60,000-100,000	70,000
Head of Digital	50,000-70,000	60,000
Head of E-commerce	50,000-70,000	60,000
UX Manager	45,000-55,000	50,000
Digital Manager	40,000-50,000	45,000
Optimisation Manager	30,000-45,000	35,000
Social Media Manager	30,000-45,000	35,000
Social Media Executive	25,000-35,000	28,000
Senior Digital Marketing Executive	35,000-40,000	38,000
Digital Marketing Executive	25,000-35,000	28,000
SEO/PPC Manager	40,000-55,000	44,000
SEO/PPC Executive	24,000-30,000	27,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	25,000-32,000	29,000
E-commerce Executive	25,000-32,000	29,000

East Midlands	£ Range	£ Typical
Digital Director	60,000-80,000	65,000
Head of Digital	55,000-80,000	60,000
Head of E-commerce	55,000-70,000	60,000
UX Manager	50,000-55,000	55,000
Digital Manager	40,000-50,000	45,000
Optimisation Manager	35,000-45,000	40,000
Social Media Manager	30,000-40,000	35,000
Social Media Executive	25,000-35,000	28,000
Senior Digital Marketing Executive	25,000-35,000	32,000
Digital Marketing Executive	25,000-30,000	27,000
SEO/PPC Manager	35,000-45,000	40,000
SEO/PPC Executive	25,000-35,000	28,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	20,000-32,000	28,000
E-commerce Executive	25,000-35,000	28,000

West Midlands	£ Range	£ Typical
Digital Director	70,000-100,000	85,000
Head of Digital	60,000-80,000	65,000
Head of E-commerce	60,000-80,000	65,000
UX Manager	50,000-60,000	55,000
Digital Manager	40,000-50,000	45,000
Optimisation Manager	35,000-45,000	40,000
Social Media Manager	30,000-40,000	35,000
Social Media Executive	25,000-30,000	28,000
Senior Digital Marketing Executive	28,000-35,000	32,000
Digital Marketing Executive	25,000-30,000	28,000
SEO/PPC Manager	45,000-55,000	50,000
SEO/PPC Executive	25,000-35,000	30,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	25,000-35,000	29,000
E-commerce Executive	28,000-35,000	30,000

Yorkshire and the Humber	£ Range	£ Typical
Digital Director	70,000-120,000	90,000
Head of Digital	65,000-80,000	70,000
Head of E-commerce	60,000-80,000	75,000
UX Manager	45,000-55,000	50,000
Digital Manager	40,000-50,000	45,000
Optimisation Manager	40,000-50,000	45,000
Social Media Manager	30,000-40,000	35,000
Social Media Executive	25,000-30,000	28,000
Senior Digital Marketing Executive	28,000-35,000	32,000
Digital Marketing Executive	25,000-28,000	27,500
SEO/PPC Manager	40,000-60,000	45,000
SEO/PPC Executive	28,000-32,000	30,000
Web/Digital Designer	28,000-35,000	30,000
Content Marketing	30,000-40,000	35,000
E-commerce Executive	22,000-28,000	25,000

MARKETING ONLINE & DIGITAL

North East England	£ Range	£ Typical
Digital Director	70,000-120,000	80,000
Head of Digital	60,000-80,000	65,000
Head of E-commerce	60,000-80,000	70,000
UX Manager	45,000-55,000	50,000
Digital Manager	40,000-50,000	45,000
Optimisation Manager	40,000-45,000	40,000
Social Media Manager	28,000-35,000	32,000
Social Media Executive	22,000-27,000	25,000
Senior Digital Marketing Executive	28,000-35,000	30,000
Digital Marketing Executive	25,000-28,000	25,000
SEO/PPC Manager	35,000-45,000	42,000
SEO/PPC Executive	22,000-30,000	25,000
Web/Digital Designer	28,000-35,000	30,000
Content Marketing	29,000-40,000	30,000
E-commerce Executive	22,000-28,000	25,000

Scotland	£ Range	£ Typical
Digital Director	60,000-90,000	75,000
Head of Digital	50,000-70,000	60,000
Head of E-commerce	50,000-65,000	55,000
UX Manager	40,000-50,000	45,000
Digital Manager	35,000-45,000	40,000
Optimisation Manager	35,000-45,000	40,000
Social Media Manager	28,000-35,000	30,000
Social Media Executive	20,000-28,000	25,000
Senior Digital Marketing Executive	25,000-35,000	30,000
Digital Marketing Executive	22,000-30,000	26,000
SEO/PPC Manager	35,000-45,000	40,000
SEO/PPC Executive	25,000-30,000	28,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	25,000-32,000	28,000
E-commerce Executive	22,000-30,000	25,000

North West England	£ Range	£ Typical
Digital Director	70,000-120,000	85,000
Head of Digital	50,000-75,000	60,000
Head of E-commerce	50,000-70,000	60,000
UX Manager	40,000-50,000	45,000
Digital Manager	30,000-45,000	40,000
Optimisation Manager	35,000-45,000	40,000
Social Media Manager	35,000-45,000	40,000
Social Media Executive	20,000-30,000	25,000
Senior Digital Marketing Executive	25,000-35,000	32,000
Digital Marketing Executive	25,000-30,000	27,500
SEO/PPC Manager	35,000-55,000	45,000
SEO/PPC Executive	25,000-35,000	32,000
Web/Digital Designer	28,000-35,000	32,000
Content Marketing	20,000-35,000	30,000
E-commerce Executive	25,000-30,000	28,000



Tim Bond
Head of Insight,
Data and Marketing
Association (DMA)



Employers are clearly seeking well-rounded marketing candidates, yet soft skills consistently rank among the most in-demand skills. Technical marketing skills are still an important asset, but employers appear to be prioritising abilities that are more unique to the individual, such as their communication, creativity and problem-solving skills.

As part of our own *Data & Marketing: Attracting the Next Generation* report, the majority of senior and manager-level marketers (83%) named at least one 'social' skill as essential (i.e. teamwork/creativity) and three-quarters (76%) named at least one 'core' skill (i.e. good written and spoken communication) as vital for their entry-level marketing employees to have.

Looking at the data & marketing industry as a whole, the responsibilities and remit of the marketing function is growing thanks to the GDPR – with data, accountability, software and technology now intertwined with many marketers' job roles. This is leading to the growing importance of data-related skills. For example, the *Business Skills Census 2019* report found that a growing number of marketers believe that 'analysing customer data/insight' will be important to future business success, with 95% stating this – it was also the most cited 'important skill' featured in the survey.

The growing influence of data requires organisations to have marketers with the right skills to collect, analyse and utilise data insights correctly. This explains the increasing demand for marketers with both 'social' and 'technical' marketing skills. 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	70,000-125,000	100,000
Internal Comms Manager	50,000-65,000	58,000
Internal Comms Executive	30,000-45,000	38,000
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	75,000-120,000	80,000
Internal Comms Manager	30,000-45,000	38,000
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	25,000-33,000	28,000
PR Manager	40,000-65,000	52,000
PR Executive	25,000-38,000	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	32,000
Head of Comms & Engagement	50,000-70,000	60,000
Communications Manager	35,000-50,000	45,000
Communications Coordinator	25,000-30,000	28,000
PR Manager	40,000-60,000	45,000
PR Executive	22,000-30,000	25,000

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	70,000-100,000	80,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Executive	25,000-30,000	30,000
Head of Comms & Engagement	50,000-70,000	60,000
Communications Manager	35,000-50,000	45,000
Communications Coordinator	25,000-35,000	28,000
PR Manager	35,000-45,000	40,000
PR Executive	25,000-35,000	30,000

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	40,000-55,000	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



Koray Camgoz
Public Relations
Manager,
Chartered Institute
of Public Relations



The business of public relations is prospering. According to this year's *State of the Profession* research, average salaries have continued to rise, while the majority of in-house teams (84%) and consultancies (96%) are either growing or stable in size.

But the data from this year's report highlighted a series of uncomfortable truths. More than a quarter (28%) of the public relations workforce are privately educated – four times the national average. The research showed that privately educated professionals secure more senior roles and earn an average of £13,000 more per year than state-educated colleagues. Talent doesn't have a post-code and shouldn't be determined by skin colour – our industry must work harder on inclusion.

Getting this right isn't just a case of fulfilling a moral obligation – it's a business imperative. Department for Education figures for England reveal ethnic minorities comprise 31% of the primary school population, yet only 8% of PR professionals are from BAME backgrounds. The decline of ethnic minorities in PR is at odds with UK population trends and poses a long-term threat to the relevance and staying-power of an industry which should reflect the society it seeks to engage.

While society's demographics have changed in recent years, so too has the social, political and economic climate. It's hardly surprising therefore, that Change Communication has been the CIPR's most popular course over the past year. Whether it's mergers and acquisitions or a corporate shift to a purpose driven strategy, ensuring change is communicated diligently to internal, as well as external, stakeholders is a prominent part of modern PR.

Finally, the demand for flexible working has continued to surge. Some businesses have responded by successfully adopting fully remote working models, but too many agencies still fail to offer flexible working solutions. Smart businesses willing to embrace disruption to traditional working patterns will be rewarded with talent and loyalty.

MARKETING PUBLIC SECTOR

London	£ Range	£ Typical
Press/Media Manager	35,000-60,000	55,000
Press/Media Officer/Assistant	25,000-35,000	32,000
Public Affairs Manager	35,000-55,000	45,000
Public Affairs Officer	28,000-38,000	33,000
Campaigns Officer	28,000-35,000	33,000
Events Manager	32,000-44,000	42,000
Events Executive/Coordinator	23,000-30,000	30,000
Marketing Director	60,000-90,000	80,000
Marketing Manager	30,000-50,000	50,000
Marketing Executive/Assistant	27,000-35,000	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	40,000-55,000	50,000
Engagement/Stakeholder Officer	34,000-40,000	35,000
Content Manager	30,000-45,000	37,000
Content Designer	40,000-45,000	40,000
Copy/Content Writer	35,000-45,000	40,000
Social Media Executive	30,000-35,000	32,000
Senior User Researcher	40,000-50,000	40,000
Junior User Researcher	25,000-35,000	25,000

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	35,000-60,000	48,000
Public Affairs Officer	21,000-31,000	28,500
Campaigns Officer	28,000-40,000	30,000
Events Manager	28,000-40,000	33,000
Events Executive/Coordinator	23,000-28,000	25,000
Marketing Director	60,000-90,000	70,000
Marketing Manager	30,000-45,000	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	60,000-100,000	75,000
Internal Comms Manager	30,000-45,000	40,000
Internal Comms Officer/Assistant	28,000-35,000	31,000
External Comms Manager	35,000-45,000	38,000
External Comms Officer/Assistant	25,000-35,000	28,000
Engagement/Stakeholder Manager	31,000-47,000	38,000
Engagement/Stakeholder Officer	21,000-30,000	28,500
Content Manager	28,000-36,000	32,000
Content Designer	28,000-36,000	33,500
Copy/Content Writer	26,000-34,000	30,000
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	45,000-70,000	61,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	24,000-32,000	25,000
External Comms Manager	32,000-42,000	35,000
External Comms Officer/Assistant	22,000-32,000	26,000
Engagement/Stakeholder Manager	30,000-40,000	35,000
Engagement/Stakeholder Officer	22,000-38,000	25,000
Content Manager	30,000-40,000	38,000
Content Designer	26,000-30,000	27,000
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	30,000-40,000	33,000
Press/Media Officer/Assistant	23,000-30,000	27,000
Public Affairs Manager	25,000-35,000	33,000
Public Affairs Officer	23,000-30,000	26,000
Campaigns Officer	23,000-30,000	26,000
Events Manager	28,000-35,000	33,000
Events Executive/Coordinator	22,000-28,000	25,000
Marketing Director	68,000-90,000	70,000
Marketing Manager	30,000-45,000	40,000
Marketing Executive/Assistant	24,000-28,000	25,000
Digital Marketing Manager	35,000-45,000	40,000
Digital Marketing Executive	24,000-28,000	26,000
Director of Communications	50,000-75,000	60,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	20,000-25,000	24,000
External Comms Manager	35,000-45,000	40,000
External Comms Officer/Assistant	20,000-30,000	25,000
Engagement/Stakeholder Manager	30,000-45,000	40,000
Engagement/Stakeholder Officer	25,000-32,000	30,000
Content Manager	24,000-28,000	26,000
Content Designer	26,000-30,000	27,000
Copy/Content Writer	26,000-30,000	27,000
Social Media Executive	24,000-28,000	26,000

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	25,000-45,000	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	30,000-40,000	33,000
Press/Media Officer/Assistant	20,000-30,000	26,000
Public Affairs Manager	30,000-40,000	33,000
Public Affairs Officer	22,000-28,000	26,000
Campaigns Officer	22,000-30,000	26,000
Events Manager	28,000-32,000	30,000
Events Executive/Coordinator	22,000-28,000	24,000
Marketing Director	68,000-90,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	24,000-28,000	25,000
Digital Marketing Manager	35,000-45,000	40,000
Digital Marketing Executive	24,000-28,000	25,000
Director of Communications	55,000-75,000	60,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	20,000-25,000	24,000
External Comms Manager	35,000-45,000	40,000
External Comms Officer/Assistant	20,000-25,000	24,000
Engagement/Stakeholder Manager	35,000-45,000	40,000
Engagement/Stakeholder Officer	25,000-35,000	30,000
Content Manager	24,000-28,000	25,000
Content Designer	26,000-30,000	27,000
Copy/Content Writer	26,000-30,000	27,000
Social Media Executive	24,000-28,000	25,000

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	25,000-45,000	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	45,000
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	25,000-30,000	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	28,000-45,000	36,000
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	30,000-50,000	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	60,000-75,000	60,000
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	35,000-45,000	40,000
Press/Media Officer/Assistant	22,000-30,000	26,000
Public Affairs Manager	30,000-45,000	37,000
Public Affairs Officer	24,000-30,000	26,000
Campaigns Officer	22,000-30,000	25,000
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	30,000-45,000	35,000
Digital Marketing Executive	22,000-30,000	25,000
Director of Communications	60,000-75,000	60,000
Internal Comms Manager	35,000-50,000	40,000
Internal Comms Officer/Assistant	22,000-30,000	26,000
External Comms Manager	28,000-40,000	35,000
External Comms Officer/Assistant	22,000-30,000	26,000
Engagement/Stakeholder Manager	30,000-45,000	38,000
Engagement/Stakeholder Officer	22,000-30,000	25,000
Content Manager	25,000-40,000	32,000
Content Designer	26,000-30,000	28,000
Copy/Content Writer	22,000-30,000	25,000
Social Media Executive	22,000-28,000	25,000



OFFICE SUPPORT

EMPLOYEES VALUE PAY TRANSPARENCY



Office support salaries have risen, but so too have employers' concerns over unrealistic pay expectations. Greater pay transparency and flexi-time policies may be key to talent attraction and retention.

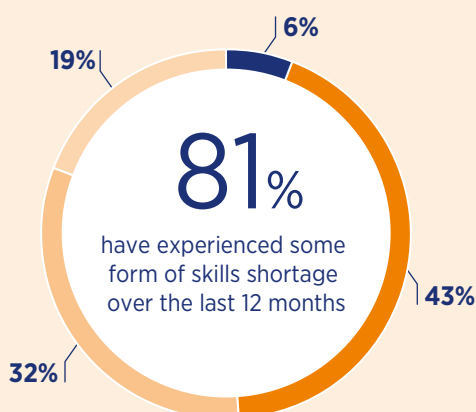
1.7% Average salary increase over the last year

Steady hiring forecasts for the year ahead

Whilst the number of employers who plan to recruit office support staff over the next 12 months is lower than last year (68% compared to 78%), it is still on a par with the UK average (68%).

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages ■ No shortages



Over half (53%) intend to hire permanent staff, and just over a third (34%) intend to hire temporary, contract or interim staff.

Although 63% of office support employers found it difficult to recruit permanent employees in the past year and 44% struggled to hire temporary staff, this pressure looks set to ease slightly over the year ahead. 58% say their top challenge when recruiting over the next 12 months will be a shortage of suitable applicants, which represents an improvement upon both the UK average and the number of employers who said the same last year (65% and 62% respectively).

Salaries rising, alongside concerns over pay expectations

Second on the list of expected challenges is applicants with unrealistic salary expectations, which nearly half (44%) of employers believe will be a main challenge when recruiting in the coming year.

On average, office support salaries increased by 1.7% over the last year, with administration professionals seeing an average salary increase of 2.1% and contact centre professionals an average increase of 1.2%. Specialist administrator roles saw a notable rise of 3.9%, reflecting the increased demand for specialist skills.

In total, 77% of office support employers increased salaries within the past year. However, only 67% plan to over the year ahead and under a quarter (22%) plan to increase them by 2.5% or more.

Salary dissatisfaction causing employee movement

Office support employees are less optimistic about expected pay rises. In fact, less than half (48%) believe their salary will increase in the year ahead.

Salary dissatisfaction is having an impact upon both retention and attraction of professionals. 47% changed jobs in the last 12 months, and the most common reason cited was due to the salary being too low (23%). Furthermore, 59% expect to move jobs in the next year and, again, the reason cited by over a quarter (26%) was for a better salary and benefits package. In fact, of those who are not planning to move, half (50%) say they would be tempted to for a better remuneration package.

Due to skills shortages, employers should look to benchmark salaries where possible and be transparent about how pay levels and rises are set throughout the recruitment process – not least because three quarters (75%) of employees say pay transparency is important to them.

Flexi-time critical to improve work-life balance

In light of concerns about unrealistic employee salary expectations, there are other ways for office support employers to attract and retain professionals.

When asked the top area that they would like to change in order to improve their work-life balance, nearly half (44%) of employees say working hours and flexible working. 45% currently use no flexible working options in their role, which is notably higher than the UK average of 38%, and over a quarter (28%) say that aside from salary, work-life balance is the most important factor when considering a new role.

Looking specifically at the type of flexible working options they would prefer, almost half (49%) cite flexi-time – scope to change their hours to those outside of ‘core’ business hours – as the most important flexible working option when considering a new role. Where possible, employers should look to offer flexible working options, and ensure they communicate how they are able to afford their staff a good work-life balance.

Survey highlights for office support

Employers	Employees
95% expect their organisation’s activity levels to increase or stay the same over the next 12 months	40% feel there is no scope for progression within their organisation
68% plan on recruiting staff over the next 12 months	61% give their work-life balance a positive rating
63% have had difficulty hiring permanent staff in the last 12 months	59% expect to move jobs within 12 months
67% plan to increase salaries in the year ahead	50% would be tempted to change role due to the salary or benefits package on offer

OFFICE SUPPORT ADMINISTRATION

London	£ Range	£ Typical
Office Manager	30,000-48,000	36,000
Specialist Administrator	25,000-33,000	30,000
Administrator	23,000-32,000	26,000
Receptionist	20,000-28,000	25,000
Data Entry Clerk	18,000-24,000	21,000

Yorkshire and the Humber	£ Range	£ Typical
Office Manager	18,000-25,000	24,000
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	16,000-17,000	16,000

South East England	£ Range	£ Typical
Office Manager	25,000-36,000	28,000
Specialist Administrator	18,000-28,000	25,500
Administrator	18,000-24,000	20,000
Receptionist	17,000-22,000	18,000
Data Entry Clerk	16,000-21,000	17,750

North East England	£ Range	£ Typical
Office Manager	18,000-25,000	24,000
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	16,000

East of England	£ Range	£ Typical
Office Manager	25,000-34,000	29,000
Specialist Administrator	20,000-25,000	22,500
Administrator	18,000-22,000	20,500
Receptionist	15,000-20,000	18,000
Data Entry Clerk	15,500-18,500	17,500

North West England	£ Range	£ Typical
Office Manager	20,000-30,000	25,000
Specialist Administrator	18,000-25,000	22,500
Administrator	17,000-23,000	19,000
Receptionist	16,000-20,000	17,000
Data Entry Clerk	16,000-18,000	16,500

South West England	£ Range	£ Typical
Office Manager	20,000-32,000	27,000
Specialist Administrator	17,000-25,000	22,500
Administrator	16,500-24,000	18,500
Receptionist	15,000-21,000	17,500
Data Entry Clerk	15,000-19,000	17,000

Northern Ireland	£ Range	£ Typical
Office Manager	23,000-32,000	25,500
Specialist Administrator	18,500-26,000	22,000
Administrator	16,500-21,000	18,750
Receptionist	16,500-19,500	17,500
Data Entry Clerk	16,000-17,500	16,500

Wales	£ Range	£ Typical
Office Manager	19,000-26,000	24,000
Specialist Administrator	19,000-23,000	21,500
Administrator	16,000-19,000	18,000
Receptionist	15,000-17,000	16,250
Data Entry Clerk	14,500-16,500	15,250

Scotland	£ Range	£ Typical
Office Manager	23,000-28,000	26,000
Specialist Administrator	18,000-22,000	21,500
Administrator	16,000-20,000	18,750
Receptionist	17,000-21,000	18,000
Data Entry Clerk	15,500-17,500	16,000

Midlands	£ Range	£ Typical
Office Manager	20,000-27,000	25,000
Specialist Administrator	18,000-25,000	23,000
Administrator	16,000-20,000	19,000
Receptionist	15,000-18,000	16,000
Data Entry Clerk	14,500-16,500	16,000



Andrew Jardine
General Manager,
The Institute of
Administrative
Management



With over three million jobs in administration in the UK there is little prospect of the roles being hard to find, especially considering that the overall job market in the UK is quite positive, with the lowest unemployment rate since 1974.

Predictions covering the next five years suggest that there are likely to be fewer secretarial and administrative roles. In addition, there is growing evidence to suggest that, by 2024, for the first time the majority of people in employment will be expected to be qualified at level 4 and above. Junior administrative roles traditionally have few barriers to entry, but this is likely to change if the marketplace becomes more demanding.

Admin staff are vital to their organisations, and the huge range of roles are paradoxically very similar and incredibly varied at the same time. While the duties can be similar, the context provides the variety – with roles in communications, special projects, marketing, HR and so on.

From attending events and talking to our partners, the core admin skills will not change much at grass roots level – with the exception of the ever-changing world of ICT/software skills. The essentials, such as interpersonal communication skills, organisational skills, etc, are still the minimum requirement.

However, as the scope of administrative roles change, and with the need to keep up with technology solutions, administrators with experience and expertise of using a broad range of apps will give themselves an advantage.

In addition, the administrator training courses that we endorse increasingly have an emphasis on traditional management skills, such as leadership, risk management, ethics, change management, etc.

Now, perhaps more than ever, administrators should seek to understand the forces of change shaping the future and the ways these could impact their own roles and, by extension, the organisations they work within.

Some challenges that are showing positive movement include progressive companies and executives delegating more managerial responsibilities and duties to senior assistants and administrators. Particularly effective administrators are asking for, and being given, more stretching roles, including strategy implementation and streamlining practices and procedures. Their ability to link stakeholders and connect people is also being appreciated more.

One ongoing challenge for administrators is the pace at which software changes and the huge range of products available. In addition to apps and cloud services, artificial intelligence is slowly but surely being integrated into the office environment. Particularly at threat are any procedural tasks with limited and predictable decision-making. Many administrative tasks could meet this criteria and administrators will need to position themselves alongside these AI ‘assistants’, focusing on the more people-based tasks that AI struggles with.

This technology will only continue to grow and integrate better as it becomes more widely accepted and less expensive. The only debate is about how long it takes to get there. Once the tipping point is reached companies know that they must incorporate this technology as their competitors do, or risk being left behind.

However, like any tool, it needs operators and the smart administrator will ensure they understand its benefits, and limitations within their role and adapt accordingly.

OFFICE SUPPORT CONTACT CENTRES

London	£ Range	£ Typical
Contact Centre/ Customer Service Manager	40,000-60,000	52,000
Sales/Telesales 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/Telesales Team Leader	22,000-27,000	24,000
Outbound Sales & Service	16,000-20,000	18,500
Inbound Sales & Service	16,000-20,000	17,500

South East England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-45,000	36,000
Sales/Telesales Team Leader	21,000-32,000	27,000
Outbound Sales & Service	17,000-26,000	20,000
Inbound Sales & Service	17,000-23,000	19,500

North East England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	32,000-45,000	35,000
Sales/Telesales Team Leader	22,000-27,000	24,000
Outbound Sales & Service	16,000-20,000	18,500
Inbound Sales & Service	16,000-20,000	17,500

East of England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	25,000-35,000	35,000
Sales/Telesales 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/Telesales Team Leader	22,000-30,000	27,000
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/Telesales 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/Telesales Team Leader	20,000-26,000	24,000
Outbound Sales & Service	17,500-22,000	19,000
Inbound Sales & Service	16,000-19,000	17,500

Wales	£ Range	£ Typical
Contact Centre/ Customer Service Manager	28,000-42,000	35,000
Sales/Telesales 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	31,000-45,000	36,000
Sales/Telesales Team Leader	21,000-24,000	23,000
Outbound Sales & Service	16,000-22,000	19,500
Inbound Sales & Service	15,500-20,500	17,500

Midlands	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-45,000	35,000
Sales/Telesales Team Leader	21,000-27,000	25,500
Outbound Sales & Service	18,000-22,000	20,000
Inbound Sales & Service	16,000-19,000	18,000



PERSONAL & EXECUTIVE ASSISTANTS

SOFT SKILLS IN HIGH DEMAND



Soft skills are in demand as the role of PAs and EAs evolves to become more strategic, but salary increases have been incremental causing employees to move roles.

0.8% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages
 ■ Moderate shortages
 ■ Minor shortages
 ■ No shortages



Temporary PA and EA staff in demand

The majority (96%) of PA and EA employers expect their organisation's activity levels to increase or stay the same over the next 12 months. However, only 32% of employers are optimistic about the wider economic climate in the next 2-5 years, compared to the UK average of 36%.

Most (67%) employers plan to hire in the year ahead. However, there has been a shift in the type of professionals employers are looking to hire. Only 49% plan to hire permanent PAs or EAs over the next 12 months, compared to 66% who said the same last year.

In contrast, over a third (37%) intend to hire temporary, contract or interim professionals, which is an increase from last year (29%).

Soft skills in demand as the roles evolve

86% of PA and EA employers say they have experienced some form of skills shortages over the past year and 60% believe their top challenge when recruiting in the year ahead will be a shortage of suitable applicants.

Around half of those that have experienced skills shortages (53%) say they have sought to mitigate this impact by hiring temporary, contract or interim professionals.

Soft skills are in high demand by employers, including communication and interpersonal skills (75%), people management (57%) and good coordination with others (55%). This is in keeping with the wider evolution of the roles of PAs and EAs, as they are increasingly required to offer greater strategic support to executives and work across various business functions and teams.

For their part, PAs and EAs are working to improve these soft skills, and nearly half (47%) say they are currently developing their communication and interpersonal skills to progress their careers. 40% also say they are working to improve their ability to learn, and 39% are seeking to enhance their problem-solving skills. Employers should provide PAs and EAs with detailed feedback into specifically what soft and technical skills they need to improve. They should support their employees to prioritise this professional development, for example by offering training and the opportunity to test and learn new initiatives.

Salary rises are common, but incremental

Positively, as the role of the PA and EA has evolved, their salaries have also risen. However, on average this has been by relatively small increments. The average salary increase over the last year was 0.8%. While 77% of employers increased their salaries last year and three quarters (75%) plan to increase salaries over the year ahead, fewer than a quarter (21%) plan to increase salaries by 2.5% or above.

It is therefore unsurprising that of the 42% of PAs and EAs who have moved job over the last year, a quarter (25%) say they did so because their salary was too low. Furthermore, while 47% have no plans to move in the next year, 57% could be tempted by a better salary and benefits.

Flexible working may help attract top talent

Aside from salaries, certain benefits are being prioritised by EAs and PAs. 59% say over 28 days' paid annual leave is important when considering a new role, 50% cite pension provision above the legal minimum and 49% say health insurance or private medical cover.

In addition, whilst nearly three quarters (71%) are aware of the flexible working options open to them, over a third (38%) use no flexible working options in their current role. The top area most PAs and EAs say they would change in order to improve their work-life balance is flexible working (44%). Where applicable, employers should look to offer this to help attract and retain the best PA and EA talent.

Survey highlights for personal and executive assistants

Employers	Employees
96% expect their organisation's activity levels to increase or stay the same over the next 12 months	47% feel there is no scope for progression within their organisation
67% plan on recruiting staff over the next 12 months	61% give their work-life balance a positive rating
63% have had difficulty hiring permanent staff in the last 12 months	53% expect to move jobs within 12 months
75% plan to increase salaries in the year ahead	57% would be tempted to change role due to the salary or benefits package on offer

PERSONAL & EXECUTIVE ASSISTANTS SALARIES

London	£ Range	£ Typical
EA (C-Suite Level)	40,000-70,000	60,000
PA (Board Level)	40,000-55,000	46,000
PA (Non-board Level)	30,000-40,000	38,000
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	16,000-19,000	18,000

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	22,000-28,000	25,000

North East England	£ Range	£ Typical
EA (C-Suite Level)	30,000-38,000	36,000
PA (Board Level)	25,000-32,000	30,000
PA (Non-board Level)	22,000-24,000	23,000
Secretary	15,000-19,000	16,500

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	25,000
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	18,000-27,000	20,500

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)	25,000-32,000	30,000
PA (Non-board Level)	22,000-26,500	26,500
Secretary	20,000-25,000	22,000

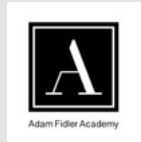
Wales	£ Range	£ Typical
EA (C-Suite Level)	30,000-38,000	34,000
PA (Board Level)	25,000-32,000	28,000
PA (Non-board Level)	20,000-24,000	22,000
Secretary	17,000-21,000	18,000

Scotland	£ Range	£ Typical
EA (C-Suite Level)	30,000-40,000	37,000
PA (Board Level)	28,000-38,000	35,000
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,
Adam Fidler
Academy



As with last year's report, for the highly skilled Personal or Executive Assistant, the marketplace offers a wide range of opportunities, with many progressive organisations seeking to redefine and broaden the role of the PA/EA. We're gradually seeing a general move away from the traditional PA/secretarial job descriptions, to roles that seek to provide wider organisational value and increased impact beyond transactional and 'reactive' administration. More and more employers are starting to use new language when describing the capabilities they now desire in their PAs and EAs. Terms such as curiosity, collaboration, big picture thinking and participation, are now being seen more widely as the traits needed for PAs and EAs to remain 'current' in the modern commercial world.

Aligning the PA/EA role to business goals and objectives is more common, along with more agile job descriptions as expectations on both sides (PA/Boss) and ways of working change.

We're also noticing an increase in what I term the 'dual role' of the senior PA or EA, where the job-holder may wear a number of hats, and even have a dual title, such as EA to CEO/Head of CSR. This is becoming prevalent in small- to medium-sized firms, where the 'PA' element of the role is reducing, as new-style managers and executives don't need full-time traditional PA support (as they are generally more self-sufficient), but supplement their PA's role with additional responsibilities, such as administrative/office management, HR advice and responsibility for wellbeing initiatives and other projects.

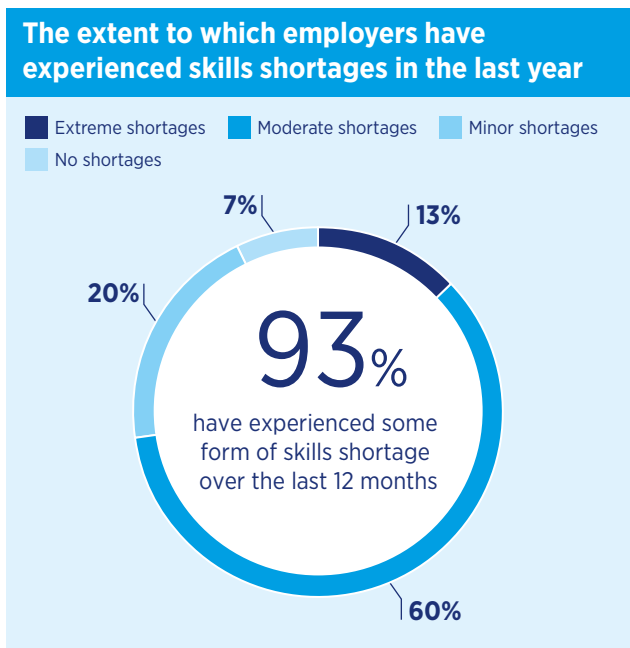
One thing is certain, progressive organisations are putting the pathways back into the PA career, and now are actively deciding: "Do we need an administrator, PA or EA?" This allows the growth and development for job-holders that has been lacking historically in the PA career. It also provides the much-needed clarity on, precisely, what the job-holder is expected to do, so that they can then be remunerated accordingly.

PROCUREMENT SHORTAGES CAUSING SALARY GROWTH



Salaries have risen as skills shortages are evident and employers compete for the best, but a lack of career progression is a key issue to address in order to retain staff.

2.4% Average salary increase over the last year



Recruitment plans continue for the year ahead

The majority of procurement employers expect their organisation's business activity levels to increase or stay the same in the year ahead (91%). Almost two thirds (64%) are expecting to hire staff over the next year. Employers lean towards permanent hiring, with 55% intending to recruit permanent staff, and 30% expecting to hire temporary, contract or interim staff over the next 12 months.

Applicant shortages present a challenge

Although hiring remains steady for the year ahead, employers have faced difficulties when recruiting. Over the last year, 84% say they have found it hard to recruit permanent staff compared to 69% of UK employers overall, and a further 53% have run into difficulties hiring temporary, contract or interim staff, again more than the UK average (46%).

93% of employers say they have experienced some form of skills shortages in the last year, compared to 88% of UK employers overall. In addition, nearly half (42%) do not think their organisation has the talent needed to achieve current objectives, compared to the UK overall (26%). It is therefore no surprise that 71% of employers say their top challenge when hiring over the next year will be a shortage of suitable applicants.

Lack of skills impacting ability to deliver projects

Skills shortages are having a negative impact on organisations. 62% of procurement employers say their ability to deliver projects is being negatively affected by skills shortages, compared to 40% of UK employers overall. Productivity (53%) and employee morale (46%) are also suffering.

Procurement employers rely heavily on temporary staff to address skill shortages. Over half (51%) of employers say they have hired temporary or contract workers to address immediate skill shortages in their organisation compared to 44% of UK employers overall. Given this reliance on temporary workers, it is important that employers are aware of, and are preparing for, changes to IR35 legislation taking place in April 2020 to avoid losing out on key talent and potentially incurring increased costs.

Managerial, leadership and communication skills are key

Management and leadership skills are particularly sought after in procurement applicants, with 43% of employers identifying these as most needed in their organisation, 10% higher than the UK overall. Project and change management (42%) and operations skills (33%) are also in demand.

Communication and interpersonal skills are also important to procurement employers (77%) compared to UK employers (66%). The *CIPS/Hays Procurement Salary Guide and Insights 2019* report shows that communication is not only the top skill needed at the most senior levels of procurement, but at junior levels too, highlighting the need for professionals across all levels of seniority to develop this skillset.

Salaries continue to rise above average

Procurement professionals have experienced above average salary increases over the last year, with 73% of employers increasing salaries in the last 12 months. Overall, professionals received a salary increase of 2.4%, higher than the 1.8% UK average. Those working in private sector procurement saw an average salary rise of 2.1% and public sector procurement professionals received a 2.7% average pay increase.

Salary growth in the procurement profession is translating into salary satisfaction amongst employees. 67% of procurement professionals say they are happy with their salary.

Employees changing jobs for career progression

In the last year, 44% of procurement professionals changed roles, and a further 39% considered doing so. Of those who left their job, 34% say this was due to a lack of career progression, over and above salary being too low (24%). Two fifths (40%) feel there is no scope for career progression within their organisation.

With over half (54%) of professionals saying they expect to move role within 12 months, addressing the issue of career progression should be a top priority for employers in the coming year. Plotting out career development and progression plans with employees can help to retain staff.

Survey highlights for procurement

Employers	Employees
91% expect their organisation's activity levels to increase or stay the same over the next 12 months	40% feel there is no scope for career progression within their organisation
64% plan on recruiting staff over the next 12 months	63% give their work-life balance a positive rating
84% have had difficulty hiring permanent staff in the last 12 months	54% expect to move jobs within 12 months
69% plan to increase salaries in the year ahead	52% would be tempted to change role due to the salary or benefits package on offer

PROCUREMENT PRIVATE SECTOR

London	£ Range	£ Typical
Director of Procurement	85,000-150,000	140,000
Head of Procurement	80,000-120,000	110,000
Group Procurement Manager	70,000-90,000	80,000
Category Lead/Strategic Sourcing Manager	65,000-90,000	80,000
Procurement Manager	55,000-75,000	70,000
Category Manager	50,000-75,000	67,000
Supplier Relationship Manager	50,000-80,000	65,000
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	105,000
Head of Procurement	75,000-90,000	80,000
Group Procurement Manager	65,000-80,000	70,000
Category Lead/Strategic Sourcing Manager	55,000-70,000	65,000
Procurement Manager	48,000-60,000	55,000
Category Manager	48,000-58,000	52,000
Supplier Relationship Manager	50,000-58,000	55,000
Contracts Manager	40,000-50,000	48,000
Senior Buyer	37,000-48,000	45,000
Buyer	32,000-42,000	35,000
Procurement Analyst	30,000-38,000	33,000
Assistant Buyer	25,000-30,000	28,000

South East England	£ Range	£ Typical
Director of Procurement	90,000-140,000	120,000
Head of Procurement	75,000-100,000	90,000
Group Procurement Manager	65,000-80,000	73,000
Category Lead/Strategic Sourcing Manager	65,000-85,000	75,000
Procurement Manager	45,000-65,000	63,000
Category Manager	55,000-75,000	65,000
Supplier Relationship Manager	50,000-68,000	60,000
Contracts Manager	45,000-60,000	52,000
Senior Buyer	38,000-48,000	46,000
Buyer	35,000-45,000	38,000
Procurement Analyst	38,000-48,000	42,000
Assistant Buyer	24,000-32,000	28,000

Wales	£ Range	£ Typical
Director of Procurement	75,000-120,000	90,000
Head of Procurement	60,000-80,000	75,000
Group Procurement Manager	50,000-80,000	65,000
Category Lead/Strategic Sourcing Manager	40,000-55,000	50,000
Procurement 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	30,000-40,000	35,000
Senior Buyer	35,000-48,000	40,000
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	130,000
Head of Procurement	70,000-120,000	90,000
Group Procurement Manager	55,000-80,000	70,000
Category Lead/Strategic Sourcing Manager	60,000-90,000	78,000
Procurement Manager	40,000-75,000	60,000
Category Manager	50,000-85,000	60,000
Supplier Relationship Manager	55,000-75,000	64,000
Contracts Manager	40,000-60,000	55,000
Senior Buyer	40,000-52,000	48,000
Buyer	30,000-49,000	41,000
Procurement Analyst	35,000-58,000	42,000
Assistant Buyer	23,000-35,000	28,000

Midlands	£ Range	£ Typical
Director of Procurement	85,000-150,000	100,000
Head of Procurement	70,000-90,000	75,000
Group Procurement Manager	45,000-70,000	65,000
Category Lead/Strategic Sourcing Manager	60,000-75,000	65,000
Procurement Manager	45,000-60,000	55,000
Category Manager	40,000-60,000	50,000
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	30,000-40,000	30,000
Procurement Analyst	25,000-40,000	30,000
Assistant Buyer	18,000-26,000	23,000

Yorkshire and the North East	£ Range	£ Typical
Director of Procurement	90,000-120,000	95,000
Head of Procurement	65,000-100,000	75,000
Group Procurement Manager	50,000-75,000	68,000
Category Lead/Strategic Sourcing Manager	55,000-70,000	60,000
Procurement 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	25,000-35,000	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
Group Procurement Manager	55,000-80,000	65,000
Category Lead/Strategic Sourcing Manager	55,000-80,000	60,000
Procurement 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	25,000-35,000	30,000
Procurement Analyst	25,000-32,000	28,000
Assistant Buyer	22,000-25,000	24,000

North West England	£ Range	£ Typical
Director of Procurement	80,000-130,000	100,000
Head of Procurement	60,000-85,000	75,000
Group Procurement Manager	50,000-75,000	65,000
Category Lead/Strategic Sourcing Manager	50,000-65,000	60,000
Procurement Manager	40,000-60,000	50,000
Category Manager	40,000-60,000	52,000
Supplier Relationship Manager	40,000-55,000	48,000
Contracts Manager	35,000-45,000	40,000
Senior Buyer	35,000-45,000	38,000
Buyer	25,000-35,000	30,000
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	82,000
Group Procurement Manager	45,000-65,000	60,000
Category Lead/Strategic Sourcing Manager	45,000-65,000	55,000
Procurement Manager	40,000-60,000	52,500
Category Manager	38,000-60,000	52,000
Supplier Relationship Manager	45,000-62,000	53,000
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



The world in which we live and work has experienced a number of seismic shifts and challenges in recent years and yet our professionals still remain in high demand. Managing the impacts of potential trade wars, innovation and digitalisation of supply chains, planning for Brexit and being true to the ethical agenda is keeping CEOs awake at night.

But, to our professionals, this is at the heart of what we do every day.

These new business drivers highlight even more the importance of having the right people in place. There are key capabilities that leaders in procurement need to develop in their teams and their own careers, and the perceived value of professionalism remains strong.

Moreover, the skills our professionals have acquired are becoming more relevant in broader business environments which means we should see more of our Chief Procurement Officers in CEO roles, if they choose.

As leaders, we must ensure we create a culture that encourages diversity of all kinds in procurement, to strengthen our recruitment processes, without unconscious bias, to nurture people to be bold enough to shoot for those senior roles that may initially appear out of reach.

PROCUREMENT PUBLIC SECTOR

London	£ Range	£ Typical
Director of Procurement	90,000-130,000	100,000
Head of Procurement	75,000-105,000	90,000
Commercial Manager	45,000-75,000	70,000
Procurement Manager	58,000-75,000	65,000
Category Manager	55,000-75,000	65,000
Contracts Manager	50,000-70,000	60,000
Procurement Officer/Category Specialist	40,000-50,000	47,000
Contracts Officer	40,000-50,000	47,000
Buyer	30,000-45,000	40,000
Procurement Analyst	30,000-55,000	47,000
Procurement Assistant	28,000-35,000	30,000

South West England	£ Range	£ Typical
Director of Procurement	72,000-92,000	85,000
Head of Procurement	67,000-82,000	75,000
Commercial Manager	50,000-70,000	62,000
Procurement Manager	40,000-50,000	47,000
Category Manager	42,000-52,000	48,000
Contracts Manager	35,000-45,000	41,000
Procurement Officer/Category Specialist	30,000-40,000	36,000
Contracts Officer	30,000-40,000	37,000
Buyer	25,000-33,000	30,000
Procurement Analyst	30,000-40,000	34,000
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	52,000
Category Manager	45,000-65,000	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	39,000
Buyer	30,000-40,000	35,000
Procurement Analyst	33,000-42,000	39,000
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	52,000
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	28,000
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	85,000-105,000	95,000
Head of Procurement	55,000-90,000	75,000
Commercial Manager	44,000-65,000	55,000
Procurement Manager	42,000-60,000	54,000
Category Manager	35,000-60,000	48,000
Contracts Manager	35,000-55,000	50,000
Procurement Officer/Category Specialist	25,000-40,000	35,000
Contracts Officer	22,000-34,000	30,000
Buyer	32,000-35,000	33,000
Procurement Analyst	25,000-35,000	35,000
Procurement Assistant	17,000-26,000	24,000

Midlands	£ Range	£ Typical
Director of Procurement	75,000-90,000	82,000
Head of Procurement	65,000-75,000	70,000
Commercial Manager	40,000-50,000	46,500
Procurement Manager	50,000-60,000	54,000
Category Manager	38,000-48,000	45,000
Contracts Manager	35,000-48,000	37,500
Procurement Officer/Category Specialist	30,000-40,000	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	21,000

Yorkshire and the North East	£ Range	£ Typical
Director of Procurement	75,000-90,000	85,000
Head of Procurement	55,000-80,000	65,000
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	35,000-50,000	42,000
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	21,000-25,000	23,000

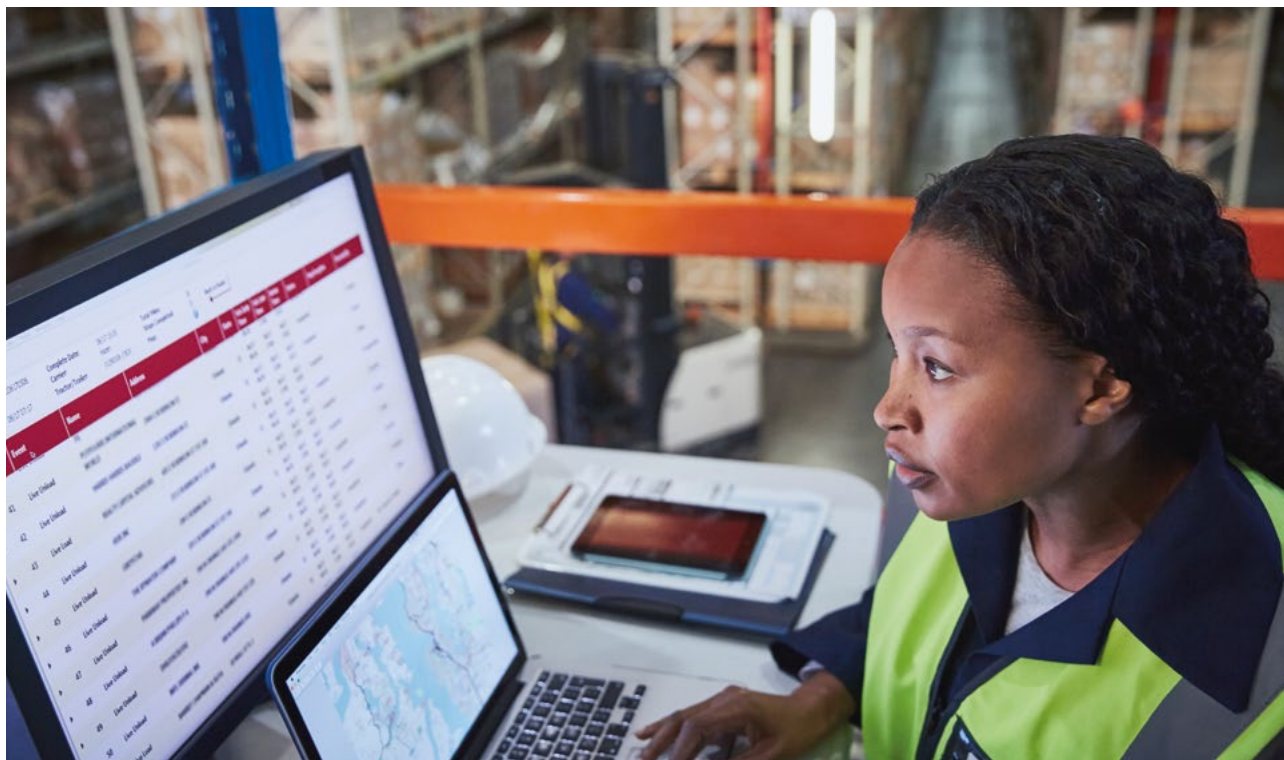
Northern Ireland	£ Range	£ Typical
Director of Procurement	70,000-100,000	75,000
Head of Procurement	55,000-80,000	65,000
Commercial Manager	35,000-65,000	43,000
Procurement Manager	40,000-55,000	45,000
Category Manager	38,000-50,000	45,000
Contracts Manager	35,000-45,000	38,000
Procurement Officer/Category Specialist	25,000-30,000	30,000
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	20,000-25,000	24,000

North West England	£ Range	£ Typical
Director of Procurement	70,000-100,000	85,000
Head of Procurement	50,000-70,000	60,000
Commercial Manager	40,000-55,000	45,000
Procurement Manager	40,000-50,000	45,000
Category Manager	35,000-50,000	43,000
Contracts Manager	35,000-45,000	40,000
Procurement Officer/Category Specialist	25,000-35,000	30,000
Contracts Officer	25,000-32,000	28,000
Buyer	24,000-30,000	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	82,000
Head of Procurement	55,000-80,000	68,000
Commercial Manager	41,000-64,000	50,000
Procurement Manager	35,000-58,000	47,000
Category Manager	37,000-52,000	48,000
Contracts Manager	30,000-45,000	39,500
Procurement Officer/Category Specialist	28,000-39,000	37,000
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

SUPPLY CHAIN & LOGISTICS

CAREER PROGRESSION SHOULD BE A TOP PRIORITY



Employers must prioritise career progression to find the talent they need to counter skills shortages and their negative impact on employee morale.

1.2% Average salary increase over the last year

The extent to which employers have experienced skills shortages in the last year

■ Extreme shortages ■ Moderate shortages ■ Minor shortages ■ No shortages



A stable hiring outlook prevails

Business activity levels remain steady within supply chain and logistics, as most employers (90%) say they expect their organisation's activity levels to increase or stay the same in the year ahead. Furthermore, 42% of employers say they are optimistic about the wider economic climate and employment opportunities within the next 2-5 years.

70% of supply chain and logistics employers plan to recruit staff over the next 12 months. 56% plan to hire permanent staff, and 31% intend to recruit temporary staff.

Employee morale is the main casualty of skills shortages

Skills shortages are present within supply chain and logistics, with 88% of employers having experienced this in the past year. Looking to the year ahead, 62% of employers say their top challenge when recruiting over the next 12 months will be a shortage of suitable applicants.

Almost a third (31%) of employers do not think their organisation has the talent needed to achieve current objectives. Employee morale is being affected most by a shortage of skills, with 61% of employers stating this as a problem – significantly higher than the UK overall (44%). A further 56% of employers say productivity is being negatively impacted by skills shortages, and 31% have had to increase overtime pay because of a lack of skills in their current team.

Professionals aren't developing the skills they need

31% of employers say they have found it particularly difficult to recruit intermediate-level staff, and a further 29% have found it hard to hire management-level staff within supply chain and logistics. These difficulties are reflected in the specialist skills that employers are most in need of. Operations (56%), managerial and leadership (37%) and projects and change management skills (25%) make up the top three specialist skills in demand.

Looking closer at the soft skills in demand, 57% of employers say they need communication and interpersonal skills, 54% require problem-solving skills and 53% are in need of people management. Despite employers facing challenges hiring for management-level roles, only a third (33%) of professionals say they are currently developing their people management skills. Implementing appropriate training is one way employers can help alleviate the gaps they are facing at management level.

Steady salary rises, but pay transparency an issue

70% of employers increased salaries in the last year by an average of 1.2%, although this is lower than the UK overall (1.8%). Those working in supply chain roles have received a salary increase of 1.4% while those working in logistics roles have seen an increase of 1.1%. Although over half (54%) of professionals say they are satisfied with their salary, this is less than the UK average of 61%.

In addition, mismatches are evident between employers and employees when it comes pay transparency. Three quarters (75%) of employees say it is important that their organisation is transparent about how pay levels and pay rises are set. However, less than half (46%) of employers agree their organisation is consistently transparent with staff about this matter.

Career progression as important as salary

Over the last 12 months, 47% of supply chain and logistics professionals changed role, and a further 36% considered doing so. The main reason professionals left their last job was because their salary was too low (27%). However, on a par with this is a lack of career development, which drove a further 27% of professionals to seek new employment.

Furthermore, 40% of professionals feel there is no scope for career progression in their current role, indicating that developing career progression plans with staff should be a key focus area for employers this coming year.

Consider offering flexible working options to be competitive

Flexible working is a factor which is not always easy to implement in the supply chain and logistics profession, especially in roles which are not office based. However, this is an important factor for professionals. Aside from salary, the top factor most important when considering a new role is work-life balance, including flexible working (26%).

The most important flexible working option is home or remote working (46%) followed by flexi-time (40%). Where possible, offering flexible working options can act as a strong differentiator for employers who are struggling to find the talent they need.

Survey highlights for supply chain and logistics

Employers	Employees
90% expect their organisation's activity levels to increase or stay the same over the next 12 months	40% feel there is no scope for progression within their organisation
70% plan on recruiting staff over the next 12 months	56% give their work-life balance a positive rating
66% have had difficulty hiring permanent staff in the last 12 months	58% expect to move jobs within 12 months
68% plan to increase salaries in the year ahead	48% would be tempted to change role due to the salary or benefits package on offer

SUPPLY CHAIN & LOGISTICS

SUPPLY CHAIN

London	£ Range	£ Typical
Supply Chain Director	100,000-125,000	120,000
Head of Supply Chain	70,000-100,000	100,000
Supply Chain Manager	50,000-70,000	70,000
Production Planning Manager	50,000-65,000	50,000
Demand/Forecast Manager	45,000-60,000	55,000
S&OP Manager	45,000-75,000	65,000
Material Scheduler	30,000-40,000	35,000
Production Planner	35,000-45,000	37,000
Demand Planner	30,000-45,000	40,000
Supply Chain Planner	30,000-40,000	37,000

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	40,000-46,000	43,000
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	29,000-32,000	30,000

South East England	£ Range	£ Typical
Supply Chain Director	65,000-135,000	103,000
Head of Supply Chain	55,000-100,000	80,000
Supply Chain Manager	35,000-80,000	57,000
Production Planning Manager	28,000-48,000	38,000
Demand/Forecast Manager	32,000-68,000	49,000
S&OP Manager	45,000-105,000	72,000
Material Scheduler	25,000-38,000	30,000
Production Planner	23,000-38,000	30,000
Demand Planner	23,000-44,000	35,000
Supply Chain Planner	22,000-36,000	29,500

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	70,000-130,000	100,000
Head of Supply Chain	55,000-95,000	75,000
Supply Chain Manager	45,000-75,000	61,000
Production Planning Manager	35,000-65,000	45,000
Demand/Forecast Manager	40,000-68,000	55,000
S&OP Manager	50,000-85,000	80,000
Material Scheduler	25,000-40,000	35,000
Production Planner	26,000-40,000	34,000
Demand Planner	30,000-45,000	36,000
Supply Chain Planner	25,000-35,000	32,000

Midlands	£ Range	£ Typical
Supply Chain Director	80,000-120,000	100,000
Head of Supply Chain	70,000-110,000	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	45,000
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	25,000-35,000	32,000
Supply Chain Planner	25,000-35,000	28,500

Yorkshire and the North East	£ Range	£ Typical
Supply Chain Director	75,000-90,000	80,000
Head of Supply Chain	65,000-80,000	72,000
Supply Chain Manager	50,000-60,000	55,000
Production Planning Manager	42,000-55,000	45,000
Demand/Forecast Manager	40,000-50,000	45,000
S&OP Manager	40,000-50,000	43,000
Material Scheduler	25,000-32,000	28,000
Production Planner	20,000-32,000	27,000
Demand Planner	25,000-35,000	30,000
Supply Chain Planner	22,000-30,000	26,000

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	26,000
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	25,000-32,000	28,000
Demand Planner	28,000-40,000	32,000
Supply Chain Planner	24,000-32,000	28,000

Scotland	£ Range	£ Typical
Supply Chain Director	68,000-120,000	105,000
Head of Supply Chain	70,000-100,000	80,000
Supply Chain Manager	40,000-75,000	56,000
Production Planning Manager	35,000-45,000	40,000
Demand/Forecast Manager	35,000-55,000	45,000
S&OP Manager	40,000-60,000	45,000
Material Scheduler	25,000-35,000	30,000
Production Planner	25,000-35,000	30,000
Demand Planner	30,000-45,000	37,000
Supply Chain Planner	22,000-30,000	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	41,000
Inventory/Stock Manager	35,000-50,000	42,000
Inventory Planner	25,000-32,000	30,000
Logistics Coordinator/Planner/Analyst	24,000-35,000	34,000
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	75,000-110,000	95,000
Logistics/Distribution Manager	44,000-75,000	54,000
General/Depot Manager	45,000-85,000	65,000
Operations Manager	40,000-65,000	55,000
Contract Manager	45,000-70,000	55,000
Warehouse Manager	35,000-60,000	43,000
Warehouse Team/Shift Manager	25,000-45,000	35,000
Inventory/Stock Manager	25,000-50,000	35,000
Inventory Planner	25,000-35,000	30,000
Logistics Coordinator/Planner/Analyst	22,000-32,000	28,000
Solutions Design/ Business Development Manager	50,000-85,000	62,000
Project/Programme Manager	40,000-80,000	53,000
Fleet Manager	40,000-65,000	50,000
Transport Manager	30,000-60,000	45,000
Transport Planner/Supervisor	22,000-35,000	27,000
Import/Export Manager	30,000-50,000	44,000
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	75,000-130,000	100,000
Logistics/Distribution Manager	45,000-65,000	56,000
General/Depot Manager	50,000-85,000	63,000
Operations Manager	34,000-65,000	53,000
Contract Manager	45,000-75,000	52,000
Warehouse Manager	28,000-55,000	41,000
Warehouse Team/Shift Manager	22,000-45,000	31,500
Inventory/Stock Manager	25,000-50,000	35,000
Inventory Planner	21,000-32,000	28,500
Logistics Coordinator/Planner/Analyst	20,000-35,000	26,500
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	35,000-66,000	42,500
Transport Planner/Supervisor	20,000-35,000	28,000
Import/Export Manager	35,000-55,000	46,000
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	45,000-55,000	51,000
General/Depot Manager	60,000-85,000	70,000
Operations Manager	45,000-58,000	50,000
Contract Manager	40,000-55,000	45,000
Warehouse Manager	33,000-45,000	37,000
Warehouse Team/Shift Manager	27,000-35,000	33,000
Inventory/Stock Manager	33,000-43,000	37,000
Inventory Planner	27,000-34,000	28,000
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	36,000
Transport Manager	30,000-50,000	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	35,000
Transport Planner/Supervisor	24,000-30,000	26,000
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	63,000-110,000	92,000
Logistics/Distribution Manager	45,000-75,000	52,000
General/Depot Manager	45,000-70,000	55,000
Operations Manager	35,000-55,000	46,000
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	20,000-30,000	25,000
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	30,000-53,000	41,000
Transport Manager	35,000-50,000	42,000
Transport Planner/Supervisor	25,000-32,000	28,000
Import/Export Manager	30,000-45,000	40,000
Import/Export Coordinator	20,000-30,000	25,000
Freight Manager	28,000-54,000	42,000
Freight Forwarder	20,000-33,000	26,000

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	57,000
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	30,000-40,000	36,000
Inventory Planner	25,000-35,000	28,500
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	41,000
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	25,000
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	65,000-120,000	95,000
Logistics/Distribution Manager	40,000-75,000	55,000
General/Depot Manager	45,000-75,000	55,000
Operations Manager	40,000-60,000	50,000
Contract Manager	40,000-60,000	50,000
Warehouse Manager	30,000-50,000	40,000
Warehouse Team/Shift Manager	24,000-38,000	32,000
Inventory/Stock Manager	25,000-50,000	35,000
Inventory Planner	22,000-30,000	25,000
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	22,000-30,000	25,000
Freight Manager	35,000-50,000	42,500
Freight Forwarder	22,000-32,000	25,000

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	45,000-65,000	55,000
General/Depot Manager	55,000-85,000	60,000
Operations Manager	40,000-60,000	55,000
Contract Manager	45,000-62,000	50,000
Warehouse Manager	28,000-40,000	40,000
Warehouse Team/Shift Manager	22,000-36,000	30,000
Inventory/Stock Manager	28,000-40,000	36,000
Inventory Planner	22,000-30,000	27,000
Logistics Coordinator/Planner/Analyst	20,000-32,000	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	27,000-40,000	35,000
Transport Planner/Supervisor	22,000-32,000	27,000
Import/Export Manager	35,000-55,000	45,000
Import/Export Coordinator	22,000-34,000	27,000
Freight Manager	32,000-50,000	45,000
Freight Forwarder	25,000-35,000	30,000



Kevin Richardson
Chief Executive Officer,
The Chartered Institute
of Logistics and
Transport (CILT)



Whilst there is, at the time of writing, continued political uncertainty within the UK and the outcome of Brexit remains unclear, there is one positive that has emerged over the last two years. There has been increasing recognition of the critical importance of the work carried out by the profession across logistics, transport and supply chains to the economy and to society as a whole.

With an estimated 2.9 million people working in the passenger, freight and transport infrastructure sectors, the challenge of attracting, developing and retaining talent remains key for employers.

This is most evident and public with regards to HGV drivers but it is also an issue in warehousing and goods handling, passenger transport operations and at material levels which are currently supported by non-UK EU personnel. New technologies such as automated predictive analytics and alternative fuels, coupled with ever changing consumer expectations, decarbonisation and increasing urbanisation means that those with the skills to operate and manage within this changing environment are in increasing demand. This situation will remain as the profession responds to these challenges and adopts new ways of working in the years ahead.

Whatever happens politically, the need to move goods and people to the right place, safely and economically and at the right time, with minimum environmental impact, will remain key. People remain vital differentiators for organisations across the sectors and those businesses that succeed will continue to be those that not only innovate and adopt new technologies and ways of working, but importantly attract and develop colleagues with the new skills to best deploy and operate these.



ABOUT US

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. In the complicated world of recruitment, Hays makes finding the best talent easier and quicker, and reduces the risks involved in hiring.

Our expertise

Beginning life in 1968 with just a handful of employees, Hays now has over 7,800 recruiting specialists, including 1,800 in the UK. We work across 250 offices worldwide, of which 92 are in the UK, to help organisations and professionals to develop and grow.

Our expertise lies in being able to source skilled and qualified 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.

At Hays, we have developed and are deploying a new and improved recruitment model, which we call Find & Engage. This takes the best recruitment practices and candidate relationships our consultants have developed over many years, and combines them with new technology and data science techniques available today to ensure we find the best candidates for any given role.

This approach puts the relationship back at the heart of recruitment, but uses digital technology, machine learning and data science to operate at scale.

Our services

We provide a suite of employer services, including:

- assessment and development
- career transition
- employer branding
- executive support
- fully managed temporary recruitment
- outsourced permanent recruitment
- permanent hiring
- salary benchmarking
- temporary recruitment

For further information, visit hays.co.uk/employer-services

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

Our awards and accreditations

Hays was named the winner of the National Undergraduate Employability Awards 2019, showing our commitment to fostering a culture that gives undergraduates the freedom to succeed and enables them to fulfil their full potential. We have now been placed in the Top 50 Undergraduate Employers for five years running and we are the only recruiter to be listed in the Top 100.

We have also been named as the Best Large Company for Graduates to Work for in the UK as part of TheJobCrowd's Top 100 Graduate Employers 2019/20. We were awarded the Number 1 Best Support Services (including Recruitment) Company to Work for in the UK.



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). We were one of the first 20 organisations nationwide to be accredited.

Since signing up to the NES, we have developed a deeper understanding of ED&I, and the accreditation recognises our long-term commitment to building a culture of meritocracy and diversity.

For further information, visit hays.co.uk/diversity

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1

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professional areas

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