



HAYS UK SALARY & RECRUITING TRENDS 2019

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SKILLS IN SHORT SUPPLY TALENT SHORTAGES RESULT IN SALARY RISES



Simon Winfield, Managing Director, Hays UK & Ireland

Welcome to our annual Hays UK Salary & Recruiting Trends guide. This year, despite Brexit uncertainties, employers appear optimistic about their business activity and hiring intentions are the highest they have been since our first survey five years ago. However, employers are being challenged by intensifying skills shortages and stronger competition for talent. In this competitive and fast-changing market, it is more important than ever for employers to understand how to stand out from the crowd to attract the talent they need to deliver on their optimistic expectations.

Our survey findings of nearly 23,000 employers and employees across the UK show that, despite ongoing economic and political uncertainty, employers are still optimistic about their business activity for the year ahead.

This is the fifth year we have carried out this survey and employer sentiment around hiring intentions is reassuring. Employers have plans to recruit both permanent and temporary staff in the year ahead. However, in an already skills-short market this is set to further exacerbate the competition for talent in 2019.

The challenge for employers is escalated by organisations having to adapt ever more quickly to the world around them. With political, economic, social and technological change taking place more rapidly than ever, employers are under pressure to move fast to capitalise on new opportunities. Of course, to do this they need ready access to a skilled workforce.

For many businesses this change means increased digitalisation, automation and investment in technology, resulting in extremely fierce competition from all sectors for the already stretched talent pool of digital skills. Legislative changes, and a heightened focus on risks such as cyber security and data privacy, are adding to the already complex requirements for employers.

While the outcome of the Brexit negotiations is still to be finalised, we know this too will bring further change in the coming years. The good news is that employers are optimistic for the 2-5 years ahead, but as many are already citing skills shortages as threatening their productivity and project delivery, it's clear that in order to navigate whatever the post-Brexit world looks like, employers will need a competitive approach to attracting and retaining talent.

Employers have responded to these challenges by continuing to raise salaries, which increased by 1.9% this year. This has been welcome news for employees who reported increased salary satisfaction.

Relatively widespread salary increases, however, mean a competitive salary is no longer enough on its own to attract staff. While salary remains the top motivator of employee movement, professionals are also willing to move for career progression opportunities, and in the pursuit of a better work-life balance.

Almost as many of the professionals we surveyed considered moving in the last year, as actually moved, suggesting employers have the ability to access a greater untapped talent pool if they make the right offer to prospective candidates. The ability to present a compelling employer brand that appeals to a diverse audience will be key this year.

We hope you find this guide informative and useful. We look forward to discussing what these findings mean for your organisation, and how you can navigate this competitive landscape and prepare for challenges in the year ahead.

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

Simon Winfield

RECRUITING TRENDS





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

Methodology

The salary data has been compiled using information gathered during 2018 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 2018. The survey was completed by almost 23,000 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 which 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

HIRING INTENT UNDER THREAT BY SKILLS SHORTAGES

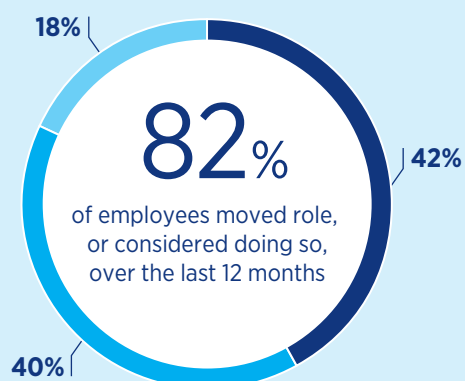


Employers' recruiting intentions have reached a five-year high. However, skills shortages and stronger competition for talent could hinder their hiring plans.

1.9% Average salary increase over the last year

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Opportunities ahead

While 2019 is set to be a year of political and economic uncertainty, employers in the UK are still reporting a relatively positive outlook. 77% of employers say they are neutral or optimistic about the wider economic climate and the opportunities it may create in the next 2-5 years, and of these 43% are optimistic.

Those expecting their organisation's business activity levels to increase or stay the same in the year ahead remains flat compared to last year (95%). This suggests organisations remain focused on the opportunities ahead, regardless of wider macroeconomic uncertainty.

Hiring intentions highest since survey began

In order to capitalise on these opportunities and sustain growth plans, recruitment remains a priority for employers, with 76% saying they plan to hire in the next 12 months. This is the highest percentage response in the five years of this report. 62% state they plan to hire permanent staff, while 35% plan to hire temporary, contract and interim staff, which is 6% more than last year.

Employers concerned with competition for talent

The importance of effective recruitment and retention plans is apparent, as 28% of employers do not believe they have the talent needed to achieve current objectives,

an increase from 24% last year. Employers are in agreement that the talent market is at its most competitive for some time. 92% of employers experienced skills shortages in the last year, with 78% experiencing difficulty hiring permanent staff and 63% reporting challenges hiring temporary or contract staff.

These challenges look set to continue, as 68% of employers expect to experience a shortage of suitable applicants when recruiting. Employers also expressed increased concern about competition from other employers (48% this year, an increase from 45% last year) and applicants with unrealistic salary requirements (49% compared to 44% last year).

Skills shortages threaten projects and productivity

The consequence of these ongoing shortages is being felt in workforce productivity, as almost half (49%) of employers say skills shortages have had a negative impact on productivity in their organisation. Almost half (46%) also reported an impact on employee morale, while 41% reported a negative impact on their ability to deliver projects due to skills shortages.

Salaries are rising...

The result of this competitive environment, and urgent need to address the skills gap, is a continued pressure on employers to boost salaries. Overall, salaries in the UK have increased by an average of 1.9%, but in areas of increased skills shortages pay rises have been higher.

In the past year, employers increased salaries at a greater rate than they predicted. 73% increased salaries in the last 12 months, higher than the 67% who expected to when asked last year. Pay rises were also larger than anticipated, as 30% of employers increased salaries by over 2.5%, compared to just 19% who planned to.

The result of these increases has been a higher level of salary satisfaction among employees. 61% of employees say they are happy with their salaries, compared to 43% last year. There has also been a drop in the number of requests for pay rises – only 26% of employees asked for a pay rise in the past 12 months, compared to 31% the year before.

... but salary satisfaction is not enough

Despite higher pay rises than expected, and greater salary satisfaction, salary remains the biggest motivator for employees to change jobs. 42% of professionals say they moved role in the last year, and the most common reason given (27%) was because their salary was too low. Among those who do not currently intend to move roles this year, 44% admit a better salary and benefits package would tempt them to change jobs. Pension provision above the legal minimum was the second most popular benefit, after annual leave, as employees are aware of the financial benefits of planning for their future.

Employee movement due to salaries may also be fuelled by a mismatch in understanding and expectations around pay. While 79% of employees say it is important that their organisation is transparent about how pay levels and pay rises are set, only 36% feel this is currently the case.

Increased uncertainty among employees

A mismatch in employer and employee sentiment is also evident when it comes to career prospects. An increased number of employees (53% this year compared to 48% last year) feel uncertain or negative about their career prospects this year, suggesting the optimism of employers is not being experienced by the workforce as a whole.

After salary (26%), career progression (22%) is one of the main reasons employees are planning to move jobs. As 40% of employees feel there is no scope for career progression in their organisation, this is likely to be a key driver of employee movement this year.

Employees' intentions to change jobs remains consistent with last year, as over half (56%) say they expect to move jobs within a year. However, in the last 12 months not only did 42% of employees move jobs, but 40% considered it, showing an openness to move from candidates that can be harnessed by employers to address their talent challenges.

Underestimating the appeal of work-life balance

Employers continue to underestimate the appeal of offering a positive work-life balance to prospective employees, and the value this can have as a tactic in competing for talent. Only 18% of employers think work-life balance is important to attract staff, while 30% of professionals prioritise this when considering a new role. The number of employees rating their work-life balance as very poor to average has remained fairly static at 45%, indicating clear potential for employers to appeal to those seeking a more positive balance.

The main request to improve work-life balance (for 39% of professionals) was a change in working hours, including adopting flexible working. While employers may be concerned about the impact of changing working hours, when already struggling with staff shortages, offering and promoting these options is a valuable aid to attraction and retention. Benefits that aid work-life balance, such as a generous holiday entitlement, are also attractive to employees.

Adapting to attract

Employers are optimistic for the years ahead, but this optimism is tempered by concern over the availability of people with the skills to deliver the productivity improvements and projects needed to meet these expectations. Despite higher than expected salary increases, pressure on employers to increase salaries remains. So, in the face of an ever more competitive market for talent, employers must seek other approaches to attracting and retaining employees. Showing employees evidence of career opportunities ahead and listening to the call for greater flexibility over working hours is part of the solution, but so too must employers look to untapped talent pools and convince the more cautious employees that there are opportunities out there. Without adapting their approach to recruitment and retention, employers will continue to struggle to access the talent they need at a critical time for the economy.

RECRUITING TRENDS RECOMMENDATIONS

Keep ahead of the competition

Employers are more likely than they have been in the past five years to recruit in the year ahead, creating intense competition for talent in an already skills-short market. As talent shortages continue to threaten employer optimism, employees are looking for more than a boost in salary to move jobs, and it's never been more important for employers to understand the complex factors that influence employee movement.

Standing out is essential in today's market. While employers may once have looked to the same handful of companies as their competition for staff, employees today are juggling multiple options – whether that's freelance work or self-employment, promising start-ups in emerging sectors, or global opportunities.

Employers need to be on the front foot, and lead with a strong offer of salary and career potential, and a seamless applicant experience if they want to attract the best candidates in today's market.

Last year, 42% of candidates moved roles, and another 40% considered it, showing a real openness from candidates to move roles for the right offer. Being clear about what makes you stand out as an employer, from salary and benefits to flexible working options, will help you appeal to candidates waiting for the perfect opportunity to move, and who may be spoilt for choice in today's market.

Hire for potential

As 92% of employers have experienced skills shortages, and 68% say their top recruitment challenge is a shortage of suitable applicants, employers will need more creative approaches to tackling these difficulties.

Under a fifth (17%) of employers experiencing skills shortages have responded by increasing training budgets,

a slight decrease from last year, suggesting that there is more employers can do to address their immediate skills gaps with greater investment in training.

Hiring for potential, rather than just experience, and investing in internal development programmes, would not only address skills gaps, but help mitigate the negative impact on employee morale associated with staff shortages (which 46% of employers say they've experienced), by providing the career development opportunities employees are seeking.

Widen your talent pool with a diverse and inclusive attraction strategy

As skills shortages intensify, looking for talent in the same places every time is no longer a reliable strategy. Employers can widen their talent pool by looking at different sources that pertain to diverse populations of talent in addition to assessing their full application journey for inclusiveness. Online application processes that reinforce internal biases can result in loss of good-quality candidates. From ensuring recruitment materials portray an organisation's commitment to diversity and inclusion, to implementing recruitment campaigns that attract talent from traditionally under-represented groups, to be competitive in today's marketplace employers must review their attraction strategy through a diversity and inclusion lens.

Prepare for incoming legislation

When IR35 reforms extend to the private sector, the increased number of employers who expect to recruit temporary, interim or contract staff this year should ensure they are preparing in advance and learning lessons from the public sector. This will make organisations less vulnerable to avoidable cost and risk, and ensure continued access to highly sought-after contractors. For further information on how to navigate IR35 within your organisation, visit hays.co.uk/IR35

Survey highlights for the UK

Employers

95% expect their organisation's activity levels to increase or stay the same over the next 12 months

76% plan on recruiting staff over the next 12 months

92% have experienced some form of skills shortage within the past year

72% plan to increase salaries in the year ahead

Employees

40% feel there is no scope for career progression within their organisation

30% say work-life balance is the most important factor aside from salary when considering a new role

56% expect to move jobs within 12 months

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

AT A GLANCE

Plans to recruit are at a five-year high

62%

intend to hire permanent staff this year

35%

of employers plan to hire temporary, contract or interim staff in the next 12 months

28%

of employers do not believe they have the talent needed to achieve current objectives

Skills shortages have the potential to impact people, projects and productivity

68%

of employers say their top recruitment challenge is a shortage of suitable applicants

49%

state skills shortages are impacting on productivity

46%

of employers state skills shortages are impacting employee morale

41%

say their ability to deliver projects is being impacted by skills shortages

Satisfaction with salaries is higher, but this is not enough

61%

of professionals are satisfied with their salaries

53%

of employees feel uncertain or negative about their career prospects this year

20%

of those who left their job last year did so due to a lack of career development opportunities

22%

want to leave their current job due to lack of future opportunities

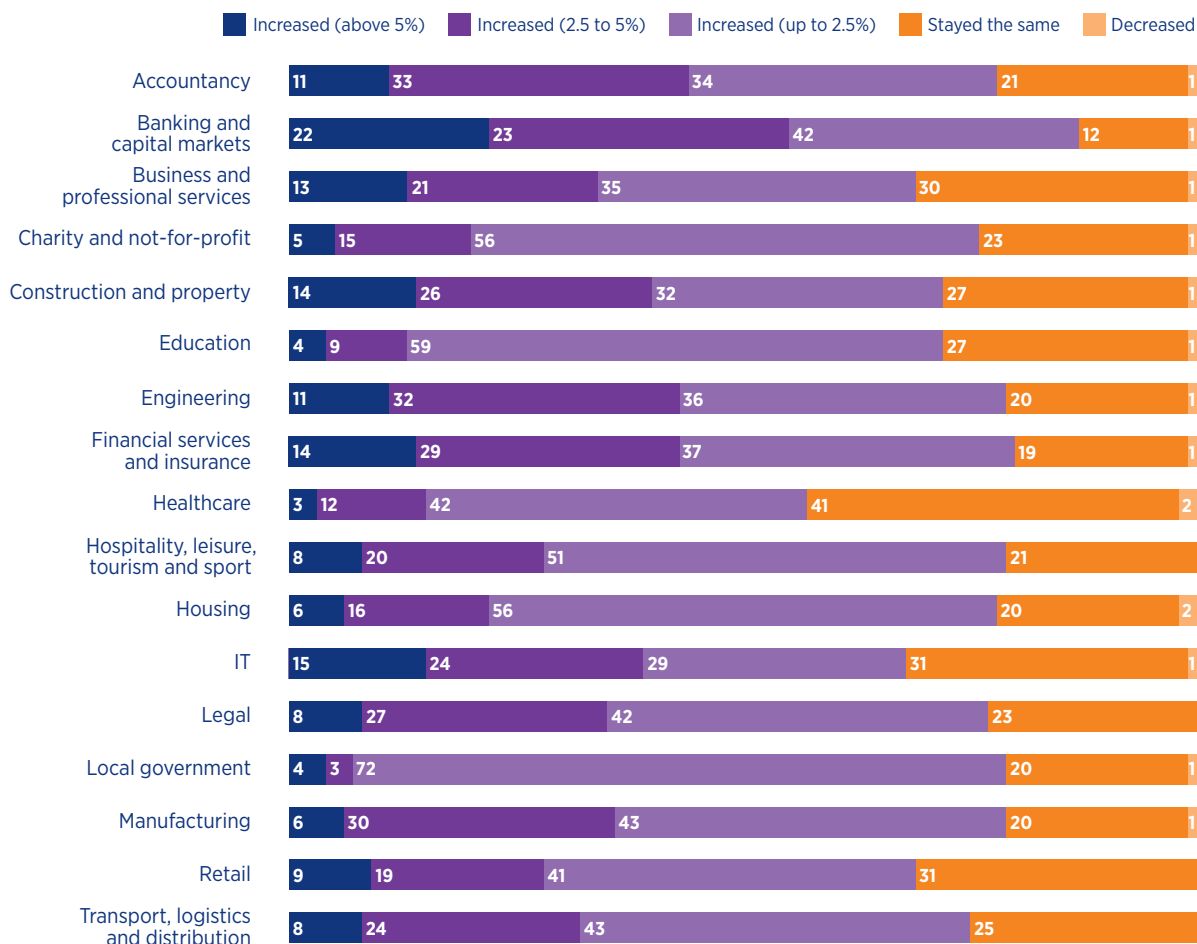
RECRUITING TRENDS

SALARY STRATEGY

Salary changes

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

73% Increased
26% Stayed the same
1% Decreased



Salary satisfaction

Are employees satisfied with their salary?

61% Yes, 2018
43% Yes, 2017

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

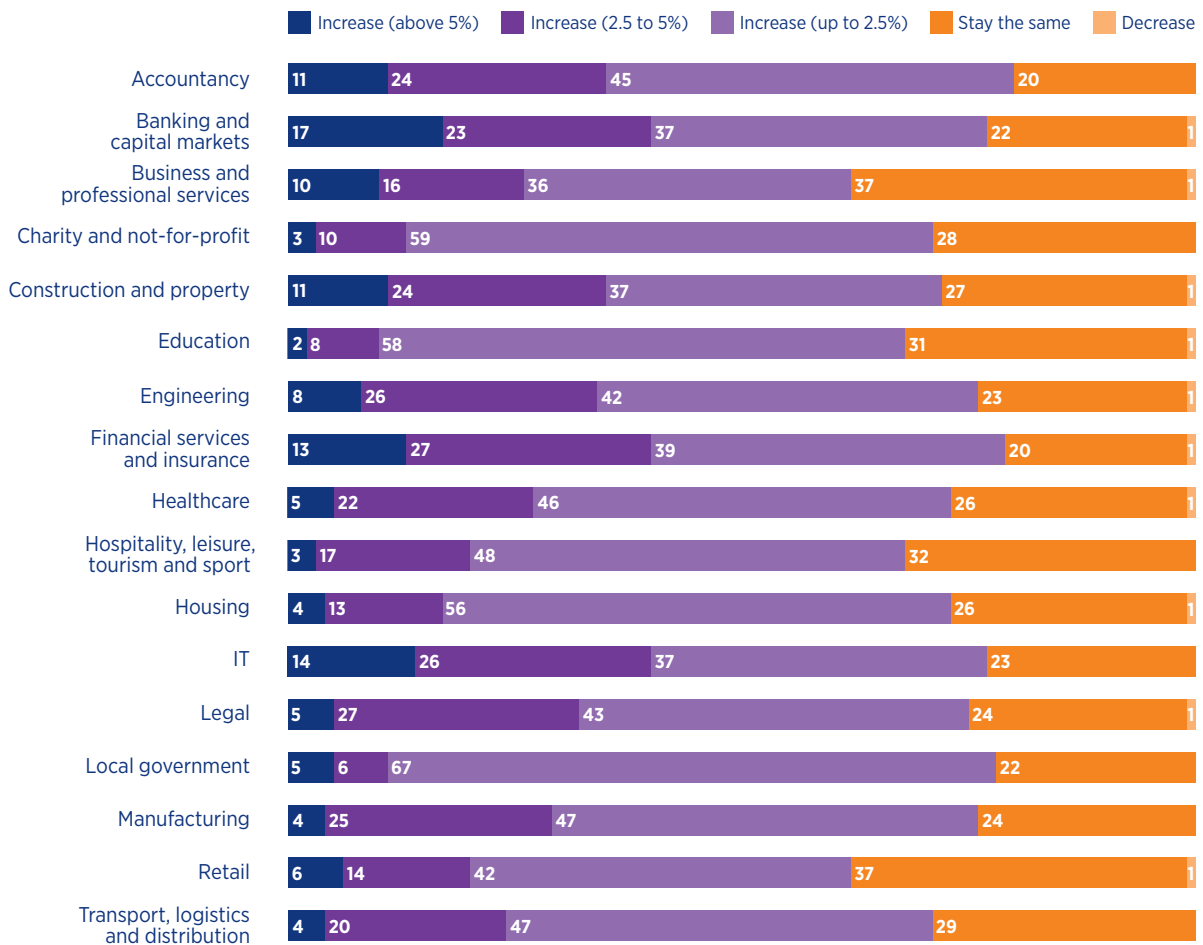
12% Yes, successfully
14% Yes, unsuccessfully
74% No

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?

72% Increase
27% Stay the same
1% Decrease



Pay transparency

NEW

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

79% Important
17% Neutral
4% Not important

NEW

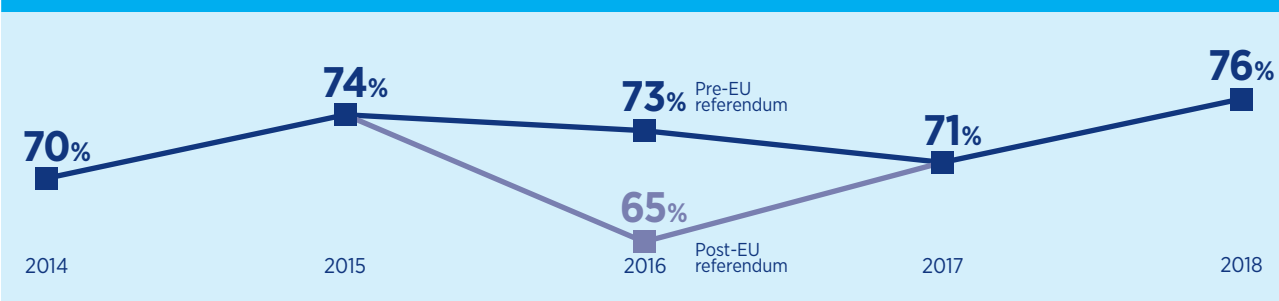
To what extent do employees agree their organisation is transparent about how pay levels and pay rises are set?

36% Agree
35% Neutral
29% Disagree

RECRUITING TRENDS TALENT PLANNING

Recruitment on the agenda

Are employers planning on recruiting staff over the next 12 months? (Answer 'Yes', five-year comparison)



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



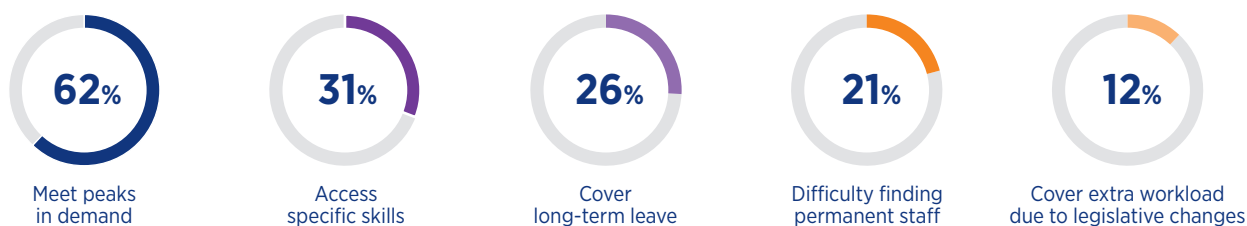
What type of staff will employers be recruiting?



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

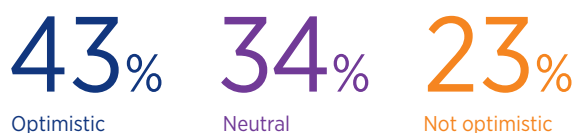


Why do employers plan to recruit temporary, contract or interim staff over the next 12 months?



NEW

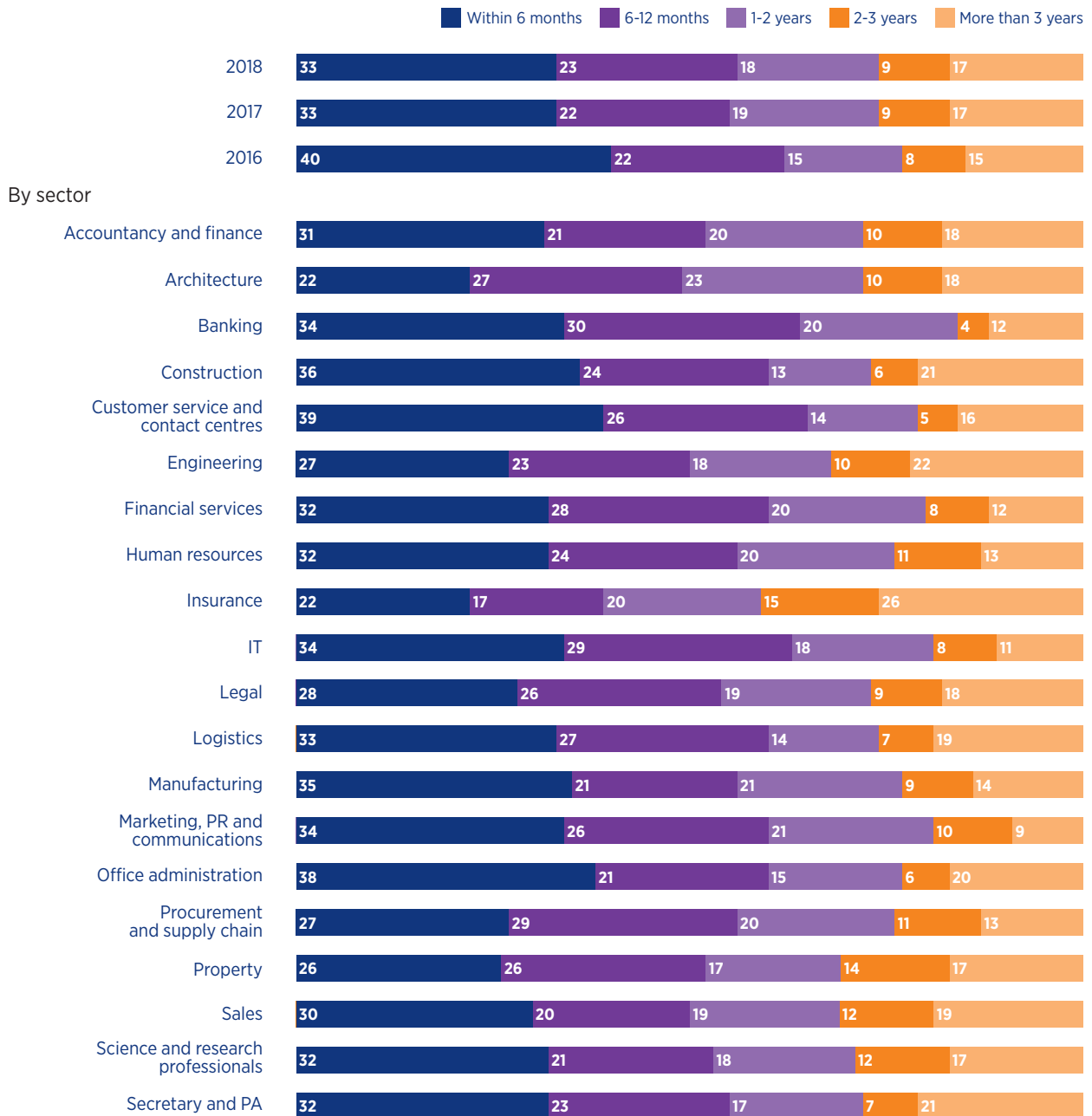
How optimistic are employers about the wider economic climate & business opportunities in the next 2-5 years?



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

On the move

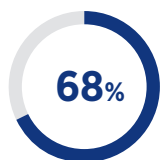
When do employees anticipate they will next move jobs? (%)



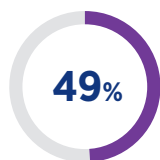
RECRUITING TRENDS TALENT CHALLENGES

Skills in demand

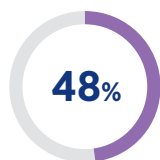
Top three challenges employers expect when recruiting over the next 12 months:



Shortage of suitable applicants



Applicants with unrealistic salary requirements



Competition from other employers

Competition from other employers has increased from 45% last year

Have employers experienced skills shortages in the past year?

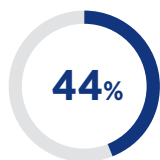
92%

Yes

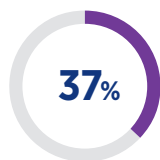
8%

No

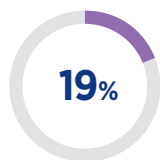
Top five causes of skills shortages according to employers:



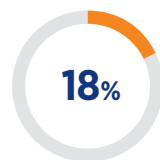
Competition for roles/job opportunities



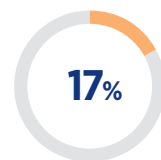
Fewer people entering the job market



Negative perceptions or stereotypes of the industry

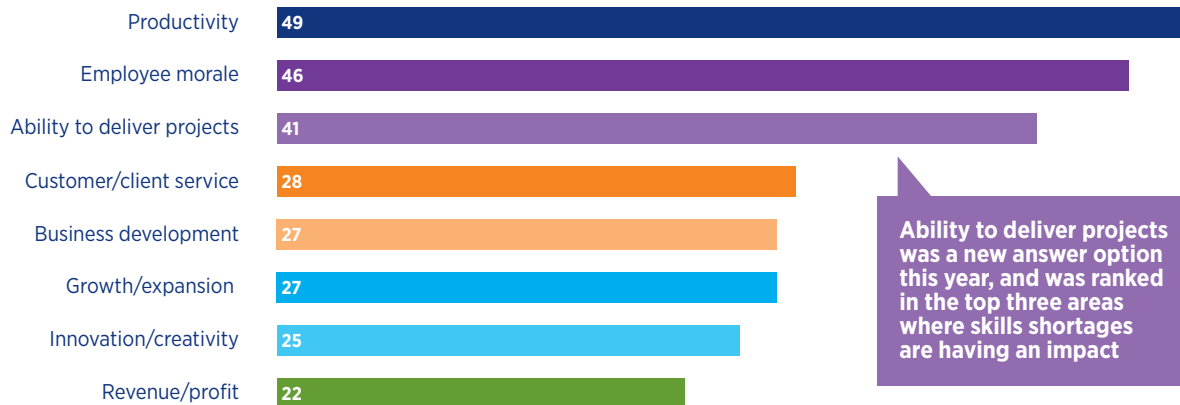


Lack of progression opportunities



People leaving to join a different industry

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

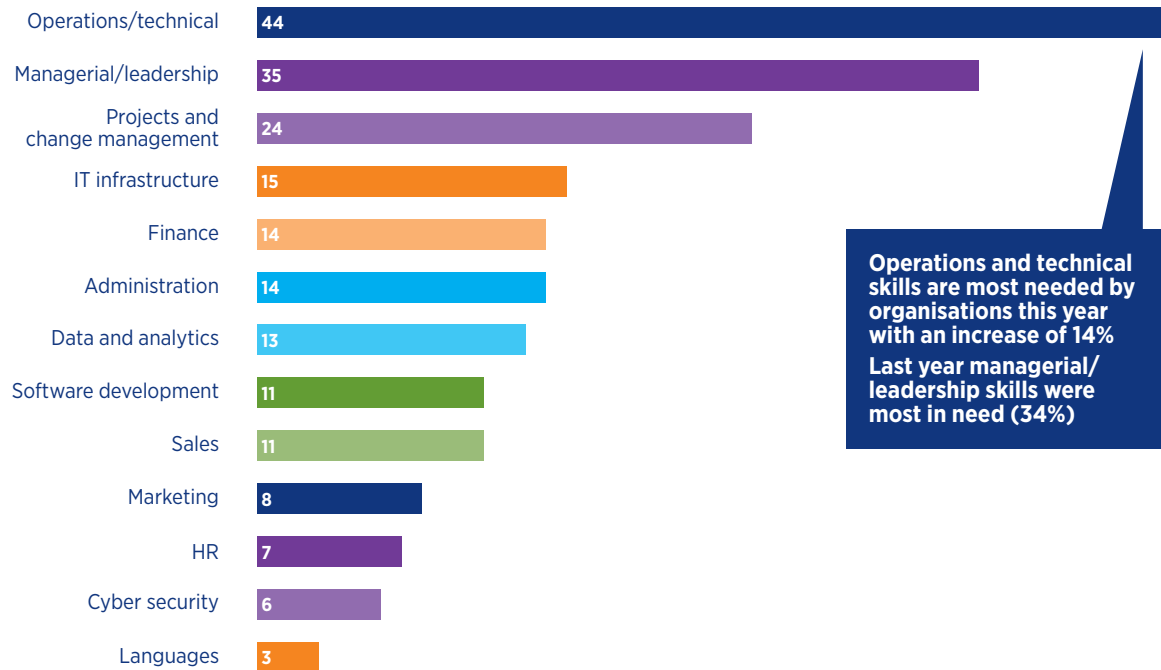


Ability to deliver projects was a new answer option this year, and was ranked in the top three areas where skills shortages are having an impact

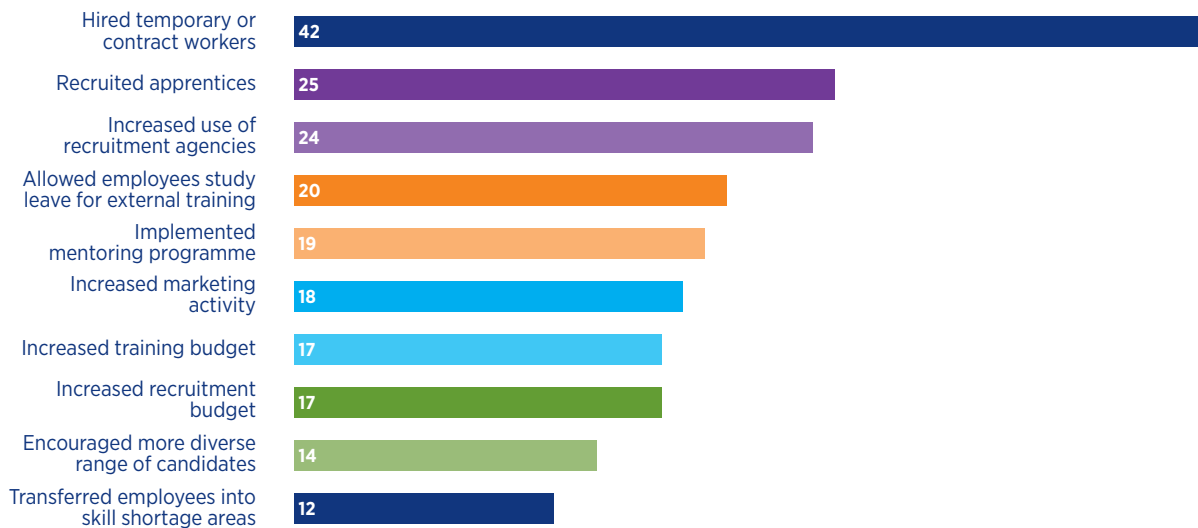
NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

Skills in demand (continued)

Which of the following skills are most needed by employers in order to achieve current business objectives? (%)



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



RECRUITING TRENDS

CAREER PROSPECTS

Understanding skills requirements

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



Scope for progression

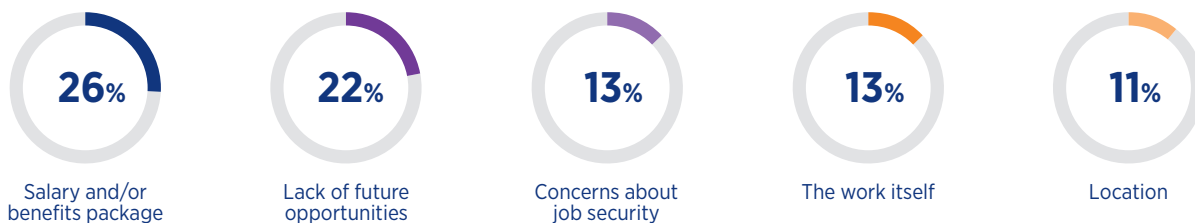
Do employees feel there is scope for progression within their organisation?



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



Top five reasons employees want to leave current role:



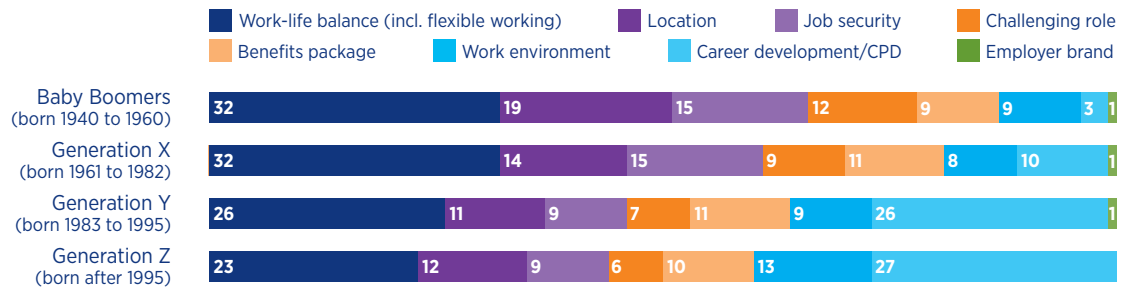
NEW Top five factors that would tempt employees to move job:



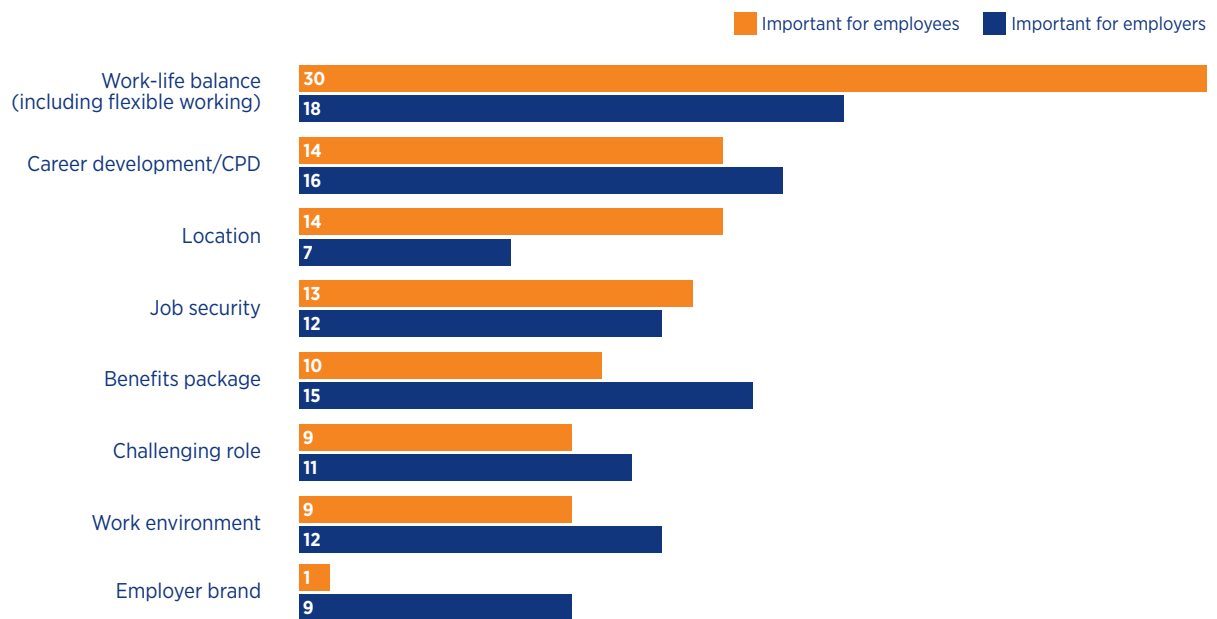
NOTE: Numbers have been rounded to the nearest whole. N/A answers have been excluded.

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: (%)



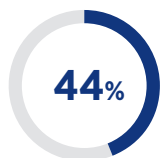
RECRUITING TRENDS

EMPLOYEE EXPECTATIONS

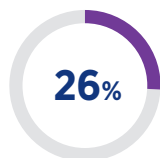
Flexible working

NEW

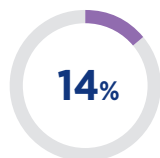
How aware are employees of the flexible working options available to them from their current employer?



Very aware



Somewhat aware



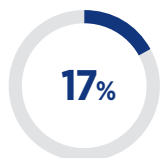
Not very aware



Not at all aware

Work-life balance

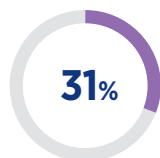
How would employees rate their work-life balance?



Very good



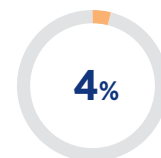
Good



Average



Poor



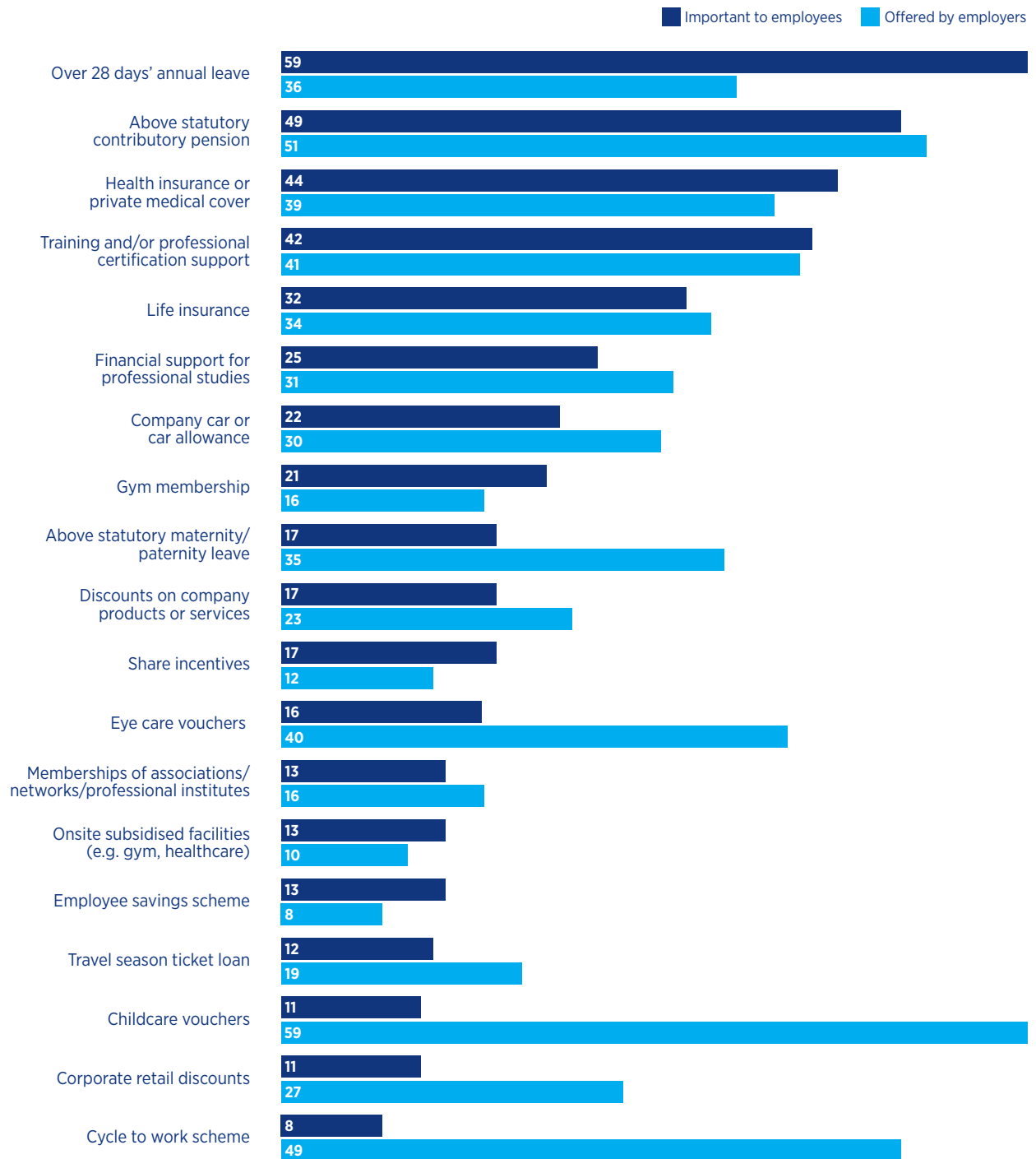
Very poor

The number of employees rating their work-life balance as average to very poor has remained fairly static at 45% (44% last year)

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

INCREASING COMPETITION FOR SKILLS

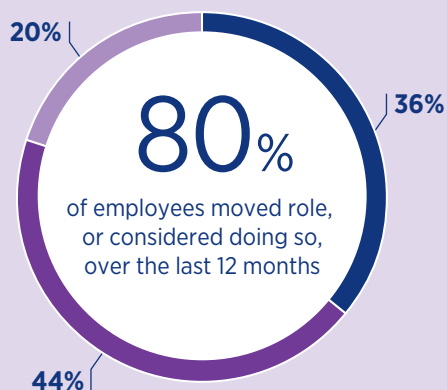


Steady business activity levels in the accountancy and finance sector is leading to increased hiring plans, however skills shortages persist.

1.8% Average salary increase over the last year

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Business activity levels remain on the rise

94% of accountancy and finance employers expect their organisation's activity levels to increase or stay the same over the coming year, remaining consistent with last year. This positive business outlook is translating into hiring needs, as 56% of employers plan on recruiting accountancy and finance staff in the next 12 months.

In particular, over two-fifths (46%) of accountancy and finance employers plan on recruiting permanent staff over the next year, and 22% of employers anticipate they will recruit temporary, contract or interim staff over the same period.

Employers are feeling the impact of skills shortages

Skills shortages will be a key challenge for accountancy and finance employers to overcome when hiring in the year ahead. 89% of employers say they have experienced a skills shortage of some kind in the past year.

The majority (78%) say that it has been difficult to recruit permanent staff over the past 12 months, and 60% have faced challenges recruiting temporary, contract or interim staff.

In addition, 28% of all accountancy and finance employers say they do not have the talent needed to achieve current business objectives. This talent shortage is even more acute for those employing part-qualified accountancy professionals, with 30% saying they lack the talent they need to achieve their current business objectives.

The main cause of skills shortages within this sector is perceived to be competition for candidates from other employers (50%). However, the rise of automation is perhaps another cause for these talent shortages, as it is rapidly changing the required skills. For example, many larger organisations are introducing Robotic Process Automation (RPA) into workflow systems, so are turning to contractors to project manage the integration of new software. Such automation projects are contributing to the increased need for operations and technical skills in accountancy and finance, rising from 27% last year to 40% this year.

Competitive market driving salaries upwards

With competition high for in-demand skills, the majority of employers (81%) increased salaries last year, a greater percentage than the UK average of 73%. As a result, employee salary satisfaction is higher than the previous year, with only 34% who say they are dissatisfied in comparison to over half (54%) last year. Despite an improvement in salary satisfaction by employees, 77% of employers say they will increase salaries over the year ahead.

Employees are on the move, despite salary satisfaction

Although salary satisfaction has improved, it remains a key driver for employee movement. Over a third (36%) of professionals moved jobs in the past year, a quarter (25%) of whom cite their salary being too low as the main reason for doing so. A further 44% of professionals say they considered changing jobs in the last year.

This, combined with those who did change job in the previous 12 months, means last year there was a combined active and passive talent pool of 80% of professionals.

52% of professionals anticipate they will move jobs within 12 months, with salary and benefits package being one of the top reasons to do so (23%). Those working in support, ledger and bookkeeping roles are most likely to want to change jobs within the next year (61%), as well as credit controllers (54%), with small to medium-sized organisations particularly at risk of losing employees to better-paid roles should they fail to benchmark salaries and ensure they are in line with the market.

Salary will be an important factor for employers if they hope to tap into the passive talent market in the year ahead, as 40% of those not expecting to change role in the next year say they would be tempted to do so for a better salary and benefits package.

Career progression is a top reason to change role

Salary is clearly an important factor to employees, but a lack of career progression was the second highest reason for professionals to leave their last job (24%). 46% of employees feel there is no scope for career progression at their current organisation, and a lack of future opportunities is also the top reason for professionals to want to move job in the next year (26%). Promoting clear career paths will therefore be a differentiator to attract candidates with hard-to-find skills.

Work-life balance an issue

32% of professionals say work-life balance, including flexible working, is an important factor when considering a new role. While 54% of employers offer part-time working options to staff, and a further 49% allow professionals to work remotely or from home, almost a quarter (24%) of employees say their awareness of their employer's flexible working options is low.

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	46% feel there is no scope for career progression within their organisation
56% plan on recruiting staff over the next 12 months	32% say work-life balance is the most important factor aside from salary when considering a new role
89% have experienced some form of skills shortage within the past year	52% expect to move jobs within 12 months
77% plan to increase salaries in the year ahead	40% would be tempted to change jobs due to the salary or benefits package on offer

ACCOUNTANCY & FINANCE

ACCOUNTANCY SUPPORT

London	£ Range	£ Typical
QBE Finance Manager	35,000-50,000	43,000
Assistant Accountant	26,000-33,000	31,000
Bookkeeper	28,000-36,000	32,000
AAT Studier	23,000-28,000	25,000
Accounts Assistant	22,000-25,000	24,000

East Midlands	£ Range	£ Typical
QBE Finance Manager	30,000-36,000	34,000
Assistant Accountant	20,000-30,000	26,000
Bookkeeper	20,000-26,000	23,000
AAT Studier	18,000-24,000	22,000
Accounts Assistant	18,000-23,000	21,000

South East England	£ Range	£ Typical
QBE Finance Manager	35,000-48,000	43,000
Assistant Accountant	25,000-33,000	30,000
Bookkeeper	25,000-35,000	30,000
AAT Studier	18,000-28,000	25,000
Accounts Assistant	18,000-26,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
QBE Finance Manager	26,500-35,500	33,000
Assistant Accountant	17,000-25,000	22,000
Bookkeeper	18,000-26,000	22,000
AAT Studier	16,500-21,000	18,000
Accounts Assistant	16,500-21,000	19,000

East of England	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	35,000
Assistant Accountant	22,000-32,000	27,000
Bookkeeper	24,000-31,000	26,000
AAT Studier	18,000-24,000	22,000
Accounts Assistant	17,000-25,000	22,000

North East England	£ Range	£ Typical
QBE Finance Manager	30,000-35,000	33,000
Assistant Accountant	20,000-26,000	24,000
Bookkeeper	17,000-23,000	19,000
AAT Studier	17,500-20,000	18,500
Accounts Assistant	17,500-20,000	18,000

South West England	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	35,000
Assistant Accountant	20,000-35,000	28,000
Bookkeeper	18,000-26,000	24,000
AAT Studier	16,000-25,000	24,000
Accounts Assistant	16,000-25,000	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	16,000-25,000	21,500
Accounts Assistant	17,000-22,000	19,000

Wales	£ Range	£ Typical
QBE Finance Manager	28,000-35,000	32,000
Assistant Accountant	18,000-25,000	23,500
Bookkeeper	19,500-25,000	24,000
AAT Studier	16,500-24,000	21,000
Accounts Assistant	16,000-22,500	21,000

Northern Ireland	£ Range	£ Typical
QBE Finance Manager	28,000-36,000	33,000
Assistant Accountant	23,000-32,000	28,000
Bookkeeper	20,000-30,000	25,000
AAT Studier	20,000-26,000	24,000
Accounts Assistant	18,000-24,000	22,000

West Midlands	£ Range	£ Typical
QBE Finance Manager	33,000-40,000	37,000
Assistant Accountant	25,000-32,000	27,000
Bookkeeper	25,000-35,000	27,000
AAT Studier	18,000-24,000	22,000
Accounts Assistant	18,000-24,000	22,000

Scotland	£ Range	£ Typical
QBE Finance Manager	28,000-38,000	33,000
Assistant Accountant	25,000-33,000	27,000
Bookkeeper	22,000-28,000	25,000
AAT Studier	18,000-25,000	22,000
Accounts Assistant	20,000-25,000	20,000



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



The demand for accountants remains extremely strong, with companies across all industries seeking to utilise the talents of individuals with practical financial skills. Long-term financial stability is crucial for any business and so finance professionals will always be needed.

There has undoubtedly been a setback with apprentices over the past year, as business uncertainty over the new Apprenticeship Levy has led to a significant drop

in numbers across most sectors. However, we remain optimistic that appetite will improve, as businesses start to access their digital apprenticeship accounts.

With basic accounting functions increasingly being automated, some onlookers have suggested that jobs in the industry will be put under pressure from technology. But that's not what AAT's 140,000 members worldwide are telling us. The message is clear – the rise in automation is beneficial to the profession, not detrimental. Accountants may spend less time at their calculators – but that frees them up to deliver greater value to clients, provide clearer financial recommendations, and build better, longer-lasting relationships.

It will be interesting to see what, if any, impact Brexit has on the profession. Accountants and bookkeepers have broadly operated a 'business as usual' approach to date, but they will need to keep abreast of all future legislative changes that they may need to advise colleagues or clients on.

ACCOUNTANCY & FINANCE

ACCOUNTS PAYABLE

London	£ Range	£ Typical
Accounts Payable Manager	38,000-60,000	45,000
Accounts Payable Team Leader/ Supervisor	28,000-36,000	33,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	22,000-26,000	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	34,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	26,000-36,000	33,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	18,000-26,000	24,000

Yorkshire and the Humber	£ Range	£ Typical
Accounts Payable Manager	27,000-38,000	33,000
Accounts Payable Team Leader/ Supervisor	23,000-30,000	28,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	16,500-23,000	20,000

East of England	£ Range	£ Typical
Accounts Payable Manager	28,000-40,000	35,000
Accounts Payable Team Leader/ Supervisor	23,000-30,000	27,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	17,000-25,000	21,000

North East England	£ Range	£ Typical
Accounts Payable Manager	32,000-42,000	35,000
Accounts Payable Team Leader/ Supervisor	26,000-35,000	30,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	18,000-22,000	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	40,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	30,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	17,000-25,500	21,000

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	28,000-50,000	40,000
Accounts Payable Team Leader/ Supervisor	24,000-35,000	30,000
Accounts Payable Clerk/ Senior Accounts Payable Clerk	17,000-25,000	20,000

West Midlands	£ Range	£ Typical
Accounts Payable Manager	31,000-46,000	40,000
Accounts Payable Team Leader/ Supervisor	29,000-36,000	31,000
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	18,000-21,000	20,000



Jamie Radford
CEO,
Accounts Payable
Association



Accounts Payable (AP) has grown significantly as a career, with better career prospects, increased professionalism of the sector as a whole and higher staff retention rates within AP departments. Due to the growing formalisation of the certifications and the career overall, AP is well placed for continued growth into 2019.

However, challenges come with any growing sector in business and AP is no different. Process implementation as well as cost and time-saving measures continue to be

important, while technology needs to play a greater role in the AP department of the future. With this in mind, artificial intelligence and robotics are set to play a larger part in AP during 2019 and beyond. Research within these fields focuses on developing and analysing algorithms in order to learn, and then perform, intelligent behaviour by robots, without the use of human intervention – or at least with considerably reduced intervention if required. Many fear that robots are going to take over previously stable jobs and there are various scaremongering stories doing their rounds. But instead of worrying, we should embrace them. The benefits they are bringing are numerous, including addressing the cost and time-saving concerns of business managers.

With the growing responsibilities in AP and the steady implementation of artificial intelligence and robotics within business generally, the need for formal certifications has also grown. For this reason, we believe the demand for first-rate courses that teach crucial but practical skills will continue to increase in 2019, and this improvement in the outlook of AP as a career choice is set to see more students entering the sector.

ACCOUNTANCY & FINANCE

AUDIT, RISK & COMPLIANCE

London	£ Range	£ Typical
Head of/Director	120,000-210,000	150,000
Senior Audit Manager	75,000-95,000	91,000
Audit Manager	65,000-80,000	71,000
Senior Auditor	55,000-65,000	61,000
Auditor (Newly Qualified)	50,000-55,000	52,000
Junior Auditor	35,000-45,000	37,500

Wales	£ Range	£ Typical
Head of/Director	75,000-150,000	100,000
Senior Audit Manager	60,000-95,000	80,000
Audit Manager	45,000-80,000	68,000
Senior Auditor	38,000-60,000	53,000
Auditor (Newly Qualified)	34,000-40,000	37,000
Junior Auditor	25,000-40,000	32,000

South East England	£ Range	£ Typical
Head of/Director	90,000-150,000	122,000
Senior Audit Manager	70,000-90,000	87,000
Audit Manager	60,000-80,000	71,000
Senior Auditor	50,000-60,000	59,000
Auditor (Newly Qualified)	45,000-55,000	51,000
Junior Auditor	28,000-45,000	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	49,000
Auditor (Newly Qualified)	35,000-50,000	46,000
Junior Auditor	20,000-40,000	33,000

East of England	£ Range	£ Typical
Head of/Director	80,000-125,000	102,000
Senior Audit Manager	65,000-80,000	71,000
Audit Manager	55,000-75,000	61,000
Senior Auditor	45,000-55,000	49,000
Auditor (Newly Qualified)	43,000-48,000	45,000
Junior Auditor	27,000-37,000	33,000

East Midlands	£ Range	£ Typical
Head of/Director	70,000-135,000	102,000
Senior Audit Manager	55,000-85,000	76,000
Audit Manager	45,000-78,000	66,000
Senior Auditor	40,000-55,000	49,000
Auditor (Newly Qualified)	40,000-48,000	46,000
Junior Auditor	25,000-40,000	33,000

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	50,000-80,000	70,000
Senior Auditor	45,000-60,000	52,000
Auditor (Newly Qualified)	45,000-50,000	48,000
Junior Auditor	28,000-45,000	35,000

Yorkshire and the Humber	£ Range	£ Typical
Head of/Director	70,000-140,000	110,000
Senior Audit Manager	55,000-90,000	74,000
Audit Manager	45,000-77,500	63,000
Senior Auditor	35,000-53,000	45,000
Auditor (Newly Qualified)	33,500-43,000	41,000
Junior Auditor	20,000-35,000	30,000

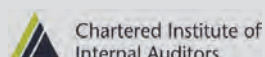
North East England	£ Range	£ Typical
Head of/Director	70,000-110,000	93,000
Senior Audit Manager	55,000-80,000	68,000
Audit Manager	55,000-80,000	60,000
Senior Auditor	39,000-52,000	45,000
Auditor (Newly Qualified)	38,500-47,000	43,000
Junior Auditor	20,000-40,000	30,500

North West England	£ Range	£ Typical
Head of/Director	60,000-120,000	100,000
Senior Audit Manager	55,000-90,000	73,000
Audit Manager	50,000-80,000	63,000
Senior Auditor	42,000-55,000	48,000
Auditor (Newly Qualified)	35,000-45,000	42,000
Junior Auditor	22,000-35,000	30,500

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)	36,000-42,000	40,000
Junior Auditor	21,000-35,000	32,000



Dr Ian Peters
Chief Executive,
Chartered Institute
of Internal Auditors



As we are heading towards a significant period of change, with Brexit and regulatory changes high on the corporate agenda, it is essential for the internal audit profession to ensure organisations understand and manage risk in the context of their strategic objectives. The immense value internal audit can add is increasingly being recognised by key stakeholders. Internal audit faces greater demands on its time, which means that audit functions need an even wider range of expertise.

To grow the demand for internal audit and the quality of the supply, we have re-issued our Financial Services Code (FS Code). The FS Code strengthens the role of internal audit in ensuring that financial institutions properly manage all their risks – and it should lead to internal audit playing an even more active part

in preventing failures, scandals or mismanagement in UK financial services firms. We are looking at developing a similar code for other sectors.

The demand for internal auditors in the private sector continues to be high, with the financial services sector leading the way. The public sector, as in previous years, continues to be affected by budgetary constraints, and recruitment, as a consequence, remains challenging.

With the introduction of the Apprenticeship Levy, organisations in both the public and private sectors will now have a pot of money solely for apprenticeships. To continue to grow the profession, there are two apprenticeships in development: Internal Audit Practitioner and Internal Audit Professional. Both apprenticeship levels have now been approved and were launched in September 2018.

Employers are increasingly looking at soft skills such as problem solving, insight, negotiating skills, and self-confidence – these are skills that can be easily transferred to a career outside internal audit. Another skillset in high demand is IT audit at a time when digital information permeates practically all aspects of an organisation's operations. The pace of technological change is a top concern to many and this is reflected in the strong interest in our courses on IT audit and data security. Specialist internal audit qualifications are the only real assurance that an individual is equipped for this important role.

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	22,000-30,000	23,000
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	30,000-36,000	34,000
Credit Risk Analyst	30,000-50,000	40,000
Senior Credit Controller	28,000-33,000	30,000
Credit Controller	24,000-30,000	26,500

West Midlands	£ Range	£ Typical
Credit Director	60,000-90,000	85,000
Group Credit Manager/Head of Credit	50,000-75,000	65,000
Credit Manager	35,000-55,000	45,000
Credit Control Supervisor	27,000-35,000	31,000
Credit Risk Analyst	28,000-42,000	40,000
Senior Credit Controller	24,000-30,000	26,000
Credit Controller	19,000-27,000	23,500

East of England	£ Range	£ Typical
Credit Director	65,000-90,000	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	25,000-35,000	30,000
Credit Risk Analyst	30,000-45,000	40,000
Senior Credit Controller	25,000-30,000	28,000
Credit Controller	20,000-26,000	24,500

East Midlands	£ Range	£ Typical
Credit Director	60,000-85,000	80,000
Group Credit Manager/Head of Credit	50,000-70,000	58,000
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	27,000
Credit Risk Analyst	30,000-45,000	42,000
Senior Credit Controller	24,000-30,000	26,000
Credit Controller	18,000-26,000	24,500

Yorkshire and the Humber	£ Range	£ Typical
Credit Director	60,000-85,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	57,000
Credit Manager	30,000-45,000	38,000
Credit Control Supervisor	23,000-32,000	27,000
Credit Risk Analyst	28,000-40,000	30,000
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	24,000-30,000	26,000
Credit Risk Analyst	26,000-40,000	32,000
Senior Credit Controller	20,000-26,000	25,000
Credit Controller	16,000-24,000	21,000

Northern Ireland	£ Range	£ Typical
Credit Director	60,000-85,000	70,000
Group Credit Manager/Head of Credit	40,000-70,000	55,000
Credit Manager	35,000-60,000	42,000
Credit Control Supervisor	25,000-40,000	30,000
Credit Risk Analyst	28,000-40,000	32,000
Senior Credit Controller	22,000-30,000	26,000
Credit Controller	20,000-25,000	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	35,000-50,000	42,000
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	27,000-33,000	30,000
Credit Risk Analyst	30,000-40,000	32,000
Senior Credit Controller	25,000-28,000	26,000
Credit Controller	20,000-25,000	22,500



Philip King, FCICM
Chief Executive,
Chartered Institute of
Credit Management



Credit management professionals are nothing if not resilient. 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, make for interesting times. Confidence is being tested – perseverance is the order of the day. Holding one's nerve – using one's experience.

Experience, of course, is a key factor in supporting a growing business. Today, the credit manager has access to a whole host of new advances in how data is captured,

stored and managed, especially the latest developments in Artificial Intelligence (AI) and Machine Learning that are helping to further streamline the credit management process. Technology is a tremendous enabler, but it does not replace the need for good, common-sense management that seeks out opportunities and finds solutions, neither does it replace the need for those 'softer' skills to get the best out of your colleagues and peers.

The key challenge for business perhaps has renewed focus and urgency. Companies need to keep the cash flowing, to generate turnover and profit, and recognise the risks in advance to reduce the chance of a poor business decision being made. The need to support a credit manager's development and progression is very much in the spotlight, and professional organisations are stepping up to the plate to ensure their needs are met.

The year ahead promises little other than more uncertainty, that is likely to continue, even after Brexit negotiations are ended. The calamitous outcomes predicted by some are unlikely, but that does not mean that there aren't troubles ahead. Professional credit managers will be much in demand.

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	27,000
Analyst	20,000-26,000	24,000
Assistant/Clerk	18,000-24,000	21,000
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	28,000-33,000	30,000
Assistant/Clerk	20,000-28,000	25,000
Administrator	18,000-22,000	20,000

Yorkshire and the Humber	£ Range	£ Typical
Manager	25,000-35,000	32,000
Team Leader/Supervisor	20,000-27,000	25,000
Analyst	20,000-25,000	22,000
Assistant/Clerk	16,000-22,000	20,000
Administrator	16,000-18,500	17,000

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

North East England	£ Range	£ Typical
Manager	28,000-45,000	35,000
Team Leader/Supervisor	23,000-35,000	29,000
Analyst	22,000-30,000	24,000
Assistant/Clerk	17,000-22,000	20,000
Administrator	16,000-19,000	17,000

South West England	£ Range	£ Typical
Manager	28,000-45,000	36,500
Team Leader/Supervisor	25,000-32,000	28,000
Analyst	25,000-32,000	25,000
Assistant/Clerk	18,000-26,000	23,000
Administrator	16,500-20,000	18,000

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	18,000-22,000	21,000
Administrator	16,000-19,000	17,500

Wales	£ Range	£ Typical
Manager	28,000-42,000	35,000
Team Leader/Supervisor	24,000-32,000	25,000
Analyst	22,000-30,000	23,000
Assistant/Clerk	18,000-24,000	20,000
Administrator	16,500-20,000	17,500

Northern Ireland	£ Range	£ Typical
Manager	30,000-45,000	36,000
Team Leader/Supervisor	23,000-32,000	29,000
Analyst	23,000-29,000	24,000
Assistant/Clerk	18,000-25,000	19,000
Administrator	16,000-19,000	17,500

West Midlands	£ Range	£ Typical
Manager	32,000-50,000	40,000
Team Leader/Supervisor	25,000-35,000	30,000
Analyst	22,000-30,000	26,000
Assistant/Clerk	18,000-25,000	22,000
Administrator	17,000-20,000	18,000

Scotland	£ Range	£ Typical
Manager	28,000-40,000	35,000
Team Leader/Supervisor	22,000-32,000	28,000
Analyst	22,000-28,000	25,000
Assistant/Clerk	18,000-25,000	20,000
Administrator	17,000-20,000	18,000



ACCOUNTANCY & FINANCE

PAYROLL

London	£ Range	£ Typical
Head of Payroll	60,000-100,000	72,000
International Payroll Manager	50,000-75,000	65,000
Payroll Manager	40,000-60,000	50,000
Payroll Supervisor/Team Leader	32,000-43,000	38,000
International Payroll Specialist	35,000-48,000	42,000
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	35,000-50,000	45,000
Payroll Supervisor/Team Leader	25,000-35,000	33,000
Sole Charge Payroller	26,000-32,000	28,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	20,000-24,000	22,500

East of England	£ Range	£ Typical
Head of Payroll	44,000-65,000	55,500
Payroll Manager	36,000-43,000	40,000
Payroll Supervisor/Team Leader	26,500-32,750	30,500
Sole Charge Payroller	25,000-30,000	28,000
Payroll Clerk	21,000-25,500	24,000
Payroll Administrator	18,000-21,000	20,000

South West England	£ Range	£ Typical
Head of Payroll	46,000-61,500	53,500
Payroll Manager	38,000-50,000	43,250
Payroll Supervisor/Team Leader	27,000-35,000	31,750
Sole Charge Payroller	24,000-30,000	26,500
Payroll Clerk	21,000-26,000	24,000
Payroll Administrator	18,000-24,000	21,500

Wales	£ Range	£ Typical
Head of Payroll	46,000-60,000	52,500
Payroll Manager	34,000-44,000	38,500
Payroll Supervisor/Team Leader	27,000-34,000	30,000
Sole Charge Payroller	23,000-30,000	26,000
Payroll Clerk	20,500-25,500	23,000
Payroll Administrator	17,500-21,000	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	46,000-55,000	50,500
Payroll Supervisor/Team Leader	33,500-39,000	37,000
International Payroll Specialist	31,000-34,000	32,500
Sole Charge Payroller	26,250-32,000	29,500
Payroll Clerk	25,000-30,000	27,000
Payroll Administrator	20,000-24,000	23,000

East Midlands	£ Range	£ Typical
Head of Payroll	51,000-66,000	63,000
Payroll Manager	40,000-50,000	47,500
Payroll Supervisor/Team Leader	30,000-37,000	34,000
Sole Charge Payroller	24,000-30,000	26,500
Payroll Clerk	21,500-27,000	25,000
Payroll Administrator	18,000-22,000	19,500

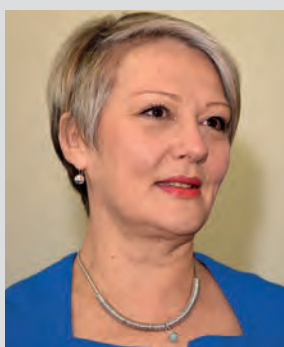
Yorkshire and the Humber	£ Range	£ Typical
Head of Payroll	50,000-62,000	54,000
Payroll Manager	33,000-48,000	41,000
Payroll Supervisor/Team Leader	25,000-32,000	28,500
Sole Charge Payroller	24,000-29,000	25,000
Payroll Clerk	21,000-25,000	23,000
Payroll Administrator	17,000-20,500	19,000

North East England	£ Range	£ Typical
Head of Payroll	46,500-54,000	50,500
Payroll Manager	33,000-44,500	41,000
Payroll Supervisor/Team Leader	27,000-33,000	30,000
Sole Charge Payroller	22,500-30,000	28,000
Payroll Clerk	20,250-25,000	23,000
Payroll Administrator	18,000-21,000	19,250

Northern Ireland	£ Range	£ Typical
Head of Payroll	41,000-46,500	43,000
Payroll Manager	32,000-41,500	36,500
Payroll Supervisor/Team Leader	23,000-28,000	25,500
Sole Charge Payroller	23,000-30,000	26,000
Payroll Clerk	18,000-23,000	21,000
Payroll Administrator	17,000-20,000	17,750

North West England	£ Range	£ Typical
Head of Payroll	46,500-65,500	56,750
Payroll Manager	35,000-44,000	41,000
Payroll Supervisor/Team Leader	27,000-33,500	30,000
Sole Charge Payroller	25,000-30,000	27,500
Payroll Clerk	21,000-26,250	24,000
Payroll Administrator	18,500-24,000	22,250

Scotland	£ Range	£ Typical
Head of Payroll	49,000-60,000	57,000
Payroll Manager	40,000-52,000	47,500
Payroll Supervisor/Team Leader	30,500-36,000	32,500
Sole Charge Payroller	23,500-28,000	26,500
Payroll Clerk	21,500-25,000	23,500
Payroll Administrator	18,500-23,000	21,000



Elaine Gibson
Education Director,
The Chartered Institute
of Payroll Professionals



Although the deadline for the introduction of the General Data Protection Regulation (GDPR) has passed, 25th May 2018 was just the beginning. We are now in the 'what happens now' phase. The CIPP members and wider demographic we see on training courses, forums and events continue to provide feedback on areas of uncertainty, for example, retention periods for holding data, implications for sourcing and implementing new payroll and HR systems, use of third parties and a whole host more.

The Government's 2018 Spring Statement did not throw out too many challenges for the payroll profession

and it does not take too much thought to realise that Brexit is having an impact on decision-making at government level which has a knock-on effect to the consultation process. Despite Brexit, the CIPP Policy and Research team is still attending several of Her Majesty's Government's consultation meetings and providing updates on issues such as the future of payroll, expenses and benefits, holiday entitlement and tax simplification.

Our recent National Forum events also covered several areas that payroll professionals need to be aware of when looking ahead into 2019, and included topics such as the Government's response to the Taylor Review, off-payroll working, GDPR, gender pay gap reporting, workplace pensions and student loans.

The payroll department and the knowledge and skills they hold is crucial within any organisation. This is supported by the *CIPP Future of Payroll* report which shows that 79% of respondents believe that payroll is key to supporting the achievement of organisational strategy. With Brexit looming, there has never been a more important time to be aware of what is current so that all are prepared to cope with any potential changes to legislation. It is an unknown at this moment in time, but we encourage you to keep up to date and be Brexit-ready to support business strategy.

ACCOUNTANCY & FINANCE

PART-QUALIFIED ACCOUNTANCY

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	37,000-45,000	42,000	38,000-45,000	43,000	28,500-38,000	33,500	30,000-40,000	38,000
Part-Qualified/Semi Senior	28,000-36,000	36,000	28,000-36,000	36,000	23,500-30,500	28,500	28,500-35,000	34,000
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	35,000-45,000	40,000	40,000-45,000	43,000	28,000-35,000	33,000	30,000-35,000	33,000
Part-Qualified/Semi Senior	30,000-36,000	35,000	32,000-36,000	36,000	24,000-30,000	28,000	25,000-32,000	30,000
Trainee	20,000-28,000	25,000	22,000-30,000	25,000	19,000-26,000	23,000	18,000-24,000	22,000

	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	33,500	23,000-38,000	33,000
Part-Qualified/Semi Senior	26,000-33,000	29,000	26,000-33,000	29,000	26,000-33,000	28,500	26,000-33,000	29,000
Trainee	19,000-25,000	22,000	19,000-25,000	22,000	19,000-25,000	22,000	19,000-25,000	22,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-40,000	35,000	28,000-40,000	35,000	28,000-38,000	30,000	28,000-40,000	31,000
Part-Qualified/Semi Senior	24,000-35,000	30,000	24,000-35,000	30,000	24,000-33,000	26,000	24,000-33,000	28,500
Trainee	16,000-25,000	20,000	16,000-25,000	20,000	16,000-25,000	19,000	16,000-25,000	20,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	26,000-38,000	30,000	26,000-38,000	30,000	24,000-32,000	28,000	25,000-32,000	28,000
Part-Qualified/Semi Senior	20,000-28,000	26,000	25,000-35,000	28,000	18,000-24,000	22,000	22,000-28,000	25,000
Trainee	16,000-25,000	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	27,000-35,000	29,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	25,000-30,000	28,000	25,000-33,000	29,000	24,000-30,000	25,500	24,000-30,000	27,000
Trainee	19,000-24,000	22,000	19,000-26,000	23,000	18,000-24,000	21,500	18,000-23,000	22,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-35,000	33,000	28,000-36,000	33,000	23,000-30,000	28,000	26,000-32,000	30,000
Part-Qualified/Semi Senior	22,000-30,000	28,000	25,000-30,000	28,000	20,000-27,000	25,500	24,000-30,000	27,000
Trainee	18,000-25,000	22,000	18,000-23,000	22,000	16,000-23,000	21,500	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	28,000-35,000	32,000	28,000-35,000	30,000	28,000-35,000	31,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	23,000-30,000	26,000	23,000-32,000	28,000	20,000-28,000	24,000	23,000-28,000	26,000
Trainee	18,000-24,000	20,000	18,500-23,000	20,000	17,000-24,000	20,000	16,000-22,000	17,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-35,000	32,000	28,000-35,000	32,000	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	27,000	24,000-30,000	27,000	20,000-24,000	22,000	18,000-23,000	22,000
Trainee	18,000-25,000	20,000	18,000-25,000	20,000	15,000-20,000	17,000	14,500-18,000	16,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-35,000	33,000	30,000-35,000	34,000	27,000-35,000	30,000	27,000-33,000	28,500
Part-Qualified/Semi Senior	25,000-30,000	28,000	25,000-32,000	29,000	18,500-26,000	23,000	24,000-30,000	26,000
Trainee	18,000-25,000	21,000	20,000-26,000	24,000	18,000-20,000	18,500	17,500-23,000	20,000

ACCOUNTANCY & FINANCE

QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	250,000-500,000	300,000	-	-
Financial Director	110,000-200,000	150,000	100,000-150,000	120,000
Financial Controller	80,000-120,000	90,000	65,000-85,000	75,000
Financial Planning & Analysis Manager*	70,000-90,000	80,000	60,000-80,000	65,000
Financial Accountant	50,000-60,000	55,000	45,000-55,000	50,000
Company Accountant	-	-	45,000-60,000	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	45,000-60,000	52,000
Finance Manager	60,000-70,000	65,000	55,000-65,000	62,500
Business Partner†	55,000-80,000	67,000	55,000-65,000	60,000
Systems Accountant*	60,000-75,000	65,000	55,000-75,000	60,000
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	55,000
Recently Qualified (up to 2 years)	50,000-60,000	56,000	45,000-55,000	50,000
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	275,000	-	-
Financial Director	90,000-200,000	150,000	70,000-140,000	90,000
Financial Controller	70,000-110,000	86,000	55,000-85,000	70,000
Financial Planning & Analysis Manager*	60,000-85,000	75,000	55,000-75,000	63,500
Financial Accountant	45,000-60,000	55,000	42,000-55,000	50,000
Company Accountant	-	-	38,000-55,000	50,000
Management Accountant	45,000-60,000	52,000	42,000-55,000	49,000
Business/Finance Analyst*	50,000-60,000	55,000	45,000-60,000	52,000
Finance Manager	55,000-75,000	62,000	45,000-60,000	55,000
Business Partner†	50,000-75,000	67,000	55,000-65,000	60,000
Systems Accountant*	45,000-80,000	65,000	50,000-65,000	60,000
5+ Years' PQE**	60,000-90,000	76,000	55,000-70,000	68,000
2-4 Years' PQE**	50,000-70,000	65,000	52,000-60,000	55,000
Recently Qualified (up to 2 years)	45,000-65,000	56,000	48,000-60,000	50,000
Newly Qualified	40,000-53,000	49,000	45,000-55,000	48,000

* 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	80,000-145,000	120,000	70,000-110,000	86,000
Financial Controller	70,000-85,000	80,000	55,000-80,000	66,000
Financial Planning & Analysis Manager*	68,000-90,000	75,000	55,000-80,000	62,000
Financial Accountant	45,000-60,000	55,000	40,000-50,000	48,000
Company Accountant	-	-	45,000-57,000	50,000
Management Accountant	42,000-55,000	50,000	40,000-50,000	45,000
Business/Finance Analyst*	44,000-55,000	50,000	40,000-50,000	45,000
Finance Manager	55,000-65,000	60,000	42,000-55,000	50,000
Business Partner†	49,000-62,000	57,000	40,000-50,000	48,000
Systems Accountant*	47,500-63,000	55,000	45,000-55,000	50,000
5+ Years' PQE**	55,000-85,000	70,000	48,500-75,000	68,000
2-4 Years' PQE**	48,000-62,500	55,000	43,000-55,000	50,000
Recently Qualified (up to 2 years)	40,000-50,000	47,000	40,000-50,000	47,000
Newly Qualified	40,000-47,000	45,000	40,000-47,000	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	55,000-90,000	85,000	45,000-70,000	55,000
Financial Planning & Analysis Manager*	55,000-90,000	73,000	50,000-75,000	60,000
Financial Accountant	40,000-50,000	47,000	32,000-45,000	42,000
Company Accountant	-	-	35,000-47,000	45,000
Management Accountant	40,000-50,000	47,500	35,000-45,000	42,000
Business/Finance Analyst*	35,000-60,000	52,000	40,000-50,000	42,000
Finance Manager	50,000-65,000	58,000	35,000-50,000	45,000
Business Partner†	45,000-65,000	60,000	40,000-65,000	48,000
Systems Accountant*	35,000-60,000	48,000	40,000-50,000	45,000
5+ Years' PQE**	55,000-85,000	78,000	50,000-75,000	60,000
2-4 Years' PQE**	45,000-58,000	55,000	40,000-55,000	48,000
Recently Qualified (up to 2 years)	40,000-50,000	45,000	35,000-50,000	45,000
Newly Qualified	35,000-45,000	43,000	32,000-45,000	42,000

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	32,000-45,000	42,000	32,000-45,000	40,000
Company Accountant	-	-	35,000-45,000	40,000
Management Accountant	35,000-50,000	45,000	32,000-45,000	40,000
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	45,000
Systems Accountant*	35,000-50,000	45,000	40,000-50,000	45,000
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	35,000-47,000	44,000
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	28,000-38,000	35,000

	Large organisation ▼		SME ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	100,000-200,000	130,000	60,000-150,000	95,000
Financial Controller	70,000-120,000	90,000	45,000-80,000	65,000
Financial Planning & Analysis Manager*	50,000-90,000	70,000	50,000-75,000	60,000
Financial Accountant	35,000-50,000	45,000	35,000-50,000	43,000
Company Accountant	-	-	40,000-60,000	47,500
Management Accountant	35,000-50,000	45,000	35,000-47,500	41,000
Business/Finance Analyst*	38,000-50,000	45,000	38,000-50,000	43,000
Finance Manager	45,000-65,000	52,500	40,000-55,000	45,000
Business Partner†	50,000-75,000	57,500	50,000-65,000	55,000
Systems Accountant*	40,000-65,000	50,000	40,000-50,000	45,000
5+ Years' PQE**	50,000-90,000	70,000	50,000-70,000	62,000
2-4 Years' PQE**	40,000-60,000	50,000	40,000-50,000	45,000
Recently Qualified (up to 2 years)	38,000-50,000	45,000	40,000-44,000	42,000
Newly Qualified	36,000-45,000	42,000	36,000-42,000	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	58,000
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	44,000
Management Accountant	38,000-50,000	45,000	35,000-48,000	43,000
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	45,000
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	40,000
5+ Years' PQE**	50,000-90,000	70,000	50,000-70,000	62,000
2-4 Years' PQE**	40,000-60,000	50,000	35,000-45,000	45,000
Recently Qualified (up to 2 years)	38,000-48,000	45,000	33,000-45,000	42,000
Newly Qualified	36,000-45,000	40,000	30,000-37,000	36,000

	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	40,000-75,000	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	50,000-65,000	56,000	35,000-55,000	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
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	34,000-41,000	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	-	-	40,000-50,000	45,000
Management Accountant	38,000-48,000	43,000	32,000-45,000	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
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	38,000-45,000	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	80,000-140,000	100,000
Financial Controller	75,000-120,000	90,000	50,000-75,000	65,000
Financial Planning & Analysis Manager*	65,000-80,000	70,000	50,000-70,000	57,000
Financial Accountant	40,000-55,000	48,000	35,000-48,000	45,000
Company Accountant	-	-	35,000-50,000	45,000
Management Accountant	40,000-50,000	45,000	35,000-50,000	42,000
Business/Finance Analyst*	38,000-55,000	48,000	35,000-42,000	40,000
Finance Manager	55,000-70,000	60,000	40,000-55,000	50,000
Business Partner†	50,000-75,000	60,000	37,000-55,000	45,000
Systems Accountant*	40,000-58,000	50,000	42,000-55,000	50,000
5+ Years' PQE**	60,000-100,000	70,000	60,000-100,000	70,000
2-4 Years' PQE**	45,000-75,000	60,000	42,000-55,000	47,000
Recently Qualified (up to 2 years)	42,000-52,000	47,000	40,000-50,000	45,000
Newly Qualified	35,000-45,000	42,000	35,000-42,000	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 ▼	
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	45,000-60,000	52,000
Financial Planning & Analysis Manager*	40,000-65,000	50,000	40,000-65,000	48,000
Financial Accountant	32,000-45,000	38,500	33,000-45,000	37,500
Company Accountant	-	-	33,000-45,000	37,500
Management Accountant	32,000-45,000	38,500	33,000-45,000	37,500
Business/Finance Analyst*	35,000-50,000	40,000	32,000-40,000	36,000
Finance Manager	40,000-60,000	52,000	35,000-50,000	45,000
Business Partner†	40,000-65,000	50,000	35,000-50,000	45,000
Systems Accountant*	45,000-70,000	50,000	40,000-60,000	45,000
5+ Years' PQE**	40,000-60,000	52,000	40,000-55,000	50,000
2-4 Years' PQE**	35,000-50,000	44,000	35,000-45,000	41,000
Recently Qualified (up to 2 years)	34,000-42,000	38,500	33,000-40,000	37,000
Newly Qualified	32,000-36,000	33,500	32,000-36,000	33,500

	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	56,000
Financial Planning & Analysis Manager*	55,000-70,000	65,000	45,000-50,000	48,000
Financial Accountant	36,000-45,000	43,000	36,000-45,000	41,000
Company Accountant	-	-	32,000-46,000	42,000
Management Accountant	36,000-45,000	42,000	36,000-46,000	42,000
Business/Finance Analyst*	36,000-50,000	47,000	35,000-45,000	41,000
Finance Manager	43,000-60,000	55,000	42,000-52,000	48,000
Business Partner†	42,000-60,000	58,000	43,000-48,000	45,000
Systems Accountant*	45,000-60,000	55,000	40,000-45,000	42,000
5+ Years' PQE**	55,000-80,000	64,000	48,000-60,000	57,000
2-4 Years' PQE**	44,000-60,000	48,000	36,000-48,000	45,000
Recently Qualified (up to 2 years)	38,000-44,000	42,000	33,000-43,000	40,000
Newly Qualified	37,000-42,000	40,000	32,000-40,000	37,000



John Edwards
Chief Executive Officer,
Institute of Financial
Accountants



The outlook in 2019 for financial accountants is encouraging. The House of Commons Library briefing paper reports that there were 5.7 million SMEs in the UK in 2017 accounting for 99% of all businesses, with the highest number of business births occurring in 2016 since 2001.

Against this background, there is growing recognition for the skills and services our members are able to offer. These range from offering general accountancy services to the public, as well as providing evidence for Tier 1 and family visas, conducting charity independent examinations, to signing off documentation supporting loans and mortgage applications with lenders. There is also the opportunity for members to obtain a CAA-ATOL returns licence. This recognition is reflected in a consistent and continued rise (10% 2017/2018) in the number of students wishing to train to become financial accountants, as well as those gaining IFA membership.

With the increase in the turnover threshold, we have seen a move in focus from audit to assurance in the SME and SMP space. Financial accountants are increasingly employed as trusted business advisers, specialists who understand the complexities and challenges of uncertain market conditions such as those surrounding Brexit. Their knowledge is viewed as vital to the continued wellbeing and success of small business especially as more everyday processes move towards automation.

'Flexibility' and 'adaptability' continue to be watch words. Accountants need to be up to date with changes in regulations. The introduction of the Money Laundering Regulations 2017, GDPR, HMRC's Trust and Company Service Providers register and criminal records check to Making Tax Digital, mean the ability to be agile remains as important as ever.



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



Technology is rapidly changing the world of work, and the skills needed by people in five years' time will be vastly different than many of those we take for granted today. We live in an age of disruption, where we need to constantly learn, unlearn and relearn to stay on top of our professional development and drive business productivity and innovation.

Yet, according to the Association's *UK Mind the Skills Gap* research carried out in May 2018, a quarter of UK workers are failing to prioritise professional learning and development, putting them at risk of falling behind as the accelerating pace of technological change demands new skills to keep up. 26% of workers admitted that they had not participated in any in-work learning in the last 12 months, and over a third (37%) said they do not believe they need to improve their skills.

This complacency stems, at least in part, from a lack of understanding about the impact of automation and digitalisation on jobs and skills. I am, however, pleased to say it is not all doom and gloom, particularly for management accountants.

We are seeing the landscape change positively for Chartered Global Management Accountant (CGMA) designation holders – automation is changing their roles not replacing them. It gives them the opportunity to spend more of their time telling the story, influencing decision-makers and adding value to the business. We need to seize these new opportunities rather than be scared of them, not only as workers ourselves, but also as enterprise guardians for our organisations. I am confident that in 2019 we will see demand rise for CGMA designation holders and their extensive set of skills, particularly as technology is optimised and business risks like Brexit need to be managed.



ACCOUNTANCY & FINANCE PUBLIC PRACTICE

Audit and assurance

London	£ Range	£ Typical
Director	90,000-120,000	107,000
Assistant Director/Senior Manager	75,000-85,000	78,000
Manager	55,000-65,000	62,000
Assistant Manager	49,000-55,000	52,000
Qualified Senior/Executive	44,000-48,000	46,500

South East England	£ Range	£ Typical
Director	75,000-100,000	89,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	48,500-59,000	55,000
Assistant Manager	42,000-50,000	46,000
Qualified Senior/Executive	36,000-45,000	41,000

East of England	£ Range	£ Typical
Director	65,000-90,000	78,000
Assistant Director/Senior Manager	50,000-70,000	65,000
Manager	36,000-55,000	48,000
Assistant Manager	35,000-48,000	43,000
Qualified Senior/Executive	28,000-42,000	38,000

South West England	£ Range	£ Typical
Director	75,000-100,000	85,000
Assistant Director/Senior Manager	50,000-80,000	65,000
Manager	40,000-58,000	50,000
Assistant Manager	40,000-46,000	43,000
Qualified Senior/Executive	32,000-41,000	36,000

Wales	£ Range	£ Typical
Director	70,000-100,000	80,000
Assistant Director/Senior Manager	50,000-70,000	60,000
Manager	40,000-55,000	45,000
Assistant Manager	35,000-42,000	40,000
Qualified Senior/Executive	28,000-36,000	34,000

West Midlands	£ Range	£ Typical
Director	70,000-100,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	42,000-58,000	50,000
Assistant Manager	36,000-46,000	42,500
Qualified Senior/Executive	32,000-44,000	38,500

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

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	32,000-40,000	36,000

North East England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	50,000-65,000	58,000
Manager	45,000-52,000	48,000
Assistant Manager	35,000-42,000	40,000
Qualified Senior/Executive	32,000-40,000	36,000

North West England	£ Range	£ Typical
Director	70,000-125,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	45,000-55,000	52,000
Assistant Manager	35,000-45,000	42,000
Qualified Senior/Executive	32,000-36,000	36,000

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	33,000-35,000	33,500
Qualified Senior/Executive	29,000-32,000	30,500

Scotland	£ Range	£ Typical
Director	70,000-90,000	80,000
Assistant Director/Senior Manager	50,000-80,000	62,000
Manager	40,000-48,000	46,000
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	65,000-75,000	72,000
Manager	55,000-65,000	60,000
Assistant Manager	48,000-52,000	50,000
Qualified Senior/Executive	42,000-46,000	44,500
Semi-Senior Accountant	25,000-30,000	28,000
Trainee Accountant	23,000-27,000	25,000
Bookkeeper	25,000-35,000	32,000

Wales	£ Range	£ Typical
Director	55,000-75,000	67,000
Assistant Director/Senior Manager	45,000-55,000	50,000
Manager	35,000-45,000	40,000
Assistant Manager	30,000-40,000	35,000
Qualified Senior/Executive	28,000-35,000	32,000
Semi-Senior Accountant	22,000-26,000	24,000
Trainee Accountant	15,000-20,000	18,000
Bookkeeper	17,000-24,000	21,000

South East England	£ Range	£ Typical
Director	75,000-100,000	85,000
Assistant Director/Senior Manager	60,000-65,000	63,000
Manager	50,000-60,000	55,000
Assistant Manager	40,000-45,000	45,000
Qualified Senior/Executive	40,000-45,000	42,000
Semi-Senior Accountant	20,000-30,000	25,000
Trainee Accountant	18,000-24,000	22,000
Bookkeeper	24,000-32,000	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	72,500
Assistant Director/Senior Manager	50,000-70,000	57,000
Manager	39,000-50,000	45,000
Assistant Manager	35,000-45,000	42,000
Qualified Senior/Executive	28,500-39,500	37,000
Semi-Senior Accountant	20,000-28,000	24,500
Trainee Accountant	14,500-18,000	18,000
Bookkeeper	18,000-30,000	24,000

East Midlands	£ Range	£ Typical
Director	55,000-85,000	72,500
Assistant Director/Senior Manager	45,000-60,000	52,500
Manager	34,000-48,000	42,500
Assistant Manager	34,000-42,000	38,000
Qualified Senior/Executive	27,000-35,000	31,500
Semi-Senior Accountant	22,000-26,000	24,000
Trainee Accountant	18,000-22,000	20,000
Bookkeeper	16,000-20,000	18,000

South West England	£ Range	£ Typical
Director	60,000-90,000	78,000
Assistant Director/Senior Manager	48,000-65,000	55,000
Manager	35,000-50,000	45,000
Assistant Manager	36,000-45,000	40,000
Qualified Senior/Executive	28,000-37,000	34,000
Semi-Senior Accountant	20,000-26,000	24,000
Trainee Accountant	14,000-22,000	18,500
Bookkeeper	18,000-30,000	24,000

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	20,000-24,000	22,000
Trainee Accountant	16,000-19,000	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	20,000-24,000	22,000
Trainee Accountant	16,000-19,000	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	31,500-33,500	32,500
Qualified Senior/Executive	29,000-31,000	29,500
Semi-Senior Accountant	20,000-30,000	28,000
Trainee Accountant	15,000-17,500	16,000
Bookkeeper	21,000-25,000	23,000

North West England	£ Range	£ Typical
Director	60,000-85,000	75,000
Assistant Director/Senior Manager	50,000-70,000	58,000
Manager	38,000-53,000	46,000
Assistant Manager	35,000-40,000	37,000
Qualified Senior/Executive	26,000-34,000	32,000
Semi-Senior Accountant	15,000-23,000	19,500
Trainee Accountant	14,000-18,000	15,000
Bookkeeper	18,000-25,000	22,000

Scotland	£ Range	£ Typical
Director	65,000-80,000	75,000
Assistant Director/Senior Manager	50,000-65,000	55,000
Manager	39,000-46,000	44,000
Assistant Manager	32,000-38,000	35,000
Qualified Senior/Executive	32,000-38,000	35,000
Semi-Senior Accountant	25,000-30,000	27,000
Trainee Accountant	20,000-25,000	22,500
Bookkeeper	18,000-24,000	22,500



Sharron Gunn
Executive Director,
Institute of Chartered
Accountants in England
and Wales (ICAEW)



It is imperative that employers must now be aware of diversity within their teams. Upon analysis of the data available to ICAEWjobs.com, we can report that 41% of active candidates on our site are women seeking high-level employment within the accountancy and finance industry. Coupled with our most popular search terms of CFO and Financial Controller, and their subsequent application rates, we are seeing a greater number of women, at least attempting, to break through the barrier into senior positions.

We are also seeing a diversification in the possibilities available to ACAs. Traditional data input roles will largely become obsolete and those with finance partnering skills and commercial acumen will be highly sought after. Additionally, we are seeing an increasing number of contract project manager roles in finance technology looking for candidates with the ACA qualification to implement digitalisation of the finance function in businesses. We expect the number of these untraditional finance roles to increase in the coming years, as it offers finance professionals with an alternative career that capitalises on digitalisation.

ICAEW is working to ensure the ACA qualification equips students and members with the ability to embrace the digital change within their career. We are committed to continuing to share and develop the qualification to remain the market-leading qualification of choice for both business and practice.



Bruce Cartwright
Chief Executive,
ICAS



The jury is out. What impact will technology-fuelled disruption have on the accountancy sector? How will it change the skills and roles required? How will it affect the recruitment needs of the Big Four firms? These are the burning questions and 2019 may bring some answers.

But for now, only one thing is clear – the pace of change will never be slower. Yet those considering a career in accountancy should not have second thoughts. A sector which is worth £52 billion to the UK economy, employs 600,000 people and contributes £10 billion to the nation's tax coffers, is certain to maintain its position as the pre-eminent profession of business and still requires vast battalions of new recruits.

If anything, the future for the next generation may be more exciting than the past. The impact of big data and artificial intelligence will see routine tasks performed by machines. This opens the opportunity for more value to be added elsewhere. Who will bring assurance to these mountains of data? Who will add interpretation, wisdom and judgement to AI, robotics, fintech and crypto currency? Accountants are best placed to do all of this.

There is no doubt we live in a current environment of geopolitical volatility. From global trade discussions in relation to protectionism versus free trade to our own shores where Brexit uncertainty and confusion creates additional levels of complexity. Complexity increased again by ever-changing regulation and revision of standards.

Yet where there is confusion, there is always the need for accountancy. In a profession which manages the risks of business, a balanced assessment would declare more opportunity than fear ahead. The UK firms and those who train their people are well placed to grasp those opportunities and conclude that the future favours accountants.

ACCOUNTANCY & FINANCE PUBLIC PRACTICE

Corporate finance

London	£ Range	£ Typical
Director	90,000-150,000	125,000
Assistant Director/Senior Manager	75,000-95,000	85,000
Manager	55,000-70,000	65,000
Qualified Senior/Executive	45,000-60,000	54,000

South East England	£ Range	£ Typical
Director	80,000-120,000	118,000
Assistant Director/Senior Manager	70,000-95,000	80,000
Manager	52,000-65,000	56,000
Qualified Senior/Executive	40,000-45,000	42,000

East of England	£ Range	£ Typical
Director	60,000-120,000	87,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	40,000-55,000	50,000
Qualified Senior/Executive	35,000-45,000	40,000

South West England	£ Range	£ Typical
Director	70,000-110,000	88,000
Assistant Director/Senior Manager	50,000-85,000	70,000
Manager	45,000-65,000	55,000
Qualified Senior/Executive	37,000-45,000	42,000

Wales	£ Range	£ Typical
Director	60,000-100,000	75,000
Assistant Director/Senior Manager	50,000-75,000	65,000
Manager	40,000-55,000	50,000
Qualified Senior/Executive	30,000-45,000	38,000

West Midlands	£ Range	£ Typical
Director	75,000-120,000	100,000
Assistant Director/Senior Manager	60,000-80,000	72,500
Manager	45,000-58,000	52,000
Qualified Senior/Executive	38,000-48,000	42,500

East Midlands	£ Range	£ Typical
Director	70,000-110,000	92,500
Assistant Director/Senior Manager	55,000-75,000	68,500
Manager	45,000-57,000	52,000
Qualified Senior/Executive	34,000-45,000	41,000

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

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

North West England	£ Range	£ Typical
Director	75,000-110,000	95,000
Assistant Director/Senior Manager	60,000-80,000	70,000
Manager	45,000-57,000	52,000
Qualified Senior/Executive	35,000-45,000	41,000

Northern Ireland	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	45,000-55,000	50,000
Manager	36,000-45,000	40,000
Qualified Senior/Executive	29,000-31,500	30,500

Scotland	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	60,000-80,000	70,000
Manager	45,000-55,000	50,000
Qualified Senior/Executive	33,000-40,000	36,000

Forensic accounting

London	£ Range	£ Typical
Director	95,000-160,000	125,000
Assistant Director/Senior Manager	70,000-95,000	80,000
Manager	55,000-78,000	70,000
Assistant Manager	48,000-57,000	53,000
Senior/Executive	45,000-50,000	48,000

South East England	£ Range	£ Typical
Director	90,000-125,000	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	40,000-45,000	42,000

East of England	£ Range	£ Typical
Director	85,000-120,000	90,000
Assistant Director/Senior Manager	65,000-90,000	70,000
Manager	45,000-60,000	52,500
Assistant Manager	40,000-48,000	45,000
Senior/Executive	36,500-44,000	42,000

South West England	£ Range	£ Typical
Director	70,000-100,000	85,000
Assistant Director/Senior Manager	50,000-80,000	65,000
Manager	45,000-60,000	52,500
Assistant Manager	40,000-50,000	45,000
Senior/Executive	35,000-42,000	40,000

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	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-75,000	67,500
Manager	40,000-56,000	52,000
Assistant Manager	38,000-46,000	42,500
Senior/Executive	34,000-44,000	38,500

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	55,000-72,000	67,500
Manager	45,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-44,000	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	40,000
Assistant Manager	32,000-34,000	33,000
Senior/Executive	29,000-31,500	30,500

Scotland	£ Range	£ Typical
Director	80,000-95,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	42,000-60,000	55,000
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	90,000-125,000	120,000
Assistant Director/Senior Manager	75,000-85,000	80,000
Manager	55,000-65,000	62,000
Assistant Manager	45,000-55,000	50,000
Senior Administrator	37,000-45,000	40,000
Administrator	28,000-32,000	30,000
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	32,000-40,000	35,000
Senior Administrator	25,000-30,000	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	40,000-48,000	45,000
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	50,000-90,000	75,000
Assistant Director/Senior Manager	45,000-65,000	58,000
Manager	36,000-50,000	42,000
Assistant Manager	28,000-38,000	36,000
Senior Administrator	25,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

East of England	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	50,000-70,000	60,000
Manager	45,000-55,000	53,000
Assistant Manager	40,000-48,000	45,000
Senior Administrator	25,000-40,000	32,000
Administrator	20,000-30,000	28,000
Trainee/Junior Administrator	18,000-24,000	21,500

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	70,000-100,000	85,000
Assistant Director/Senior Manager	50,000-80,000	60,000
Manager	45,000-60,000	52,500
Assistant Manager	40,000-50,000	45,000
Senior Administrator	25,000-35,000	30,000
Administrator	20,000-28,000	26,000
Trainee/Junior Administrator	18,000-22,000	21,000

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	45,000-50,000	47,000
Manager	35,000-40,000	36,000
Assistant Manager	29,000-32,000	30,500
Senior Administrator	18,000-20,000	19,000
Administrator	16,000-18,000	17,000
Trainee/Junior Administrator	15,000-16,500	15,500

North West England	£ Range	£ Typical
Director	60,000-85,000	68,000
Assistant Director/Senior Manager	45,000-65,000	50,000
Manager	38,000-45,000	40,000
Assistant Manager	28,000-38,000	35,000
Senior Administrator	24,000-33,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

Scotland	£ Range	£ Typical
Director	55,000-65,000	65,000
Assistant Director/Senior Manager	50,000-60,000	52,000
Manager	40,000-50,000	45,000
Assistant Manager	29,000-35,000	34,000
Senior Administrator	22,000-26,000	25,000
Administrator	17,000-24,000	22,000
Trainee/Junior Administrator	16,500-19,000	18,500

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	95,000-150,000	125,000
Group Tax Manager	75,000-110,000	85,000
Senior/International Tax Manager	55,000-75,000	67,500
Tax Manager	45,000-70,000	60,000
Tax Accountant	35,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	72,500
VAT Director	60,000-90,000	77,500
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	90,000-150,000	125,000
Group Tax Manager	75,000-100,000	90,000
Senior/International Tax Manager	65,000-90,000	80,000
Tax Manager	45,000-65,000	57,000
Tax Accountant	38,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	72,500
VAT Director	60,000-90,000	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	50,000-70,000	65,000
Tax Manager	40,000-60,000	48,500
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	100,000-175,000	135,000
Group Tax Manager	75,000-110,000	88,000
Senior/International Tax Manager	65,000-90,000	77,500
Tax Manager	55,000-70,000	58,000
Tax Accountant	38,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	65,000-90,000	78,000
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	40,000-50,000	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	100,000-175,000	130,000
Group Tax Manager	75,000-110,000	85,000
Senior/International Tax Manager	65,000-90,000	75,000
Tax Manager	45,000-70,000	58,000
Tax Accountant	38,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	60,000-90,000	75,000
VAT Manager	50,000-70,000	58,000
VAT Accountant	40,000-60,000	50,000

North West England	£ Range	£ Typical
Head of Tax/Director	90,000-150,000	120,000
Group Tax Manager	70,000-100,000	85,000
Senior/International Tax Manager	60,000-85,000	75,000
Tax Manager	45,000-65,000	55,000
Tax Accountant	40,000-50,000	45,000
Transfer Pricing Manager	60,000-80,000	74,500
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-65,000	55,000
VAT Accountant	35,000-55,000	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	80,000-120,000	95,000
Group Tax Manager	60,000-80,000	75,000
Senior/International Tax Manager	60,000-85,000	73,000
Tax Manager	42,000-55,000	50,000
Tax Accountant	40,000-50,000	45,000
Transfer Pricing Manager	50,000-75,000	60,000
VAT Director	70,000-100,000	80,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	35,000-55,000	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	52,000-70,000	64,000	55,000-65,000	60,000	45,000-60,000	53,000
Assistant Manager/Supervisor	42,000-55,000	52,000	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	62,500	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	65,000-85,000	75,000
Assistant Director/Senior Manager	75,000-99,500	83,000	55,000-77,000	65,000	50,000-65,000	56,000
Manager	50,000-66,500	60,000	45,000-55,000	50,000	40,000-55,000	45,000
Assistant Manager/Supervisor	35,000-55,000	47,000	34,000-43,000	41,000	35,000-42,000	38,000
Senior	36,000-48,000	45,000	26,000-40,000	35,000	25,000-36,000	35,000
Assistant	24,000-33,000	26,500	20,000-27,000	24,000	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	55,000-60,000	56,000
Manager	50,000-65,000	60,000	45,000-55,000	50,000	40,000-50,000	44,000
Assistant Manager/Supervisor	36,000-48,000	45,000	34,000-43,000	41,000	30,000-40,000	36,000
Senior	36,000-43,000	40,000	26,000-38,000	34,000	25,000-33,000	30,000
Assistant	22,000-30,000	26,500	20,000-27,000	24,000	18,000-25,000	22,000

East of England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	65,000-150,000	85,000	50,000-80,000	75,000
Assistant Director/Senior Manager	65,000-90,000	75,000	55,000-75,000	70,000	55,000-66,000	56,000
Manager	44,000-66,000	60,000	40,000-60,000	55,000	42,500-50,000	48,000
Assistant Manager/Supervisor	35,000-47,000	42,000	35,000-43,000	42,000	33,000-45,000	42,000
Senior	30,000-38,000	36,000	26,000-38,000	36,000	27,500-34,000	31,000
Assistant	22,000-30,000	27,500	18,000-25,000	23,000	19,000-24,000	23,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	70,000-115,000	85,000	65,000-86,000	75,000
Assistant Director/Senior Manager	60,000-85,000	70,000	55,000-75,000	65,000	40,000-60,000	56,000
Manager	42,000-60,000	55,000	40,000-55,000	45,500	35,000-55,000	42,500
Assistant Manager/Supervisor	32,000-45,000	43,000	35,000-42,000	39,000	32,000-40,000	37,000
Senior	30,000-40,000	36,000	27,000-36,000	34,000	26,000-32,500	32,000
Assistant	22,000-30,000	26,000	18,000-24,000	23,000	17,000-24,000	21,000

South West England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	115,000	70,000-95,000	87,000	55,000-80,000	68,000
Assistant Director/Senior Manager	52,000-85,000	75,000	50,000-70,000	65,000	45,000-65,000	55,000
Manager	42,000-55,000	52,000	40,000-50,000	50,000	38,000-47,000	45,000
Assistant Manager/Supervisor	35,000-45,000	40,000	30,000-40,000	38,000	30,000-40,000	38,000
Senior	32,000-40,000	37,000	28,000-42,000	33,000	25,000-38,000	33,000
Assistant	20,000-28,000	25,000	18,000-27,000	22,000	18,000-26,000	22,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	70,000-100,000	85,000	55,000-80,000	62,000
Assistant Director/Senior Manager	50,000-80,000	72,000	48,000-80,000	62,000	45,000-65,000	52,500
Manager	50,000-55,000	50,000	40,000-55,000	48,000	35,000-48,000	43,000
Assistant Manager/Supervisor	35,000-43,000	40,000	30,000-43,000	37,000	28,000-38,000	35,000
Senior	30,000-39,000	36,000	28,000-39,000	32,000	26,000-35,000	32,000
Assistant	20,000-28,000	25,000	18,000-28,000	21,000	18,000-24,000	21,000

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	38,000	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	18,000-23,000	20,000
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	72,500	48,000-70,000	62,000	45,000-65,000	57,500
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	38,000	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	85,000-150,000	110,000	75,000-120,000	90,000	70,000-90,000	80,000
Assistant Director/Senior Manager	55,000-85,000	68,000	55,000-70,000	65,000	50,000-65,000	55,000
Manager	45,000-55,000	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	34,000-38,000	36,000	30,000-38,000	32,500	26,000-32,000	29,500
Assistant	25,000-31,000	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	75,000-120,000	90,000	60,000-80,000	70,000
Assistant Director/Senior Manager	55,000-85,000	68,000	50,000-75,000	65,000	50,000-65,000	55,000
Manager	45,000-55,000	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	33,000-38,000	34,000	30,000-38,000	32,500	26,000-32,000	29,500
Assistant	25,000-31,000	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	80,000-150,000	110,000	75,000-120,000	85,000	65,000-80,000	75,000
Assistant Director/Senior Manager	55,000-85,000	68,000	50,000-75,000	65,000	50,000-65,000	55,000
Manager	45,000-55,000	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	34,000-38,000	36,000	30,000-39,000	31,500	26,000-32,000	29,500
Assistant	25,000-31,000	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	55,000-85,000	63,000	50,000-75,000	65,000	50,000-60,000	55,000
Manager	45,000-55,000	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	33,000-38,000	34,000	30,000-38,000	31,500	26,000-35,000	29,500
Assistant	25,000-31,000	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	42,000
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	23,000-28,000	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	90,000	75,000-120,000	80,000
Assistant Director/Senior Manager	60,000-90,000	70,000	55,000-70,000	65,000	55,000-70,000	63,000
Manager	45,000-55,000	47,000	40,000-55,000	45,000	40,000-55,000	43,000
Assistant Manager/Supervisor	35,000-45,000	40,000	30,000-40,000	38,000	30,000-40,000	36,500
Senior	25,000-37,000	36,000	22,000-34,000	33,000	22,000-33,000	32,000
Assistant	20,000-29,000	25,000	20,000-29,000	23,000	20,000-29,000	21,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	65,000-90,000	87,000	65,000-90,000	70,000
Assistant Director/Senior Manager	50,000-75,000	68,000	50,000-65,000	63,000	50,000-65,000	55,000
Manager	45,000-55,000	45,000	40,000-55,000	45,000	40,000-55,000	45,000
Assistant Manager/Supervisor	35,000-45,000	38,000	35,000-45,000	35,000	35,000-45,000	35,000
Senior	25,000-35,000	33,000	25,000-35,000	33,000	25,000-35,000	28,000
Assistant	18,000-25,000	24,000	18,000-26,000	22,500	18,000-26,000	22,000

Northern Ireland	Big 4 ▼		Other ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical
Director	70,000-100,000	85,000	64,000-75,000	65,000
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-55,000	50,000
Manager	36,500-45,500	40,500	36,000-45,000	40,000
Assistant Manager/Supervisor	31,500-33,500	32,500	31,000-33,000	33,000
Senior	28,000-31,000	29,000	28,000-30,500	28,500
Assistant	16,000-20,000	19,000	18,000-22,000	19,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical
Director	70,000-100,000	85,000	65,000-85,000	65,000
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-55,000	50,000
Manager	36,000-46,000	40,500	36,000-45,000	40,000
Assistant Manager/Supervisor	31,500-33,500	32,500	31,500-33,500	32,500
Senior	28,000-30,000	28,500	28,000-30,500	28,500
Assistant	18,000-22,000	19,000	16,000-22,000	19,000

Scotland	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	60,000-100,000	80,000	60,000-90,000	80,000
Assistant Director/Senior Manager	60,000-90,000	75,000	50,000-70,000	63,000	50,000-70,000	60,000
Manager	45,000-55,000	50,000	40,000-52,000	47,000	38,000-45,000	42,000
Assistant Manager/Supervisor	35,000-47,000	43,000	35,000-45,000	38,000	35,000-45,000	38,000
Senior	30,000-36,000	35,000	29,000-36,000	34,000	23,000-30,000	28,000
Assistant	22,000-28,000	25,000	18,000-28,000	23,000	18,000-25,000	20,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	60,000-100,000	75,000	50,000-90,000	75,000
Assistant Director/Senior Manager	50,000-80,000	65,000	45,000-65,000	58,000	40,000-60,000	52,000
Manager	42,000-50,000	49,000	38,000-50,000	47,000	37,000-50,000	44,000
Assistant Manager/Supervisor	33,000-43,000	40,000	33,000-47,000	39,000	33,000-47,000	37,000
Senior	27,000-35,000	32,000	25,000-34,000	32,000	22,500-28,000	27,000
Assistant	19,000-27,000	23,000	17,500-25,000	22,000	18,000-22,500	19,500



Peter Fanning
Chief Executive,
The Chartered Institute
of Taxation



These are extraordinary times for professionals working in tax. In 2019, we are scheduled to leave the European Union and the first phase of the Government's seismic Making Tax Digital (MTD) programme is planned to begin.

The wider context is the remarkable and persistent interest by the media in all matters to do with tax avoidance and evasion, as well as the Government's ongoing determination to curb with legislation anything that it sees as abuse of the tax system.

Tax is no longer considered a dull topic by most of the public. All of which makes a career in tax all the more stimulating and potentially satisfying – and anything but humdrum. If you enjoy working with people, the challenge of problem solving and an ever-changing, dynamic working environment then a career in tax is for you. And when you seek a greater challenge, become a CIOT volunteer and help review and influence government policy, as we work to achieve a more efficient and less complex tax system for all.

Brexit will create a different legal basis for many parts of our tax system, especially for indirect taxes and tariffs. The final destination is still uncertain, as is the likely timing of the biggest changes in practice – next April in a no-deal scenario or at the end of 2020 if there is a deal. The Treasury and HMRC are working in the face of exceptional challenges, as they seek to originate, design and test new laws and systems, while politicians continue to negotiate a Brexit deal. The advice of tax professionals is crucial to HMRC and the Treasury and, of course, individual taxpayers and businesses – especially when one considers that the Freight Transport Association estimates a two-minute delay in customs processing would lead to a 17-mile queue from Dover.

A continuing close association with the EU is likely to mean less change in tax rules. However, a looser link to the EU, as wished for by Brexiteers, will have a far greater impact because transactions with the EU, which are free of customs and excise duties at present, will require additional processing, and perhaps charges.

Developing new arrangements with the world post-Brexit will create opportunities for tax professionals with knowledge of tax systems outside the UK, such as those covered by the CIOT's increasingly popular ADIT (Advanced Diploma in International Taxation) qualification.

But not all tax change is Brexit-related. MTD is the Government's programme to get all of us to interact with HMRC online. An estimated 1.2 million businesses will be mandated into MTD for VAT in April next year, requiring them to keep digital records and submit quarterly updates to HMRC using designated software. MTD will fundamentally change the administration of the UK tax system. It means big changes for the agent-client relationship. The terms of each engagement, and the scope of the services to be provided in future, will need to be reviewed. Tax advisers will need to inform their clients about the requirements of MTD, and guide them through the compliance process.

Key skills that tax professionals require are good academic qualifications as an indicator of exam success and the ability to think through an issue. Good peripheral vision is also important, with the ability to think laterally across a problem. Good tax professionals are able to look across the landscape and recognise other tax touch points that will be in play.

Future tax professionals will need to be proficient in working skills not usually associated with tax. These include data analysis, statistics and, likely, AI technologies. Also, project management, collaboration and change management skills.

As well as the challenges mentioned already, every year hundreds of pages of tax law are added to the UK's tax code. That's why CIOT strongly encourages tax professionals to future-proof by continuous training, always learning new skills. Keeping up to date with this and with developments in relevant case law is well beyond the capacity of most individual businesses and taxpayers. It is a challenge even for tax professionals, but through our branch events, conferences, webinars and other support, CIOT and other bodies help advisers stay on top of it all.

The skills required of tax advisers may change but, even in a world of digitalisation and AI, I am confident that tax will remain an essential and flourishing profession.



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	70,000-130,000	90,000
Assistant/Deputy Treasurer	100,000-200,000	110,000	-	-	80,000-110,000	85,000	-	-
Treasury Manager	60,000-120,000	75,000	55,000-80,000	65,000	60,000-120,000	75,000	60,000-90,000	65,000
Treasury Risk Manager	65,000-120,000	80,000	50,000-80,000	60,000	65,000-120,000	77,000	-	-
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	35,000

	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	78,000	-	-
Treasury Manager	45,000-65,000	55,000	40,000-65,000	50,000
Treasury Accountant	32,000-45,000	45,000	30,000-50,000	37,000
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	29,000	28,000-35,000	32,500

	FTSE 100/250 ▼		SME ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-170,000	115,000	65,000-100,000	80,000
Assistant/Deputy Treasurer	70,000-120,000	85,000	-	-
Treasury Manager	45,000-70,000	62,500	40,000-70,000	49,000
Treasury Accountant	40,000-50,000	45,000	35,000-50,000	40,000
Treasury Analyst	30,000-45,000	33,000	30,000-40,000	32,000

	FTSE 100/250 ▼		SME ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-150,000	110,000	60,000-85,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	40,000-70,000	58,000	40,000-68,000	43,000
Treasury Accountant	35,000-50,000	40,000	33,000-50,000	34,000
Treasury Analyst	25,000-35,000	33,000	25,000-32,000	30,000

	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	45,000-55,000	50,000	40,000-65,000	44,000
Treasury Accountant	40,000-55,000	46,000	33,000-50,000	34,000
Treasury Analyst	25,000-35,000	30,000	25,000-32,000	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	82,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	40,000-60,000	50,000	50,000-75,000	60,000
Treasury Accountant	40,000-55,000	46,000	35,000-50,000	40,000
Treasury Analyst	22,000-30,000	30,000	20,000-30,000	25,000

	FTSE 100/250 ▼		SME ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	80,000-140,000	125,000	50,000-80,000	68,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	40,000-60,000	50,000	40,000-60,000	50,000
Treasury Accountant	40,000-55,000	46,000	35,000-50,000	40,000
Treasury Analyst	35,000-50,000	40,000	30,000-38,000	34,000

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



Caroline Stockmann
Chief Executive,
Association of Corporate
Treasurers



We are seeing the continuation of the increasingly strategic role of the treasury profession, as it evolves from finance specialist and information provider to collaborator in strategic decision-making. This was revealed in *The Business of Treasury 2018*, the ACT's annual research programme into trends in corporate treasury and its role within global business.

There are several factors at play: continued geopolitical uncertainty, financial markets volatility as the norm and cybersecurity topping the list of serious corporate concerns. Long-term low interest rates have seen many multinational companies hold large cash reserves, and the payments, technology and regulatory landscapes each pose their own opportunities and challenges.

The treasurer can bring to the table a unique combination of insights into their business and core skills in capital and liquidity and risk management, to help their colleagues meet financial and business challenges.

As a result, treasurers are spending more time on strategic activity and are more deeply embedded in their organisations – some 87% of treasurers believe that treasury now enjoys a strategic position in their organisations. Looking ahead, this is the area where they expect to see a large increase in time spent, along with regulation, capital and liquidity management, and risk.

Board engagement remains high, with 92% of treasurers now preparing reports or presentations for their boards. And more holistic measures of treasury performance are emerging, including improvements in overall business profits and cost savings.

In diversity terms, the gender balance in both operational and leadership terms is moving towards parity.

Around the world, recruitment and development are top of the agenda for treasury teams' planned investment (with ACT qualifications remaining the gold standard), closely followed by technology and automation.

New entrants to the profession are expected to have core competencies and skills in treasury operations, including cash, liquidity and financial products, and risk management. Alongside this they are expected to be effective communicators and relationship managers – vital if they are to take their place at the heart of the business and help shape the management response to the challenges it faces.

CONSTRUCTION & PROPERTY

HIRING IN A COMPETITIVE TALENT MARKET

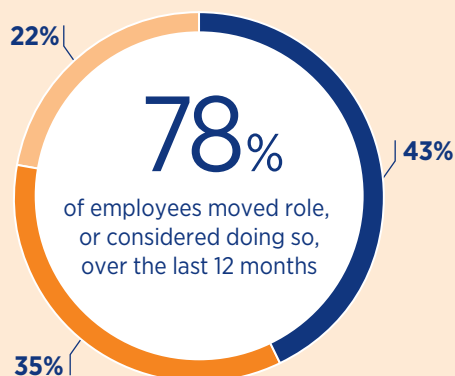


Employers adopt a forward-looking approach to hiring amidst ongoing skills shortages and uncertainty as the EU exit approaches.

2.7% Average salary increase over the last year

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Business activity expectations continue to rise steadily

Building upon last year's cautious yet optimistic outlook, employers are positive about their business activity for the 12 months ahead. Close to two-thirds (65%) of employers are expecting an increase in activity, slightly ahead of the 62% who anticipated an increase last year.

Looking further into the future, employers in the industry are indicating a higher level of optimism compared to other sectors. Over half (54%) say they are optimistic about the wider economic climate and the opportunities it may create within the next 2-5 years, compared to just 43% of UK employers overall.

Salary rises improve employee satisfaction

In turn, employees have seen salary increases in line with continued optimism. 70% of employers say that they increased salaries over the last 12 months, and professionals received an average salary increase of 2.7%, which is consistent with last year.

Professionals in the following areas saw even higher than average increases: construction operations and commercial (3.8%), surveying consultants* (2.9%) and architecture (2.7%).

Looking to the year ahead, 70% of employers plan to increase salaries again. Reflecting these salary rises, 64% of employees say they are satisfied with their salary.

* Surveying consultants' average salary increase includes salaries across professional quantity surveying, building surveying and project management roles.

Optimism translates into hiring plans, yet the struggle for talent continues

Skills shortages continue to impact almost all employers, with 94% saying they have experienced some form of shortage in the last 12 months, a challenge set to carry on in the year ahead. Over three-quarters of employers (78%) plan on recruiting staff over the next year, an increase of 4% from last year. However, 69% of employers believe they will face a shortage of suitable applicants when hiring in the next 12 months and close to half (47%) expect to encounter tougher competition for talent from other employers.

Furthermore, candidate movement has remained similar to last year with just over half (57%) considering moving jobs over the next year, compared with last year (54%).

As challenges finding the right talent continue, employers are increasingly aware of the effect skills shortages are having upon their workforce. Over half of employers (56%) agree that continued skills shortages are having a profound impact on productivity, more than UK employers overall (49%).

Employers turn to investment in training to alleviate shortages

Although employers continue to show signs of optimism, they must also contend with the possibility that securing the right talent may become more difficult as applications for roles from EU workers slow ahead of Brexit. 47% of employers report that fewer people entering the job market is the main cause for skills shortages; however, the availability of skills is a developing picture and it remains to be seen exactly what the impact of leaving the EU will have upon this.

In order to overcome immediate skills shortages, there has been an increase in employers who are turning to upskilling their existing workforce, with a quarter (25%) saying they have allowed employees study leave for external training compared to 14% last year.

Employees desire clarity on flexible working to improve work-life balance

As workforces in the sector feel continued pressure from skills shortages, over a third (36%) of employers reported this is having a negative impact on employee morale. This pressure on employees is likely causing less than half (49%) of professionals to say they are satisfied with their work-life balance, a measure which has failed to increase over the past few years.

35% of employees admit they would change their working hours in order to improve their work-life balance. Aside from salary, just under a quarter (24%) of professionals in the sector say work-life balance is the most important factor when considering a new role.

Employers are often aware of the benefits of offering flexible working to staff, to not only attract and retain talent, but also as a way of improving the work-life balance of employees. Close to half (46%) of employers say they offer home or remote working, 39% say they offer part-time working and 38% say they have informal flexible working in place. Despite this, over a third (38%) of employees say they are not aware of the flexible working options available to them. Employers must therefore improve communications in order to encourage flexible working adoption that employees seek.

Survey highlights for construction and property

Employers	Employees
96% expect their organisation's activity levels to increase or stay the same over the next 12 months	35% feel there is no scope for career progression within their organisation
78% plan on recruiting staff over the next 12 months	24% say work-life balance is the most important factor aside from salary when considering a new role
94% have experienced some form of skills shortage within the past year	57% expect to move jobs within 12 months
70% plan to increase salaries in the year ahead	44% would be tempted to change jobs 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	66,000
Site Manager	48,000-60,000	54,000
Assistant Site Manager	38,000-45,000	42,500
General Foreman	33,000-41,000	36,500
Contract and project managers	£ Range	£ Typical
Contract Manager	75,000-90,000	78,000
Project Manager	60,000-75,000	70,000
On-site engineering	£ Range	£ Typical
Senior Engineer	50,000-60,000	54,000
Engineer	39,000-48,000	43,000

South East England		
Site management	£ Range	£ Typical
Senior Site Manager	58,000-70,000	65,000
Site Manager	50,000-60,000	53,500
Assistant Site Manager	36,000-43,000	40,000
General Foreman	33,000-41,000	36,000
Contract and project managers	£ Range	£ Typical
Contract Manager	60,000-80,000	70,000
Project Manager	60,000-75,000	66,000
On-site engineering	£ Range	£ Typical
Senior Engineer	43,000-50,000	47,000
Engineer	38,000-44,000	42,000

East of England		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-65,000	53,000
Site Manager	42,000-55,000	46,000
Assistant Site Manager	32,000-45,000	33,500
General Foreman	30,000-39,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	50,000-65,000	57,000
Project Manager	50,000-60,000	53,000
On-site engineering	£ Range	£ Typical
Senior Engineer	43,000-55,000	45,000
Engineer	34,000-44,000	36,000

South West England		
Site management	£ Range	£ Typical
Senior Site Manager	50,000-60,000	53,000
Site Manager	42,000-55,000	46,000
Assistant Site Manager	28,000-40,000	33,000
General Foreman	25,000-32,000	31,500
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-65,000	60,000
Project Manager	55,000-70,000	59,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	44,000
Engineer	35,000-45,000	39,000

Wales		
Site management	£ Range	£ Typical
Senior Site Manager	45,000-50,000	47,000
Site Manager	37,000-44,000	42,000
Assistant Site Manager	30,000-35,000	31,000
General Foreman	27,500-32,500	30,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-60,000	57,000
Project Manager	45,000-55,000	52,000
On-site engineering	£ Range	£ Typical
Senior Engineer	42,500-50,000	47,000
Engineer	32,500-40,000	37,000

West Midlands		
Site management	£ Range	£ Typical
Senior Site Manager	46,000-60,000	51,000
Site Manager	39,000-47,000	46,000
Assistant Site Manager	30,000-40,000	37,000
General Foreman	28,000-35,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	55,000-70,000	61,000
Project Manager	50,000-65,000	54,000
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-50,000	42,000
Engineer	34,000-42,000	36,500

East Midlands		
Site management	£ Range	£ Typical
Senior Site Manager	46,000-60,000	50,000
Site Manager	41,000-51,000	45,000
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	55,000-65,000	60,000
Project Manager	53,000-65,000	54,000
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-50,000	44,500
Engineer	34,000-42,000	37,000

Yorkshire and the Humber		
Site management	£ Range	£ Typical
Senior Site Manager	42,000-50,000	46,000
Site Manager	38,000-45,000	41,500
Assistant Site Manager	28,000-34,000	32,500
General Foreman	25,000-30,000	28,500
Contract and project managers	£ Range	£ Typical
Contract Manager	50,000-60,000	54,000
Project Manager	44,000-54,000	49,500
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-50,000	44,000
Engineer	38,000-44,000	40,000

North East England		
Site management	£ Range	£ Typical
Senior Site Manager	41,000-48,000	45,000
Site Manager	40,000-45,000	42,000
Assistant Site Manager	30,000-35,000	30,000
General Foreman	26,000-32,000	28,000
Contract and project managers	£ Range	£ Typical
Contract Manager	50,000-55,000	51,000
Project Manager	43,000-51,000	45,500
On-site engineering	£ Range	£ Typical
Senior Engineer	40,000-47,000	45,000
Engineer	36,000-42,000	40,000

North West England		
Site management	£ Range	£ Typical
Senior Site Manager	48,000-58,000	53,000
Site Manager	40,000-50,000	46,000
Assistant Site Manager	30,000-35,000	34,000
General Foreman	28,000-35,000	30,000
Contract and project managers	£ Range	£ Typical
Contract Manager	58,000-65,000	62,000
Project Manager	55,000-60,000	58,500
On-site engineering	£ Range	£ Typical
Senior Engineer	48,000-55,000	53,000
Engineer	38,000-45,000	42,000

Northern Ireland		
Site management	£ Range	£ Typical
Senior Site Manager	38,000-45,000	42,000
Site Manager	34,000-50,000	40,000
Assistant Site Manager	24,000-30,000	28,000
General Foreman	32,000-45,000	34,000
Contract and project managers	£ Range	£ Typical
Contract Manager	43,000-70,000	51,000
Project Manager	40,000-60,000	47,000
On-site engineering	£ Range	£ Typical
Senior Engineer	32,000-45,000	36,000
Engineer	28,000-35,000	31,500

Scotland		
Site management	£ Range	£ Typical
Senior Site Manager	48,000-58,000	49,000
Site Manager	42,000-53,000	46,000
Assistant Site Manager	30,000-40,000	36,000
General Foreman	30,000-35,000	33,000
Contract and project managers	£ Range	£ Typical
Contract Manager	50,000-68,000	59,000
Project Manager	50,000-63,000	56,000
On-site engineering	£ Range	£ Typical
Senior Engineer	42,000-52,000	46,500
Engineer	35,000-42,000	38,000

CONSTRUCTION & PROPERTY CONSTRUCTION

Commercial functions

London		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	80,000-110,000	93,000
Senior Quantity Surveyor	64,000-75,000	68,000
Intermediate Quantity Surveyor	46,000-58,000	50,000
Assistant Quantity Surveyor	34,000-40,000	35,000
Estimators	£ Range	£ Typical
Senior Estimator	68,000-83,000	72,000
Estimator	50,000-68,000	55,000
Assistant Estimator	35,000-45,000	38,000

South East England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	80,000-100,000	85,000
Senior Quantity Surveyor	60,000-70,000	66,000
Intermediate Quantity Surveyor	45,000-60,000	50,000
Assistant Quantity Surveyor	28,000-42,000	34,000
Estimators	£ Range	£ Typical
Senior Estimator	60,000-75,000	68,000
Estimator	45,000-60,000	52,000
Assistant Estimator	30,000-41,000	32,500

East of England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	58,000-78,000	64,000
Senior Quantity Surveyor	48,000-68,000	58,000
Intermediate Quantity Surveyor	38,000-55,000	46,000
Assistant Quantity Surveyor	27,000-40,000	32,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-70,000	59,000
Estimator	45,000-55,000	50,000
Assistant Estimator	28,000-40,000	33,000

South West England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	67,500-75,000	70,000
Senior Quantity Surveyor	50,000-60,000	55,000
Intermediate Quantity Surveyor	40,000-50,000	45,000
Assistant Quantity Surveyor	27,500-35,000	31,500
Estimators	£ Range	£ Typical
Senior Estimator	55,000-60,000	55,000
Estimator	45,000-55,000	49,000
Assistant Estimator	30,000-35,000	31,500

Wales		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	65,000
Senior Quantity Surveyor	50,000-55,000	52,500
Intermediate Quantity Surveyor	35,000-45,000	41,500
Assistant Quantity Surveyor	25,000-30,000	27,500
Estimators	£ Range	£ Typical
Senior Estimator	50,000-55,000	53,500
Estimator	40,000-45,000	44,000
Assistant Estimator	27,500-32,000	31,000

West Midlands		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-75,000	70,000
Senior Quantity Surveyor	45,000-60,000	53,000
Intermediate Quantity Surveyor	38,000-45,000	42,000
Assistant Quantity Surveyor	24,000-34,000	30,000
Estimators	£ Range	£ Typical
Senior Estimator	58,000-68,000	60,000
Estimator	42,000-50,000	45,000
Assistant Estimator	26,000-31,000	29,000

East Midlands		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-75,000	69,000
Senior Quantity Surveyor	50,000-65,000	55,000
Intermediate Quantity Surveyor	38,000-50,000	44,000
Assistant Quantity Surveyor	25,000-35,000	30,000
Estimators	£ Range	£ Typical
Senior Estimator	55,000-65,000	58,000
Estimator	40,000-50,000	44,000
Assistant Estimator	26,000-31,000	28,500

Yorkshire and the Humber		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	60,000-70,000	60,000
Senior Quantity Surveyor	50,000-60,000	55,000
Intermediate Quantity Surveyor	35,000-50,000	42,000
Assistant Quantity Surveyor	25,000-35,000	26,000
Estimators	£ Range	£ Typical
Senior Estimator	50,000-65,000	56,000
Estimator	33,000-48,000	43,000
Assistant Estimator	23,000-30,000	26,000

North East England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	50,000-65,000	60,000
Senior Quantity Surveyor	45,000-51,000	47,000
Intermediate Quantity Surveyor	35,000-45,000	40,000
Assistant Quantity Surveyor	25,000-32,000	28,000
Estimators	£ Range	£ Typical
Senior Estimator	40,000-50,000	47,000
Estimator	38,000-45,000	40,000
Assistant Estimator	25,000-30,000	27,500

North West England		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	65,000-70,000	66,000
Senior Quantity Surveyor	48,000-55,000	52,000
Intermediate Quantity Surveyor	39,000-49,000	47,000
Assistant Quantity Surveyor	26,000-32,000	30,000
Estimators	£ Range	£ Typical
Senior Estimator	57,000-68,000	62,000
Estimator	47,000-57,000	52,000
Assistant Estimator	27,000-36,000	31,000

Northern Ireland		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	55,000-70,000	61,000
Senior Quantity Surveyor	48,500-57,500	53,000
Intermediate Quantity Surveyor	37,500-47,500	41,500
Assistant Quantity Surveyor	30,000-37,000	33,500
Estimators	£ Range	£ Typical
Senior Estimator	50,000-65,000	54,000
Estimator	38,000-48,000	43,500
Assistant Estimator	30,000-37,500	33,500

Scotland		
Quantity surveyors	£ Range	£ Typical
Commercial Manager	55,000-70,000	63,000
Senior Quantity Surveyor	47,000-58,000	52,000
Intermediate Quantity Surveyor	38,000-47,000	42,500
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

CONSTRUCTION & PROPERTY

HEALTH & SAFETY

London	£ Range	£ Typical
H&S Director	90,000-120,000	95,500
Senior H&S Manager	70,000-90,000	72,000
H&S Manager	48,000-60,000	55,500
H&S Advisor	35,000-45,000	40,250
H&S Coordinator	28,000-33,000	30,000
CDM Coordinator/Principal Designer	48,000-60,000	53,000

West Midlands	£ Range	£ Typical
H&S Director	65,000-100,000	68,000
Senior H&S Manager	45,000-65,000	56,000
H&S Manager	40,000-55,000	45,250
H&S Advisor	30,000-45,000	36,500
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	84,000
Senior H&S Manager	52,000-60,000	59,000
H&S Manager	45,000-55,000	51,000
H&S Advisor	33,000-42,000	37,500
H&S Coordinator	25,000-32,000	28,000
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	45,000-65,000	54,000
H&S Manager	34,000-55,000	46,000
H&S Advisor	35,000-50,000	35,500
H&S Coordinator	25,000-35,000	30,000
CDM Coordinator/Principal Designer	40,000-60,000	48,250

East of England	£ Range	£ Typical
H&S Director	60,000-70,000	65,500
Senior H&S Manager	45,000-55,000	51,000
H&S Manager	35,000-45,000	39,000
H&S Advisor	25,000-35,000	30,000
H&S Coordinator	24,000-31,000	27,000
CDM Coordinator/Principal Designer	30,000-40,000	36,500

Yorkshire and the Humber	£ Range	£ Typical
H&S Director	70,000-90,000	72,500
Senior H&S Manager	50,000-65,000	54,500
H&S Manager	35,000-45,000	43,000
H&S Advisor	28,000-36,000	35,250
H&S Coordinator	19,000-25,000	21,000
CDM Coordinator/Principal Designer	38,000-48,000	43,500

South West England	£ Range	£ Typical
H&S Director	67,500-74,000	73,000
Senior H&S Manager	50,000-60,000	53,500
H&S Manager	40,000-50,000	43,500
H&S Advisor	30,000-40,000	35,500
H&S Coordinator	27,500-32,500	30,000
CDM Coordinator/Principal Designer	35,000-40,000	39,000

North East England	£ Range	£ Typical
H&S Director	50,000-60,000	56,500
Senior H&S Manager	38,000-48,000	46,500
H&S Manager	32,000-40,000	36,500
H&S Advisor	25,000-35,000	26,000
H&S Coordinator	18,000-23,000	20,000
CDM Coordinator/Principal Designer	30,000-38,000	37,500

Wales	£ Range	£ Typical
H&S Director	60,000-65,000	60,500
Senior H&S Manager	47,500-52,500	50,000
H&S Manager	35,000-40,000	38,000
H&S Advisor	25,000-30,000	27,750
H&S Coordinator	22,500-27,500	25,000
CDM Coordinator/Principal Designer	32,500-37,500	35,000

North West England	£ Range	£ Typical
H&S Director	60,000-80,000	66,500
Senior H&S Manager	50,000-60,000	53,500
H&S Manager	40,000-45,000	45,000
H&S Advisor	30,000-36,000	34,000
H&S Coordinator	22,000-28,000	26,000
CDM Coordinator/Principal Designer	43,000-50,000	44,500

Northern Ireland	£ Range	£ Typical
H&S Director	48,000-62,000	51,000
Senior H&S Manager	42,000-52,000	43,000
H&S Manager	32,000-47,000	38,000
H&S Advisor	25,000-35,000	30,000
H&S Coordinator	18,000-23,000	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	33,000-41,000	37,000
H&S Advisor	26,000-31,000	29,000
H&S Coordinator	18,000-23,000	22,000
CDM Coordinator/Principal Designer	43,000-60,000	46,250



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



As businesses become more aware that investments in safety, health and wellbeing are giving them the edge, the role of the health and safety profession becomes ever more important and is rising up the strategic agenda.

Business is under scrutiny, with investors, regulators, workers, customers, the media and politicians asking questions of business about how it looks after its people. As highlighted in our report published in 2018, *The healthy profit*, the spotlight is on responsible and sustainable employment and occupational health and safety plays a pivotal role in responding to this agenda.

Advancements in technology such as nanomaterials, an ageing workforce in the world economy and a sharpened focus on the cost of mental health to business are placing wider, more complex demands on the profession.

The profession faces a number of skills gaps over the coming years. IOSH's 2018 research into employers' competency requirements is indicating that professionals need to become close partners to the business,

so they can anticipate, plan for and facilitate change at all levels. Technical knowledge and competence is assumed and it is the skills around strategy, understanding of the business, leadership, relationship management, negotiation and project planning that are coming to the fore. This is why we developed a new qualification, the NCFE IOSH Level 3 Certificate in Safety and Health for Business, to provide an understanding of health and safety in a business context.

Professionals also face learning new technical competencies as their roles broaden in line with that of their employers. Mental health and wellbeing is a primary focus, as well as understanding the impact of new technologies on occupational safety and health.

Diversity and inclusion are high on the agenda. Like many professions, occupational safety and health (OSH) has an aging demographic and employees are becoming more geographically mobile. It is important that new entrants come with a broad mix of skills to ensure supply meets demand. New starters are more likely to have made OSH a career of choice, so their expectations of employers are high.

IOSH is leading the way in driving the case for the 'healthy profit' with employers and supporting professionals to develop both technical and business competence through its qualification, training and Chartered Membership status.

As businesses increase their focus on gaining advantage through their people, OSH professionals will continue to be in demand. IOSH expects competition to be high for those who have a strong blend of business and technical acumen, as these professionals will be able to tangibly demonstrate how their work goes beyond legal compliance and influence productivity, worker effectiveness and responsible employment.

CONSTRUCTION & PROPERTY SURVEYING CONSULTANTS

Professional quantity surveyors

London	£ Range	£ Typical
Partner/Director	90,000-120,000	100,000
Claims & Dispute Resolution	62,000-85,000	79,500
Associate	70,000-85,000	78,000
Senior Surveyor	45,000-65,000	61,500
Project Manager	45,000-60,000	56,000
Newly Qualified Surveyor	38,000-50,000	45,000
Graduate Surveyor	25,000-32,000	29,000

South West England	£ Range	£ Typical
Partner/Director	60,000-70,000	67,500
Claims & Dispute Resolution	40,000-50,000	47,500
Associate	50,000-55,000	52,500
Senior Surveyor	40,000-50,000	46,500
Project Manager	40,000-50,000	45,000
Newly Qualified Surveyor	28,000-37,500	35,000
Graduate Surveyor	22,000-26,000	25,250

South East England	£ Range	£ Typical
Partner/Director	78,000-100,000	86,500
Claims & Dispute Resolution	48,000-55,000	51,000
Associate	63,000-74,000	69,500
Senior Surveyor	53,000-58,000	55,000
Project Manager	48,000-68,000	57,000
Newly Qualified Surveyor	40,000-48,000	42,000
Graduate Surveyor	22,000-29,000	26,500

Wales	£ Range	£ Typical
Partner/Director	60,000-65,000	63,000
Claims & Dispute Resolution	40,000-50,000	46,750
Associate	45,000-55,000	50,000
Senior Surveyor	42,500-47,500	44,000
Project Manager	45,000-50,000	47,500
Newly Qualified Surveyor	30,000-35,000	32,500
Graduate Surveyor	20,000-25,000	22,500

East of England	£ Range	£ Typical
Partner/Director	60,000-75,000	67,500
Claims & Dispute Resolution	40,000-60,000	52,000
Associate	50,000-60,000	54,000
Senior Surveyor	45,000-50,000	48,000
Project Manager	37,000-47,000	45,000
Newly Qualified Surveyor	30,000-37,000	36,500
Graduate Surveyor	20,000-25,000	23,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-85,000	70,000
Claims & Dispute Resolution	45,000-65,000	45,750
Associate	55,000-70,000	57,250
Senior Surveyor	40,000-50,000	48,000
Project Manager	37,000-57,000	45,250
Newly Qualified Surveyor	32,000-44,000	34,250
Graduate Surveyor	22,000-26,000	25,500

East Midlands	£ Range	£ Typical
Partner/Director	60,000-80,000	70,000
Claims & Dispute Resolution	46,000-65,000	48,000
Associate	50,000-62,000	53,000
Senior Surveyor	38,000-50,000	47,250
Project Manager	45,000-55,000	47,000
Newly Qualified Surveyor	34,000-45,000	37,000
Graduate Surveyor	22,000-25,000	24,500

North West England	£ Range	£ Typical
Partner/Director	70,000-90,000	80,000
Claims & Dispute Resolution	45,000-60,000	53,000
Associate	45,000-60,000	55,000
Senior Surveyor	40,000-55,000	47,000
Project Manager	40,000-60,000	47,000
Newly Qualified Surveyor	34,000-42,000	37,000
Graduate Surveyor	22,000-26,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	55,000-70,000	68,000
Claims & Dispute Resolution	45,000-65,000	54,500
Associate	45,000-55,000	54,000
Senior Surveyor	37,000-47,000	47,000
Project Manager	37,000-48,000	46,750
Newly Qualified Surveyor	32,000-38,000	36,250
Graduate Surveyor	20,000-24,000	23,500

Northern Ireland	£ Range	£ Typical
Partner/Director	58,000-75,000	69,500
Claims & Dispute Resolution	40,000-50,000	46,750
Associate	45,000-55,000	51,000
Senior Surveyor	36,000-45,000	41,000
Project Manager	35,000-45,000	40,000
Newly Qualified Surveyor	30,000-35,000	34,250
Graduate Surveyor	19,000-23,000	21,500

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	60,000
Claims & Dispute Resolution	40,000-48,000	41,500
Associate	50,000-60,000	51,500
Senior Surveyor	45,000-55,000	49,500
Project Manager	40,000-50,000	43,500
Newly Qualified Surveyor	30,000-35,000	32,000
Graduate Surveyor	20,000-24,000	22,500

Scotland	£ Range	£ Typical
Partner/Director	70,000-100,000	76,750
Claims & Dispute Resolution	40,000-55,000	48,000
Associate	60,000-70,000	67,000
Senior Surveyor	50,000-57,000	56,000
Project Manager	40,000-51,000	47,750
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	50,000-60,000	57,500
Newly Qualified Building Surveyor	40,000-50,000	44,000
Graduate Building Surveyor	27,000-35,000	28,750
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	42,000
Newly Qualified Building Surveyor	30,000-35,000	33,000
Graduate Building Surveyor	22,000-26,500	25,000
Maintenance Surveyor	28,000-33,500	33,000

South East England	£ Range	£ Typical
Partner/Director	70,000-85,000	79,000
Associate	58,000-65,000	65,000
Senior Surveyor	48,000-56,000	54,000
Newly Qualified Building Surveyor	35,000-40,000	38,000
Graduate Building Surveyor	20,000-25,000	23,000
Maintenance Surveyor	35,000-45,000	36,750

Wales	£ Range	£ Typical
Partner/Director	60,000-65,000	63,000
Associate	45,000-55,000	51,000
Senior Surveyor	37,500-47,500	45,000
Newly Qualified Building Surveyor	30,000-37,500	33,000
Graduate Building Surveyor	20,000-25,000	23,500
Maintenance Surveyor	27,500-32,500	31,750

East of England	£ Range	£ Typical
Partner/Director	60,000-70,000	68,000
Associate	48,000-58,000	52,000
Senior Surveyor	40,000-50,000	44,250
Newly Qualified Building Surveyor	30,000-35,000	33,500
Graduate Building Surveyor	18,000-25,000	21,000
Maintenance Surveyor	32,000-40,000	33,000

West Midlands	£ Range	£ Typical
Partner/Director	65,000-85,000	70,000
Associate	50,000-65,000	53,500
Senior Surveyor	40,000-50,000	44,500
Newly Qualified Building Surveyor	33,000-45,000	35,000
Graduate Building Surveyor	22,000-30,000	24,750
Maintenance Surveyor	30,000-40,000	33,000

East Midlands	£ Range	£ Typical
Partner/Director	60,000-70,000	62,000
Associate	45,000-55,000	52,000
Senior Surveyor	38,000-48,000	44,750
Newly Qualified Building Surveyor	30,000-38,000	36,250
Graduate Building Surveyor	19,000-24,000	23,000
Maintenance Surveyor	30,000-37,000	31,500

North West England	£ Range	£ Typical
Partner/Director	68,000-85,000	75,500
Associate	45,000-58,000	51,500
Senior Surveyor	40,000-50,000	44,250
Newly Qualified Building Surveyor	35,000-40,000	38,250
Graduate Building Surveyor	22,000-26,000	24,750
Maintenance Surveyor	28,000-35,000	31,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	60,000-75,000	68,000
Associate	40,000-50,000	49,500
Senior Surveyor	35,000-45,000	44,000
Newly Qualified Building Surveyor	30,000-37,000	36,000
Graduate Building Surveyor	20,000-24,000	23,000
Maintenance Surveyor	25,000-30,000	28,500

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	35,000
Newly Qualified Building Surveyor	27,000-35,000	30,000
Graduate Building Surveyor	17,000-24,000	19,500
Maintenance Surveyor	24,000-32,000	28,500

North East England	£ Range	£ Typical
Partner/Director	50,000-60,000	54,500
Associate	45,000-50,000	47,000
Senior Surveyor	40,000-50,000	45,000
Newly Qualified Building Surveyor	28,000-35,000	32,000
Graduate Building Surveyor	20,000-24,000	22,500
Maintenance Surveyor	29,000-35,000	34,000

Scotland	£ Range	£ Typical
Partner/Director	65,000-95,000	75,000
Associate	55,000-65,000	61,500
Senior Surveyor	43,000-55,000	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	55,000-70,000	65,000
Newly Qualified Surveyor	45,000-55,000	47,000
APC Surveyor	32,000-36,000	34,750
Graduate	24,000-29,000	27,500

South West England	£ Range	£ Typical
Partner/Director	60,000-72,000	71,250
Associate	55,000-60,000	58,500
Senior Surveyor	45,000-50,000	46,500
Newly Qualified Surveyor	30,000-35,000	33,750
APC Surveyor	22,500-26,000	25,000
Graduate	22,000-25,000	23,250

South East England	£ Range	£ Typical
Partner/Director	75,000-100,000	81,000
Associate	60,000-65,000	65,000
Senior Surveyor	55,000-65,000	60,000
Newly Qualified Surveyor	38,000-50,000	41,000
APC Surveyor	27,000-36,000	32,000
Graduate	23,000-26,000	24,250

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	69,250
Associate	45,000-55,000	50,000
Senior Surveyor	42,500-50,000	46,250
Newly Qualified Surveyor	30,000-35,000	33,500
APC Surveyor	25,000-27,500	27,000
Graduate	20,000-25,000	22,500

East of England	£ Range	£ Typical
Partner/Director	55,000-70,000	67,000
Associate	48,000-58,000	53,000
Senior Surveyor	42,000-50,000	46,750
Newly Qualified Surveyor	32,000-40,000	37,000
APC Surveyor	25,000-32,000	29,250
Graduate	20,000-25,000	25,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	65,000
Associate	45,000-60,000	51,500
Senior Surveyor	40,000-50,000	47,500
Newly Qualified Surveyor	30,000-40,000	33,250
APC Surveyor	22,000-30,000	28,000
Graduate	17,000-28,000	23,750

East Midlands	£ Range	£ Typical
Partner/Director	60,000-80,000	69,250
Associate	50,000-60,000	55,000
Senior Surveyor	45,000-55,000	53,000
Newly Qualified Surveyor	28,000-35,000	29,250
APC Surveyor	25,000-30,000	25,000
Graduate	18,000-25,000	23,500

North West England	£ Range	£ Typical
Partner/Director	70,000-90,000	80,000
Associate	55,000-68,000	66,750
Senior Surveyor	45,000-60,000	53,750
Newly Qualified Surveyor	35,000-40,000	38,500
APC Surveyor	26,000-33,000	31,500
Graduate	22,000-26,000	24,750

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-72,000	70,000
Associate	45,000-57,000	56,000
Senior Surveyor	40,000-50,000	47,250
Newly Qualified Surveyor	26,000-36,000	35,250
APC Surveyor	24,000-29,000	27,750
Graduate	20,000-24,500	23,000

Northern Ireland	£ Range	£ Typical
Partner/Director	60,000-75,000	64,000
Associate	50,000-60,000	54,000
Senior Surveyor	39,000-50,000	43,500
Newly Qualified Surveyor	31,000-40,000	34,000
APC Surveyor	25,000-30,000	27,500
Graduate	19,000-23,000	21,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	64,000
Associate	50,000-55,000	51,000
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	62,000-68,000	67,000
Senior Surveyor	46,000-57,000	56,000
Newly Qualified Surveyor	35,000-45,000	39,750
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	83,000
Associate	57,000-67,000	61,750
Senior Surveyor	44,000-55,000	51,000
Newly Qualified Surveyor	36,000-40,000	37,750
Graduate Surveyor	25,000-28,000	26,500

East Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	73,000
Associate	50,000-60,000	54,000
Senior Surveyor	37,000-50,000	44,000
Newly Qualified Surveyor	30,000-38,000	34,000
Graduate Surveyor	18,000-24,000	23,500

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	50,750
Newly Qualified Surveyor	33,000-39,000	36,000
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	70,000
Associate	40,000-55,000	50,000
Senior Surveyor	37,000-47,000	40,500
Newly Qualified Surveyor	30,000-35,000	32,000
Graduate Surveyor	21,000-23,000	23,000

East of England	£ Range	£ Typical
Partner/Director	55,000-70,000	68,000
Associate	48,000-55,000	51,000
Senior Surveyor	38,000-48,000	44,000
Newly Qualified Surveyor	30,000-35,000	33,000
Graduate Surveyor	18,000-25,000	22,000

North East England	£ Range	£ Typical
Partner/Director	60,000-75,000	70,000
Associate	45,000-55,000	51,500
Senior Surveyor	40,000-50,000	47,000
Newly Qualified Surveyor	25,000-35,000	32,000
Graduate Surveyor	20,000-24,000	22,500

South West England	£ Range	£ Typical
Partner/Director	65,000-75,000	73,500
Associate	50,000-55,000	53,500
Senior Surveyor	40,000-47,000	44,250
Newly Qualified Surveyor	30,000-35,000	32,500
Graduate Surveyor	20,000-25,000	24,250

North West England	£ Range	£ Typical
Partner/Director	70,000-80,000	78,000
Associate	45,000-60,000	57,000
Senior Surveyor	38,000-48,000	43,000
Newly Qualified Surveyor	33,000-38,000	34,750
Graduate Surveyor	22,000-26,000	24,000

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

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	27,000-35,000	32,500
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	65,000-85,000	75,000
Associate	53,000-65,000	57,000
Senior Surveyor	45,000-55,000	47,000
Newly Qualified Surveyor	32,000-42,000	37,000
Graduate Surveyor	22,000-30,000	24,500

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	81,000
Associate	55,000-65,000	60,000
Senior Surveyor	42,000-50,000	49,250
Newly Qualified Surveyor	36,000-40,000	38,000
Graduate Surveyor	25,000-28,000	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	38,250
Graduate Surveyor	22,000-25,000	22,500

East of England	£ Range	£ Typical
Partner/Director	55,000-70,000	66,000
Associate	45,000-52,000	49,750
Senior Surveyor	35,000-45,000	42,000
Newly Qualified Surveyor	28,000-33,000	31,500
Graduate Surveyor	18,000-22,000	21,000

South West England	£ Range	£ Typical
Partner/Director	65,000-70,000	69,000
Associate	50,000-55,000	55,000
Senior Surveyor	42,500-47,500	45,000
Newly Qualified Surveyor	28,000-33,000	31,000
Graduate Surveyor	20,000-25,000	24,000

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

West Midlands	£ Range	£ Typical
Partner/Director	65,000-85,000	73,000
Associate	53,000-65,000	56,000
Senior Surveyor	45,000-55,000	47,000
Newly Qualified Surveyor	32,000-42,000	37,000
Graduate Surveyor	22,000-30,000	24,500

East Midlands	£ Range	£ Typical
Partner/Director	60,000-75,000	69,500
Associate	50,000-60,000	53,750
Senior Surveyor	37,000-50,000	43,750
Newly Qualified Surveyor	30,000-38,000	34,000
Graduate Surveyor	18,000-25,000	24,500

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-75,000	72,000
Associate	43,000-55,000	53,000
Senior Surveyor	37,000-45,000	42,750
Newly Qualified Surveyor	31,000-35,000	33,000
Graduate Surveyor	20,000-25,000	23,500

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	67,000
Associate	45,000-55,000	52,000
Senior Surveyor	40,000-50,000	44,750
Newly Qualified Surveyor	28,000-35,000	31,000
Graduate Surveyor	20,000-24,000	23,500

North West England	£ Range	£ Typical
Partner/Director	60,000-80,000	75,000
Associate	45,000-65,000	52,000
Senior Surveyor	36,000-46,000	44,000
Newly Qualified Surveyor	33,000-36,000	35,750
Graduate Surveyor	22,000-26,000	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

Scotland	£ Range	£ Typical
Partner/Director	60,000-72,000	67,500
Associate	40,000-50,000	47,000
Senior Surveyor	30,000-42,000	37,500
Newly Qualified Surveyor	25,000-30,000	28,500
Graduate Surveyor	20,000-23,000	22,500

CONSTRUCTION & PROPERTY GENERAL PRACTICE SURVEYING

Commercial surveyors

London	£ Range	£ Typical
Partner/Director	70,000-100,000	85,000
Associate	55,000-65,000	61,000
Senior Surveyor	42,000-52,000	51,000
Newly Qualified Surveyor	36,000-40,000	36,750
Graduate Surveyor	25,000-28,000	27,000

East Midlands	£ Range	£ Typical
Partner/Director	58,000-63,000	61,000
Associate	45,000-55,000	51,500
Senior Surveyor	40,000-48,000	44,000
Newly Qualified Surveyor	30,000-40,000	35,000
Graduate Surveyor	18,000-26,000	23,000

South East England	£ Range	£ Typical
Partner/Director	65,000-72,500	71,000
Associate	51,000-56,000	54,000
Senior Surveyor	48,000-53,000	51,000
Newly Qualified Surveyor	32,000-38,000	33,500
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	68,000-80,000	74,000
Associate	44,000-55,000	50,000
Senior Surveyor	38,000-47,000	40,000
Newly Qualified Surveyor	31,000-35,000	33,000
Graduate Surveyor	20,000-23,000	23,000

East of England	£ Range	£ Typical
Partner/Director	53,000-70,000	64,000
Associate	45,000-55,000	49,500
Senior Surveyor	40,000-45,000	43,000
Newly Qualified Surveyor	30,000-35,000	33,000
Graduate Surveyor	18,000-25,000	21,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	64,000
Associate	50,000-55,000	52,000
Senior Surveyor	40,000-50,000	45,750
Newly Qualified Surveyor	28,000-35,000	28,750
Graduate Surveyor	20,000-24,000	21,250

South West England	£ Range	£ Typical
Partner/Director	70,000-75,000	73,000
Associate	48,000-55,000	53,500
Senior Surveyor	38,000-48,000	43,250
Newly Qualified Surveyor	30,000-35,000	33,000
Graduate Surveyor	20,000-25,000	24,000

North West England	£ Range	£ Typical
Partner/Director	70,000-85,000	78,000
Associate	50,000-56,000	54,500
Senior Surveyor	35,000-43,000	41,500
Newly Qualified Surveyor	31,000-36,000	34,750
Graduate Surveyor	23,000-26,000	24,500

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	67,000
Associate	47,500-52,500	50,000
Senior Surveyor	37,500-42,500	40,000
Newly Qualified Surveyor	30,000-32,500	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	69,000
Associate	50,000-70,000	58,000
Senior Surveyor	40,000-50,000	46,000
Newly Qualified Surveyor	35,000-45,000	38,750
Graduate Surveyor	20,000-30,000	24,500

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	70,000-100,000	86,500
Associate	55,000-75,000	73,000
Senior Surveyor	42,000-55,000	54,000
Newly Qualified Surveyor	36,000-42,000	38,000
Graduate Surveyor	25,000-28,000	27,000

East Midlands	£ Range	£ Typical
Partner/Director	60,000-80,000	73,500
Associate	45,000-60,000	53,000
Senior Surveyor	38,000-45,000	42,000
Newly Qualified Surveyor	30,000-35,000	33,750
Graduate Surveyor	18,000-25,000	23,000

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	52,000
Newly Qualified Surveyor	32,000-40,000	37,000
Graduate Surveyor	22,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	70,000-80,000	75,000
Associate	45,000-60,000	51,000
Senior Surveyor	37,000-47,000	43,500
Newly Qualified Surveyor	30,000-35,000	35,000
Graduate Surveyor	20,000-23,000	22,500

East of England	£ Range	£ Typical
Partner/Director	55,000-75,000	68,000
Associate	45,000-53,000	49,750
Senior Surveyor	35,000-42,000	39,500
Newly Qualified Surveyor	30,000-35,000	33,000
Graduate Surveyor	18,000-25,000	21,000

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	45,000-55,000	48,000
Senior Surveyor	40,000-50,000	43,500
Newly Qualified Surveyor	24,000-32,000	30,000
Graduate Surveyor	20,000-24,000	23,000

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	85,000
Associate	50,000-65,000	61,000
Senior Surveyor	40,000-55,000	51,500
Newly Qualified Surveyor	34,000-40,000	37,000
Graduate Surveyor	22,000-26,000	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	49,500
Senior Surveyor	36,000-42,000	39,250
Newly Qualified Surveyor	27,000-35,000	30,000
Graduate Surveyor	18,000-21,000	20,000

West Midlands	£ Range	£ Typical
Partner/Director	60,000-90,000	70,000
Associate	50,000-70,000	58,000
Senior Surveyor	45,000-55,000	48,250
Newly Qualified Surveyor	35,000-45,000	38,000
Graduate Surveyor	20,000-30,000	24,000

Scotland	£ Range	£ Typical
Partner/Director	60,000-75,000	69,000
Associate	40,000-53,000	48,500
Senior Surveyor	30,000-42,000	38,250
Newly Qualified Surveyor	26,000-32,000	28,500
Graduate Surveyor	20,000-23,000	22,500

CONSTRUCTION & PROPERTY GENERAL PRACTICE SURVEYING

Valuation surveyors

London	£ Range	£ Typical
Partner/Director	70,000-100,000	85,000
Associate	55,000-70,000	65,000
Senior Surveyor	46,000-52,000	51,000
Newly Qualified Surveyor	38,000-42,000	40,000
APC Surveyor	28,000-34,000	33,500
Graduate Surveyor	26,000-28,000	26,000

Wales	£ Range	£ Typical
Partner/Director	65,000-70,000	67,500
Associate	47,500-52,500	50,000
Senior Surveyor	39,000-50,000	40,000
Newly Qualified Surveyor	27,500-32,500	32,000
APC Surveyor	20,000-26,500	25,500
Graduate Surveyor	20,000-27,500	24,500

South East England	£ Range	£ Typical
Partner/Director	70,000-85,000	78,000
Associate	61,000-68,000	66,000
Senior Surveyor	50,000-55,000	51,500
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	55,000-70,000	65,000
Associate	55,000-70,000	58,500
Senior Surveyor	40,000-55,000	46,250
Newly Qualified Surveyor	32,000-40,000	35,750
APC Surveyor	25,000-35,000	27,500
Graduate Surveyor	20,000-30,000	23,500

East of England	£ Range	£ Typical
Partner/Director	55,000-70,000	68,000
Associate	48,000-52,000	50,000
Senior Surveyor	38,000-48,000	44,500
Newly Qualified Surveyor	30,000-35,000	32,000
APC Surveyor	20,000-28,000	26,000
Graduate Surveyor	18,000-24,000	20,500

East Midlands	£ Range	£ Typical
Partner/Director	65,000-75,000	67,500
Associate	46,000-58,000	52,500
Senior Surveyor	35,000-50,000	43,000
Newly Qualified Surveyor	30,000-35,000	32,000
APC Surveyor	23,000-28,000	25,500
Graduate Surveyor	20,000-25,000	23,000

South West England	£ Range	£ Typical
Partner/Director	70,000-75,000	73,500
Associate	50,000-55,000	54,000
Senior Surveyor	40,000-45,000	43,750
Newly Qualified Surveyor	32,500-37,500	34,000
APC Surveyor	25,000-27,500	27,250
Graduate Surveyor	23,000-26,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Partner/Director	65,000-76,000	72,500
Associate	45,000-55,000	48,500
Senior Surveyor	37,000-45,000	41,000
Newly Qualified Surveyor	31,000-35,000	33,250
APC Surveyor	22,000-28,000	25,000
Graduate Surveyor	20,000-23,000	21,500

North East England	£ Range	£ Typical
Partner/Director	60,000-70,000	65,000
Associate	45,000-55,000	46,500
Senior Surveyor	40,000-48,000	43,750
Newly Qualified Surveyor	28,000-32,000	30,500
APC Surveyor	24,000-28,000	26,500
Graduate Surveyor	20,000-24,000	21,000

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	56,000
Senior Surveyor	38,000-50,000	46,000
Newly Qualified Surveyor	33,000-40,000	36,000
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



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



The outlook for the property and construction sector across the UK appears mixed, in keeping with the generally uncertain macroclimate at present.

Construction output, according to official figures, contracted through the opening stretch of the year, with new orders for infrastructure and commercial work faring particularly poorly, although it must be said that business surveys paint a more resilient picture.

Activity in the housing market has quite clearly come off the boil and transactions look likely to end the year 2018 around 5% lower than last. On the back of this, house price growth seems set to moderate, with parts of the country, namely London and the South East, now displaying a slightly negative outlook. None of this bodes especially well for housebuilding which already appears to have flattened out following significant growth over recent years.

Although the uncertainties surrounding the Brexit process are unlikely to be resolved anytime soon, there are reasons to believe the economy may begin to post a slightly stronger rate of growth in the near term at least. Indeed, high inflation, which has squeezed consumers' spending power, should continue to ease and lead to further positive real wage growth.

Any improvement here would be much welcomed by the retail portion of the commercial property market, where a combination of weak spending growth and changing consumer preferences has placed increasing upward pressure on vacancy rates of late. A more benign inflationary backdrop should also ensure the Bank of England is not pressed into raising rates again in the immediate future, following the 25 basis point increase in August 2018. As such, mortgage rates should remain close to historic lows over the coming year.

The most recent RICS Construction Market Survey shows expectations across the sector are generally positive, with workloads anticipated to rise over the next 12 months. Respondents have also reported solid hiring trends recently and envisage employment continuing to rise in the coming year. Even so, in both instances, expectations are only modest when placed in a historical context, suggesting growth will be steady rather than spectacular.

CONSTRUCTION & PROPERTY ARCHITECTURE

London		
Architects	£ Range	£ Typical
Partner/Director	75,000-110,000	86,000
Associate	55,000-75,000	66,000
Architect (Senior)	48,000-55,000	52,000
Architect (5 years PQE)	42,000-48,000	45,000
Architect (Recently Qualified)	35,000-40,000	38,000
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	52,000-62,000	53,500
Senior Technologist	42,000-52,000	47,000
Technologist	32,000-40,000	36,750
BIM	£ Range	£ Typical
BIM Manager	50,000-60,000	58,500
BIM Coordinator	34,000-42,000	36,000
Interior designers	£ Range	£ Typical
Interior Designer (Senior)	42,000-54,000	48,000
Interior Designer (Midweight)	37,000-43,000	39,500
Interior Designer (Junior)	20,000-25,000	22,500
Spaceplanner	25,000-35,000	30,000
Planners	£ Range	£ Typical
Partner/Director	75,000-100,000	85,000
Associate	50,000-65,000	58,000
Planner	30,000-50,000	39,000
Assistant Planner	24,000-30,000	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	60,000-72,000	66,000
Associate	48,000-55,000	52,000
Architect (Senior)	45,000-50,000	48,000
Architect (5 years PQE)	38,000-42,000	40,000
Architect (Recently Qualified)	30,000-36,000	34,000
Architectural Assistant, Part II	26,000-30,000	29,000
Architectural Assistant, Part I	18,000-25,000	22,500
Architectural technologist	£ Range	£ Typical
Associate	45,000-55,000	51,000
Senior Technologist	40,000-48,000	41,500
Technologist	30,000-38,000	33,000
BIM	£ Range	£ Typical
BIM Manager	48,000-55,000	49,250
BIM Coordinator	38,000-45,000	42,000
Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-40,000	38,500
Interior Designer (Midweight)	30,000-35,000	32,500
Interior Designer (Junior)	18,000-22,000	20,000
Spaceplanner	30,000-35,000	32,000
Planners	£ Range	£ Typical
Partner/Director	62,000-82,000	76,250
Associate	50,000-62,000	53,750
Planner	30,000-42,000	36,250
Assistant Planner	22,000-35,000	26,750
Design Manager	£ Range	£ Typical
Design Manager	40,000-50,000	45,000
Design Coordinator	34,000-40,000	37,000

East of England		
Architects	£ Range	£ Typical
Partner/Director	50,000-65,000	54,750
Associate	40,000-55,000	44,750
Architect (Senior)	38,000-45,000	42,000
Architect (5 years PQE)	35,000-42,000	38,000
Architect (Recently Qualified)	30,000-36,000	32,000
Architectural Assistant, Part II	22,000-28,000	23,000
Architectural Assistant, Part I	17,000-22,000	19,000
Architectural technologist	£ Range	£ Typical
Associate	45,000-60,000	50,500
Senior Technologist	35,000-45,000	41,750
Technologist	30,000-38,000	33,250
BIM	£ Range	£ Typical
BIM Manager	35,000-50,000	37,750
BIM Coordinator	26,000-35,000	29,000
Interior designers	£ Range	£ Typical
Interior Designer (Senior)	31,000-40,000	37,000
Interior Designer (Midweight)	26,000-33,000	31,000
Interior Designer (Junior)	18,000-24,000	19,000
Spaceplanner	18,000-24,000	21,000
Planners	£ Range	£ Typical
Partner/Director	60,000-80,000	71,500
Associate	50,000-62,000	61,250
Planner	30,000-40,000	37,000
Assistant Planner	22,000-35,000	27,000
Design Manager	£ Range	£ Typical
Design Manager	40,000-65,000	55,000
Design Coordinator	30,000-45,000	37,000

South West England		
Architects	£ Range	£ Typical
Partner/Director	46,000-56,000	53,000
Associate	36,000-46,000	43,500
Architect (Senior)	38,000-45,000	40,000
Architect (5 years PQE)	33,000-38,000	35,000
Architect (Recently Qualified)	28,000-33,000	30,000
Architectural Assistant, Part II	25,000-28,000	27,000
Architectural Assistant, Part I	16,000-18,000	17,000
Architectural technologist	£ Range	£ Typical
Associate	33,000-42,000	40,000
Senior Technologist	30,000-40,000	36,250
Technologist	20,000-26,000	26,000
BIM	£ Range	£ Typical
BIM Manager	35,000-45,000	39,000
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	46,000
Design Coordinator	30,000-40,000	36,000

CONSTRUCTION & PROPERTY ARCHITECTURE

Wales

Architects	£ Range	£ Typical
Partner/Director	46,000-56,000	52,250
Associate	36,000-46,000	41,750
Architect (Senior)	35,000-40,000	38,000
Architect (5 years PQE)	31,000-35,000	34,000
Architect (Recently Qualified)	28,000-31,000	29,500
Architectural Assistant, Part II	22,000-28,000	26,000
Architectural Assistant, Part I	16,000-20,000	17,750

Architectural technologist	£ Range	£ Typical
Associate	33,000-42,000	37,000
Senior Technologist	26,000-35,000	33,250
Technologist	18,000-26,000	22,500

BIM	£ Range	£ Typical
BIM Manager	35,000-45,000	39,500
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	29,000

Planners	£ Range	£ Typical
Partner/Director	39,000-50,000	47,750
Associate	28,000-38,000	36,750
Planner	20,000-27,000	26,750
Assistant Planner	16,000-20,000	19,750

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	50,000-65,000	60,000
Associate	40,000-50,000	46,000
Architect (Senior)	35,000-40,000	38,000
Architect (5 years PQE)	33,000-38,000	35,000
Architect (Recently Qualified)	28,000-33,000	32,000
Architectural Assistant, Part II	22,000-28,000	25,500
Architectural Assistant, Part I	16,000-22,000	18,000

Architectural technologist	£ Range	£ Typical
Associate	35,000-45,000	43,750
Senior Technologist	33,000-40,000	35,750
Technologist	24,000-33,000	28,000

BIM	£ Range	£ Typical
BIM Manager	40,000-55,000	47,750
BIM Coordinator	30,000-40,000	35,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	34,000-45,000	40,000
Interior Designer (Midweight)	25,000-32,000	29,000
Interior Designer (Junior)	18,000-25,000	20,000
Spaceplanner	22,000-30,000	25,000

Planners	£ Range	£ Typical
Partner/Director	50,000-65,000	59,250
Associate	40,000-45,000	44,500
Planner	26,000-35,000	28,000
Assistant Planner	15,000-22,000	21,750

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

East Midlands		
Architects	£ Range	£ Typical
Partner/Director	55,000-65,000	61,000
Associate	45,000-50,000	46,250
Architect (Senior)	35,000-40,000	39,000
Architect (5 years PQE)	33,000-38,000	35,500
Architect (Recently Qualified)	28,000-33,000	32,000
Architectural Assistant, Part II	22,000-28,000	26,250
Architectural Assistant, Part I	16,000-22,000	20,500
Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	42,750
Senior Technologist	33,000-40,000	35,250
Technologist	24,000-33,000	27,500
BIM	£ Range	£ Typical
BIM Manager	45,000-60,000	48,500
BIM Coordinator	30,000-40,000	36,000
Interior designers	£ Range	£ Typical
Interior Designer (Senior)	33,000-43,000	35,750
Interior Designer (Midweight)	25,000-32,000	29,000
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	57,500
Associate	40,000-45,000	43,750
Planner	25,000-35,000	28,250
Assistant Planner	19,000-26,000	24,250
Design Manager	£ Range	£ Typical
Design Manager	50,000-60,000	55,000
Design Coordinator	40,000-50,000	45,000

Yorkshire and the Humber		
Architects	£ Range	£ Typical
Partner/Director	55,000-75,000	59,000
Associate	40,000-50,000	45,750
Architect (Senior)	35,000-47,000	40,000
Architect (5 years PQE)	30,000-40,000	35,000
Architect (Recently Qualified)	27,500-32,500	30,000
Architectural Assistant, Part II	22,500-27,500	23,750
Architectural Assistant, Part I	17,000-20,000	18,750
Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	44,000
Senior Technologist	30,000-40,000	35,000
Technologist	24,000-30,000	27,750
BIM	£ Range	£ Typical
BIM Manager	40,000-50,000	45,250
BIM Coordinator	35,000-42,000	38,000
Interior designers	£ Range	£ Typical
Interior Designer (Senior)	27,000-32,000	29,750
Interior Designer (Midweight)	23,000-27,000	25,750
Interior Designer (Junior)	18,000-23,000	21,000
Spaceplanner	22,000-30,000	25,000
Planners	£ Range	£ Typical
Partner/Director	52,000-65,500	56,750
Associate	41,000-46,000	43,500
Planner	26,000-47,000	30,750
Assistant Planner	16,000-22,000	19,250
Design Manager	£ Range	£ Typical
Design Manager	50,000-65,000	55,000
Design Coordinator	35,000-45,000	40,000

CONSTRUCTION & PROPERTY ARCHITECTURE

North East England

Architects	£ Range	£ Typical
Partner/Director	47,000-58,000	51,500
Associate	36,000-44,000	41,500
Architect (Senior)	35,000-47,000	40,000
Architect (5 years PQE)	30,000-40,000	35,000
Architect (Recently Qualified)	27,000-32,500	30,000
Architectural Assistant, Part II	18,000-24,000	21,000
Architectural Assistant, Part I	16,500-21,000	18,000

Architectural technologist	£ Range	£ Typical
Associate	40,000-50,000	42,000
Senior Technologist	32,000-41,000	35,000
Technologist	25,000-32,000	27,250

BIM	£ Range	£ Typical
BIM Manager	40,000-52,000	47,000
BIM Coordinator	32,000-42,000	35,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	27,000-32,000	28,500
Interior Designer (Midweight)	24,000-28,000	26,000
Interior Designer (Junior)	18,000-23,000	21,000
Spaceplanner	21,000-30,000	25,000

Planners	£ Range	£ Typical
Partner/Director	37,000-50,000	46,500
Associate	26,000-38,000	35,500
Planner	18,000-28,000	25,000
Assistant Planner	16,000-21,000	18,500

Design Manager	£ Range	£ Typical
Design Manager	48,000-63,000	53,000
Design Coordinator	35,000-45,000	40,000

North West England

Architects	£ Range	£ Typical
Partner/Director	60,000-70,000	66,000
Associate	45,000-55,000	49,750
Architect (Senior)	39,500-52,500	40,000
Architect (5 years PQE)	36,000-38,000	38,000
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	£ Range	£ Typical
Associate	42,000-55,000	45,750
Senior Technologist	30,000-48,000	39,500
Technologist	16,500-35,000	29,250

BIM	£ Range	£ Typical
BIM Manager	45,000-55,000	51,000
BIM Coordinator	32,000-42,000	35,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	35,000-55,000	36,750
Interior Designer (Midweight)	25,000-30,000	28,000
Interior Designer (Junior)	17,000-23,000	18,000
Spaceplanner	18,000-25,000	22,000

Planners	£ Range	£ Typical
Partner/Director	55,000-70,000	58,000
Associate	35,000-45,000	42,000
Planner	24,000-35,000	29,000
Assistant Planner	16,000-23,000	19,250

Design Manager	£ Range	£ Typical
Design Manager	45,000-65,000	60,000
Design Coordinator	35,000-45,000	40,000

Northern Ireland

Architects	£ Range	£ Typical
Partner/Director	50,000-60,000	52,000
Associate	40,000-48,000	44,750
Architect (Senior)	37,000-42,000	40,000
Architect (5 years PQE)	30,000-40,000	35,000
Architect (Recently Qualified)	25,000-33,000	28,500
Architectural Assistant, Part II	18,000-25,000	23,000
Architectural Assistant, Part I	16,000-18,000	16,750

Architectural technologist	£ Range	£ Typical
Associate	35,000-45,000	38,250
Senior Technologist	30,000-36,000	34,250
Technologist	19,500-30,000	24,000

BIM	£ Range	£ Typical
BIM Manager	36,000-46,000	44,250
BIM Coordinator	25,000-32,000	28,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	25,000-35,000	29,250
Interior Designer (Midweight)	22,000-26,000	24,000
Interior Designer (Junior)	17,000-21,000	19,000
Spaceplanner	16,500-19,000	18,000

Planners	£ Range	£ Typical
Partner/Director	40,000-50,000	45,750
Associate	35,000-40,000	36,750
Planner	25,000-35,000	29,750
Assistant Planner	17,000-22,000	19,250

Design Manager	£ Range	£ Typical
Design Manager	40,000-55,000	48,000
Design Coordinator	32,000-40,000	37,000

Scotland

Architects	£ Range	£ Typical
Partner/Director	55,000-85,000	57,250
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	42,000
Senior Technologist	36,000-42,000	38,000
Technologist	18,000-32,000	27,000

BIM	£ Range	£ Typical
BIM Manager	38,000-45,000	38,500
BIM Coordinator	30,000-38,000	35,000

Interior designers	£ Range	£ Typical
Interior Designer (Senior)	30,000-36,000	34,250
Interior Designer (Midweight)	20,000-30,000	27,500
Interior Designer (Junior)	15,000-20,000	17,000
Spaceplanner	18,000-25,000	20,000

Planners	£ Range	£ Typical
Partner/Director	40,000-50,000	43,750
Associate	33,000-40,000	36,000
Planner	26,000-36,000	27,250
Assistant Planner	18,000-23,000	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)



The architectural technology profession continues to evolve and grow internationally, with chartered architectural technologists enjoying near full employment. Our Institute is now home to circa 10,000 members, 3,900 of which are chartered members.

However, there are challenges ahead. There is concern in the built environment sector surrounding the impact of Brexit with the ongoing skills shortage in the sector likely to worsen if skilled EU citizens face greater barriers to working in the UK. Academia and industry face the challenge of addressing the industry's skills gap and must collaborate more closely in order to respond to the needs of the sector and society. As an institute, we continue to endorse and promote inclusive and

accessible routes to a rewarding career within the discipline, which include the Government's Trailblazer apprenticeship scheme.

As well as tackling the skills shortage, a change in culture within the sector is needed immediately – complacency must become unacceptable and people should be aware that events similar to the Grenfell tragedy are still possible. The long-term and significant implications to the industry following the publication of the Independent Review of the Building Regulations and Fire Safety will affect the whole industry, and CIAT has major representation as a lead professional body within the Review.

Similarly, CIAT has had significant input into the Cole Report (Scotland) following the construction failures at a number of schools in Scotland. Both tragic events highlight the critical need for holistic and collaborative working in our sector.

Looking ahead, architectural technology professionals should continue to enjoy the high rates of employment, diverse global opportunities and rewarding careers. Holding a strong position in the industry, they can effect change and are respected as one of the lead professionals within a project team, from design to final certification.



CONSTRUCTION & PROPERTY

CIVIL & STRUCTURAL ENGINEERING

Civil engineers

London	£ Range	£ Typical
Associate Engineer	60,000-70,000	66,000
Senior Engineer	42,000-54,000	50,000
Engineer	34,000-42,000	40,000
Graduate Engineer	27,000-32,000	29,500

East Midlands	£ Range	£ Typical
Associate Engineer	50,000-65,000	52,000
Senior Engineer	42,000-52,000	47,250
Engineer	35,000-50,000	37,500
Graduate Engineer	20,000-25,000	23,000

South East England	£ Range	£ Typical
Associate Engineer	47,000-60,000	55,000
Senior Engineer	40,000-49,000	43,500
Engineer	35,000-42,000	38,500
Graduate Engineer	22,000-28,000	26,000

Yorkshire and the Humber	£ Range	£ Typical
Associate Engineer	44,000-51,000	49,000
Senior Engineer	33,000-37,000	36,250
Engineer	26,500-32,500	31,500
Graduate Engineer	19,500-24,500	23,500

East of England	£ Range	£ Typical
Associate Engineer	48,000-56,000	54,250
Senior Engineer	40,000-50,000	46,750
Engineer	32,000-40,000	38,250
Graduate Engineer	21,000-28,000	26,000

North East England	£ Range	£ Typical
Associate Engineer	44,000-51,000	49,750
Senior Engineer	35,000-42,000	41,750
Engineer	30,000-38,000	35,250
Graduate Engineer	20,000-24,500	23,500

South West England	£ Range	£ Typical
Associate Engineer	55,000-65,000	60,000
Senior Engineer	37,500-47,500	40,500
Engineer	28,000-36,000	32,000
Graduate Engineer	22,000-28,000	22,500

North West England	£ Range	£ Typical
Associate Engineer	50,000-60,000	53,000
Senior Engineer	38,000-44,000	42,000
Engineer	32,000-38,000	34,250
Graduate Engineer	24,000-28,000	26,000

Wales	£ Range	£ Typical
Associate Engineer	47,500-55,000	52,500
Senior Engineer	35,000-45,000	41,250
Engineer	25,000-35,000	33,250
Graduate Engineer	20,000-26,000	23,250

Northern Ireland	£ Range	£ Typical
Associate Engineer	40,000-50,000	46,750
Senior Engineer	30,000-40,000	36,750
Engineer	26,000-33,000	30,000
Graduate Engineer	20,000-25,000	24,500

West Midlands	£ Range	£ Typical
Associate Engineer	55,000-70,000	60,000
Senior Engineer	38,000-55,000	47,250
Engineer	30,000-48,000	37,500
Graduate Engineer	23,000-28,000	26,750

Scotland	£ Range	£ Typical
Associate Engineer	50,000-65,000	57,000
Senior Engineer	37,500-45,000	43,250
Engineer	30,000-40,000	34,250
Graduate Engineer	20,000-28,000	24,000



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



Civil engineering plays a fundamental role in underpinning the UK's societal and economic wellbeing. It provides solutions to many of the major global challenges, such as high-density urban living through building smart and inclusive cities of the future.

Research by the Centre for Economic and Business Research (CEBR) estimated that in 2015 the engineering sector generated 25% (£420.5 billion) of the UK's total GDP with 19% of the UK's total workforce employed in the engineering sector. *The Engineering UK 2018: The state of engineering* forecasts that big data is due to contribute £241 billion to UK GDP by 2020 and will create 157,000 new jobs.

The Government has responded to the National Infrastructure Commission's recent report, *Data for the Public Good*, supporting the adoption of recommendations to use big data to improve the condition and operation of the nation's infrastructure network. This highlights the Government's support of industry's move towards embracing the digital revolution through quality and efficiency improvements – civil engineering seeks to safeguard the public and assure society.

The Warwick Institute for Employment Studies undertook on behalf of Engineering UK a bespoke extension of *Working Futures*, which estimated that the engineering industry needs to recruit 124,000 graduates and technicians (Level 3+) for core engineering jobs annually for the next six years. The Network Rail upgrade plan alone is estimated to require an additional 7,200 engineers and technicians by 2020.

The Government's major projects portfolio includes improvements to both road and rail networks – delivery of infrastructure aimed at delivering against future energy needs and investment in the schools' building programme. The demand for engineers and technicians across the public and private sectors remains strong. Those entering the workplace need to be equipped with appropriate technical skills, especially digital expertise, in order to meet the needs of the modern construction sector.

CONSTRUCTION & PROPERTY

CIVIL & STRUCTURAL ENGINEERING

Structural engineers

London	£ Range	£ Typical
Associate Engineer	60,000-70,000	67,000
Senior Engineer	47,000-57,000	54,000
Engineer	34,000-45,000	41,250
Graduate Engineer	26,000-32,000	29,500

East Midlands	£ Range	£ Typical
Associate Engineer	50,000-65,000	57,500
Senior Engineer	42,000-55,000	48,000
Engineer	38,000-46,000	41,000
Graduate Engineer	20,000-25,000	24,000

South East England	£ Range	£ Typical
Associate Engineer	53,000-63,000	56,000
Senior Engineer	42,000-52,000	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	49,750
Senior Engineer	34,000-41,000	40,500
Engineer	28,000-33,000	31,500
Graduate Engineer	19,500-24,500	23,750

East of England	£ Range	£ Typical
Associate Engineer	48,000-55,000	54,000
Senior Engineer	40,000-50,000	46,000
Engineer	32,000-40,000	37,500
Graduate Engineer	21,000-28,000	26,000

North East England	£ Range	£ Typical
Associate Engineer	45,000-55,000	50,500
Senior Engineer	35,000-42,500	41,750
Engineer	30,000-38,000	33,500
Graduate Engineer	20,000-24,500	23,000

South West England	£ Range	£ Typical
Associate Engineer	50,000-62,000	57,500
Senior Engineer	34,500-50,000	42,500
Engineer	28,000-35,000	34,500
Graduate Engineer	22,000-28,000	23,000

North West England	£ Range	£ Typical
Associate Engineer	50,000-60,000	55,000
Senior Engineer	38,000-43,000	42,750
Engineer	32,000-38,000	36,000
Graduate Engineer	24,000-28,000	25,500

Wales	£ Range	£ Typical
Associate Engineer	50,000-58,000	52,500
Senior Engineer	37,500-45,000	42,000
Engineer	26,000-34,000	33,000
Graduate Engineer	20,000-26,000	23,000

Northern Ireland	£ Range	£ Typical
Associate Engineer	40,000-50,000	47,000
Senior Engineer	30,000-40,000	38,750
Engineer	29,000-34,000	31,000
Graduate Engineer	20,000-25,000	24,000

West Midlands	£ Range	£ Typical
Associate Engineer	50,000-70,000	61,500
Senior Engineer	42,000-56,000	47,250
Engineer	38,000-46,000	38,250
Graduate Engineer	20,000-27,000	26,250

Scotland	£ Range	£ Typical
Associate Engineer	50,000-65,000	56,000
Senior Engineer	38,000-45,000	44,250
Engineer	28,000-38,000	33,500
Graduate Engineer	22,000-28,000	26,000

CAD technicians

London	£ Range	£ Typical
BIM/Revit Manager	52,000-59,000	56,000
Senior CAD/Revit Technician	42,000-50,000	47,500
CAD/Revit Technician	32,000-45,000	38,500

East Midlands	£ Range	£ Typical
BIM/Revit Manager	33,000-48,000	38,750
Senior CAD/Revit Technician	35,000-50,000	36,500
CAD/Revit Technician	30,000-40,000	33,000

South East England	£ Range	£ Typical
BIM/Revit Manager	37,000-46,000	40,000
Senior CAD/Revit Technician	33,000-42,000	39,250
CAD/Revit Technician	25,000-32,000	31,500

Yorkshire and the Humber	£ Range	£ Typical
BIM/Revit Manager	33,000-39,000	37,750
Senior CAD/Revit Technician	29,000-33,500	32,500
CAD/Revit Technician	23,000-29,000	27,000

East of England	£ Range	£ Typical
BIM/Revit Manager	36,000-43,000	40,750
Senior CAD/Revit Technician	33,000-41,000	38,750
CAD/Revit Technician	24,000-36,000	30,000

North East England	£ Range	£ Typical
BIM/Revit Manager	32,000-38,000	36,500
Senior CAD/Revit Technician	29,000-33,000	32,000
CAD/Revit Technician	20,000-25,000	23,000

South West England	£ Range	£ Typical
BIM/Revit Manager	38,000-42,000	40,250
Senior CAD/Revit Technician	35,000-40,000	38,000
CAD/Revit Technician	25,000-32,500	28,250

North West England	£ Range	£ Typical
BIM/Revit Manager	40,000-47,000	41,250
Senior CAD/Revit Technician	38,000-45,000	39,000
CAD/Revit Technician	28,000-38,000	30,000

Wales	£ Range	£ Typical
BIM/Revit Manager	35,000-40,000	37,750
Senior CAD/Revit Technician	27,500-32,500	32,000
CAD/Revit Technician	25,000-27,500	26,000

Northern Ireland	£ Range	£ Typical
BIM/Revit Manager	32,000-36,000	33,000
Senior CAD/Revit Technician	26,000-32,000	30,500
CAD/Revit Technician	23,000-28,000	26,750

West Midlands	£ Range	£ Typical
BIM/Revit Manager	33,000-48,000	40,250
Senior CAD/Revit Technician	35,000-50,000	40,750
CAD/Revit Technician	30,000-40,000	32,000

Scotland	£ Range	£ Typical
BIM/Revit Manager	40,000-47,000	41,000
Senior CAD/Revit Technician	35,000-40,000	40,000
CAD/Revit Technician	20,000-35,000	31,250

CONSTRUCTION & PROPERTY FACILITIES MANAGEMENT

London	£ Range	£ Typical
Facilities Director	80,000-120,000	91,000
Facilities Consultant	50,000-60,000	58,000
Facilities Manager	40,000-55,000	50,000
Facilities Assistant	25,000-30,000	25,750
Technical Services Manager	50,000-60,000	56,500
Technical Services Supervisor	40,000-45,000	42,500
Contract Manager	50,000-60,000	57,500
Electrical/Mechanical Engineer	32,000-37,000	34,000

South West England	£ Range	£ Typical
Facilities Director	65,000-75,000	70,500
Facilities Consultant	42,500-50,000	46,000
Facilities Manager	37,500-42,500	39,250
Facilities Assistant	18,000-25,000	23,750
Technical Services Manager	35,000-42,500	39,750
Technical Services Supervisor	30,000-37,500	34,500
Contract Manager	35,000-45,000	41,250
Electrical/Mechanical Engineer	30,000-33,000	32,500

South East England	£ Range	£ Typical
Facilities Director	68,000-75,000	73,000
Facilities Consultant	55,000-65,000	57,500
Facilities Manager	36,000-42,000	39,000
Facilities Assistant	23,000-26,000	24,500
Technical Services Manager	45,000-55,000	51,500
Technical Services Supervisor	38,000-45,000	40,750
Contract Manager	48,000-55,000	53,500
Electrical/Mechanical Engineer	28,000-35,000	32,500

Wales	£ Range	£ Typical
Facilities Director	60,000-65,000	62,000
Facilities Consultant	45,000-52,500	49,000
Facilities Manager	37,500-42,500	39,000
Facilities Assistant	20,000-25,000	23,000
Technical Services Manager	37,500-42,000	39,000
Technical Services Supervisor	30,000-37,500	34,000
Contract Manager	37,500-42,500	39,000
Electrical/Mechanical Engineer	29,500-33,000	31,500

East of England	£ Range	£ Typical
Facilities Director	60,000-70,000	66,000
Facilities Consultant	40,000-55,000	47,500
Facilities Manager	35,000-45,000	40,500
Facilities Assistant	20,000-25,000	22,500
Technical Services Manager	40,000-50,000	45,000
Technical Services Supervisor	32,000-37,000	36,000
Contract Manager	35,000-45,000	41,250
Electrical/Mechanical Engineer	28,000-34,000	31,750

West Midlands	£ Range	£ Typical
Facilities Director	60,000-70,000	66,000
Facilities Consultant	45,000-50,000	47,000
Facilities Manager	30,000-40,000	36,500
Facilities Assistant	20,000-25,000	21,500
Technical Services Manager	36,000-46,000	45,000
Technical Services Supervisor	30,000-35,000	33,500
Contract Manager	35,000-48,000	43,500
Electrical/Mechanical Engineer	28,000-32,000	31,000

East Midlands	£ Range	£ Typical
Facilities Director	55,000-75,000	65,500
Facilities Consultant	42,000-55,000	43,500
Facilities Manager	35,000-45,000	40,500
Facilities Assistant	18,000-28,000	23,500
Technical Services Manager	38,000-48,000	43,000
Technical Services Supervisor	30,000-40,000	36,000
Contract Manager	35,000-48,000	46,250
Electrical/Mechanical Engineer	28,000-34,000	33,500

North West England	£ Range	£ Typical
Facilities Director	62,500-85,000	73,500
Facilities Consultant	40,000-60,000	48,250
Facilities Manager	35,000-55,000	45,500
Facilities Assistant	18,000-28,000	23,500
Technical Services Manager	38,000-50,000	47,750
Technical Services Supervisor	29,500-42,000	36,750
Contract Manager	37,000-50,000	46,750
Electrical/Mechanical Engineer	30,000-38,000	32,500

Yorkshire and the Humber	£ Range	£ Typical
Facilities Director	60,000-70,000	61,500
Facilities Consultant	38,000-50,000	40,750
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	43,000-55,000	43,750
Electrical/Mechanical Engineer	32,000-35,000	34,750

Northern Ireland	£ Range	£ Typical
Facilities Director	55,000-70,000	57,000
Facilities Consultant	33,000-42,000	36,250
Facilities Manager	32,000-40,000	35,250
Facilities Assistant	16,000-22,000	18,500
Technical Services Manager	35,000-40,000	38,750
Technical Services Supervisor	30,000-35,000	34,250
Contract Manager	35,000-40,000	38,250
Electrical/Mechanical Engineer	26,000-32,000	29,250

North East England	£ Range	£ Typical
Facilities Director	55,000-65,000	61,000
Facilities Consultant	40,000-50,000	42,000
Facilities Manager	32,000-42,000	37,750
Facilities Assistant	18,000-24,000	22,500
Technical Services Manager	32,000-45,000	37,250
Technical Services Supervisor	27,000-35,000	28,250
Contract Manager	40,000-50,000	44,500
Electrical/Mechanical Engineer	29,000-35,000	33,750

Scotland	£ Range	£ Typical
Facilities Director	55,000-65,000	58,500
Facilities Consultant	35,000-55,000	41,500
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	80,000-100,000	91,500
Associate	60,000-75,000	70,000
Senior Design Engineer (M&E)	50,000-65,000	56,000
Intermediate Design Engineer (M&E)	32,000-45,000	40,000
Junior Design Engineer (M&E)	25,000-32,000	30,000
Revit/BIM Technician	40,000-60,000	48,250
CAD Technician	30,000-38,000	35,000
Professional Quantity Surveyor	50,000-75,000	67,000
Sustainability Consultant	45,000-60,000	56,000

South West England	£ Range	£ Typical
Director	60,000-70,000	60,750
Associate	55,000-60,000	57,500
Senior Design Engineer (M&E)	45,000-55,000	49,000
Intermediate Design Engineer (M&E)	33,000-40,000	38,750
Junior Design Engineer (M&E)	20,000-32,000	28,000
Revit/BIM Technician	35,000-45,000	39,500
CAD Technician	25,000-35,000	29,500
Professional Quantity Surveyor	45,000-60,000	52,000
Sustainability Consultant	40,000-50,000	46,500

South East England	£ Range	£ Typical
Director	70,000-80,000	72,000
Associate	60,000-65,000	62,000
Senior Design Engineer (M&E)	52,000-57,000	56,000
Intermediate Design Engineer (M&E)	30,000-36,000	35,750
Junior Design Engineer (M&E)	22,000-30,000	29,750
Revit/BIM Technician	43,000-55,000	44,000
CAD Technician	30,000-35,000	32,500
Professional Quantity Surveyor	55,000-70,000	66,500
Sustainability Consultant	42,000-47,000	44,250

Wales	£ Range	£ Typical
Director	52,000-60,000	56,500
Associate	40,000-55,000	53,000
Senior Design Engineer (M&E)	40,000-50,000	47,000
Intermediate Design Engineer (M&E)	28,000-40,000	36,000
Junior Design Engineer (M&E)	22,000-30,000	26,250
Revit/BIM Technician	30,000-40,000	36,750
CAD Technician	23,000-30,000	30,000
Professional Quantity Surveyor	35,000-45,000	44,000
Sustainability Consultant	38,500-44,500	43,750

East of England	£ Range	£ Typical
Director	50,000-70,000	63,000
Associate	50,000-65,000	53,750
Senior Design Engineer (M&E)	40,000-55,000	46,750
Intermediate Design Engineer (M&E)	33,000-50,000	39,250
Junior Design Engineer (M&E)	20,000-28,000	25,250
Revit/BIM Technician	28,000-38,000	32,500
CAD Technician	25,000-37,000	30,500
Professional Quantity Surveyor	40,000-55,000	50,250
Sustainability Consultant	42,000-60,000	52,000

West Midlands	£ Range	£ Typical
Director	60,000-75,000	66,000
Associate	50,000-60,000	56,000
Senior Design Engineer (M&E)	40,000-55,000	45,000
Intermediate Design Engineer (M&E)	25,000-40,000	34,250
Junior Design Engineer (M&E)	20,000-30,000	25,000
Revit/BIM Technician	30,000-40,000	34,250
CAD Technician	25,000-35,000	28,000
Professional Quantity Surveyor	35,000-50,000	44,500
Sustainability Consultant	38,000-48,000	45,000

East Midlands	£ Range	£ Typical
Director	60,000-70,000	64,000
Associate	55,000-65,000	58,500
Senior Design Engineer (M&E)	45,000-55,000	48,750
Intermediate Design Engineer (M&E)	30,000-38,000	35,750
Junior Design Engineer (M&E)	24,000-30,000	27,000
Revit/BIM Technician	30,000-40,000	35,000
CAD Technician	25,000-30,000	28,750
Professional Quantity Surveyor	45,000-55,000	47,250
Sustainability Consultant	35,000-45,000	43,750

North West England	£ Range	£ Typical
Director	60,000-70,000	67,750
Associate	50,000-60,000	58,000
Senior Design Engineer (M&E)	40,000-50,000	48,000
Intermediate Design Engineer (M&E)	27,000-38,000	36,000
Junior Design Engineer (M&E)	18,000-27,000	26,750
Revit/BIM Technician	32,000-45,000	38,250
CAD Technician	25,000-37,000	29,000
Professional Quantity Surveyor	38,000-45,000	45,000
Sustainability Consultant	40,000-50,000	46,750

Yorkshire and the Humber	£ Range	£ Typical
Director	42,000-55,000	53,000
Associate	42,000-49,000	48,750
Senior Design Engineer (M&E)	38,000-45,000	43,750
Intermediate Design Engineer (M&E)	22,000-28,000	27,000
Junior Design Engineer (M&E)	18,000-25,000	22,000
Revit/BIM Technician	28,000-38,000	36,000
CAD Technician	22,000-29,000	27,000
Professional Quantity Surveyor	35,000-45,000	43,000
Sustainability Consultant	40,000-47,500	44,250

Northern Ireland	£ Range	£ Typical
Director	50,000-70,000	62,250
Associate	45,000-55,000	52,750
Senior Design Engineer (M&E)	40,000-45,000	40,000
Intermediate Design Engineer (M&E)	28,000-33,000	28,000
Junior Design Engineer (M&E)	21,000-26,000	24,500
Revit/BIM Technician	24,000-30,000	26,250
CAD Technician	18,000-25,000	21,000
Professional Quantity Surveyor	32,000-38,000	36,750
Sustainability Consultant	30,000-40,000	37,750

North East England	£ Range	£ Typical
Director	42,000-54,000	52,500
Associate	38,000-45,000	44,000
Senior Design Engineer (M&E)	40,000-45,000	44,750
Intermediate Design Engineer (M&E)	28,000-40,000	31,500
Junior Design Engineer (M&E)	18,000-24,000	22,000
Revit/BIM Technician	28,000-35,000	35,000
CAD Technician	21,000-26,000	25,000
Professional Quantity Surveyor	35,000-41,000	40,250
Sustainability Consultant	36,500-43,500	41,750

Scotland	£ Range	£ Typical
Director	55,000-70,000	60,000
Associate	50,000-65,000	54,500
Senior Design Engineer (M&E)	40,000-47,000	46,000
Intermediate Design Engineer (M&E)	30,000-40,000	36,250
Junior Design Engineer (M&E)	24,000-30,000	28,250
Revit/BIM Technician	25,000-35,000	32,000
CAD Technician	22,000-30,000	26,750
Professional Quantity Surveyor	35,000-50,000	40,000
Sustainability Consultant	35,000-50,000	44,000

CONSTRUCTION & PROPERTY BUILDING SERVICES

Contractors

London	£ Range	£ Typical
Director	80,000-120,000	100,000
Senior Contracts Manager	60,000-80,000	68,500
Contract Quantity Surveyor	50,000-80,000	61,500
Project Manager	60,000-75,000	70,000
Project Engineer	40,000-60,000	50,000
Estimator	45,000-60,000	57,250
CAD Technician	30,000-50,000	42,500

Wales	£ Range	£ Typical
Director	55,000-65,000	57,500
Senior Contracts Manager	45,000-55,000	49,000
Contract Quantity Surveyor	40,000-45,000	44,750
Project Manager	40,000-50,000	43,750
Project Engineer	30,000-40,000	36,250
Estimator	35,000-45,000	39,500
CAD Technician	27,500-32,500	30,000

South East England	£ Range	£ Typical
Director	73,000-80,000	76,500
Senior Contracts Manager	55,000-67,000	66,000
Contract Quantity Surveyor	55,000-65,000	62,500
Project Manager	52,500-67,000	66,250
Project Engineer	40,000-45,000	44,250
Estimator	45,000-62,000	60,250
CAD Technician	33,000-40,000	36,000

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	44,750
Project Manager	40,000-55,000	48,000
Project Engineer	30,000-45,000	39,250
Estimator	30,000-45,000	42,500
CAD Technician	25,000-35,000	29,000

East of England	£ Range	£ Typical
Director	50,000-73,000	58,500
Senior Contracts Manager	45,000-62,000	54,250
Contract Quantity Surveyor	33,000-52,000	43,500
Project Manager	40,000-57,000	48,000
Project Engineer	32,000-48,000	39,500
Estimator	35,000-55,000	44,500
CAD Technician	22,000-27,000	25,000

East Midlands	£ Range	£ Typical
Director	60,000-70,000	64,000
Senior Contracts Manager	50,000-60,000	53,000
Contract Quantity Surveyor	45,000-55,000	46,500
Project Manager	35,000-50,000	48,750
Project Engineer	25,000-38,000	37,750
Estimator	40,000-50,000	43,000
CAD Technician	25,000-30,000	29,000

South West England	£ Range	£ Typical
Director	55,000-65,000	62,000
Senior Contracts Manager	50,000-65,000	52,000
Contract Quantity Surveyor	45,000-50,000	48,000
Project Manager	45,000-52,500	47,500
Project Engineer	35,000-42,500	38,750
Estimator	40,000-50,000	42,750
CAD Technician	30,000-35,000	31,750

Yorkshire and the Humber	£ Range	£ Typical
Director	57,000-62,000	59,000
Senior Contracts Manager	35,000-45,000	39,500
Contract Quantity Surveyor	32,000-42,000	38,500
Project Manager	40,000-57,000	48,500
Project Engineer	30,000-42,000	35,500
Estimator	26,000-38,000	35,500
CAD Technician	23,000-28,000	26,000

North East England	£ Range	£ Typical
Director	48,000-62,000	55,000
Senior Contracts Manager	32,000-46,000	43,000
Contract Quantity Surveyor	35,000-44,000	41,750
Project Manager	40,000-50,000	45,000
Project Engineer	28,000-37,000	34,500
Estimator	31,000-40,000	37,000
CAD Technician	23,000-28,000	26,500

Northern Ireland	£ Range	£ Typical
Director	65,000-85,000	70,000
Senior Contracts Manager	45,000-55,000	49,000
Contract Quantity Surveyor	35,000-48,000	41,750
Project Manager	37,000-45,000	38,250
Project Engineer	28,000-36,000	34,750
Estimator	32,000-40,000	36,000
CAD Technician	24,000-30,000	29,000

North West England	£ Range	£ Typical
Director	60,000-75,000	62,000
Senior Contracts Manager	45,000-60,000	46,500
Contract Quantity Surveyor	40,000-55,000	41,500
Project Manager	30,000-48,000	47,250
Project Engineer	30,000-40,000	40,000
Estimator	38,000-45,000	41,750
CAD Technician	25,000-32,000	30,000

Scotland	£ Range	£ Typical
Director	50,000-65,000	57,000
Senior Contracts Manager	40,000-50,000	46,000
Contract Quantity Surveyor	35,000-45,000	43,000
Project Manager	30,000-45,000	44,250
Project Engineer	28,000-40,000	39,250
Estimator	35,000-44,000	40,000
CAD Technician	22,000-26,000	23,500



Rowan Crowley
Managing Director,
CIBSE Services Ltd.



Undertaking Continuing Professional Development (CPD) is a fundamental part of being a professional engineer, and it is essential for employers to promote and encourage its importance. Having professionally registered engineers allows companies to enter bid submissions stating that they employ professionally registered Engineering Technicians, Incorporated Engineers and Chartered Engineers. Many companies recognise that this is helping them win work as well as hire talented engineers.

The recognition of professional qualifications is high on an individual engineer's agenda, so the commitment a company makes to their employees' professional development and training can also be a big draw for those looking for work.

The standards and requirements for building design and construction vary significantly around the world. Members of CIBSE are interviewed and assessed so that the same high level of competence is observed, regardless of their global location. Building services engineers who have obtained CIBSE Member status but are based in Hong Kong, the UK, India or Africa, for example, will all demonstrate the same high level of competence assessed against a rigorous central criteria.

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 to 2020 was published in 2016 aiming to understand and address the extent to which engineering and its organisations are inclusive and nurture diversity.

CIBSE has taken this opportunity to relaunch its diversity committee – now the Inclusivity Panel – to do more to fulfil CIBSE's obligations under the Diversity in Engineering Concordat. Each year our total number of female CIBSE members increases, and encouragingly there has been a larger percentage of female graduates joining. The employment and retention of a varied workforce is integral to meeting the building services engineering skills gap and therefore to improving building performance.

CONSTRUCTION & PROPERTY

SOCIAL HOUSING

Organisations are planning to recruit in light of ongoing demand for services, and a 1.9% salary increase is indicative of this busy outlook for the year ahead.

As new legislation such as the Homelessness Reduction Act and the Housing & Planning Act continue to create increased demand for services, many organisations anticipate a rise in activity across the year ahead. 64% expect to see a rise in activity, higher than the 56% who predicted an increase last year.

73% of organisations plan on recruiting as a result of increased demand for social housing services, and 52% say they are recruiting temporary, contract or interim staff to meet peaks in demand.

In line with the continuing demand for housing services, salaries have risen by an average of 1.9%, against a 0.6% increase last year. 72% of organisations plan to increase salaries again in the year ahead, and as a result, salary satisfaction levels amongst employees have increased. 53% of employees state they are satisfied with their salary, in comparison to just 36% last year.

As many organisations plan to add to their workforce this year, competition for core skills remains a challenge as 93% admit they have faced skills shortages over the past year. A further 71% are expecting to come across a shortage of suitable applicants in the year ahead, as employee movement is set to dip slightly with only 53% of employees expecting to move jobs in the next 12 months compared to 57% last year.

Ongoing skills shortages across the sector are not just affecting productivity, but also other aspects of the workforce. Over half of organisations (51%) say skills shortages are directly impacting employee morale and 47% say they are unable to deliver projects as effectively.

To combat skills shortages, over half of organisations (52%) have hired additional temporary or contract workers, and 39% have recruited apprentices.

As a result of increased investment into social housing and in addition to salary satisfaction rising, employees are more positive about their overall career prospects and progression opportunities within their organisations. 45% say they feel positive about their career prospects in the year ahead, rising from 40% in the 12 months prior. 57% also say there was scope for progression within their organisation compared to just 42% previously.

Additionally, organisations are increasingly in line with what is important to attract and retain talent. Aside from salary, 27% of organisations recognise work-life balance is the most important factor to attract staff, followed by job security (23%). This aligns with employees' opinions, 28% of whom say work-life balance was the most important aspect when looking for a new role, followed by job security at 18%.

London	£ Range	£ Typical
Area Housing Manager	45,000-50,000	48,500
Housing Manager	38,000-42,000	40,500
Senior Housing Officer	35,000-38,000	36,500
Housing Officer	29,000-33,000	31,750
Housing Assistant	23,000-25,000	23,750
Resident Involvement Manager	37,000-41,000	38,750
Anti-Social Behaviour/ Community Safety Officer	31,000-33,000	32,750
Income Recovery Officer	29,000-33,000	31,500
Team Manager Supported Housing	30,000-33,000	31,000
Support/Project Worker	22,000-24,000	23,250
Scheme Manager	21,000-24,000	22,250

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	17,500-20,000	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	26,000-30,500	29,000
Support/Project Worker	16,000-20,000	17,500
Scheme Manager	18,000-25,000	23,250

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

South West England	£ Range	£ Typical
Area Housing Manager	35,000-41,000	40,500
Housing Manager	30,000-37,500	36,250
Senior Housing Officer	25,000-30,000	27,750
Housing Officer	22,000-30,000	27,000
Housing Assistant	14,000-21,000	18,000
Resident Involvement Manager	25,000-30,000	27,250
Anti-Social Behaviour/ Community Safety Officer	24,000-28,000	26,000
Income Recovery Officer	22,000-32,000	27,500
Team Manager Supported Housing	27,000-31,500	28,500
Support/Project Worker	15,000-22,000	18,000
Scheme Manager	17,000-23,000	19,250

East Midlands	£ Range	£ Typical
Area Housing Manager	34,000-42,000	40,250
Housing Manager	25,000-40,000	36,000
Senior Housing Officer	25,000-28,000	28,000
Housing Officer	20,000-26,000	24,500
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	26,250
Income Recovery Officer	24,000-30,000	26,500
Team Manager Supported Housing	26,000-31,500	28,000
Support/Project Worker	14,000-20,000	17,750
Scheme Manager	15,000-23,000	19,500

Wales	£ Range	£ Typical
Area Housing Manager	32,000-37,500	36,500
Housing Manager	30,000-37,000	36,000
Senior Housing Officer	25,000-29,000	28,750
Housing Officer	21,000-27,000	26,500
Housing Assistant	15,000-19,000	17,750
Resident Involvement Manager	24,000-35,000	26,750
Anti-Social Behaviour/ Community Safety Officer	22,000-27,000	25,000
Income Recovery Officer	18,000-30,000	26,250
Team Manager Supported Housing	26,000-30,000	27,750
Support/Project Worker	15,000-21,000	16,750
Scheme Manager	17,000-23,000	20,500

Yorkshire and the Humber	£ Range	£ Typical
Area Housing Manager	29,000-35,000	34,000
Housing Manager	28,000-36,000	33,000
Senior Housing Officer	26,500-29,500	29,250
Housing Officer	21,000-26,500	24,000
Housing Assistant	16,000-19,000	17,500
Resident Involvement Manager	27,500-33,000	29,750
Anti-Social Behaviour/ Community Safety Officer	21,000-25,000	24,750
Income Recovery Officer	21,000-26,500	24,250
Team Manager Supported Housing	26,500-31,500	28,500
Support/Project Worker	14,000-20,500	18,000
Scheme Manager	15,500-21,000	18,250

West Midlands	£ Range	£ Typical
Area Housing Manager	34,000-45,000	37,000
Housing Manager	28,000-37,000	35,000
Senior Housing Officer	23,000-30,000	27,500
Housing Officer	20,000-26,000	23,500
Housing Assistant	16,000-20,000	17,500
Resident Involvement Manager	29,000-36,000	33,000
Anti-Social Behaviour/ Community Safety Officer	20,000-30,000	25,500
Income Recovery Officer	20,000-25,000	24,250
Team Manager Supported Housing	26,000-31,500	28,750
Support/Project Worker	14,000-20,000	18,500
Scheme Manager	15,000-23,000	20,500

North East England	£ Range	£ Typical
Area Housing Manager	35,000-42,000	38,250
Housing Manager	32,000-37,000	34,500
Senior Housing Officer	24,000-29,000	27,500
Housing Officer	22,000-27,000	25,500
Housing Assistant	17,500-22,000	18,250
Resident Involvement Manager	30,000-35,000	32,500
Anti-Social Behaviour/ Community Safety Officer	22,000-27,000	25,000
Income Recovery Officer	20,000-25,000	22,250
Team Manager Supported Housing	26,000-29,000	27,750
Support/Project Worker	15,000-18,000	16,500
Scheme Manager	18,000-22,000	19,500

CONSTRUCTION & PROPERTY

SOCIAL HOUSING

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

Northern Ireland	£ Range	£ Typical
Area Housing Manager	34,000-40,000	36,000
Housing Manager	32,000-37,000	35,250
Senior Housing Officer	24,000-32,000	26,750
Housing Officer	19,000-26,500	21,250
Housing Assistant	16,000-18,500	16,500
Resident Involvement Manager	16,000-20,000	18,750
Anti-Social Behaviour/ Community Safety Officer	17,000-20,000	18,500
Income Recovery Officer	18,000-22,000	19,250
Team Manager Supported Housing	26,000-29,000	27,750
Support/Project Worker	17,000-21,000	18,000
Scheme Manager	18,000-22,000	20,250

Scotland	£ Range	£ Typical
Area Housing Manager	38,000-48,000	41,000
Housing Manager	33,500-42,000	38,250
Senior Housing Officer	28,500-37,000	32,000
Housing Officer	23,000-35,000	29,250
Housing Assistant	18,000-27,000	21,500
Resident Involvement Manager	28,000-33,000	31,000
Anti-Social Behaviour/ Community Safety Officer	23,000-30,000	27,250
Income Recovery Officer	24,500-28,000	27,500
Team Manager Supported Housing	26,000-29,500	28,000
Support/Project Worker	15,500-18,500	18,250
Scheme Manager	18,000-21,000	19,250



DIGITAL TECHNOLOGY, IT & TELECOMS

DEMAND OUTPACING AVAILABLE TALENT



With most technology employers predicting an increase in business activity over the next 12 months, demand for top talent remains high. However, acute skills shortages and competition from other employers is putting pressure on recruitment plans.

1.7% Average salary increase over the last year

Have you moved job in the last 12 months?



An optimistic activity outlook

Positively, the vast majority (95%) of technology employers expect their organisation's activity levels to increase or stay the same over the coming year. In fact, 69% expect an increase, marginally higher than those who said the same last year (65%) and than the UK average (61%).

As a consequence of this expected activity growth, recruitment is firmly on the agenda for most (81%) technology employers. 67% plan to recruit permanent staff, which is an increase of 6% from last year.

Demand for contractors is also rising, with 41% of employers planning to recruit contractors in the year ahead, an increase of 6% from last year, and greater than the UK overall (35%). Of those planning to hire contractors, nearly two-thirds (65%) are doing so in order to meet peaks in demand, 46% to access specific skills for one-off projects, and over a quarter (26%) to ensure flexibility of staffing costs.

Skills shortages intensify

Despite their plans to recruit, technology employers continue to face significant skills shortages. 93% state they have experienced skills shortages in the last year. Furthermore, these shortages show little signs of abating, with over two-thirds (67%) of employers citing a shortage of suitable candidates as the primary recruitment challenge they anticipate over the next 12 months.

Technology employers have primarily struggled to hire experienced professionals (48%) and middle management level roles (24%) in the last 12 months. These skills shortages are having a negative impact on organisations, with 54% of technology employers stating skills shortages are impacting their ability to deliver projects, and 52% saying they have affected organisational productivity.

Whilst only 44% of technology professionals moved jobs in the past 12 months, a further 41% considered it, emphasising the size of the passive candidate pool (85%) available to employers. Nearly half (48%) of technology candidates who are not expecting to change role in the year ahead say they would be most tempted to move jobs by a better salary or benefits package.

Technology salaries continue to rise

Overall, technology salaries have seen a 1.7% increase in the past year, and 75% of technology employers plan to increase salaries further over the next year. Certain roles have seen high levels of salary inflation due to acute demand for talented professionals. For example, cyber security roles have seen a 3.2% increase on average, indicative of continued prioritisation of this function by organisations looking to mitigate reputational damage and costly fines in light of GDPR and high-profile data breaches. Cyber security analysts/SOC engineers in particular have seen salary rises due to this demand and a shortage of candidates.

Development roles have seen a 2.7% increase in salaries, including front end developers or those with Java fluency. This demand is being driven by organisations continuing to recognise the impact of internal user and external customer experience on their bottom line.

Data and advanced analytics roles have seen a 2.6% increase in salaries, as organisations continue to invest in data science strategies. Demand is notably high for data scientists and data analysts proficient in SQL, as organisations seek experienced, highly qualified professionals to find commercial meaning in data and predict consumer trends.

Due to organisations continuing to migrate to the cloud, demand for cloud and infrastructure professionals is also outpacing the pool of available talent, and salaries for these roles have consequently seen an average increase of 2.3%.

Technology professionals keen to maintain a strong work-life balance

Of course, whilst technology candidates are most likely to be tempted by an increase in salary, they are also keen to maintain a good work-life balance. 58% of technology professionals say their work-life balance is good or very good, and over half (54%) currently work from home or remotely.

In keeping with this, over a third (37%) of technology candidates say that aside from salary, work-life balance is the most important factor when considering a new role, which is higher than UK professionals overall (30%). For those employers competing for talent and concerned about wage inflation, it is important to bear in mind that flexible working options, such as home or remote working, are likely to make a job offer more attractive to technology candidates.

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	41% feel there is no scope for career progression within their organisation
81% plan on recruiting staff over the next 12 months	37% say work-life balance is the most important factor aside from salary when considering a new role
93% have experienced some form of skills shortage within the past year	63% expect to move jobs within 12 months
75% 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
Information Security Architect	80,000-110,000	90,000
Information Security Manager	75,000-90,000	77,000
Information Security Engineer	60,000-75,000	65,000
Information Security Analyst/SOC Engineer	50,000-60,000	53,000
CESG Consultant	60,000-85,000	75,000
Penetration Tester	60,000-80,000	75,000

South East England	£ Range	£ Typical
Information Security Architect	70,000-100,000	82,500
Information Security Manager	65,000-80,000	75,000
Information Security Engineer	45,000-57,000	54,500
Information Security Analyst/SOC Engineer	45,000-55,000	50,000
CESG Consultant	55,000-80,000	72,500
Penetration Tester	55,000-80,000	72,000

East of England	£ Range	£ Typical
Information Security Architect	61,000-76,000	73,000
Information Security Manager	47,000-62,000	60,000
Information Security Engineer	49,000-59,000	56,500
Information Security Analyst/SOC Engineer	43,000-53,000	51,000
CESG Consultant	54,000-74,000	64,500
Penetration Tester	44,000-69,000	57,500

South West England	£ Range	£ Typical
Information Security Architect	43,000-68,000	58,500
Information Security Manager	52,000-67,000	62,000
Information Security Engineer	49,000-64,000	59,500
Information Security Analyst/SOC Engineer	39,000-47,000	46,500
CESG Consultant	57,000-77,000	62,000
Penetration Tester	52,000-72,000	67,500

Wales	£ Range	£ Typical
Information Security Architect	60,000-80,000	70,000
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	50,000-70,000	60,000

Midlands	£ Range	£ Typical
Information Security Architect	67,000-87,000	78,500
Information Security Manager	60,000-70,000	66,000
Information Security Engineer	57,000-60,000	60,000
Information Security Analyst/SOC Engineer	41,000-49,000	47,000
CESG Consultant	65,000-75,000	69,500
Penetration Tester	50,000-60,000	57,500

Yorkshire and the Humber	£ Range	£ Typical
Information Security Architect	65,000-80,000	72,000
Information Security Manager	55,000-75,000	64,000
Information Security Engineer	44,000-60,000	55,000
Information Security Analyst/SOC Engineer	38,000-57,000	48,000
CESG Consultant	55,000-73,000	63,000
Penetration Tester	35,000-67,500	56,000

North East England	£ Range	£ Typical
Information Security Architect	62,000-77,000	73,000
Information Security Manager	50,000-70,000	66,000
Information Security Engineer	48,000-62,000	59,000
Information Security Analyst/SOC Engineer	41,000-61,000	49,500
CESG Consultant	55,000-75,000	64,500
Penetration Tester	45,000-70,000	57,500

North West England	£ Range	£ Typical
Information Security Architect	74,000-95,000	80,000
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	56,000-66,000	62,500
Penetration Tester	55,000-65,000	60,000

Scotland	£ Range	£ Typical
Information Security Architect	70,000-100,000	80,000
Information Security Manager	50,000-70,000	60,000
Information Security Engineer	50,000-65,000	55,000
Information Security Analyst/SOC Engineer	40,000-50,000	45,000
CESG Consultant	55,000-65,000	60,000
Penetration Tester	50,000-60,000	55,000

Northern Ireland	£ Range	£ Typical
Information Security Architect	65,000-85,000	78,000
Information Security Manager	45,000-65,000	60,000
Information Security Engineer	40,000-60,000	55,000
Information Security Analyst/SOC Engineer	35,000-50,000	46,000
CESG Consultant	53,000- 75,000	63,000
Penetration Tester	43,000-70,000	55,000



Caroline Rae
Commercial Director,
Tech Nation



UK tech has seen dynamic growth over the last 12 months. Employment in digital tech jobs has grown from 1.64 million to 1.87 million – an increase of over 14%. This is mirrored by turnover growth. This has risen from £170 billion to £184 billion over the last year – 2.6 times faster than growth in the rest of the economy.

This high growth is having an impact on tech skills demand – which has also rocketed. This means that tech jobs are paid £10,000 more on average, than non-tech jobs.

Non-digital tech companies are also becoming more reliant on digital tech workers, as tech pervades every business and new forms of work evolve. However, as with many other industries in the UK, tech does not currently offer equal opportunities for all. There is a growing movement to promote diversity but more can be done to foster inclusion and belonging.

UK tech communities are optimistic about business growth. 70% of the tech community thought that both the number and the scale of digital tech businesses in their local area would rise.

The tech community told us, in the *Tech Nation Report 2018*, that more emphasis is needed on training opportunities for UK tech workers. Across the UK, 60% of respondents felt that the quality of schools in their area was good, compared to 55% who felt the same for the quality of training for people working in the tech sector. This means that more emphasis could be placed on education for people in work. Platforms like Udemy and Coursera, as well as Tech Nation's own Digital Business Academy, enable tech talent to stay up to date with the skills needed in the changing UK economy by upskilling people already participating in the labour market.

DIGITAL TECHNOLOGY

DATA & ADVANCED ANALYTICS

London	£ Range	£ Typical
Data Architect	70,000-100,000	80,000
BI Manager	70,000-90,000	80,000
BI Developer	50,000-70,000	60,000
BI Analyst	40,000-55,000	50,000
MI Manager	55,000-66,000	65,000
MI Developer	40,000-50,000	45,000
MI Analyst	35,000-45,000	42,000
Database Designer	50,000-65,000	55,000
Database Administrator	45,000-65,000	57,000
Database Developer	45,000-60,000	50,000
Data Manager	60,000-70,000	65,000
Data Engineer	50,000-75,000	60,000
Performance Analyst	40,000-50,000	45,000
Data Analyst	30,000-45,000	40,000
Data Scientist	50,000-110,000	85,000

East of England	£ Range	£ Typical
Data Architect	60,000-80,000	70,000
BI Manager	64,000-72,000	69,000
BI Developer	38,000-46,000	42,000
BI Analyst	39,000-49,000	44,000
MI Manager	50,000-55,000	53,000
MI Developer	29,000-39,000	34,500
MI Analyst	25,000-35,000	30,000
Database Designer	40,000-50,000	47,500
Database Administrator	38,000-46,000	42,000
Database Developer	32,000-42,000	36,750
Data Manager	50,000-60,000	55,000
Data Engineer	39,000-49,000	45,500
Performance Analyst	35,000-47,000	40,000
Data Analyst	32,000-45,000	38,000
Data Scientist	45,000-85,000	70,000

South East England	£ Range	£ Typical
Data Architect	60,000-80,000	70,000
BI Manager	65,000-85,000	67,500
BI Developer	40,000-60,000	47,000
BI Analyst	30,000-50,000	40,000
MI Manager	45,000-65,000	55,000
MI Developer	35,000-45,000	37,750
MI Analyst	30,000-45,000	35,000
Database Designer	45,000-55,000	49,750
Database Administrator	45,000-65,000	55,000
Database Developer	35,000-55,000	45,000
Data Manager	40,000-60,000	55,000
Data Engineer	40,000-60,000	50,000
Performance Analyst	30,000-45,000	42,000
Data Analyst	30,000-45,000	32,500
Data Scientist	45,000-90,000	70,000

South West England	£ Range	£ Typical
Data Architect	55,000-65,000	60,000
BI Manager	50,000-60,000	55,000
BI Developer	40,000-45,000	40,000
BI Analyst	35,000-45,000	37,000
MI Manager	50,000-55,000	52,000
MI Developer	30,000-37,000	35,000
MI Analyst	30,000-35,000	32,500
Database Designer	40,000-50,000	45,000
Database Administrator	35,000-50,000	45,000
Database Developer	35,000-45,000	40,000
Data Manager	45,000-50,000	48,000
Data Engineer	35,000-45,000	40,000
Performance Analyst	25,000-35,000	30,000
Data Analyst	30,000-36,000	33,000
Data Scientist	40,000-80,000	55,000

Wales	£ Range	£ Typical
Data Architect	55,000-75,000	68,000
BI Manager	55,000-70,000	65,000
BI Developer	38,000-50,000	43,000
BI Analyst	35,000-42,000	38,000
MI Manager	48,000-55,000	52,000
MI Developer	31,000-38,000	35,000
MI Analyst	30,000-35,000	32,000
Database Designer	43,000-50,000	47,000
Database Administrator	38,000-50,000	45,000
Database Developer	35,000-45,000	40,000
Data Manager	45,000-50,000	48,000
Data Engineer	36,000-42,000	40,000
Performance Analyst	33,000-38,000	35,000
Data Analyst	29,000-38,000	32,000
Data Scientist	40,000-80,000	50,000

Yorkshire and the Humber	£ Range	£ Typical
Data Architect	55,000-75,000	70,000
BI Manager	55,000-65,000	60,000
BI Developer	35,000-55,000	45,000
BI Analyst	30,000-40,000	35,000
MI Manager	45,000-54,000	50,000
MI Developer	28,000-40,000	34,500
MI Analyst	27,000-36,000	32,000
Database Designer	40,000-48,000	47,000
Database Administrator	45,000-60,000	53,000
Database Developer	35,000-55,000	42,000
Data Manager	50,000-55,000	53,000
Data Engineer	35,000-45,000	39,500
Performance Analyst	30,000-42,000	36,500
Data Analyst	24,000-35,000	28,000
Data Scientist	35,000-70,000	45,000

Midlands	£ Range	£ Typical
Data Architect	60,000-75,000	65,000
BI Manager	62,000-69,000	65,000
BI Developer	35,000-45,000	40,000
BI Analyst	35,000-45,000	43,000
MI Manager	55,000-65,000	57,000
MI Developer	29,000-38,000	35,000
MI Analyst	29,000-38,000	37,500
Database Designer	40,000-50,000	48,000
Database Administrator	40,000-50,000	45,000
Database Developer	35,000-45,000	40,000
Data Manager	45,000-50,000	50,000
Data Engineer	40,000-50,000	43,000
Performance Analyst	35,000-45,000	40,000
Data Analyst	30,000-36,000	33,000
Data Scientist	55,000-65,000	60,000

North East England	£ Range	£ Typical
Data Architect	45,000-75,000	60,000
BI Manager	45,000-55,000	52,000
BI Developer	30,000-40,000	36,500
BI Analyst	30,000-40,000	34,500
MI Manager	40,000-50,000	46,000
MI Developer	28,000-35,000	31,000
MI Analyst	25,000-35,000	30,000
Database Designer	35,000-45,000	40,000
Database Administrator	40,000-60,000	52,000
Database Developer	30,000-38,000	34,000
Data Manager	35,000-55,000	45,000
Data Engineer	30,000-40,000	35,000
Performance Analyst	30,000-40,000	35,000
Data Analyst	25,000-40,000	32,000
Data Scientist	35,000-60,000	40,000

DIGITAL TECHNOLOGY

DATA & ADVANCED ANALYTICS

North West England	£ Range	£ Typical
Data Architect	55,000-70,000	60,000
BI Manager	50,000-65,000	58,000
BI Developer	35,000-50,000	45,000
BI Analyst	30,000-45,000	35,000
MI Manager	45,000-55,000	50,000
MI Developer	30,000-40,000	35,000
MI Analyst	25,000-40,000	35,000
Database Designer	40,000-50,000	45,000
Database Administrator	45,000-60,000	54,000
Database Developer	35,000-50,000	42,000
Data Manager	45,000-65,000	55,000
Data Engineer	35,000-45,000	40,000
Performance Analyst	30,000-40,000	38,000
Data Analyst	25,000-40,000	34,000
Data Scientist	38,000-80,000	48,000

Scotland	£ Range	£ Typical
Data Architect	60,000-90,000	70,000
BI Manager	55,000-75,000	62,500
BI Developer	35,000-50,000	45,000
BI Analyst	30,000-45,000	38,000
MI Manager	45,000-55,000	50,000
MI Developer	30,000-40,000	37,000
MI Analyst	25,000-40,000	33,000
Database Designer	40,000-50,000	45,000
Database Administrator	45,000-60,000	54,000
Database Developer	40,000-50,000	45,000
Data Manager	45,000-65,000	55,000
Data Engineer	35,000-55,000	45,000
Performance Analyst	30,000-40,000	38,000
Data Analyst	25,000-40,000	32,000
Data Scientist	38,000-80,000	65,000

Northern Ireland	£ Range	£ Typical
Data Architect	55,000-60,000	58,000
BI Manager	52,000-60,000	55,000
BI Developer	33,000-42,000	38,000
BI Analyst	30,000-38,000	35,000
MI Manager	40,000-48,000	46,000
MI Developer	28,000-38,000	32,000
MI Analyst	26,000-34,000	32,000
Database Designer	38,000-50,000	45,000
Database Administrator	38,000-48,000	45,000
Database Developer	30,000-40,000	35,000
Data Manager	45,000-55,000	50,000
Data Engineer	32,000-42,000	38,000
Performance Analyst	28,000-35,000	32,000
Data Analyst	22,000-30,000	25,000
Data Scientist	30,000-50,000	42,000



DIGITAL TECHNOLOGY DEVELOPMENT

London		£ Range	£ Typical
Development Director		80,000-100,000	90,000
Development Manager		70,000-90,000	80,000
Software Architect	Java	70,000-90,000	80,000
	C#/VB.net, ASP.net	70,000-90,000	80,000
Technical Lead	Java	70,000-80,000	75,000
	C#/VB.net, ASP.net	70,000-80,000	75,000
Senior/Analyst Developer	Java	60,000-65,000	62,000
	C#/VB.net, ASP.net	60,000-65,000	62,000
Developer	Java	55,000-60,000	57,000
	C#/VB.net, ASP.net	45,000-55,000	50,000
Junior Developer	Java	30,000-40,000	35,000
	C#/VB.net, ASP.net	30,000-40,000	35,000
Mobile Developer	iOS/Android/Hybrid	55,000-65,000	60,000
SharePoint Developer		50,000-60,000	55,000
Analyst Programmer	C/C++	50,000-60,000	55,000
Senior Front End Developer	Javascript/HTML/CSS/etc	60,000-90,000	75,000
Front End Developer	Javascript/HTML/CSS/etc	45,000-55,000	50,000
Junior Front End Developer	Javascript/HTML/CSS/etc	30,000-40,000	35,000
Senior Web Developer	PHP/Ruby/Perl/etc	55,000-65,000	60,000
Web Developer	PHP/Ruby/Perl/etc	40,000-50,000	45,000
Junior Web Developer	PHP/Ruby/Perl/etc	25,000-40,000	30,000

East of England		£ Range	£ Typical
Development Director		70,000-95,000	80,000
Development Manager		50,000-75,000	62,000
Software Architect	Java	64,000-90,000	72,000
	C#/VB.net, ASP.net	62,000-87,000	69,000
Technical Lead	Java	55,000-75,000	62,000
	C#/VB.net, ASP.net	52,000-68,000	57,000
Senior/Analyst Developer	Java	50,000-70,000	58,000
	C#/VB.net, ASP.net	50,000-65,000	52,000
Developer	Java	40,000-55,000	47,000
	C#/VB.net, ASP.net	36,000-50,000	41,000
Junior Developer	Java	23,000-35,000	26,000
	C#/VB.net, ASP.net	23,000-35,000	25,000
Mobile Developer	iOS/Android/Hybrid	40,000-65,000	52,000
SharePoint Developer		40,000-60,000	55,000
Analyst Programmer	C/C++	45,000-70,000	55,000
Senior Front End Developer	Javascript/HTML/CSS/etc	40,000-55,000	48,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-47,000	42,000
Junior Front End Developer	Javascript/HTML/CSS/etc	23,000-35,000	30,000
Senior Web Developer	PHP/Ruby/Perl/etc	40,000-60,000	50,000
Web Developer	PHP/Ruby/Perl/etc	30,000-40,000	35,000
Junior Web Developer	PHP/Ruby/Perl/etc	20,000-30,000	25,000

South East England		£ Range	£ Typical
Development Director		80,000-100,000	90,000
Development Manager		60,000-80,000	75,000
Software Architect	Java	70,000-90,000	83,000
	C#/VB.net, ASP.net	70,000-90,000	80,000
Technical Lead	Java	55,000-80,000	70,000
	C#/VB.net, ASP.net	60,000-80,000	64,000
Senior/Analyst Developer	Java	50,000-75,000	58,000
	C#/VB.net, ASP.net	45,000-65,000	60,000
Developer	Java	40,000-50,000	45,000
	C#/VB.net, ASP.net	35,000-45,000	40,000
Junior Developer	Java	25,000-40,000	33,000
	C#/VB.net, ASP.net	25,000-40,000	30,000
Mobile Developer	iOS/Android/Hybrid	40,000-70,000	50,000
SharePoint Developer		50,000-70,000	55,000
Analyst Programmer	C/C++	45,000-65,000	54,000
Senior Front End Developer	Javascript/HTML/CSS/etc	50,000-65,000	54,000
Front End Developer	Javascript/HTML/CSS/etc	40,000-55,000	42,000
Junior Front End Developer	Javascript/HTML/CSS/etc	25,000-40,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	40,000-60,000	50,000
Web Developer	PHP/Ruby/Perl/etc	30,000-40,000	33,000
Junior Web Developer	PHP/Ruby/Perl/etc	20,000-30,000	24,000

South West England		£ Range	£ Typical
Development Director		65,000-100,000	87,000
Development Manager		55,000-85,000	70,000
Software Architect	Java	50,000-90,000	70,000
	C#/VB.net, ASP.net	50,000-80,000	68,000
Technical Lead	Java	55,000-75,000	65,000
	C#/VB.net, ASP.net	50,000-65,000	60,000
Senior/Analyst Developer	Java	55,000-65,000	60,000
	C#/VB.net, ASP.net	40,000-60,000	50,000
Developer	Java	35,000-65,000	47,000
	C#/VB.net, ASP.net	35,000-45,000	45,000
Junior Developer	Java	25,000-35,000	35,000
	C#/VB.net, ASP.net	25,000-30,000	28,000
Mobile Developer	iOS/Android/Hybrid	35,000-70,000	50,000
SharePoint Developer		45,000-70,000	55,000
Analyst Programmer	C/C++	40,000-60,000	50,000
Senior Front End Developer	Javascript/HTML/CSS/etc	45,000-75,000	55,000
Front End Developer	Javascript/HTML/CSS/etc	35,000-45,000	40,000
Junior Front End Developer	Javascript/HTML/CSS/etc	22,000-40,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	45,000-65,000	50,000
Web Developer	PHP/Ruby/Perl/etc	40,000-50,000	45,000
Junior Web Developer	PHP/Ruby/Perl/etc	25,000-40,000	30,000

Wales		£ Range	£ Typical
Development Director		70,000-110,000	85,000
Development Manager		60,000-90,000	70,000
Software Architect	Java	60,000-90,000	77,000
	C#/VB.net, ASP.net	60,000-90,000	77,000
Technical Lead	Java	50,000-70,000	62,000
	C#/VB.net, ASP.net	50,000-70,000	62,000
Senior/Analyst Developer	Java	46,000-65,000	58,000
	C#/VB.net, ASP.net	46,000-65,000	58,000
Developer	Java	35,000-48,000	45,000
	C#/VB.net, ASP.net	35,000-48,000	46,000
Junior Developer	Java	22,000-34,000	27,000
	C#/VB.net, ASP.net	22,000-35,000	28,000
Mobile Developer	iOS/Android/Hybrid	35,000-70,000	55,000
SharePoint Developer		35,000-70,000	55,000
Analyst Programmer	C/C++	32,000-53,000	45,000
Senior Front End Developer	Javascript/HTML/CSS/etc	46,000-75,000	58,000
Front End Developer	Javascript/HTML/CSS/etc	40,000-52,000	47,000
Junior Front End Developer	Javascript/HTML/CSS/etc	22,000-45,000	28,000
Senior Web Developer	PHP/Ruby/Perl/etc	46,000-66,000	52,000
Web Developer	PHP/Ruby/Perl/etc	38,000-55,000	47,000
Junior Web Developer	PHP/Ruby/Perl/etc	22,000-35,000	27,000

Midlands		£ Range	£ Typical
Development Director		60,000-90,000	85,000
Development Manager		50,000-65,000	62,000
Software Architect	Java	60,000-80,000	70,000
	C#/VB.net, ASP.net	55,000-65,000	60,000
Technical Lead	Java	50,000-60,000	55,000
	C#/VB.net, ASP.net	45,000-60,000	55,000
Senior/Analyst Developer	Java	45,000-57,000	52,000
	C#/VB.net, ASP.net	40,000-52,000	50,000
Developer	Java	45,000-55,000	50,000
	C#/VB.net, ASP.net	40,000-50,000	45,000
Junior Developer	Java	22,000-30,000	26,000
	C#/VB.net, ASP.net	22,000-30,000	26,000
Mobile Developer	iOS/Android/Hybrid	40,000-65,000	55,000
SharePoint Developer		40,000-60,000	50,000
Analyst Programmer	C/C++	38,000-45,000	41,000
Senior Front End Developer	Javascript/HTML/CSS/etc	30,000-38,000	37,000
Front End Developer	Javascript/HTML/CSS/etc	30,000-35,000	32,500
Junior Front End Developer	Javascript/HTML/CSS/etc	20,000-25,000	21,500
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
Development Director		60,000-100,000	80,000
Development Manager		50,000-70,000	67,000
Software Architect	Java	60,000-80,000	70,000
	C#/VB.net, ASP.net	50,000-75,000	68,000
Technical Lead	Java	48,000-60,000	55,000
	C#/VB.net, ASP.net	48,000-58,000	55,000
Senior/Analyst Developer	Java	45,000-60,000	52,000
	C#/VB.net, ASP.net	45,000-58,000	54,000
Developer	Java	42,000-55,000	48,000
	C#/VB.net, ASP.net	35,000-50,000	45,000
Junior Developer	Java	25,000-35,000	28,000
	C#/VB.net, ASP.net	25,000-30,000	28,000
Mobile Developer	iOS/Android/Hybrid	40,000-60,000	50,000
SharePoint Developer		40,000-60,000	50,000
Analyst Programmer	C/C++	30,000-50,000	40,000
Senior Front End Developer	Javascript/HTML/CSS/etc	35,000-48,000	46,000
Front End Developer	Javascript/HTML/CSS/etc	32,000-40,000	36,000
Junior Front End Developer	Javascript/HTML/CSS/etc	24,000-30,000	26,000
Senior Web Developer	PHP/Ruby/Perl/etc	35,000-50,000	42,000
Web Developer	PHP/Ruby/Perl/etc	35,000-45,000	38,000
Junior Web Developer	PHP/Ruby/Perl/etc	24,000-28,000	25,000

North East England		£ Range	£ Typical
Development Director		70,000-95,000	83,000
Development Manager		40,000-65,000	60,000
Software Architect	Java	60,000-80,000	70,000
	C#/VB.net, ASP.net	50,000-80,000	68,000
Technical Lead	Java	50,000-65,000	58,000
	C#/VB.net, ASP.net	45,000-60,000	55,000
Senior/Analyst Developer	Java	40,000-55,000	48,000
	C#/VB.net, ASP.net	40,000-55,000	45,000
Developer	Java	25,000-40,000	35,000
	C#/VB.net, ASP.net	25,000-40,000	33,000
Junior Developer	Java	22,000-30,000	25,000
	C#/VB.net, ASP.net	22,000-30,000	25,000
Mobile Developer	iOS/Android/Hybrid	40,000-70,000	50,000
SharePoint Developer		40,000-70,000	50,000
Analyst Programmer	C/C++	31,000-50,000	35,000
Senior Front End Developer	Javascript/HTML/CSS/etc	40,000-48,000	44,000
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	22,000
Senior Web Developer	PHP/Ruby/Perl/etc	35,000-45,000	38,000
Web Developer	PHP/Ruby/Perl/etc	25,000-30,000	27,000
Junior Web Developer	PHP/Ruby/Perl/etc	20,000-25,000	22,000

DIGITAL TECHNOLOGY DEVELOPMENT

North West England		£ Range	£ Typical
Development 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#/VB.net, ASP.net	65,000-85,000	72,000
Technical Lead	Java	65,000-75,000	70,000
	C#/VB.net, ASP.net	60,000-75,000	65,000
Senior/Analyst Developer	Java	55,000-70,000	58,000
	C#/VB.net, ASP.net	50,000-65,000	55,000
Developer	Java	45,000-60,000	50,000
	C#/VB.net, ASP.net	40,000-55,000	45,000
Junior Developer	Java	25,000-40,000	30,000
	C#/VB.net, ASP.net	25,000-40,000	30,000
Mobile Developer		iOS/Android/Hybrid	40,000-70,000
SharePoint Developer			40,000-55,000
Analyst Programmer		C/C++	38,000-48,000
Senior Front End Developer		Javascript/HTML/CSS/etc	35,000-50,000
Front End Developer		Javascript/HTML/CSS/etc	45,000-55,000
Junior Front End Developer		Javascript/HTML/CSS/etc	35,000-45,000
Senior Web Developer		PHP/Ruby/Perl/etc	45,000-55,000
Web Developer		PHP/Ruby/Perl/etc	40,000-50,000
Junior Web Developer		PHP/Ruby/Perl/etc	30,000-40,000

Scotland		£ Range	£ Typical
Development Director		70,000-100,000	85,000
Development Manager		60,000-75,000	70,000
Software Architect	Java	55,000-80,000	65,000
	C#/VB.net, ASP.net	55,000-80,000	60,000
Technical Lead	Java	50,000-70,000	60,000
	C#/VB.net, ASP.net	50,000-70,000	60,000
Senior/Analyst Developer	Java	45,000-60,000	52,000
	C#/VB.net, ASP.net	45,000-60,000	52,000
Developer	Java	40,000-55,000	48,000
	C#/VB.net, ASP.net	35,000-55,000	45,000
Junior Developer	Java	25,000-35,000	30,000
	C#/VB.net, ASP.net	20,000-35,000	30,000
Mobile Developer		iOS/Android/Hybrid	40,000-70,000
SharePoint Developer			40,000-70,000
Analyst Programmer		C/C++	35,000-50,000
Senior Front End Developer		Javascript/HTML/CSS/etc	45,000-55,000
Front End Developer		Javascript/HTML/CSS/etc	35,000-45,000
Junior Front End Developer		Javascript/HTML/CSS/etc	20,000-35,000
Senior Web Developer		PHP/Ruby/Perl/etc	40,000-50,000
Web Developer		PHP/Ruby/Perl/etc	30,000-40,000
Junior Web Developer		PHP/Ruby/Perl/etc	17,000-30,000

Northern Ireland		£ Range	£ Typical
Development Director		60,000-85,000	73,000
Development Manager		55,000-70,000	65,000
Software Architect	Java	55,000-65,000	57,000
	C#/VB.net, ASP.net	45,000-57,000	53,000
Technical Lead	Java	45,000-55,000	52,500
	C#/VB.net, ASP.net	40,000-52,000	48,000
Senior/Analyst Developer	Java	43,000-55,000	47,000
	C#/VB.net, ASP.net	35,000-45,000	40,000
Developer	Java	30,000-40,000	35,000
	C#/VB.net, ASP.net	28,000-37,000	34,000
Junior Developer	Java	23,000-30,000	27,000
	C#/VB.net, ASP.net	20,000-28,000	25,000
Mobile Developer		iOS/Android/Hybrid	50,000-70,000
SharePoint Developer			40,000-60,000
Analyst Programmer		C/C++	42,000-52,000
Senior Front End Developer		Javascript/HTML/CSS/etc	37,000-52,000
Front End Developer		Javascript/HTML/CSS/etc	30,000-40,000
Junior Front End Developer		Javascript/HTML/CSS/etc	22,500-28,000
Senior Web Developer		PHP/Ruby/Perl/etc	35,000-45,000
Web Developer		PHP/Ruby/Perl/etc	25,000-35,000
Junior Web Developer		PHP/Ruby/Perl/etc	20,000-30,000



Sean Bave
General Manager
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Stack Overflow



In 2019, every company must become a tech company to some degree in order to remain competitive. This means demand for developer talent has skyrocketed and it shows no signs of slowing.

This competitive hiring landscape is compounded by the fact that the vast majority of developers appear satisfied in their current positions. However, Stack Overflow's own survey of 6,700 UK and Ireland based developers shows that 56% of those surveyed are open to new opportunities, even when they're not actively

searching for work. Those developers are best recruited when HR professionals understand the nuances of what attracts top developer talent today. Overall, employers who think holistically about how to attract developers – from compensation to career trajectory – are most likely to edge out their competitors.

While compensation may not be the only factor in attracting talent, it matters. The highest priority for 78% of UK&I developers surveyed is salary and/or bonuses. But developers are drawn to employers who reward them with more than just salary.

We've seen almost 90% of developers teaching themselves a new language outside of their formal education, and developers spend (on average) seven hours of their own time per week learning new skills necessary for their jobs. Employers who address this trend with formal learning and development programmes, tuition reimbursement, and mentoring are more likely to be attractive.

Finally, the appeal of working remotely remains high and employers should view it as a means to both attract talent and expand their talent pools.

INFORMATION TECHNOLOGY

CLOUD & INFRASTRUCTURE

London		£ Range	£ Typical
Architect	AWS	80,000-95,000	85,000
	VMware	75,000-85,000	82,000
	Citrix	65,000-80,000	70,000
Project Manager	Cloud Infrastructure	65,000-85,000	72,500
Senior Engineer	AWS	65,000-80,000	70,000
	VMware	60,000-75,000	67,000
	Citrix	52,000-67,000	65,000
Engineer	AWS	63,000-73,000	65,000
	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		27,000-35,000	33,000
Application Support Analyst		33,000-70,000	41,000
Field Engineer		32,000-45,000	35,000
Helpdesk/Service Desk Analyst		24,000-33,000	28,000
Service Delivery Manager		45,000-65,000	60,000
Service Desk Manager		38,000-50,000	45,000
Network Engineer		35,000-55,000	45,000
Linux Systems Administrator/ DevOps Engineer		55,000-80,000	70,000
Windows Systems Administrator		37,000-50,000	45,000

East of England		£ Range	£ Typical
Architect	AWS	83,500-88,500	85,000
	VMware	63,000-78,500	70,000
	Citrix	58,000-70,000	62,000
Project Manager	Cloud Infrastructure	55,000-78,500	64,000
Senior Engineer	AWS	50,000-60,500	58,000
	VMware	47,000-57,500	53,000
	Citrix	47,000-57,500	53,000
Engineer	AWS	52,500-57,500	55,000
	VMware	42,500-52,500	47,500
	Citrix	42,000-47,000	46,000
Infrastructure Specialist/Architect		45,000-70,000	62,000
Server Support Engineer		35,000-45,000	40,000
Desktop Support Analyst		25,000-30,000	28,000
Application Support Analyst		28,000-42,000	32,000
Field Engineer		35,000-45,000	40,000
Helpdesk/Service Desk Analyst		18,000-25,000	23,000
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/ DevOps Engineer		40,000-55,000	50,000
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	52,500-70,000	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		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/ DevOps Engineer		50,000-75,000	55,000
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	67,000
Senior Engineer	AWS	47,000-53,500	50,000
	VMware	50,000-60,000	55,000
	Citrix	44,500-53,000	47,000
Engineer	AWS	49,500-52,000	51,500
	VMware	46,000-48,000	46,500
	Citrix	40,000-46,000	43,000
Infrastructure Specialist/Architect		50,000-70,000	60,000
Server Support Engineer		35,000-45,000	40,000
Desktop Support Analyst		25,000-30,000	27,000
Application Support Analyst		22,000-35,000	30,000
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	50,000
Service Desk Manager		35,000-45,000	40,000
Network Engineer		35,000-52,500	42,000
Linux Systems Administrator/ DevOps Engineer		40,000-60,000	50,000
Windows Systems Administrator		35,000-45,000	39,000

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		40,000-50,000	43,000
Desktop Support Analyst		25,000-33,000	33,000
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/ DevOps Engineer		55,000-80,000	65,000
Windows Systems Administrator		55,000-80,000	55,000

Midlands		£ Range	£ Typical
Architect	AWS	80,000-95,000	90,000
	VMware	65,000-75,000	65,000
	Citrix	58,000-67,000	60,000
Project Manager	Cloud Infrastructure	50,000-70,000	65,000
Senior Engineer	AWS	55,000-70,000	65,000
	VMware	50,000-60,000	55,000
	Citrix	45,000-55,000	52,500
Engineer	AWS	50,000-60,000	55,000
	VMware	40,000-50,000	45,000
	Citrix	40,000-50,000	43,000
Infrastructure Specialist/Architect		55,000-80,000	70,000
Server Support Engineer		30,000-40,000	40,000
Desktop Support Analyst		25,000-30,000	28,000
Application Support Analyst		25,000-39,000	34,000
Field Engineer		25,000-35,000	28,000
Helpdesk/Service Desk Analyst		18,000-24,000	22,000
Service Delivery Manager		50,000-60,000	55,000
Service Desk Manager		35,000-55,000	48,000
Network Engineer		35,000-50,000	45,000
Linux Systems Administrator/ DevOps Engineer		50,000-80,000	60,000
Windows Systems Administrator		30,000-45,000	42,000

Yorkshire and the Humber		£ Range	£ Typical
Architect	AWS	80,000-100,000	95,000
	VMware	70,000-80,000	75,000
	Citrix	70,000-80,000	75,000
Project Manager	Cloud Infrastructure	50,000-70,000	63,000
Senior Engineer	AWS	55,000-65,000	62,500
	VMware	47,000-65,000	62,500
	Citrix	50,000-60,000	55,000
Engineer	AWS	50,000-55,000	55,000
	VMware	45,000-60,000	55,000
	Citrix	45,000-55,000	50,000
Infrastructure Specialist/Architect		55,000-75,000	65,000
Server Support Engineer		30,000-45,000	37,000
Desktop Support Analyst		22,000-34,000	28,000
Application Support Analyst		30,000-45,000	35,000
Field Engineer		25,000-40,000	32,000
Helpdesk/Service Desk Analyst		18,000-24,000	20,000
Service Delivery Manager		45,000-70,000	60,000
Service Desk Manager		25,000-45,000	45,000
Network Engineer		30,000-50,000	36,500
Linux Systems Administrator/ DevOps Engineer		45,000-55,000	50,000
Windows Systems Administrator		28,000-55,000	39,000

North East England		£ Range	£ Typical
Architect	AWS	65,000-75,000	73,000
	VMware	60,000-75,000	71,000
	Citrix	55,000-64,000	61,000
Project Manager	Cloud Infrastructure	35,000-60,000	55,000
Senior Engineer	AWS	45,000-53,000	50,000
	VMware	45,000-57,000	51,000
	Citrix	42,000-51,000	47,000
Engineer	AWS	49,000-55,000	51,500
	VMware	45,000-50,000	46,000
	Citrix	40,000-46,000	43,000
Infrastructure Specialist/Architect		50,000-70,000	60,000
Server Support Engineer		33,000-45,000	37,000
Desktop Support Analyst		23,000-28,000	27,000
Application Support Analyst		23,000-35,000	30,000
Field Engineer		25,000-35,000	32,000
Helpdesk/Service Desk Analyst		18,000-26,000	25,000
Service Delivery Manager		45,000-50,000	45,000
Service Desk Manager		35,000-45,000	36,000
Network Engineer		33,000-50,000	38,500
Linux Systems Administrator/ DevOps Engineer		30,000-50,000	42,000
Windows Systems Administrator		35,000-45,000	40,000

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		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		47,500-60,000	55,000
Service Desk Manager		38,000-51,000	45,000
Network Engineer		35,000-52,000	45,000
Linux Systems Administrator/ DevOps Engineer		55,000-80,000	65,000
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	50,000-60,500	57,750
	VMware	47,000-57,500	52,500
	Citrix	47,000-57,500	52,500
Engineer	AWS	52,500-57,500	55,000
	VMware	42,500-52,500	47,500
	Citrix	42,000-47,000	44,500
Infrastructure Specialist/Architect		45,000-70,000	60,000
Server Support Engineer		28,000-42,000	35,000
Desktop Support Analyst		24,000-32,000	26,000
Application Support Analyst		28,000-42,000	31,000
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	38,500
Network Engineer		30,000-50,000	35,000
Linux Systems Administrator/ DevOps Engineer		40,000-60,000	47,500
Windows Systems Administrator		28,000-50,000	38,000

Northern Ireland		£ Range	£ Typical
Architect	AWS	70,000-90,000	85,000
	VMware	62,500-75,000	68,000
	Citrix	60,000-69,000	62,000
Project Manager	Cloud Infrastructure	54,500-72,000	67,000
Senior Engineer	AWS	63,000-73,000	65,000
	VMware	53,000-63,000	58,000
	Citrix	48,500-53,000	50,000
Engineer	AWS	57,000-67,000	60,000
	VMware	45,000-59,000	47,000
	Citrix	43,000-48,000	45,000
Infrastructure Specialist/Architect		53,000-78,000	68,000
Server Support Engineer		35,000-45,000	42,000
Desktop Support Analyst		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		22,000-26,000	24,000
Service Delivery Manager		49,000-59,000	54,000
Service Desk Manager		30,000-55,000	45,000
Network Engineer		26,000-51,000	44,000
Linux Systems Administrator/ DevOps Engineer		50,000-75,000	55,000
Windows Systems Administrator		30,000-50,000	40,000



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	65,000-80,000	70,000
SAP BASIS Consultant	40,000-55,000	47,000
SAP ABAP Developer	40,000-60,000	50,000
Dynamics Consultant	45,000-55,000	50,000
Dynamics Developer	45,000-55,000	50,000
Oracle Technical Consultant	50,000-60,000	55,000
Oracle Functional Consultant	40,000-60,000	50,000
Oracle Support Analyst	35,000-50,000	45,000
ERP Project Manager	45,000-65,000	50,000
ERP Technical Consultant	45,000-65,000	55,000
ERP Functional Consultant	50,000-60,000	55,000
ERP Support Analyst	35,000-45,000	42,000
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	60,000-70,000	65,000
SAP BASIS Consultant	43,000-53,000	48,000
SAP ABAP Developer	44,000-55,000	51,000
Dynamics Consultant	50,000-60,000	58,000
Dynamics Developer	45,000-60,000	57,000
Oracle Technical Consultant	45,000-60,000	55,000
Oracle Functional Consultant	45,000-55,000	53,000
Oracle Support Analyst	35,000-45,000	40,000
ERP Project Manager	55,000-65,000	62,000
ERP Technical Consultant	54,000-65,000	62,500
ERP Functional Consultant	50,000-60,000	57,000
ERP Support Analyst	32,500-42,500	37,500
ERP Programme Manager	60,000-80,000	73,000
ERP Business Analyst	40,000-50,000	45,000

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	60,000-75,000	67,000
SAP BASIS Consultant	40,000-50,000	46,000
SAP ABAP Developer	35,000-55,000	46,000
Dynamics Consultant	47,000-60,000	55,000
Dynamics Developer	45,000-60,000	46,000
Oracle Technical Consultant	45,000-60,000	55,000
Oracle Functional Consultant	45,000-60,000	51,000
Oracle Support Analyst	30,000-45,000	40,000
ERP Project Manager	50,000-65,000	60,000
ERP Technical Consultant	55,000-65,000	62,000
ERP Functional Consultant	50,000-65,000	55,000
ERP Support Analyst	32,000-43,000	37,000
ERP Programme Manager	60,000-80,000	70,000
ERP Business Analyst	40,000-50,000	45,000

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	50,000
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	40,000-50,000	45,000

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	70,000-110,000	90,000
IT Director	FTSE 100	130,000-170,000	150,000
	FTSE 250	90,000-130,000	110,000
	SME	85,000-105,000	95,000
Transformation Director		115,000-160,000	135,000
Head of IT		60,000-90,000	85,000
Head of Service Delivery		65,000-95,000	83,000
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		90,000-150,000	120,000
Chief Data Officer/Head of Data		85,000-100,000	90,000
Chief Information Security Officer		85,000-140,000	100,000
CTO		90,000-140,000	110,000
IT Director		90,000-110,000	100,000
Transformation Director		100,000-140,000	122,000
Head of IT		60,000-90,000	83,000
Head of Service Delivery		60,000-90,000	80,000
Head of Infrastructure		60,000-90,000	77,000
Head of Development		65,000-90,000	85,000
Head of IT Security		80,000-100,000	95,000
Head of Business Intelligence		70,000-100,000	87,000
Business Architect		60,000-80,000	72,000
Technical Architect		60,000-90,000	79,000
IT Manager		45,000-70,000	60,000

East of England		£ Range	£ Typical
CIO		90,000-110,000	100,000
Chief Data Officer/Head of Data		85,000-95,000	90,000
Chief Information Security Officer		70,000-110,000	90,000
CTO		85,000-105,000	100,000
IT Director		75,000-105,000	87,000
Transformation Director		80,000-110,000	97,000
Head of IT		65,000-82,000	73,000
Head of Service Delivery		60,000-80,000	70,000
Head of Infrastructure		60,000-80,000	70,000
Head of Development		60,000-85,000	75,000
Head of IT Security		60,000-85,000	77,500
Head of Business Intelligence		75,000-95,000	85,000
Business Architect		60,000-80,000	65,000
Technical Architect		60,000-90,000	70,000
IT Manager		45,000-65,000	55,000

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		70,000-120,000	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		80,000-120,000	95,000
IT Director		75,000-110,000	90,000
Transformation Director		85,000-120,000	95,000
Head of IT		50,000-75,000	66,000
Head of Service Delivery		60,000-75,000	67,000
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		60,000-80,000	70,000
Technical Architect		60,000-85,000	70,000
IT Manager		40,000-65,000	60,000

Midlands	£ Range	£ Typical
CIO	90,000-140,000	100,000
Chief Data Officer/Head of Data	70,000-85,000	80,000
Chief Information Security Officer	75,000-95,000	85,000
CTO	80,000-140,000	90,000
IT Director	80,000-95,000	90,000
Transformation Director	80,000-100,000	95,000
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	60,000-85,000	72,000
Head of IT Security	70,000-90,000	80,000
Head of Business Intelligence	70,000-90,000	80,000
Business Architect	52,000-80,000	70,000
Technical Architect	55,000-80,000	70,000
IT Manager	45,000-60,000	55,000

North West England	£ Range	£ Typical
CIO	80,000-130,000	95,000
Chief Data Officer/Head of Data	90,000-110,000	100,000
Chief Information Security Officer	70,000-100,000	84,000
CTO	80,000-120,000	85,000
IT Director	65,000-100,000	82,000
Transformation Director	75,000-115,000	95,000
Head of IT	50,000-80,000	65,000
Head of Service Delivery	50,000-80,000	70,000
Head of Infrastructure	60,000-85,000	72,000
Head of Development	55,000-80,000	67,000
Head of IT Security	60,000-85,000	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	100,000
IT Director	70,000-105,000	90,000
Transformation Director	85,000-120,000	100,000
Head of IT	50,000-75,000	70,000
Head of Service Delivery	55,000-65,000	60,000
Head of Infrastructure	55,000-80,000	70,000
Head of Development	60,000-80,000	70,000
Head of IT Security	60,000-85,000	75,000
Head of Business Intelligence	70,000-90,000	85,000
Business Architect	55,000-80,000	70,000
Technical Architect	60,000-85,000	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	70,000-110,000	90,000
Chief Data Officer/Head of Data	75,000-95,000	84,000
Chief Information Security Officer	70,000-100,000	80,000
CTO	70,000-105,000	85,000
IT Director	75,000-105,000	85,000
Transformation Director	80,000-115,000	95,000
Head of IT	50,000-80,000	70,000
Head of Service Delivery	50,000-80,000	68,000
Head of Infrastructure	50,000-80,000	70,000
Head of Development	50,000-85,000	74,000
Head of IT Security	55,000-85,000	75,000
Head of Business Intelligence	70,000-90,000	85,000
Business Architect	50,000-80,000	65,000
Technical Architect	55,000-75,000	68,000
IT Manager	45,000-65,000	55,000

Scotland	£ Range	£ Typical
CIO	80,000-130,000	100,000
Chief Data Officer/Head of Data	90,000-130,000	100,000
Chief Information Security Officer	70,000-130,000	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	70,000
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 PROJECTS & CHANGE MANAGEMENT

London	£ Range	£ Typical
Programme Director	95,000-140,000	120,000
Programme Manager	80,000-105,000	90,000
Portfolio Manager	63,000-90,000	80,000
Head of Projects/Change	70,000-95,000	88,000
Project Manager – Senior	70,000-82,000	77,000
Project Manager – Mid	55,000-70,000	65,000
Project Manager – Junior	40,000-50,000	45,000
Change Manager	61,000-77,000	66,000
Release Manager	55,000-70,000	62,500
Business Analyst – Senior	65,000-80,000	75,000
Business Analyst – Mid	50,000-65,000	60,000
Business Analyst – Junior	30,000-45,000	38,000
PMO Manager	62,000-82,000	72,000
PMO Analyst/Coordinator	36,000-50,000	43,000

East of England	£ Range	£ Typical
Programme Director	85,000-100,000	90,000
Programme Manager	65,000-85,000	75,000
Portfolio Manager	65,000-75,000	70,000
Head of Projects/Change	70,000-90,000	80,000
Project Manager – Senior	55,000-70,000	65,000
Project Manager – Mid	40,000-60,000	55,000
Project Manager – Junior	35,000-45,000	40,000
Change Manager	45,000-65,000	55,000
Release Manager	45,000-65,000	50,000
Business Analyst – Senior	55,000-65,000	60,000
Business Analyst – Mid	45,000-55,000	50,000
Business Analyst – Junior	30,000-40,000	35,000
PMO Manager	50,000-65,000	60,000
PMO Analyst/Coordinator	30,000-40,000	35,000

South East England	£ Range	£ Typical
Programme Director	80,000-120,000	100,000
Programme Manager	65,000-85,000	80,000
Portfolio Manager	65,000-85,000	70,000
Head of Projects/Change	70,000-90,000	83,000
Project Manager – Senior	55,000-75,000	68,000
Project Manager – Mid	45,000-65,000	57,000
Project Manager – Junior	30,000-40,000	35,000
Change Manager	50,000-70,000	62,000
Release Manager	50,000-65,000	58,000
Business Analyst – Senior	55,000-70,000	63,000
Business Analyst – Mid	45,000-60,000	52,000
Business Analyst – Junior	30,000-40,000	35,000
PMO Manager	50,000-75,000	65,000
PMO Analyst/Coordinator	30,000-40,000	35,000

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	80,000-90,000	85,000
Project Manager – Senior	50,000-70,000	67,000
Project Manager – Mid	45,000-57,000	55,000
Project Manager – Junior	35,000-40,000	37,500
Change Manager	48,000-62,000	55,000
Release Manager	45,000-60,000	52,000
Business Analyst – Senior	45,000-60,000	55,000
Business Analyst – Mid	35,000-45,000	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

Wales	£ Range	£ Typical
Programme Director	80,000-100,000	92,000
Programme Manager	60,000-82,000	75,000
Portfolio Manager	55,000-75,000	65,000
Head of Projects/Change	70,000-100,000	80,000
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	45,000-65,000	56,000
Release Manager	43,000-60,000	53,000
Business Analyst – Senior	45,000-58,000	54,000
Business Analyst – Mid	38,000-50,000	46,000
Business Analyst – Junior	25,000-38,000	35,000
PMO Manager	50,000-65,000	60,000
PMO Analyst/Coordinator	25,000-38,000	36,000

Yorkshire and the Humber	£ Range	£ Typical
Programme Director	80,000-110,000	90,000
Programme Manager	65,000-80,000	68,000
Portfolio Manager	60,000-80,000	65,000
Head of Projects/Change	55,000-70,000	68,000
Project Manager – Senior	45,000-60,000	55,000
Project Manager – Mid	35,000-45,000	43,000
Project Manager – Junior	30,000-35,000	33,000
Change Manager	48,000-55,000	50,000
Release Manager	38,000-50,000	46,000
Business Analyst – Senior	50,000-55,000	53,000
Business Analyst – Mid	45,000-50,000	48,000
Business Analyst – Junior	30,000-40,000	35,000
PMO Manager	45,000-60,000	56,000
PMO Analyst/Coordinator	30,000-40,000	35,000

Midlands	£ Range	£ Typical
Programme Director	80,000-100,000	95,000
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	55,000-70,000	65,000
Project Manager – Mid	40,000-55,000	50,000
Project Manager – Junior	35,000-40,000	35,000
Change Manager	45,000-55,000	55,000
Release Manager	40,000-50,000	48,000
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	37,500
PMO Manager	50,000-65,000	55,000
PMO Analyst/Coordinator	25,000-40,000	35,000

North East England	£ Range	£ Typical
Programme Director	80,000-100,000	85,000
Programme Manager	55,000-75,000	65,000
Portfolio Manager	40,000-55,000	45,000
Head of Projects/Change	65,000-85,000	74,500
Project Manager – Senior	45,000-60,000	55,000
Project Manager – Mid	35,000-50,000	45,000
Project Manager – Junior	25,000-35,000	30,000
Change Manager	37,500-55,000	45,000
Release Manager	43,000-70,000	44,000
Business Analyst – Senior	45,000-60,000	49,000
Business Analyst – Mid	35,000-45,000	40,000
Business Analyst – Junior	25,000-35,000	30,000
PMO Manager	45,000-65,000	55,000
PMO Analyst/Coordinator	25,000-35,000	30,000

INFORMATION TECHNOLOGY PROJECTS & 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
Business Analyst – Senior	40,000-55,000	48,000
Business Analyst – Mid	35,000-45,000	40,000
Business Analyst – Junior	30,000-35,000	32,000
PMO Manager	40,000-55,000	50,000
PMO Analyst/Coordinator	25,000-40,000	35,000

Scotland	£ Range	£ Typical
Programme Director	70,000-100,000	80,000
Programme Manager	65,000-80,000	72,500
Portfolio Manager	55,000-80,000	65,000
Head of Projects/Change	60,000-75,000	67,000
Project Manager – Senior	50,000-60,000	55,000
Project Manager – Mid	37,500-47,500	45,000
Project Manager – Junior	25,000-40,000	35,000
Change Manager	35,000-45,000	42,000
Release Manager	40,000-50,000	45,000
Business Analyst – Senior	40,000-55,000	50,000
Business Analyst – Mid	32,000-45,000	40,000
Business Analyst – Junior	20,000-35,000	27,500
PMO Manager	40,000-60,000	50,000
PMO Analyst/Coordinator	25,000-40,000	32,500

Northern Ireland	£ Range	£ Typical
Programme Director	65,000-73,000	67,000
Programme Manager	53,000-68,000	60,000
Portfolio Manager	57,000-67,000	60,000
Head of Projects/Change	57,000-72,000	70,000
Project Manager – Senior	41,000-56,000	48,000
Project Manager – Mid	38,000-46,000	45,000
Project Manager – Junior	40,000-47,000	42,000
Change Manager	43,000-51,000	48,000
Release Manager	44,000-51,000	48,000
Business Analyst – Senior	36,000-47,000	44,000
Business Analyst – Mid	29,000-39,000	36,000
Business Analyst – Junior	28,000-34,000	29,000
PMO Manager	44,000-58,000	48,000
PMO Analyst/Coordinator	30,000-37,000	35,000



Sam Smith
Vice President,
Socitm



As the leading professional network for digital leaders in public services, we have seen that, on the whole, recruiting for general and basic technical skills – such as server support, systems admin and desktop support – remains unproblematic.

However, it is, unhappily, far more difficult to recruit and retain in specialist areas – for example programmers, business analysts, project managers and Microsoft Azure/Office 365 specialists.

This state of affairs has been created by a combination of factors: pay, location, the sector, and a general availability shortage.

Public sector salaries for good technical people are low compared with equivalent roles in the private sector. Of those that stay in the public sector, many do so for a long time so there is also an issue of an ageing workforce in some areas.

Pay in public sector IT is generally restricted by very rigid pay grades (defined by the Hay system which doesn't recognise the value of technical skills in the job evaluation score). And money is not always the problem: in some cases, it's just scarcity of people with the right skills (including for legacy and niche apps that are specific to the sector).

Location is also a serious issue. Some areas that can easily fill general IT roles really struggle attracting specialist skills. High turnover to the private sector in certain locations leads to some (generally specialist) posts being filled by contractors by default.

Where possible, apprentices are being used to bring through and develop skills with a view to fill posts as they arise, while help desk staff are being developed into specialist teams. However, there are retention issues with this – upskilled people often move on.

In the digital context, recruitment is really hard. HR processes typically prevent advertising anywhere other than local websites; a small audience which leads to low responses overall, and in some locations it's nigh on impossible to compete for developer roles – the big tech companies are offering far higher salaries for lead developers than the public sector can afford.

INFORMATION TECHNOLOGY TESTING

	Functional testing ▼		Non-functional testing ▼	
London	£ Range	£ Typical	£ Range	£ Typical
Test Manager	65,000-95,000	72,000	65,000-95,000	75,000
Test Lead	55,000-70,000	63,000	50,000-70,000	60,000
Senior Test Analyst	45,000-60,000	50,000	42,000-55,000	50,000
Test Analyst	35,000-50,000	45,000	38,000-45,000	44,000
Technical Lead	50,000-75,000	62,000	50,000-75,000	62,000
QA Analyst	40,000-50,000	45,000	38,000-51,000	46,000

	Functional testing ▼		Non-functional testing ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	55,000-65,000	63,000	58,000-74,000	62,000
Test Lead	45,000-55,000	53,000	40,000-55,000	50,000
Senior Test Analyst	40,000-50,000	48,000	35,000-45,000	42,500
Test Analyst	34,000-42,000	38,000	32,000-42,000	38,000
Technical Lead	55,000-65,000	60,000	45,000-65,000	55,000
QA Analyst	34,000-42,000	38,000	40,000-45,000	42,500

	Functional testing ▼		Non-functional testing ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-60,000	55,000	55,000-65,000	60,000
Test Lead	40,000-50,000	45,000	40,000-50,000	47,000
Senior Test Analyst	34,000-42,000	38,000	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

	Functional testing ▼		Non-functional testing ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-64,000	56,000	50,000-70,000	62,000
Test Lead	40,000-48,000	45,000	45,000-52,000	48,000
Senior Test Analyst	35,000-45,000	38,000	35,000-45,000	43,000
Test Analyst	33,000-40,000	35,000	32,000-44,000	39,000
Technical Lead	50,000-70,000	53,000	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	40,000-55,000	48,000	40,000-55,000	50,000
Senior Test Analyst	35,000-45,000	40,000	40,000-50,000	43,000
Test Analyst	30,000-40,000	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	50,000-60,000	57,500	53,000-65,000	57,500
Test Lead	40,000-48,000	45,000	42,000-50,000	47,000
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	45,000-55,000	53,000	47,000-70,000	49,000
Test Lead	40,000-48,000	45,000	42,000-52,000	45,000
Senior Test Analyst	36,000-42,000	38,000	35,000-45,000	39,000
Test Analyst	28,500-35,000	34,000	30,000-38,000	35,000
Technical Lead	45,000-55,000	50,000	45,000-58,000	54,000
QA Analyst	30,000-38,000	33,000	32,000-42,000	36,000

	Functional testing ▼		Non-functional testing ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-55,000	50,000	40,000-55,000	50,000
Test Lead	40,000-50,000	44,000	35,000-50,000	44,000
Senior Test Analyst	30,000-43,000	37,000	35,000-45,000	39,000
Test Analyst	30,000-35,000	34,000	28,000-38,000	35,000
Technical Lead	45,000-55,000	48,000	45,000-55,000	48,000
QA Analyst	30,000-38,000	35,000	30,000-40,000	35,000

INFORMATION TECHNOLOGY

TESTING

	Functional testing ▼		Non-functional testing ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical
Test Manager	45,000-55,000	53,000	53,000-70,000	57,000
Test Lead	40,000-48,000	42,000	42,000-52,000	46,000
Senior Test Analyst	36,000-42,000	38,000	35,000-45,000	40,000
Test Analyst	28,500-35,000	34,000	30,000-38,000	35,000
Technical Lead	45,000-55,000	50,000	45,000-58,000	52,000
QA Analyst	30,000-38,000	35,000	32,000-42,000	36,000

	Functional testing ▼		Non-functional testing ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical
Test Manager	40,000-50,000	48,000	45,000-60,000	53,000
Test Lead	35,000-45,000	40,000	32,000-42,000	36,000
Senior Test Analyst	36,000-45,000	38,000	38,000-45,000	43,000
Test Analyst	30,000-36,000	34,000	31,000-37,000	33,000
Technical Lead	28,000-35,000	30,500	28,000-33,000	31,000
QA Analyst	28,000-35,000	30,000	30,000-36,000	33,000

	Functional testing ▼		Non-functional testing ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Test Manager	50,000-60,000	55,000	45,000-70,000	60,000
Test Lead	42,000-50,000	46,000	42,000-52,000	50,000
Senior Test Analyst	35,000-43,000	40,000	35,000-45,000	41,000
Test Analyst	30,000-38,000	34,000	30,000-38,000	36,000
Technical Lead	50,000-58,000	52,000	45,000-58,000	56,000
QA Analyst	35,000-43,000	39,000	32,000-42,000	41,000



TELECOMS SALARIES

London	£ Range	£ Typical
Programme Manager	65,000-90,000	80,000
Mobile Network Architect	75,000-90,000	80,000
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	40,000-55,000	52,000
Network Deployment & Support Engineer	40,000-60,000	50,000
PDH/SDH 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	47,500
Business Analyst	40,000-50,000	45,000
Network Capacity Planning Engineer	30,000-48,000	42,500
Voice & Contact Centre Engineer	35,000-50,000	45,000
Network Deployment & Support Engineer	35,000-60,000	45,500
PDH/SDH Transmission Design Engineer	35,000-45,000	38,000
NOC/NMC Support Engineer	28,000-42,000	38,500
RAN/RF Engineer	35,000-50,000	45,000
Provisioning Engineer	28,000-35,000	32,500

South East England	£ Range	£ Typical
Programme Manager	60,000-90,000	75,000
Mobile Network Architect	55,000-80,000	68,000
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	55,000-72,000	68,500
IP & Ethernet Engineer	35,000-58,000	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	35,000-60,000	55,000
PDH/SDH Transmission Design Engineer	35,000-47,500	42,500
NOC/NMC Support Engineer	28,000-42,000	38,500
RAN/RF Engineer	35,000-55,000	45,000
Provisioning Engineer	28,000-35,000	32,500

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
PDH/SDH 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	60,000-78,000	70,000
Mobile Network Architect	55,000-70,000	65,000
Project Manager	50,000-65,000	60,000
Product Manager	45,000-65,000	60,000
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	35,000-50,000	45,000
Network Capacity Planning Engineer	35,000-50,000	45,500
Voice & Contact Centre Engineer	35,000-50,000	45,000
Network Deployment & Support Engineer	35,000-50,000	45,000
PDH/SDH 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	28,000-38,000	32,500

Midlands	£ Range	£ Typical
Programme Manager	60,000-80,000	75,000
Mobile Network Architect	45,000-75,000	62,000
Project Manager	45,000-65,000	62,000
Product Manager	45,000-65,000	57,000
Project Coordinator	30,000-45,000	36,000
OSS/BSS Solutions Architect	45,000-75,000	60,000
IP & Ethernet Engineer	35,000-50,000	46,500
Business Analyst	35,000-50,000	45,000
Network Capacity Planning Engineer	30,000-45,000	38,000
Voice & Contact Centre Engineer	35,000-50,000	48,000
Network Deployment & Support Engineer	35,000-45,000	41,500
PDH/SDH 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	30,000

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
PDH/SDH 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
PDH/SDH 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
PDH/SDH 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	35,000-50,000	40,000
Network Deployment & Support Engineer	30,000-50,000	40,000
PDH/SDH 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

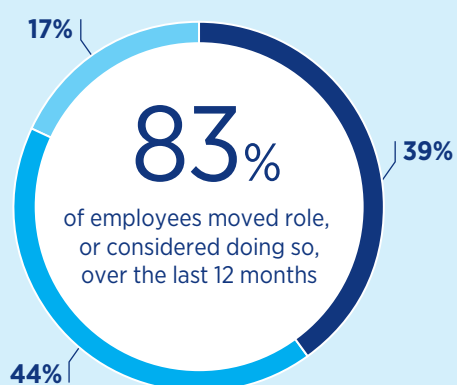
ENGINEERING & MANUFACTURING HIRING PLANS CONTINUE DESPITE CHALLENGES



Permanent recruitment is expected to rise, but increased competition for skilled professionals is putting pressure on wages.

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Business activity plans on the rise

64% of engineering and manufacturing employers expect their organisation's activity levels to increase in the next 12 months, an increase from 57% last year. This level of optimism is also apparent in recruiting plans, as 83% of engineering and manufacturing employers plan on recruiting staff this year, a 9% rise from the previous year.

Permanent recruitment is on the agenda

70% of manufacturing employers expect to recruit permanent staff over the next 12 months, compared to 59% last year. In addition, 72% of engineering employers are also planning to hire permanent staff.

Employers are still turning to temporary staff to fill skills gaps and provide needed flexibility in light of market uncertainty, and both engineering (30%) and manufacturing (35%) employers expect to hire temporary, contract or interim staff in the next 12 months.

Skills shortages persist

97% of employers say they have experienced a skills shortage in some capacity in the past year, and report that skills shortages have had a negative impact on productivity (56%), employee morale (46%) and their ability to deliver projects (43%). The majority of employers (79%) say operations and technical skills are the most needed by their organisation.

Employers should consider the processes that are in place to ensure knowledge is transferred from highly skilled and experienced professionals to junior employees. Making knowledge accessible can help upskill staff from within and ensure the business is understood across the organisation.

Tough competition applying pressure on wages

This competition for skills caused the majority of engineering and manufacturing employers (72%) to increase salaries last year, in line with the UK average of 73%. As a result, salary satisfaction has also increased, with only 38% of employees saying they are dissatisfied, in comparison to over half (54%) last year. 74% of employers are planning to increase salaries again in the year ahead.

Different approaches needed to attract top talent

39% of professionals moved jobs last year, but an additional 44% considered it, emphasising the size of the passive and active candidate pool (83%) available to employers last year. If employers are to address skills shortage challenges and meet hiring plans, they must seek alternative solutions to tackle the skills gaps.

Alongside offering competitive salaries, greater flexibility around working hours should also be considered to attract talent, as employees say aside from salary they prioritise work-life balance including flexible working (20%) when considering a new role. However, few employers (11%) feel this is important in attracting staff.

Employers stated an ageing workforce to be one of the main causes of skills shortages in the engineering and manufacturing industries. Two-thirds of engineering employees surveyed were in the Baby Boomer (born 1940 to 1960) or Generation X (born 1961 to 1982) age brackets,

and 50% of employers cite fewer people entering the job market as the number one cause of skills shortages in the engineering and manufacturing industries.

Having a workspace that demonstrates to new recruits that the facility is high tech with updated tooling, automation and software can encourage young professionals to choose your organisation over competitors.

A shortage of women entering the profession is also a contributing factor – of the engineering and manufacturing professionals that took part in our survey, only 16% were women. Despite the low representation of women in the industry, few employers (10%) say they have reviewed recruitment strategies to encourage a more diverse range of applicants. Changing widespread misconceptions surrounding the industry is a long-term solution to the skills shortages.

Clear career paths help shape employee decisions

Whilst salary remains an important factor for engineering and manufacturing employees, a lack of career progression opportunities was one of the top reasons why nearly a fifth (19%) of professionals left their last job, and a lack of future opportunities is the main reason given after salary by 18% of employees wanting to leave their job in the next 12 months.

Last year 45% of employees felt there was no scope for career progression within their organisation, and just over a third (34%) still feel this is the case. In addition to competitive salary and benefits packages, promoting clear career paths will be a differentiator in attracting hard-to-find candidates with the right skills.

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	34% feel there is no scope for career progression within their organisation
83% plan on recruiting staff over the next 12 months	20% say work-life balance is the most important factor aside from salary when considering a new role
97% have experienced some form of skills shortage within the past year	51% expect to move jobs within 12 months
74% plan to increase salaries in the year ahead	49% would be tempted to change jobs due to the salary or benefits package on offer

ENGINEERING & MANUFACTURING DESIGN ENGINEERING

London	£ Range	£ Typical
Design Engineer/Manager	38,000-48,000	42,000
Electrical CAD Technicians	32,000-42,000	36,000
Electrical Engineer	25,000-35,000	29,000
Electrical Design Engineer	40,000-50,000	43,000
Electronics Engineer	40,000-50,000	43,000
Mechanical Design Engineer	45,000-55,000	50,000
Cost Engineers	30,000-40,000	35,000
Planning Engineer	37,000-47,000	42,000
C&I Engineer	45,000-55,000	49,000
NPI/NPD Engineer	38,000-48,000	43,000
Application/Sales Engineer	30,000-40,000	34,000

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

South East England	£ Range	£ Typical
Design Engineer/Manager	37,000-45,000	42,500
Electrical CAD Technicians	32,000-40,000	38,000
Electrical Engineer	30,000-40,000	38,000
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	40,000
NPI/NPD Engineer	38,000-48,000	42,000
Application/Sales Engineer	30,000-40,000	34,000

North East England	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technicians	25,000-32,000	28,000
Electrical Engineer	30,000-40,000	35,000
Electrical Design Engineer	30,000-40,000	35,000
Electronics Engineer	30,000-40,000	35,000
Mechanical Design Engineer	35,000-45,000	40,000
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

South West and Wales	£ Range	£ Typical
Design Engineer/Manager	35,000-45,000	40,000
Electrical CAD Technicians	25,000-33,000	28,000
Electrical Engineer	35,000-40,000	37,000
Electrical Design Engineer	30,000-38,000	35,000
Electronics Engineer	37,000-47,000	41,000
Mechanical Design Engineer	35,000-45,000	40,000
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

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	48,000
Electrical CAD Technicians	22,000-36,000	32,000
Electrical Engineer	25,000-35,000	28,000
Electrical Design Engineer	25,000-35,000	28,000
Electronics Engineer	28,000-38,000	32,000
Mechanical Design Engineer	25,000-35,000	28,000
Cost Engineers	24,000-34,000	28,000
Planning Engineer	28,000-34,000	32,000
C&I Engineer	28,000-38,000	32,000
NPI/NPD Engineer	25,000-35,000	30,000
Application/Sales Engineer	25,000-35,000	30,000

Scotland	£ Range	£ Typical
Design Engineer/Manager	40,000-50,000	45,000
Electrical CAD Technicians	25,000-35,000	30,000
Electrical Engineer	25,000-35,000	31,000
Electrical Design Engineer	25,000-35,000	31,000
Electronics Engineer	25,000-35,000	32,000
Mechanical Design Engineer	25,000-35,000	32,000
Cost Engineers	25,000-35,000	29,000
Planning Engineer	30,000-40,000	33,000
C&I Engineer	30,000-40,000	33,000
NPI/NPD Engineer	25,000-35,000	30,000
Application/Sales Engineer	28,000-38,000	31,000



Dr Colin Brown
Chief Executive,
Institution of
Mechanical Engineers

**Institution of
MECHANICAL
ENGINEERS**

Engineering is hugely important to the UK economy. It contributes more than £450bn to UK GDP, employs over 5.6m people and 27% of all registered enterprises in the UK are in the engineering sector.

The engineering sector 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.

Analysis by EngineeringUK 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 through apprenticeships and higher education, there is estimated to be a shortfall of between up to 59,000 in meeting the annual demand for core engineering roles. These people will come from related backgrounds, or if not then through immigration.

It is clear, however, that only some engineering industries are expanding while others are constricting. Almost 30% of engineering sector jobs between 2014 and 2024 are expected to be in construction. Manufacturing, information and communication and professional, scientific and technical activities are also predicted to account for considerable proportions of engineering recruitment. Conversely, engineering industries within wholesale, retail trade and repair of motor vehicles, transport and storage, and public administration and defence are projected to contract.

Importantly, along with these traditional sectors, the fourth industrial revolution together with global challenges such as meeting the UK's climate change targets and ensuring water security, promises to drive further demand for technical expertise in a proliferation of new technologies.

The overall growth 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 the future labour force is adequately qualified, but also underscores the need to upskill current employees. A key issue is, therefore, the shortfall of specialist physics and maths teachers to educate this growing workforce. In 2017/18 there was an estimated shortfall of 2,200 STEM trainee teachers against the Department for Education teacher supply model target in England. It's clear that if we are to meet the nation's skills needs, it's not just engineers we need but also the teachers to excite their interest and develop their knowledge in the first place.

ENGINEERING & MANUFACTURING

MAINTENANCE ENGINEERING

London	£ Range	£ Typical
Engineering Manager	60,000-70,000	66,000
Maintenance Manager	50,000-60,000	54,000
Electrical Maintenance Engineer	38,000-48,000	42,000
Mechanical Maintenance Engineer	35,000-45,000	40,000
Mechatronic Engineer	35,000-45,000	40,000
Automation Engineer	40,000-50,000	47,000
Commissioning Engineer	34,000-40,000	36,000
Field Service Engineer	30,000-38,000	33,000
Global Service Engineer	47,000-56,000	52,000
Multi-Skilled Maintenance Engineer	40,000-50,000	43,000

Midlands	£ Range	£ Typical
Engineering Manager	60,000-70,000	65,000
Maintenance Manager	55,000-65,000	58,000
Electrical Maintenance Engineer	35,000-42,000	40,000
Mechanical Maintenance Engineer	33,000-40,000	38,000
Mechatronic Engineer	35,000-42,000	39,000
Automation Engineer	40,000-50,000	45,000
Commissioning Engineer	33,000-38,000	35,000
Field Service Engineer	30,000-38,000	35,000
Global Service Engineer	47,000-56,000	51,000
Multi-Skilled Maintenance Engineer	40,000-50,000	45,000

South East England	£ Range	£ Typical
Engineering Manager	60,000-70,000	65,000
Maintenance Manager	45,000-55,000	50,000
Electrical Maintenance Engineer	35,000-42,000	40,000
Mechanical Maintenance Engineer	33,000-43,000	36,000
Mechatronic Engineer	35,000-42,000	39,000
Automation Engineer	37,000-45,000	42,000
Commissioning Engineer	32,000-37,000	35,000
Field Service Engineer	30,000-37,000	32,000
Global Service Engineer	47,000-50,000	48,000
Multi-Skilled Maintenance Engineer	35,000-45,000	42,000

North East England	£ Range	£ Typical
Engineering Manager	60,000-70,000	65,000
Maintenance Manager	45,000-55,000	50,000
Electrical Maintenance Engineer	35,000-42,000	38,500
Mechanical Maintenance Engineer	33,000-39,000	36,000
Mechatronic Engineer	35,000-42,000	38,000
Automation Engineer	36,000-50,000	42,000
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	36,000-45,000	40,000

South West and Wales	£ Range	£ Typical
Engineering Manager	60,000-70,000	65,000
Maintenance Manager	45,000-55,000	50,000
Electrical Maintenance Engineer	35,000-42,000	40,000
Mechanical Maintenance Engineer	33,000-43,000	36,000
Mechatronic Engineer	35,000-42,000	39,000
Automation Engineer	37,000-45,000	42,000
Commissioning Engineer	32,000-37,000	35,000
Field Service Engineer	30,000-37,000	32,000
Global Service Engineer	47,000-50,000	48,000
Multi-Skilled Maintenance Engineer	35,000-45,000	42,000

North West England	£ Range	£ Typical
Engineering Manager	45,000-50,000	48,000
Maintenance Manager	40,000-48,000	44,000
Electrical Maintenance Engineer	35,000-40,000	37,000
Mechanical Maintenance Engineer	30,000-35,000	33,000
Mechatronic Engineer	30,000-35,000	32,000
Automation Engineer	32,000-36,000	33,500
Commissioning Engineer	32,000-36,000	35,000
Field Service Engineer	28,000-32,000	30,000
Global Service Engineer	40,000-45,000	40,000
Multi-Skilled Maintenance Engineer	38,000-42,000	40,000

Northern Ireland	£ Range	£ Typical
Engineering Manager	35,000-55,000	45,000
Maintenance Manager	35,000-45,000	45,000
Electrical Maintenance Engineer	28,000-38,000	34,000
Mechanical Maintenance Engineer	28,000-38,000	32,000
Mechatronic Engineer	28,000-38,000	34,000
Automation Engineer	34,000-38,000	36,000
Commissioning Engineer	25,000-35,000	33,000
Field Service Engineer	35,000-45,000	38,000
Global Service Engineer	45,000-55,000	48,000
Multi-Skilled Maintenance Engineer	26,000-35,000	33,000

Scotland	£ Range	£ Typical
Engineering Manager	48,000-58,000	52,000
Maintenance Manager	40,000-50,000	48,000
Electrical Maintenance Engineer	30,000-40,000	35,000
Mechanical Maintenance Engineer	30,000-40,000	34,500
Mechatronic Engineer	30,000-40,000	35,000
Automation Engineer	35,000-45,000	38,000
Commissioning Engineer	30,000-40,000	35,000
Field Service Engineer	28,000-36,000	33,000
Global Service Engineer	45,000-55,000	49,000
Multi-Skilled Maintenance Engineer	32,000-40,000	36,000

ENGINEERING & MANUFACTURING OPERATIONS

London	£ Range	£ Typical
General Manager	75,000-85,000	79,000
Operations Manager	55,000-65,000	62,000
Production Manager	50,000-60,000	56,000
Project Manager	55,000-65,000	58,000
Planner	30,000-40,000	35,000
Production Shift Manager	40,000-50,000	45,000

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

South East England	£ Range	£ Typical
General Manager	65,000-75,000	69,000
Operations Manager	48,000-58,000	56,000
Production Manager	40,000-50,000	45,000
Project Manager	55,000-65,000	58,000
Planner	30,000-40,000	35,000
Production Shift Manager	35,000-45,000	37,000

North West England	£ Range	£ Typical
General Manager	60,000-70,000	65,000
Operations Manager	48,000-58,000	55,000
Production Manager	42,000-52,000	47,000
Project Manager	45,000-55,000	50,000
Planner	25,000-35,000	30,000
Production Shift Manager	35,000-45,000	40,000

South West and Wales	£ Range	£ Typical
General Manager	60,000-80,000	68,000
Operations Manager	45,000-60,000	50,000
Production Manager	35,000-50,000	42,000
Project Manager	40,000-55,000	48,000
Planner	27,000-37,000	30,000
Production Shift Manager	33,000-43,000	36,000

Northern Ireland	£ Range	£ Typical
General Manager	55,000-65,000	60,000
Operations Manager	55,000-65,000	60,000
Production Manager	40,000-50,000	45,000
Project Manager	38,000-48,000	42,000
Planner	22,000-32,000	28,000
Production Shift Manager	28,000-35,000	30,000

Midlands	£ Range	£ Typical
General Manager	60,000-70,000	66,000
Operations Manager	50,000-60,000	53,000
Production Manager	40,000-50,000	44,000
Project Manager	45,000-55,000	50,000
Planner	25,000-35,000	30,000
Production Shift Manager	30,000-40,000	38,000

Scotland	£ Range	£ Typical
General Manager	52,000-60,000	57,000
Operations Manager	45,000-50,000	48,000
Production Manager	35,000-45,000	42,000
Project Manager	35,000-45,000	40,000
Planner	25,000-35,000	28,000
Production Shift Manager	25,000-35,000	30,000



ENGINEERING & MANUFACTURING PROCESS ENGINEERING

London	£ Range	£ Typical
Project Manager	55,000-65,000	60,000
Project Engineer	40,000-50,000	43,000
Process Engineer	35,000-45,000	42,000
Chemical Engineer	35,000-45,000	39,000
Commissioning	38,000-48,000	42,000
Project Control	40,000-50,000	44,000
Production Engineer	35,000-45,000	38,000
Industrial Engineer	35,000-45,000	40,000

North East England	£ Range	£ Typical
Project Manager	50,000-60,000	55,000
Project Engineer	40,000-50,000	43,000
Process Engineer	40,000-45,000	42,000
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	32,000-38,000	36,000
Industrial Engineer	35,000-40,000	38,000

South East England	£ Range	£ Typical
Project Manager	45,000-55,000	50,000
Project Engineer	45,000-55,000	50,000
Process Engineer	32,000-42,000	37,000
Chemical Engineer	38,000-48,000	44,000
Commissioning	38,000-48,000	42,000
Project Control	40,000-50,000	44,000
Production Engineer	30,000-40,000	35,000
Industrial Engineer	35,000-45,000	40,000

North West England	£ Range	£ Typical
Project Manager	40,000-50,000	45,000
Project Engineer	30,000-40,000	38,000
Process Engineer	28,000-38,000	34,000
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	32,000-42,000	37,000
Industrial Engineer	35,000-45,000	40,000

South West and Wales	£ Range	£ Typical
Project Manager	50,000-60,000	55,000
Project Engineer	40,000-50,000	43,000
Process Engineer	38,000-42,000	40,000
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	30,000-35,000	32,000
Industrial Engineer	35,000-40,000	38,000

Northern Ireland	£ Range	£ Typical
Project Manager	40,000-50,000	45,000
Project Engineer	28,000-38,000	35,000
Process Engineer	26,000-34,000	30,000
Chemical Engineer	22,000-32,000	28,000
Commissioning	35,000-40,000	35,000
Project Control	38,000-45,000	40,000
Production Engineer	24,000-32,000	29,000
Industrial Engineer	22,000-32,000	28,000

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

Scotland	£ Range	£ Typical
Project Manager	45,000-55,000	48,000
Project Engineer	35,000-45,000	38,000
Process Engineer	32,000-40,000	37,000
Chemical Engineer	30,000-40,000	35,000
Commissioning	35,000-45,000	38,000
Project Control	38,000-48,000	41,000
Production Engineer	30,000-37,000	35,000
Industrial Engineer	28,000-38,000	32,000



ENGINEERING & MANUFACTURING

QUALITY ENGINEERING

London	£ Range	£ Typical
Quality Manager	45,000-55,000	51,000
Quality Engineer	33,000-43,000	36,000
Quality Technician	23,000-30,000	25,000
Quality Assurance Inspector	25,000-35,000	32,000
Process Analyst	40,000-50,000	43,000
CMM Inspector	30,000-40,000	33,000
Continuous Improvement Engineer	45,000-55,000	51,000
Process Engineer	35,000-45,000	40,000
Electronic Test Engineer	25,000-35,000	31,000
NDT Inspector	23,000-33,000	27,000

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

South East England	£ Range	£ Typical
Quality Manager	45,000-55,000	50,000
Quality Engineer	30,000-38,000	35,000
Quality Technician	18,000-25,000	23,000
Quality Assurance Inspector	29,000-36,000	32,000
Process Analyst	39,000-49,000	41,000
CMM Inspector	24,000-34,000	29,000
Continuous Improvement Engineer	38,000-48,000	46,000
Process Engineer	32,000-42,000	37,000
Electronic Test Engineer	30,000-35,000	33,000
NDT Inspector	25,000-32,000	30,000

North East England	£ Range	£ Typical
Quality Manager	45,000-55,000	50,000
Quality Engineer	35,000-45,000	40,000
Quality Technician	25,000-30,000	28,000
Quality Assurance Inspector	25,000-30,000	28,000
Process Analyst	35,000-45,000	40,000
CMM Inspector	30,000-35,000	32,000
Continuous Improvement Engineer	35,000-40,000	38,000
Process Engineer	35,000-40,000	38,000
Electronic Test Engineer	25,000-35,000	30,000
NDT Inspector	20,000-28,000	25,000

South West and Wales	£ Range	£ Typical
Quality Manager	40,000-50,000	45,000
Quality Engineer	30,000-40,000	35,000
Quality Technician	22,000-30,000	28,000
Quality Assurance Inspector	25,000-32,000	29,000
Process Analyst	35,000-45,000	42,000
CMM Inspector	30,000-40,000	33,000
Continuous Improvement Engineer	48,000-56,000	52,000
Process Engineer	35,000-40,000	38,000
Electronic Test Engineer	25,000-32,000	30,000
NDT Inspector	25,000-30,000	27,000

North West England	£ Range	£ Typical
Quality Manager	40,000-45,000	43,000
Quality Engineer	30,000-35,000	34,000
Quality Technician	20,000-26,000	22,000
Quality Assurance Inspector	22,000-27,000	25,000
Process Analyst	35,000-45,000	38,000
CMM Inspector	24,000-29,000	26,000
Continuous Improvement Engineer	34,000-40,000	38,000
Process Engineer	30,000-37,000	34,000
Electronic Test Engineer	26,000-30,000	28,000
NDT Inspector	24,000-30,000	28,000

Northern Ireland	£ Range	£ Typical
Quality Manager	36,000-40,000	37,000
Quality Engineer	26,000-36,000	28,000
Quality Technician	18,000-24,000	23,000
Quality Assurance Inspector	18,000-24,000	23,000
Process Analyst	18,000-24,000	23,000
CMM Inspector	18,000-24,000	23,000
Continuous Improvement Engineer	30,000-38,000	35,000
Process Engineer	24,000-34,000	30,000
Electronic Test Engineer	19,000-26,000	21,000
NDT Inspector	20,000-30,000	24,000

Scotland	£ Range	£ Typical
Quality Manager	40,000-50,000	47,000
Quality Engineer	30,000-40,000	35,000
Quality Technician	22,000-30,000	26,000
Quality Assurance Inspector	22,000-30,000	25,000
Process Analyst	32,000-42,000	36,000
CMM Inspector	20,000-30,000	25,000
Continuous Improvement Engineer	35,000-42,000	38,000
Process Engineer	30,000-40,000	35,000
Electronic Test Engineer	20,000-30,000	24,000
NDT Inspector	20,000-30,000	24,000

ENGINEERING & MANUFACTURING ENGINEERING TRADE

London	£ Range	£ Typical
Field Service Engineer	30,000-38,000	33,000
Platers	25,000-35,000	30,000
Fabricator/Welder	24,000-30,000	27,500
CNC Milling Programmer	25,000-35,000	28,000
CNC Turning Programmer	25,000-35,000	28,000
CNC Laser/Punch/Press Brake	20,000-25,000	22,000
CNC Plasma	20,000-25,000	22,000
CNC Lathe	20,000-25,000	22,000
Panel Wirer	20,000-25,000	23,000
Engineering Operative	20,000-25,000	22,000
Electronic Assembly	20,000-25,000	22,000

Midlands	£ Range	£ Typical
Field Service Engineer	30,000-39,000	35,000
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

South East England	£ Range	£ Typical
Field Service Engineer	30,000-39,000	35,000
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	20,000-24,000	22,000
CNC Lathe	20,000-23,000	22,000
Panel Wirer	20,000-24,000	22,000
Engineering Operative	19,000-23,000	21,000
Electronic Assembly	18,000-22,000	20,000

North East England	£ Range	£ Typical
Field Service Engineer	28,000-35,000	32,000
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

South West and Wales	£ Range	£ Typical
Field Service Engineer	28,000-35,000	30,000
Platers	23,000-30,000	27,000
Fabricator/Welder	22,000-29,000	26,000
CNC Milling Programmer	25,000-32,000	28,000
CNC Turning Programmer	22,000-28,000	25,000
CNC Laser/Punch/Press Brake	18,000-23,000	20,000
CNC Plasma	20,000-24,000	22,000
CNC Lathe	20,000-23,000	22,000
Panel Wirer	20,000-24,000	22,000
Engineering Operative	19,000-23,000	21,000
Electronic Assembly	18,000-22,000	20,000

North West England	£ Range	£ Typical
Field Service Engineer	28,000-38,000	32,000
Platers	19,000-25,000	24,000
Fabricator/Welder	19,000-25,500	24,000
CNC Milling Programmer	24,000-28,000	27,000
CNC Turning Programmer	24,000-28,000	27,000
CNC Laser/Punch/Press Brake	18,000-23,000	21,000
CNC Plasma	18,000-21,000	20,000
CNC Lathe	18,000-21,000	20,000
Panel Wirer	17,500-21,000	19,500
Engineering Operative	17,500-20,500	19,000
Electronic Assembly	17,500-21,000	20,000

Northern Ireland	£ Range	£ Typical
Field Service Engineer	32,000-38,000	36,000
Platers	21,000-31,000	24,000
Fabricator/Welder	18,000-27,000	20,000
CNC Milling Programmer	28,000-35,000	32,000
CNC Turning Programmer	28,000-35,000	32,000
CNC Laser/Punch/Press Brake	18,000-27,000	20,000
CNC Plasma	18,000-27,000	22,000
CNC Lathe	18,000-27,000	22,000
Panel Wirer	18,000-28,000	22,000
Engineering Operative	15,000-22,000	18,000
Electronic Assembly	18,000-24,000	20,000

Scotland	£ Range	£ Typical
Field Service Engineer	28,000-36,000	34,000
Platers	21,000-29,000	25,500
Fabricator/Welder	18,000-25,000	23,500
CNC Milling Programmer	22,000-30,000	28,000
CNC Turning Programmer	20,000-26,000	24,500
CNC Laser/Punch/Press Brake	19,000-23,000	21,500
CNC Plasma	19,000-23,000	21,500
CNC Lathe	19,000-23,000	21,500
Panel Wirer	19,000-23,000	22,000
Engineering Operative	19,000-23,000	21,000
Electronic Assembly	19,000-23,000	21,000

HUMAN RESOURCES

DEMAND FOR SPECIALIST SKILLS OUTSTRIPS SUPPLY



Skills shortages prevail as HR continues to become increasingly important to organisational strategy and specialist roles grow in importance.

2.1% Average salary increase over the last year

Have you moved job in the last 12 months?



Employers turn to contractors to tackle one-off projects

HR employers forecast an increase in organisational activity this year, with 64% expecting their activity levels to rise over the next 12 months as opposed to the 50% who thought the same the previous year.

Correspondingly, plans to recruit staff over the next year have risen too, with 84% planning on hiring against last year's 80%. This increase is particularly marked for temporary, contract and interim staff, with almost half (49%) of employers planning on hiring these professionals over the coming year, an increase of 13% from last year.

A higher proportion of employers say they are hiring temporary, contract and interim staff in the next 12 months to gain access to skills for one-off projects (48%) than last year (32%). Notably, organisations are increasingly hiring specialist senior contractors to support the implementation and utilisation of HR systems, as well as projects around equality, diversity and inclusion. 29% of HR employers also plan to hire temporary staff in the year ahead to cover the extra work generated as a result of legislative changes such as gender pay gap reporting, higher than 12% of employers in the UK overall.

Skills shortages exacerbated as roles become more specialised

Most employers have experienced skills shortages over the past year (94%), and just over a third (34%) say they do not have the talent needed to achieve current objectives. This shortfall in talent is not only an increase on the previous year (24%) but also higher than the UK average (28%). These shortages could be attributed to the recognition of increasingly specialised roles in the HR profession, causing a deficit in the talent and expertise required to achieve business objectives. Operations and technical skills in particular have risen in demand – 43% of employers say these skills are most needed by their organisation, compared to 24% last year.

Over the past 12 months, 44% of professionals say they have moved role, and a further 39% have considered it. Combined, this is indicative of a potential talent pool of 83% of candidates from which employers can recruit, if they are able to find and attract professionals with the niche skills they require.

Increased emphasis on salaries to attract employees

With ongoing skills shortages, many HR employers have focused on increasing salaries to compete for in-demand professionals. 80% of employers say they have increased salaries over the past 12 months, greater than the previous year (75%) and also higher than the UK average (73%).

Overall, HR professionals have seen a 2.1% increase in salaries. Many organisations are placing greater importance on talent management strategies, meaning professionals in these roles are seeing strong salary increases, especially in the public sector as organisations raise salaries to attract professionals from the private sector. Experienced reward professionals are also sought after, with employers willing to pay more to find those with the appropriate skillset.

Salary satisfaction not enough to retain professionals

Only 31% of HR employees say they are dissatisfied with their salary in comparison to 56% last year, and lower than the proportion of UK employees overall (39%). Despite greater salary satisfaction, over half (56%) of professionals expect to move jobs within the next year, almost no change from last year (57%). This indicates that salary satisfaction alone is not enough to retain staff, and employers must consider what else is important to HR professionals.

Employees prioritise work-life balance

Aside from salary, work-life balance, including flexible working, is the most important factor to 37% of HR professionals when considering a new role, greater than the UK overall (30%). HR professionals' awareness of the potential for work-life balance improvement programmes such as remote working means they are more likely to ask for such options in interviews and make it part of negotiations. As such, employers must ensure they are catering to candidate expectations, and be up-front with the flexible working options available during the recruitment process.

Benefits offered are not what workers want

Excluding salary, a competitive benefits package is also deemed the most significant candidate attraction strategy for 22% of HR employers against the 15% UK average. However, the benefits offered by employers are not necessarily in sync with those that HR professionals look for. The top benefit employees consider most important when considering a new role is having over 28 days paid annual leave (66%), but less than half (46%) of employers offer this. To help stand out from competitors and attract the professionals they most require, HR employers should assess and consider offering the benefits most important to prospective applicants.

Survey highlights for human resources

Employers	Employees
94% expect their organisation's activity levels to increase or stay the same over the next 12 months	38% feel there is no scope for career progression within their organisation
84% plan on recruiting staff over the next 12 months	37% say work-life balance is the most important factor aside from salary when considering a new role
94% have experienced some form of skills shortage within the past year	56% expect to move jobs within 12 months
74% plan to increase salaries in the year ahead	44% would be tempted to change jobs 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)	100,000-160,000	130,000	-	-
HR Director (SME)	80,000-120,000	100,000	-	-
HR Director	-	-	70,000-90,000	88,000
Head of HR	60,000-85,000	80,000	60,000-70,000	65,000
HR Business Partner	55,000-90,000	65,000	50,000-60,000	55,000
HR Manager	45,000-65,000	55,000	40,000-50,000	47,000
HR Officer/Advisor	30,000-45,000	38,000	28,000-40,000	38,000
HR Coordinator	27,000-32,000	30,000	25,000-30,000	28,000
HR Assistant/Administrator	22,000-30,000	25,000	23,000-28,000	27,000

Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	70,000-110,000	90,000	60,000-70,000	65,000
Manager	50,000-70,000	60,000	40,000-55,000	50,000
Specialist	30,000-50,000	45,000	40,000-50,000	40,000

Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	70,000-110,000	85,000	60,000-75,000	70,000
Manager	55,000-80,000	70,000	55,000-65,000	60,000

Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	60,000-70,000	67,000
Manager	-	-	50,000-65,000	60,000
Officer/Advisor	-	-	30,000-40,000	35,000

South East England	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	80,000-100,000	88,000	70,000-100,000	80,000
Head of HR	60,000-80,000	68,000	55,000-70,000	65,000
HR Business Partner	40,000-65,000	52,000	40,000-56,000	46,000
HR Manager	40,000-50,000	48,000	40,000-50,000	45,000
HR Officer/Advisor	28,000-40,000	35,000	28,000-35,000	30,000
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	35,000-45,000	40,000	32,000-45,000	35,000

Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	65,000-90,000	78,000	60,000-90,000	65,000
Manager	50,000-70,000	65,000	50,000-70,000	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	65,000-120,000	85,000	60,000-90,000	75,000
Head of HR	50,000-80,000	67,000	50,000-75,000	61,000
HR Business Partner	40,000-75,000	50,000	38,000-60,000	48,000
HR Manager	35,000-65,000	48,000	35,000-50,000	43,000
HR Officer/Advisor	25,000-40,000	33,000	22,000-35,000	32,000
HR Coordinator	20,000-28,000	25,000	20,000-24,000	23,000
HR Assistant/Administrator	18,000-26,000	23,000	18,000-25,000	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	47,000	40,000-60,000	45,000
Specialist	25,000-40,000	33,000	23,000-35,000	31,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	65,000-80,000	72,000	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	85,000	60,000-90,000	80,000
Head of HR	50,000-80,000	65,000	45,000-80,000	60,000
HR Business Partner	45,000-70,000	50,000	45,000-55,000	50,000
HR Manager	45,000-70,000	50,000	40,000-55,000	45,000
HR Officer/Advisor	25,000-38,000	35,000	25,000-38,000	35,000
HR Coordinator	24,000-26,000	25,000	20,000-25,000	23,000
HR Assistant/Administrator	18,000-25,000	22,000	18,000-25,000	20,000
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	42,000	35,000-50,000	45,000
Specialist	30,000-38,000	36,000	25,000-35,000	30,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	50,000-80,000	60,000	45,000-70,000	58,000
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	60,000-100,000	70,000	55,000-100,000	68,000
Head of HR	45,000-70,000	50,000	40,000-70,000	55,000
HR Business Partner	36,000-50,000	42,000	30,000-50,000	42,000
HR Manager	35,000-55,000	45,000	32,000-50,000	40,000
HR Officer/Advisor	22,000-32,000	28,000	22,000-31,000	28,000
HR Coordinator	21,000-24,000	23,000	20,000-25,000	22,000
HR Assistant/Administrator	17,000-22,000	19,000	17,000-20,000	18,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	38,000-60,000	52,000	40,000-60,000	50,000
Manager	35,000-50,000	42,000	35,000-50,000	40,000
Specialist	28,000-35,000	32,000	27,000-38,000	30,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	50,000-80,000	65,000	40,000-60,000	50,000
Manager	45,000-65,000	55,000	32,000-45,000	40,000
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	40,000-50,000	45,000
Manager	-	-	28,000-42,000	38,000
Officer/Advisor	-	-	20,000-28,000	26,000

West Midlands	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	60,000-120,000	75,000	60,000-120,000	72,000
Head of HR	45,000-85,000	65,000	45,000-70,000	60,000
HR Business Partner	40,000-60,000	46,000	38,000-55,000	42,000
HR Manager	40,000-50,000	45,000	35,000-48,000	40,000
HR Officer/Advisor	26,000-36,000	32,000	28,000-35,000	30,000
HR Coordinator	19,000-24,000	22,000	18,000-23,000	20,500
HR Assistant/Administrator	17,500-22,500	20,500	17,000-23,000	19,500
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	45,000-70,000	55,000	45,000-65,000	52,500
Manager	35,000-50,000	45,000	35,000-45,000	40,000
Specialist	28,000-40,000	32,500	26,000-35,000	31,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	55,000-80,000	68,000	50,000-68,000	60,000
Manager	42,000-55,000	50,000	38,000-52,000	48,500
Equality and diversity	£ Range	£ Typical	£ Range	£ Typical
Head of Equality & Diversity	-	-	40,000-68,000	55,000
Manager	-	-	35,000-48,000	42,500
Officer/Advisor	-	-	24,000-30,000	28,000

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	60,000
HR Business Partner	38,000-70,000	45,000	35,000-50,000	40,000
HR Manager	35,000-55,000	42,000	30,000-45,000	37,000
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	17,000-22,000	20,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	45,000-60,000	55,000	45,000-60,000	50,000
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	40,000	30,000-45,000	35,000
HR Officer/Advisor	25,000-37,000	32,000	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	18,500	16,000-20,000	18,000
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	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	70,000-120,000	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	34,000	24,000-32,000	29,000
HR Coordinator	22,000-26,000	24,000	22,000-25,000	23,000
HR Assistant/Administrator	18,000-26,000	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	55,000-75,000	65,000	40,000-65,000	58,000
Head of HR	48,000-60,000	52,000	50,000-60,000	52,000
HR Business Partner	34,000-42,000	40,000	28,000-45,000	36,000
HR Manager	35,000-45,000	38,000	28,000-40,000	32,000
HR Officer/Advisor	25,000-33,000	29,000	20,000-28,000	25,000
HR Coordinator	22,000-28,000	24,000	18,000-25,000	21,000
HR Assistant/Administrator	17,000-22,000	19,000	15,500-21,000	18,000
Employee relations/IR	£ Range	£ Typical	£ Range	£ Typical
Head of ER/IR	50,000-68,000	52,000	40,000-50,000	45,000
Manager	35,000-50,000	40,000	28,000-42,000	33,000
Specialist	26,000-35,000	29,000	20,000-30,000	25,000
Organisational development	£ Range	£ Typical	£ Range	£ Typical
Head of OD	55,000-70,000	58,000	35,000-58,000	41,000
Manager	40,000-50,000	46,000	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	-	-	21,000-26,500	23,000

Scotland	Commerce and industry ▼		Public sector ▼	
HR generalist	£ Range	£ Typical	£ Range	£ Typical
HR Director	70,000-90,000	75,000	60,000-85,000	68,000
Head of HR	55,000-67,000	58,000	45,000-60,000	53,000
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	24,000-34,000	30,000	24,000-34,000	30,000
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	24,000-32,000	28,000
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	45,000
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	90,000-110,000	94,000	70,000-80,000	78,000
Head of Training/L&D	70,000-90,000	85,000	60,000-74,000	70,000
Training/L&D Manager	45,000-75,000	59,000	45,000-55,000	50,000
Training/L&D Officer	30,000-45,000	38,000	30,000-40,000	35,000
Training/L&D Coordinator	27,000-35,000	32,000	25,000-30,000	28,000

South East England	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	65,000-85,000	75,000	50,000-80,000	70,000
Head of Training/L&D	50,000-65,000	60,000	45,000-70,000	60,000
Training/L&D Manager	45,000-55,000	50,000	42,000-48,000	46,000
Training/L&D Officer	25,000-35,000	33,000	25,000-35,000	30,000
Training/L&D Coordinator	22,000-26,000	25,000	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	75,000	65,000-90,000	70,000
Head of Training/L&D	50,000-75,000	62,000	45,000-70,000	60,000
Training/L&D Manager	35,000-55,000	46,000	37,000-45,000	42,000
Training/L&D Officer	25,000-40,000	35,000	25,000-35,000	30,000
Training/L&D Coordinator	20,000-28,000	23,000	20,000-25,000	22,000

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	58,000
Training/L&D Manager	40,000-55,000	45,000	35,000-45,000	40,000
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	22,000

Wales	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	50,000-75,000	55,000	47,000-75,000	55,000
Head of Training/L&D	40,000-60,000	52,000	30,000-55,000	47,000
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	24,000
Training/L&D Coordinator	18,000-22,000	21,000	17,000-22,000	20,000

West Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	65,000-85,000	72,000	50,000-75,000	65,000
Head of Training/L&D	45,000-65,000	55,000	40,000-55,000	52,500
Training/L&D Manager	35,000-50,000	46,000	32,000-50,000	46,000
Training/L&D Officer	25,000-38,000	32,500	25,000-35,000	32,000
Training/L&D Coordinator	19,000-25,000	22,000	18,000-25,000	21,000

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	28,000-40,000	33,000	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	65,000-90,000	75,000	62,000-70,000	65,000
Head of Training/L&D	52,000-70,000	65,000	50,000-70,000	58,000
Training/L&D Manager	40,000-60,000	48,000	35,000-45,000	41,500
Training/L&D Officer	25,000-38,000	30,000	26,000-32,000	28,000
Training/L&D Coordinator	21,000-26,000	25,000	21,000-26,000	22,000

Scotland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Training/L&D Director	70,000-90,000	75,000	60,000-75,000	67,000
Head of Training/L&D	55,000-70,000	64,000	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	30,000	24,000-32,000	26,000
Training/L&D Coordinator	23,000-27,000	25,000	20,000-25,000	23,000



HUMAN RESOURCES REWARD & HRMI

London	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	90,000-150,000	120,000	70,000-85,000	82,000
Head of Reward	80,000-120,000	100,000	60,000-74,000	70,000
Reward Manager	50,000-80,000	60,000	50,000-60,000	55,000
Reward Analyst	35,000-55,000	45,000	35,000-48,000	45,000
HRIS Manager	60,000-80,000	70,000	50,000-60,000	55,000
HRMI Analyst	40,000-55,000	45,000	45,000-55,000	50,000

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	55,000	40,000-60,000	52,000
Reward Analyst	28,000-45,000	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	75,000	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	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	40,000	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	35,000	25,000-40,000	35,000
HRIS Manager	35,000-45,000	42,000	35,000-45,000	42,000
HRMI Analyst	28,000-38,000	30,000	28,000-38,000	30,000

Wales	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	60,000-90,000	70,000	40,000-65,000	50,000
Head of Reward	50,000-75,000	61,000	38,000-50,000	45,000
Reward Manager	45,000-60,000	52,000	26,000-48,000	35,000
Reward Analyst	30,000-38,000	35,000	24,000-35,000	30,000
HRIS Manager	35,000-45,000	42,000	35,000-45,000	42,000
HRMI Analyst	28,000-38,000	30,000	28,000-38,000	30,000

West Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Director of Reward	62,000-125,000	86,000	60,000-120,000	80,000
Head of Reward	55,000-82,000	70,000	52,000-78,000	65,000
Reward Manager	45,000-72,000	58,000	35,000-50,000	46,000
Reward Analyst	30,000-45,000	40,000	30,000-45,000	38,000
HRIS Manager	38,000-50,000	45,000	35,000-50,000	42,000
HRMI Analyst	28,000-40,000	35,000	25,000-38,000	32,000

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
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	25,000-35,000	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
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
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	45,000-60,000	48,000	28,000-50,000	38,000
Reward Analyst	30,000-40,000	35,000	25,000-35,000	30,000
HRIS Manager	45,000-58,000	47,000	38,000-55,000	45,000
HRMI Analyst	27,000-35,000	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	50,000	40,000-50,000	45,000
Reward Analyst	30,000-40,000	37,000	28,000-38,000	34,000
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



Charles Cotton
Performance and
Reward Adviser,
Chartered Institute
of Personnel and
Development



The demand for employees shows no let up. Respondents to the CIPD's summer *2018 Labour Market Outlook* finds that most firms report they will either expand or maintain their current workforces, with few expecting to reduce their headcount in the coming months. The vast majority of our employers report having unfilled job vacancies many of which are hard to fill.

According to the HR professionals we have questioned, many are looking at a variety of solutions for their skills shortages, such as upskilling existing staff; hiring more apprentices; graduates; and EU nationals already based in the UK; and trying to retain older workers.

When it comes to pay, high salary increases are likely to be targeted at workers that the organisation is worried to lose, or to attract talent in select roles. For most employees, HR professionals forecast that salaries will increase by 2% on average.

In part, this is a reflection of balancing such employment costs as the national living wage, pension deficit recovery plans, the apprenticeship levy, and the increase in the minimum pension contribution rates required from employers.

How realistic this expectation is will depend on how the UK economy is doing, something that can be hard to predict given business concerns over global trade wars and the consequences of the UK's vote to leave the EU.

With increased remuneration transparency, due in part to gender pay gap reporting and social media, employers may find it hard to keep a lid on pay during economic growth if workers find out that their new colleagues are earning more than them despite doing a similar job.

Given employers' reluctance to increase pay, we may see an increasing focus on employee benefits which can often be cheaper to provide than a salary bump.

HUMAN RESOURCES TALENT & RESOURCING

London	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	80,000-120,000	100,000	70,000-80,000	78,000
Head of Talent/Resourcing	60,000-90,000	75,000	60,000-70,000	68,000
Talent/Resourcing Manager	45,000-70,000	60,000	45,000-55,000	53,000
Talent/Resourcing Advisor	28,000-40,000	37,000	30,000-40,000	35,000
Talent/Resourcing Coordinator	23,000-30,000	26,000	23,000-30,000	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	72,000	60,000-80,000	65,000
Head of Talent/Resourcing	40,000-75,000	55,000	40,000-60,000	55,000
Talent/Resourcing Manager	40,000-60,000	47,000	35,000-56,000	45,000
Talent/Resourcing Advisor	27,000-38,000	32,500	25,000-35,000	30,000
Talent/Resourcing Coordinator	20,000-27,000	23,000	18,000-25,000	21,000

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	47,000	40,000-55,000	45,000
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	62,000	45,000-75,000	55,000
Head of Talent/Resourcing	40,000-63,000	50,000	37,000-55,000	40,000
Talent/Resourcing Manager	30,000-45,000	34,000	28,000-40,000	30,000
Talent/Resourcing Advisor	20,000-30,000	24,000	18,000-24,000	22,000
Talent/Resourcing Coordinator	18,000-24,000	20,000	17,000-23,000	19,000

West Midlands	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	60,000-90,000	75,000	58,000-82,000	70,000
Head of Talent/Resourcing	42,000-75,000	60,000	42,000-65,000	55,000
Talent/Resourcing Manager	40,000-60,000	46,000	38,000-55,000	44,000
Talent/Resourcing Advisor	26,000-38,000	32,500	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 Administrator	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	60,000-95,000	73,000	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	30,000-42,000	37,000
Talent/Resourcing Advisor	25,000-45,000	36,000	24,000-33,000	29,000
Talent/Resourcing Administrator	18,000-27,000	24,000	17,000-23,000	21,000

Northern Ireland	Commerce and industry ▼		Public sector ▼	
	£ Range	£ Typical	£ Range	£ Typical
Talent/Resourcing Director	45,000-60,000	55,000	45,000-60,000	52,000
Head of Talent/Resourcing	40,000-55,000	44,000	30,000-45,000	38,000
Talent/Resourcing Manager	30,000-45,000	35,000	28,000-40,000	32,000
Talent/Resourcing Advisor	23,000-30,000	25,000	24,000-28,000	25,000
Talent/Resourcing Administrator	20,000-28,000	20,000	18,000-25,000	20,000

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	46,000	38,000-48,000	43,000
Talent/Resourcing Advisor	27,000-35,000	30,000	25,000-32,000	28,000
Talent/Resourcing Administrator	18,000-25,000	23,000	18,000-25,000	23,000



INSURANCE TALENT ATTRACTION STRATEGIES ARE A PRIORITY

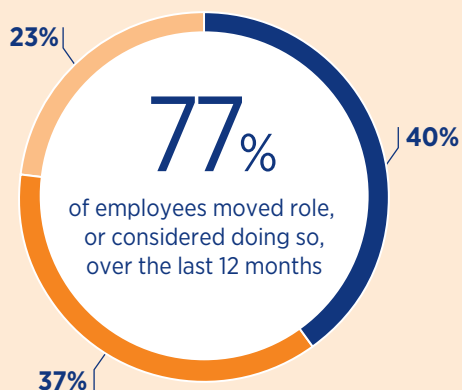


Employers are expecting an increase in business activity in the year ahead leading to planned hiring of permanent professionals to be particularly high.

0.9% Average salary increase over the last year

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Positive business activity forecast fuels hiring plans

70% of insurance employers predict an activity increase over the coming year, significantly higher than the UK average of 61%. This, in turn, is impacting hiring plans, with 77% of employers planning to recruit staff over the coming 12 months in comparison to only 65% the previous year.

More reliance on permanent staff

Permanent employees will be particularly in demand, with 72% of insurance employers planning on hiring permanent staff in comparison to 62% of UK employers overall.

Temporary, contract and interim workers, by comparison, are seen to be less key to the overall strategy of insurance employers, with only 25% of employers planning to hire them as opposed to 35% of UK employers overall.

This focus on permanent hiring follows the trend of permanent roles traditionally taking greater precedence within the insurance industry, with temporary positions usually limited to the front-end of the business, for example claims handlers or sales advisors.

Skills shortages remain high

Employers are faced with ongoing skills gaps – 84% of insurance employers say they have experienced a shortage of skills in the last 12 months in comparison to 83% last year.

This challenge is set to continue in the year ahead, as 61% of employers say they expect to face a shortage of suitable applicants in the next 12 months compared to just over half (51%) last year.

Less employee movement could exacerbate skills shortages

Last year, 40% of insurance professionals moved job, and a further 37% considered it. This indicates a combined talent pool of 77% of employees who could have changed role last year.

However, this year, employee mobility is expected to be less than the UK overall. Only 39% of insurance professionals are looking to move roles within the next 12 months, lower than the proportion of UK professionals overall looking to move roles within the year (56%).

Salary will be a key motivator for employees to consider changing role, as 57% of insurance professionals say they would be tempted to move job for a better salary and benefits package, considerably higher than the 44% UK average.

Salary satisfaction improves

In the last 12 months, 85% of insurance employers increased their employees' salaries, and these increases are reflected in the higher levels of salary satisfaction felt amongst insurance professionals. 65% say they are satisfied with their salary this year in comparison to the 61% UK average.

This is also a considerable increase on the previous year, where only 38% of insurance employees said they were happy with their salaries. 80% of employers plan to raise salaries over the coming year, higher than the UK average of 72%.

Employers make strides improving career prospects and work-life balance

Insurance employees tend to be happier with their career prospects than the UK average, with 74% saying that there is scope for career progression within their organisation in comparison to 60% of UK professionals overall. This is also higher than the proportion of insurance professionals who felt their organisation had scope for career progression the previous year (41%).

The quality of work-life balance has also improved for insurance professionals, with 63% giving it a positive rating in comparison to 56% the previous year. This is also higher than the UK average where just over half (55%) of professionals overall rate their work-life balance positively.

As a result, employers hoping to hire staff in the year ahead, or retain their current workforce, must ensure they continue to develop career progression plans for their teams, as well as maintain positive work-life balance through schemes such as flexible working. Clear promotion of these to prospective candidates will act as a differentiator for employers in a competitive talent market, and will help to engage those professionals who may not necessarily be looking to change role.

Survey highlights for insurance

Employers	Employees
100% expect their organisation's activity levels to increase or stay the same over the next 12 months	26% feel there is no scope for career progression within their organisation
77% plan on recruiting staff over the next 12 months	22% say work-life balance is the most important factor aside from salary when considering a new role
84% have experienced some form of skills shortage within the past year	39% expect to move jobs within 12 months
80% plan to increase salaries in the year ahead	57% would be tempted to change jobs due to the salary or benefits package on offer

General insurance

London	£ Range	£ Typical
Partner	227,000-354,000	300,000
Associate Partner	182,000-253,000	229,000
Chief Risk Officer	161,000-258,000	214,000
Chief Actuary	131,000-202,000	178,000
Director	121,000-182,000	156,000
Senior Manager	78,000-132,000	104,000
Manager	61,000-91,000	77,000
Senior Actuarial Analyst/Consultant	46,000-71,000	61,000
Actuarial Analyst/Consultant	31,000-49,000	41,500
Graduate	28,000-36,000	32,000

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	210,000-336,000	284,000
Associate Partner	168,000-234,000	211,000
Chief Risk Officer	150,000-239,000	198,000
Chief Actuary	121,000-187,000	160,000
Director	111,000-168,000	141,000
Senior Manager	70,000-122,000	94,000
Manager	56,000-85,000	71,000
Senior Actuarial Analyst/Consultant	42,000-66,000	56,500
Actuarial Analyst/Consultant	28,000-45,000	38,000
Graduate	26,000-33,000	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	256,000
Associate Partner	155,000-214,000	195,000
Chief Risk Officer	129,000-215,000	173,000
Chief Actuary	112,000-172,000	147,000
Director	103,000-155,000	130,000
Senior Manager	65,000-112,000	77,500
Manager	52,000-77,000	65,500
Senior Actuarial Analyst/Consultant	39,000-60,000	52,000
Actuarial Analyst/Consultant	26,000-42,000	34,500
Graduate	24,000-30,000	27,000

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	185,000-296,000	250,000
Associate Partner	146,000-202,000	183,000
Chief Risk Officer	129,000-206,000	171,000
Chief Actuary	106,000-162,000	138,000
Director	97,000-146,000	122,000
Senior Manager	61,000-105,000	82,000
Manager	49,000-73,000	61,500
Senior Actuarial Analyst/Consultant	36,000-57,000	49,500
Actuarial Analyst/Consultant	24,000-39,000	32,000
Graduate	23,000-28,000	26,000

Life

London	£ Range	£ Typical
Partner	205,000-318,000	269,000
Associate Partner	164,000-227,000	205,000
Chief Risk Officer	145,000-232,000	192,000
Chief Actuary	118,000-182,000	159,000
Director	109,000-164,000	141,000
Senior Manager	74,000-125,000	99,000
Manager	58,000-87,000	73,000
Senior Actuarial Analyst/Consultant	58,000-87,000	73,000
Actuarial Analyst/Consultant	30,000-48,000	40,500
Graduate	28,000-35,000	32,000

North	£ Range	£ Typical
Partner	175,000-273,000	230,000
Associate Partner	139,000-193,000	175,000
Chief Risk Officer	116,000-193,000	155,000
Chief Actuary	105,000-155,000	132,000
Director	93,000-139,000	117,000
Senior Manager	62,000-106,000	74,000
Manager	49,000-74,000	62,000
Senior Actuarial Analyst/Consultant	37,000-57,000	49,500
Actuarial Analyst/Consultant	25,000-41,000	34,000
Graduate	24,000-30,000	27,000

South	£ Range	£ Typical
Partner	194,000-303,000	256,000
Associate Partner	161,000-211,000	190,000
Chief Risk Officer	135,000-215,000	178,000
Chief Actuary	109,000-168,000	144,000
Director	100,000-151,000	127,000
Senior Manager	67,000-116,000	90,000
Manager	53,000-80,000	68,000
Senior Actuarial Analyst/Consultant	40,000-63,000	53,500
Actuarial Analyst/Consultant	28,000-44,000	37,500
Graduate	26,000-32,000	29,000

Scotland	£ Range	£ Typical
Partner	171,000-267,000	224,000
Associate Partner	131,000-182,000	165,000
Chief Risk Officer	116,000-186,000	154,000
Chief Actuary	95,000-146,000	124,000
Director	92,000-138,000	116,000
Senior Manager	58,000-100,000	78,000
Manager	46,000-69,000	58,000
Senior Actuarial Analyst/Consultant	35,000-54,000	46,500
Actuarial Analyst/Consultant	24,000-38,000	32,500
Graduate	22,000-28,000	25,000

Midlands	£ Range	£ Typical
Partner	185,000-288,000	243,000
Associate Partner	147,000-205,000	185,000
Chief Risk Officer	131,000-209,000	173,000
Chief Actuary	106,000-164,000	139,000
Director	98,000-147,000	124,000
Senior Manager	65,000-112,000	87,000
Manager	52,000-78,000	65,500
Senior Actuarial Analyst/Consultant	39,000-60,000	52,500
Actuarial Analyst/Consultant	27,000-43,000	36,000
Graduate	25,000-31,000	29,000

Pensions

London	£ Range	£ Typical
Partner	102,000-159,000	135,000
Associate Partner	82,000-114,000	103,000
Scheme Actuary	77,000-138,000	107,000
Senior Consultant	72,000-99,000	86,000
Consultant	55,000-77,000	65,000
Senior Actuarial Trainee/Student	39,000-61,000	52,500
Actuarial Trainee/Student	27,000-43,000	36,500
Graduate	25,000-31,000	29,000

North	£ Range	£ Typical
Partner	88,000-137,000	115,000
Associate Partner	70,000-96,000	88,000
Scheme Actuary	68,000-122,000	94,000
Senior Consultant	61,000-85,000	77,000
Consultant	47,000-66,000	57,500
Senior Actuarial Trainee/Student	33,000-51,000	44,500
Actuarial Trainee/Student	23,000-37,000	30,500
Graduate	22,000-27,000	24,500

South	£ Range	£ Typical
Partner	97,000-151,000	128,000
Associate Partner	81,000-105,000	95,000
Scheme Actuary	73,000-132,000	102,000
Senior Consultant	69,000-94,000	81,000
Consultant	52,000-73,000	61,500
Senior Actuarial Trainee/Student	36,000-56,000	48,500
Actuarial Trainee/Student	25,000-37,000	33,500
Graduate	23,000-29,000	26,500

Scotland	£ Range	£ Typical
Partner	86,000-133,000	113,000
Associate Partner	66,000-91,000	83,000
Scheme Actuary	67,000-119,000	90,000
Senior Consultant	59,000-83,000	73,000
Consultant	46,000-64,000	56,000
Senior Actuarial Trainee/Student	31,000-49,000	42,000
Actuarial Trainee/Student	22,000-35,000	29,000
Graduate	20,000-25,000	23,500

Midlands	£ Range	£ Typical
Partner	92,000-144,000	122,000
Associate Partner	74,000-102,000	93,000
Scheme Actuary	70,000-125,000	97,000
Senior Consultant	65,000-89,000	77,000
Consultant	49,000-69,000	58,500
Senior Actuarial Trainee/Student	35,000-54,000	47,000
Actuarial Trainee/Student	24,000-39,000	32,500
Graduate	22,000-28,000	26,500

INSURANCE

AUDIT, RISK & COMPLIANCE

Audit

London	£ Range	£ Typical
Head of Audit	100,000-160,000	131,000
Audit Director	80,000-120,000	101,000
Senior Internal Audit Manager	75,000-100,000	91,000
Audit Manager	65,000-80,000	76,000
Senior Internal Auditor	55,000-75,000	65,500
Internal Auditor	45,000-60,000	55,500
Part-Qualified Auditor	32,000-42,000	35,500

South East England	£ Range	£ Typical
Head of Audit	80,000-150,000	111,000
Audit Director	80,000-120,000	101,000
Senior Internal Audit Manager	60,000-80,000	71,000
Audit Manager	50,000-65,000	57,500
Senior Internal Auditor	45,000-55,000	50,500
Internal Auditor	42,000-49,000	45,000
Part-Qualified Auditor	25,000-45,000	33,500

Risk and compliance

London	£ Range	£ Typical
Head of Risk	100,000-300,000	141,000
Head of Compliance	95,000-200,000	131,000
Risk Manager	70,000-90,000	76,000
Compliance Advisory Manager	60,000-85,000	71,000
Compliance Monitoring Manager	55,000-80,000	61,000
Conduct Assurance Manager	52,000-65,000	61,000
Financial Crime Officer	55,000-65,000	61,000
Risk Analyst	40,000-60,000	56,000
Compliance Assistant	35,000-55,000	45,500
Quality Assurance Analyst	35,000-40,000	37,500
Compliance Administrator	20,000-25,000	22,000

South East England	£ Range	£ Typical
Head of Risk	78,000-130,000	99,000
Head of Compliance	70,000-100,000	86,000
Risk Manager	65,000-85,000	77,000
Compliance Advisory Manager	57,000-72,000	65,000
Compliance Monitoring Manager	50,000-72,000	61,500
Conduct Assurance Manager	55,000-75,000	66,000
Financial Crime Officer	45,000-60,000	53,000
Risk Analyst	38,000-50,000	45,500
Compliance Assistant	27,000-32,000	30,000
Quality Assurance Analyst	28,000-35,000	31,500
Compliance Administrator	23,000-29,000	26,000

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	98,000
Broking Manager	49,000-65,000	57,000
Divisional Director/Director	65,000-75,000	71,000
New Business Developer/ Development Executive	30,000-55,000	45,500
Account Executive	30,000-55,000	42,500
Account Handler	24,000-32,000	27,500

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	176,000
Claims Director	100,000-175,000	131,000
Claims Manager	50,000-100,000	91,000
Risk Surveyor/Consultant	45,000-65,000	57,000
Claims Executive	45,000-80,000	61,000
Claims Governance Coordinator	50,000-80,000	66,000
Loss Adjuster	40,000-80,000	61,000
Claims Adjuster	32,000-75,000	50,500
Claims Broker	30,000-60,000	45,500
Claims Technician	25,000-45,000	35,500

West Midlands	£ Range	£ Typical
Head of Claims	65,000-90,000	76,000
Claims Director	59,000-79,000	66,000
Claims Manager	41,000-56,000	47,000
Risk Surveyor/Consultant	41,000-58,000	45,500
Claims Executive	35,000-45,000	40,500
Claims Governance Coordinator	30,000-40,000	35,500
Loss Adjuster	31,000-41,000	35,000
Claims Adjuster	28,000-36,000	32,000
Claims Broker	24,000-32,000	30,000
Claims Technician	22,000-27,000	24,000

South East England	£ Range	£ Typical
Head Of Claims	72,000-105,000	83,000
Claims Director	65,000-87,000	72,000
Claims Manager	45,000-62,000	52,000
Risk Surveyor/Consultant	45,000-64,000	50,000
Claims Executive	39,000-50,000	44,500
Claims Governance Coordinator	33,000-44,000	39,000
Loss Adjuster	34,000-45,000	38,500
Claims Adjuster	31,000-40,000	35,000
Claims Broker	27,000-35,000	33,000
Claims Technician	24,000-29,000	26,500

East Midlands	£ Range	£ Typical
Head of Claims	65,000-90,000	76,000
Claims Director	59,000-79,000	66,000
Claims Manager	41,000-56,000	47,000
Risk Surveyor/Consultant	41,000-58,000	45,500
Claims Executive	35,000-45,000	40,500
Claims Governance Coordinator	30,000-40,000	35,500
Loss Adjuster	31,000-41,000	35,000
Claims Adjuster	28,000-36,000	32,000
Claims Broker	24,000-32,000	30,000
Claims Technician	22,000-27,000	24,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Claims	65,000-95,000	76,000
Claims Director	59,000-78,000	66,000
Claims Manager	41,000-56,000	47,000
Risk Surveyor/Consultant	41,000-58,000	45,500
Claims Executive	35,000-45,000	40,500
Claims Governance Coordinator	30,000-40,000	35,500
Loss Adjuster	31,000-41,000	35,000
Claims Adjuster	28,000-36,000	32,000
Claims Broker	24,000-32,000	30,000
Claims Technician	22,000-27,000	24,000

North West England	£ Range	£ Typical
Head of Claims	65,000-95,000	76,000
Claims Director	59,000-79,000	66,000
Claims Manager	41,000-56,000	47,000
Risk Surveyor/Consultant	41,000-58,000	45,500
Claims Executive	35,000-45,000	40,500
Claims Governance Coordinator	30,000-40,000	35,500
Loss Adjuster	31,000-41,000	35,000
Claims Adjuster	28,000-36,000	32,000
Claims Broker	24,000-32,000	30,000
Claims Technician	22,000-27,000	24,000

North East England	£ Range	£ Typical
Head of Claims	58,000-75,000	66,000
Claims Director	56,000-70,000	61,000
Claims Manager	38,000-50,000	41,500
Risk Surveyor/Consultant	35,000-45,000	40,500
Claims Executive	30,000-38,000	35,500
Claims Governance Coordinator	26,000-33,000	29,500
Loss Adjuster	28,000-37,000	32,500
Claims Adjuster	24,000-30,000	27,000
Claims Broker	22,000-28,000	25,500
Claims Technician	19,000-24,000	22,500

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
PMO	40,000-80,000	61,000
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
PMO	35,000-65,000	51,000
MI Manager & Analyst	30,000-60,000	40,500



INSURANCE UNDERWRITING

London	£ Range	£ Typical
Head of Underwriting	95,000-275,000	226,000
Underwriting Manager	60,000-100,000	76,000
Class/Lead Underwriter	110,000-250,000	161,000
Senior Underwriter	70,000-180,000	96,000
Underwriter (Specialty)	50,000-150,000	91,000
Underwriter (Combined)	35,000-65,000	50,500
Underwriting Technician	25,000-50,000	40,500
Assistant Underwriter	20,000-35,000	28,500
Underwriting Assistant	18,000-22,000	20,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Underwriting	78,000-103,000	92,000
Underwriting Manager	65,000-85,000	79,000
Class/Lead Underwriter	48,000-63,000	58,000
Senior Underwriter	37,000-56,000	44,000
Underwriter (Specialty)	31,000-41,000	37,000
Underwriter (Combined)	23,000-32,000	27,000
Assistant Underwriter	19,000-25,000	21,500
Underwriting Assistant	15,000-20,000	18,000

South East England	£ Range	£ Typical
Head of Underwriting	88,000-116,000	103,000
Underwriting Manager	77,000-99,000	89,000
Class/Lead Underwriter	55,000-72,000	64,000
Senior Underwriter	43,000-64,000	50,000
Underwriter (Specialty)	35,000-47,000	41,500
Underwriter (Combined)	28,000-39,000	31,000
Assistant Underwriter	22,000-28,000	25,500
Underwriting Assistant	15,000-20,000	18,000

North East England	£ Range	£ Typical
Head of Underwriting	60,000-90,000	76,000
Underwriting Manager	55,000-70,000	62,000
Class/Lead Underwriter	38,000-55,000	45,500
Senior Underwriter	33,000-47,000	39,500
Underwriter (Specialty)	26,000-35,000	31,500
Underwriter (Combined)	21,000-29,000	25,000
Assistant Underwriter	18,000-22,000	20,000
Underwriting Assistant	15,000-20,000	18,000

West Midlands	£ Range	£ Typical
Head of Underwriting	80,000-105,000	94,000
Underwriting Manager	70,000-90,000	83,000
Class/Lead Underwriter	50,000-65,000	59,000
Senior Underwriter	39,000-58,000	46,500
Underwriter (Specialty)	32,000-43,000	38,000
Underwriter (Combined)	24,000-33,000	28,500
Assistant Underwriter	20,000-26,000	23,000
Underwriting Assistant	15,000-20,000	18,000

North West England	£ Range	£ Typical
Head of Underwriting	80,000-105,000	94,000
Underwriting Manager	70,000-90,000	83,000
Class/Lead Underwriter	50,000-65,000	59,000
Senior Underwriter	39,000-58,000	46,500
Underwriter (Specialty)	32,000-43,000	38,500
Underwriter (Combined)	24,000-33,000	28,500
Assistant Underwriter	20,000-26,000	23,000
Underwriting Assistant	15,000-20,000	18,000

East Midlands	£ Range	£ Typical
Head of Underwriting	80,000-105,000	93,000
Underwriting Manager	70,000-90,000	81,000
Class/Lead Underwriter	50,000-65,000	58,000
Senior Underwriter	39,000-58,000	45,500
Underwriter (Specialty)	32,000-43,000	37,000
Underwriter (Combined)	24,000-33,000	28,000
Assistant Underwriter	20,000-26,000	23,000
Underwriting Assistant	15,000-20,000	18,000



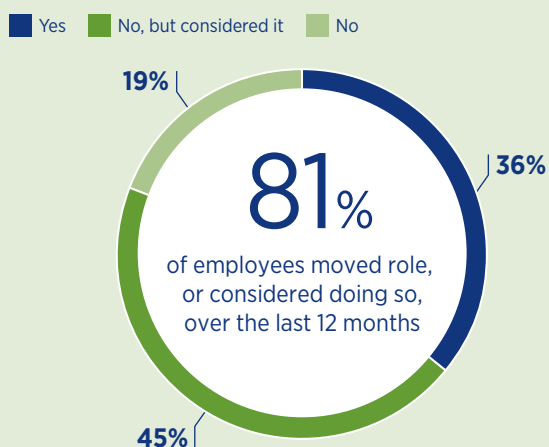
LEGAL & COMPANY SECRETARIAL ACTIVITY RISE DRIVES HIGH DEMAND FOR TALENT



Business activity plans are optimistic in a busy regulatory landscape, causing salary rises for the most sought after candidates.

2.7% Average salary increase over the last year

Have you moved job in the last 12 months?



Skills shortages remain prevalent

59% of legal employers predict an increase in business activity over the coming year, which is higher than the previous 12 months (54%).

Fewer legal professionals changed role in the last year than the UK overall (35% and 42% respectively). This lack of employee movement is heightening skills shortages in the industry, with 96% of employers experiencing some kind of skills shortage in the last year compared to the year prior (94%). A further 31% of legal employers do not believe they have the talent needed to achieve current objectives, higher than the UK average of 28%.

Widespread legislative changes prompts rise in temporary hiring

78% of legal employers plan to recruit in the year ahead. Employers are focusing more on hiring temporary, interim or contracting staff than last year, with 30% saying they plan to hire these professionals over the coming 12 months compared to 20% last year. Of these, 40% give the extra work being created by new legislation as a reason for hiring contracting staff over the coming year – a much higher figure than the 12% of overall UK employers who also cited the same reason. Employing legal contractors is becoming an increasingly common working practice, allowing firms to better service the needs of their clients with greater flexibility of time, expertise and location.

Spike in business activity causing salary increases

In line with the activity increase and demand for skills, legal salaries have seen a 2.7% rise over the past year overall. Professionals working in in-house commerce and industry roles have seen a 3.5% salary increase. This can be attributed to increased demand for professionals, such as junior to mid-level solicitors, as organisations attempt to keep day-to-day legal work in-house.

One example of a factor causing a 5% salary increase in London private practice roles is international and large firms having to realign their salaries to reflect those offered by US firms in order to continue to attract legal professionals from a shared talent pool.

This trend in salary rises is set to continue in the year ahead as 75% of legal employers say they expect to increase salaries in the next 12 months, compared to 72% of UK employers overall.

Company secretarial professionals enjoy high salary satisfaction

Salary satisfaction for company secretarial employees is high, with 65% satisfied with their salary in comparison to 59% of legal professionals. 68% also expect to receive a pay increase in the next year in comparison to 63% of legal professionals, and 30% have received a performance-related bonus in the past year against 27% of legal employees.

Fewer company secretarial professionals are looking to move jobs in the year ahead (47%) compared to over half (54%) of legal employees. Job mobility is higher at the junior end of the company secretarial profession, where there are more opportunities for a change of role or perhaps a sideways move into a different sector.

Career development opportunities a key factor for legal professionals

Legal professionals value the opportunity to progress their career, and this has an important influence on employee movement. Over a third (35%) of legal professionals moved role last year. Of these, just over a quarter (26%) say this was because of a lack of career progression, compared to 20% of UK employees overall. Furthermore, 17% say it was because of a lack of long-term opportunities compared to 12% of UK employees.

Excluding salary, a fifth (20%) of legal professionals say that career development is an important factor when considering a new role, compared to 14% of UK employees overall. Furthermore, nearly half (45%) of legal professionals say that training or support for professional certifications is an important benefit when considering a new role.

Career progression is also a key factor for employers to consider if trying to engage with passive candidates in the year ahead. Of the 46% who are not considering moving role in the next 12 months, almost a fifth (18%) would be tempted to do so for better career opportunities.

Flexible working is highly valued

Aside from salary, 32% of professionals prioritise work-life balance, including flexible working, when considering a new role. Legal employers recognise the importance of this when hiring and are acting accordingly. A third (33%) of employers agree that, aside from salary, offering a positive work-life balance is the most important way to attract staff, much higher than the 18% UK average. Employers planning to hire in the year ahead must ensure they effectively promote flexible working opportunities to prospective candidates in order to compete for staff.

Survey highlights for legal and company secretarial

Employers	Employees
96% expect their organisation's activity levels to increase or stay the same over the next 12 months	38% feel there is no scope for career progression within their organisation
77% plan on recruiting staff over the next 12 months	32% say work-life balance is the most important factor aside from salary when considering a new role
96% have experienced some form of skills shortage within the past year	53% expect to move jobs within 12 months
76% plan to increase salaries in the year ahead	44% would be tempted to change jobs due to the salary or benefits package on offer

London law firms

London – International	£ Range	£ Typical
10+ Years' PQE	170,000+	172,000
7-10 Years' PQE	160,000-174,000	165,000
6 Years' PQE	150,000-164,000	155,000
5 Years' PQE	140,000-154,000	145,000
4 Years' PQE	130,000-142,000	135,000
3 Years' PQE	120,000-132,000	125,000
2 Years' PQE	108,000-120,500	112,000
1 Year's PQE	98,500-109,500	102,000
Newly Qualified	80,000-85,000	82,000

London – National	£ Range	£ Typical
10+ Years' PQE	130,000+	136,000
7-10 Years' PQE	122,000-145,000	128,000
6 Years' PQE	115,000-130,000	118,000
5 Years' PQE	105,000-118,000	108,000
4 Years' PQE	96,000-105,000	98,000
3 Years' PQE	88,000-97,000	92,000
2 Years' PQE	81,000-89,000	85,000
1 Year's PQE	76,000-84,000	80,000
Newly Qualified	72,000-75,000	73,000

Boutique	£ Range	£ Typical
10+ Years' PQE	90,000+	95,000
7-10 Years' PQE	85,000-100,000	90,000
6 Years' PQE	80,000-90,000	84,000
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	61,000
1 Year's PQE	54,000-59,000	56,000
Newly Qualified	50,000-54,000	52,000

US – New York	£ Range	£ Typical
10+ Years' PQE	225,000+	245,000
7-10 Years' PQE	200,000+	230,000
6 Years' PQE	165,000-175,000	170,000
5 Years' PQE	155,000-165,000	160,000
4 Years' PQE	145,000-155,000	150,000
3 Years' PQE	135,000-145,000	140,000
2 Years' PQE	125,000-135,000	130,000
1 Year's PQE	110,000-130,000	120,000
Newly Qualified	100,000-120,000	110,000

US – Mid-Atlantic	£ Range	£ Typical
10+ Years' PQE	160,000+	170,000
7-10 Years' PQE	150,000-170,000	160,000
6 Years' PQE	140,000-165,000	145,000
5 Years' PQE	130,000-160,000	135,000
4 Years' PQE	123,000-145,000	125,000
3 Years' PQE	115,000-140,000	118,000
2 Years' PQE	105,000-130,000	105,000
1 Year's PQE	100,000-120,000	102,000
Newly Qualified	90,000-115,000	95,000

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

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

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	60,000-110,000	85,000
7-10 Years' PQE	57,000-100,000	75,000
6 Years' PQE	53,000-62,000	59,000
5 Years' PQE	45,000-57,000	56,000
4 Years' PQE	40,000-55,000	50,000
3 Years' PQE	35,000-50,000	46,000
2 Years' PQE	33,000-47,000	42,000
1 Year's PQE	30,000-43,000	38,000
Newly Qualified	30,000-40,000	35,000

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	56,000-90,000	72,000
7-10 Years' PQE	46,000-80,000	67,000
6 Years' PQE	44,000-67,000	57,500
5 Years' PQE	42,000-64,000	55,000
4 Years' PQE	40,000-60,000	51,000
3 Years' PQE	38,000-57,000	48,000
2 Years' PQE	36,000-52,000	45,000
1 Year's PQE	34,000-46,000	43,000
Newly Qualified	32,000-44,500	41,000

South West England	£ Range	£ Typical
10+ Years' PQE	50,000-95,000	75,000
7-10 Years' PQE	40,000-90,000	65,000
6 Years' PQE	40,000-72,000	57,000
5 Years' PQE	36,000-65,000	55,000
4 Years' PQE	32,000-62,000	50,000
3 Years' PQE	30,000-60,000	48,000
2 Years' PQE	28,000-56,000	46,000
1 Year's PQE	25,000-53,000	44,000
Newly Qualified	22,000-50,000	42,000

North West England	£ Range	£ Typical
10+ Years' PQE	56,000-90,000	72,000
7-10 Years' PQE	46,000-80,000	67,000
6 Years' PQE	44,000-67,000	57,500
5 Years' PQE	42,000-64,000	55,000
4 Years' PQE	40,000-60,000	51,000
3 Years' PQE	38,000-57,000	48,000
2 Years' PQE	36,000-52,000	45,000
1 Year's PQE	34,000-46,000	43,000
Newly Qualified	32,000-44,500	41,000

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	48,000-75,000	65,000
7-10 Years' PQE	45,000-60,000	55,000
6 Years' PQE	42,000-55,000	50,000
5 Years' PQE	38,000-50,000	43,000
4 Years' PQE	34,000-40,000	37,000
3 Years' PQE	28,000-36,000	33,000
2 Years' PQE	25,000-32,000	30,000
1 Year's PQE	23,000-30,000	27,000
Newly Qualified	22,000-28,500	25,000

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	60,000
6 Years' PQE	44,000-60,000	56,000
5 Years' PQE	38,000-56,000	52,000
4 Years' PQE	36,000-47,000	46,000
3 Years' PQE	34,000-44,000	43,000
2 Years' PQE	33,000-43,000	40,000
1 Year's PQE	32,000-42,000	38,000
Newly Qualified	25,000-35,000	31,000

Commerce and industry

London	£ Range	£ Typical
10+ Years' PQE	90,000+	100,000
7-10 Years' PQE	85,000-110,000	97,500
6 Years' PQE	75,000-90,000	82,500
5 Years' PQE	70,000-85,000	77,500
4 Years' PQE	66,000-78,000	72,000
3 Years' PQE	62,000-70,000	66,000
2 Years' PQE	57,000-66,000	61,500
1 Year's PQE	51,000-58,000	55,500
Newly Qualified	48,000-55,000	51,500

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	52,000-60,000	56,000
5 Years' PQE	48,000-54,000	52,000
4 Years' PQE	45,000-50,000	47,000
3 Years' PQE	40,000-45,000	43,000
2 Years' PQE	36,000-43,000	40,000
1 Year's PQE	33,000-38,000	35,000
Newly Qualified	30,000-35,000	32,000

South East England	£ Range	£ Typical
10+ Years' PQE	80,000-120,000	110,000
7-10 Years' PQE	75,000-105,000	92,000
6 Years' PQE	60,000-90,000	80,000
5 Years' PQE	50,000-75,000	70,000
4 Years' PQE	45,000-70,000	62,000
3 Years' PQE	42,000-60,000	55,000
2 Years' PQE	41,000-55,000	49,000
1 Year's PQE	38,000-52,000	46,000
Newly Qualified	35,000-50,000	42,000

Midlands	£ Range	£ Typical
10+ Years' PQE	70,000-100,000	83,000
7-10 Years' PQE	65,000-80,000	73,000
6 Years' PQE	65,000-75,000	65,000
5 Years' PQE	60,000-70,000	60,000
4 Years' PQE	50,000-60,000	53,000
3 Years' PQE	45,000-55,000	49,000
2 Years' PQE	42,000-50,000	43,500
1 Year's PQE	40,000-50,000	42,000
Newly Qualified	38,000-45,000	40,000

South West England	£ Range	£ Typical
10+ Years' PQE	70,000-120,000	88,000
7-10 Years' PQE	57,000-90,000	77,000
6 Years' PQE	55,000-75,000	72,000
5 Years' PQE	50,000-70,000	68,000
4 Years' PQE	45,000-65,000	62,000
3 Years' PQE	42,000-60,000	57,000
2 Years' PQE	41,000-55,000	48,000
1 Year's PQE	38,000-50,000	45,000
Newly Qualified	35,000-50,000	42,000

North East and Yorkshire	£ Range	£ Typical
10+ Years' PQE	55,000-100,000	80,000
7-10 Years' PQE	50,000-85,000	68,000
6 Years' PQE	50,000-70,000	63,000
5 Years' PQE	45,000-65,000	55,000
4 Years' PQE	40,000-55,000	50,000
3 Years' PQE	38,000-50,000	45,000
2 Years' PQE	35,000-48,000	45,000
1 Year's PQE	35,000-45,000	42,000
Newly Qualified	32,000-42,000	38,000

NOTE: PQE refers to post-qualified experience

North West England	£ Range	£ Typical
10+ Years' PQE	55,000-100,000	80,000
7-10 Years' PQE	50,000-85,000	68,000
6 Years' PQE	50,000-75,000	63,000
5 Years' PQE	45,000-70,000	55,000
4 Years' PQE	40,000-60,000	50,000
3 Years' PQE	38,000-50,000	45,000
2 Years' PQE	35,000-48,000	45,000
1 Year's PQE	35,000-45,000	42,000
Newly Qualified	32,000-42,000	38,000

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	60,000
7-10 Years' PQE	55,000-65,000	55,000
6 Years' PQE	45,000-60,000	53,000
5 Years' PQE	42,000-55,000	52,000
4 Years' PQE	38,000-48,000	45,000
3 Years' PQE	36,000-44,000	42,000
2 Years' PQE	34,000-42,000	38,000
1 Year's PQE	32,000-38,000	36,000
Newly Qualified	30,000-35,000	31,000

Financial services

London	£ Range	£ Typical
10+ Years' PQE	110,000+	125,000
7-10 Years' PQE	100,000-125,000	115,000
6 Years' PQE	90,000-105,000	94,000
5 Years' PQE	86,000-95,000	90,000
4 Years' PQE	78,000-88,000	85,000
3 Years' PQE	73,000-80,000	78,000
2 Years' PQE	64,000-72,000	69,000
1 Year's PQE	57,000-68,000	64,000
Newly Qualified	47,000-60,000	54,000

South West England	£ Range	£ Typical
10+ Years' PQE	70,000-120,000	95,000
7-10 Years' PQE	57,000-90,000	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	42,000-60,000	55,000
2 Years' PQE	41,000-55,000	48,000
1 Year's PQE	38,000-52,000	46,000
Newly Qualified	35,000-50,000	44,000

London - Investment banking	£ Range	£ Typical
10+ Years' PQE	110,000+	150,000
7-10 Years' PQE	100,000-145,000	125,000
6 Years' PQE	98,000-125,000	115,000
5 Years' PQE	95,000-115,000	105,000
4 Years' PQE	85,000-105,000	95,000
3 Years' PQE	75,000-93,000	84,000
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	57,000

Wales	£ Range	£ Typical
10+ Years' PQE	60,000-100,000	80,000
7-10 Years' PQE	55,000-75,000	68,000
6 Years' PQE	52,000-65,000	56,000
5 Years' PQE	48,000-60,000	52,000
4 Years' PQE	45,000-55,000	48,000
3 Years' PQE	40,000-50,000	44,000
2 Years' PQE	36,000-45,000	40,000
1 Year's PQE	33,000-42,000	37,000
Newly Qualified	30,000-40,000	35,000

South East England	£ Range	£ Typical
10+ Years' PQE	65,000-120,000	110,000
7-10 Years' PQE	60,000-105,000	90,000
6 Years' PQE	55,000-80,000	70,000
5 Years' PQE	50,000-75,000	65,000
4 Years' PQE	45,000-70,000	57,000
3 Years' PQE	42,000-60,000	52,000
2 Years' PQE	41,000-55,000	47,000
1 Year's PQE	38,000-52,000	42,000
Newly Qualified	35,000-50,000	41,000

Midlands	£ Range	£ Typical
10+ Years' PQE	70,000-100,000	75,000
7-10 Years' PQE	60,000-75,000	67,000
6 Years' PQE	55,000-70,000	63,000
5 Years' PQE	50,000-65,000	60,000
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	55,000-100,000	80,000
7-10 Years' PQE	50,000-85,000	68,000
6 Years' PQE	50,000-70,000	63,000
5 Years' PQE	45,000-65,000	55,000
4 Years' PQE	40,000-55,000	50,000
3 Years' PQE	38,000-53,000	46,000
2 Years' PQE	35,000-48,000	45,000
1 Year's PQE	35,000-45,000	42,000
Newly Qualified	32,000-42,000	38,000

North West England	£ Range	£ Typical
10+ Years' PQE	65,000-100,000	85,000
7-10 Years' PQE	60,000-92,000	70,000
6 Years' PQE	50,000-80,000	65,000
5 Years' PQE	45,000-70,000	60,000
4 Years' PQE	45,000-60,000	55,000
3 Years' PQE	45,000-55,000	50,000
2 Years' PQE	40,000-53,000	50,000
1 Year's PQE	38,000-45,000	45,000
Newly Qualified	35,000-45,000	40,000

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

Scotland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	65,000
7-10 Years' PQE	50,000-65,000	60,000
6 Years' PQE	45,000-60,000	52,000
5 Years' PQE	42,000-55,000	49,000
4 Years' PQE	38,000-50,000	45,000
3 Years' PQE	36,000-44,000	42,000
2 Years' PQE	34,000-42,000	38,000
1 Year's PQE	32,000-40,000	36,000
Newly Qualified	30,000-36,000	31,000

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	30,000-42,000	35,000
4 Years' PQE	28,000-38,000	32,000
3 Years' PQE	27,000-35,000	31,000
2 Years' PQE	25,000-34,000	29,000
1 Year's PQE	23,000-32,000	27,000
Newly Qualified	21,000-28,000	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	34,000
5 Years' PQE	28,000-45,000	32,000
4 Years' PQE	26,000-38,000	30,000
3 Years' PQE	24,000-35,000	28,000
2 Years' PQE	23,000-32,000	26,000
1 Year's PQE	22,000-30,000	24,000
Newly Qualified	20,000-28,000	23,000

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	55,000-100,000	70,000
7-10 Years' PQE	40,000-70,000	55,000
6 Years' PQE	40,000-60,000	45,000
5 Years' PQE	36,000-50,000	40,000
4 Years' PQE	30,000-45,000	38,000
3 Years' PQE	28,000-38,000	36,000
2 Years' PQE	28,000-36,000	34,000
1 Year's PQE	28,000-35,000	32,000
Newly Qualified	25,000-35,000	28,000

Scotland	£ Range	£ Typical
10+ Years' PQE	55,000-75,000	58,000
7-10 Years' PQE	50,000-65,000	55,000
6 Years' PQE	45,000-60,000	50,000
5 Years' PQE	42,000-50,000	45,000
4 Years' PQE	38,000-45,000	40,000
3 Years' PQE	35,000-42,000	38,000
2 Years' PQE	32,000-40,000	35,000
1 Year's PQE	30,000-36,000	32,000
Newly Qualified	28,000-34,000	30,000

North West England	£ Range	£ Typical
10+ Years' PQE	50,000-100,000	70,000
7-10 Years' PQE	40,000-70,000	55,000
6 Years' PQE	35,000-60,000	45,000
5 Years' PQE	35,000-50,000	40,000
4 Years' PQE	30,000-48,000	38,000
3 Years' PQE	28,000-48,000	36,000
2 Years' PQE	28,000-42,000	34,000
1 Year's PQE	28,000-42,000	32,000
Newly Qualified	25,000-42,000	28,000

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

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	30,000-42,000	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	60,000-80,000	68,000
7-10 Years' PQE	50,000-60,000	57,000
6 Years' PQE	45,000-55,000	47,000
5 Years' PQE	42,000-52,000	46,000
4 Years' PQE	35,000-48,000	44,000
3 Years' PQE	34,000-45,000	41,000
2 Years' PQE	33,000-42,000	39,000
1 Year's PQE	30,000-38,000	36,000
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	45,000-70,000	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	24,000-35,000	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	24,000-35,000	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	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	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	24,000-35,000	26,000

Commerce and industry

London	£ Range	£ Typical
3+ Years' Experience	34,000-46,000	40,000
2 Years' Experience	28,000-36,000	32,000
1 Year's Experience	25,000-30,000	27,500
0-12 Months' Experience	23,000-27,000	25,000

North East and Yorkshire	£ Range	£ Typical
3+ Years' Experience	22,000-30,000	26,000
2 Years' Experience	19,000-25,000	22,000
1 Year's Experience	16,000-20,000	18,000
0-12 Months' Experience	15,000-18,000	16,000

South East England	£ Range	£ Typical
3+ Years' Experience	25,000-37,000	33,000
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	26,000
2 Years' Experience	20,000-28,000	22,000
1 Year's Experience	18,000-24,000	21,000
0-12 Months' Experience	17,000-22,000	18,000

South West England	£ Range	£ Typical
3+ Years' Experience	25,000-35,000	30,000
2 Years' Experience	25,000-32,000	27,000
1 Year's Experience	20,000-27,000	22,000
0-12 Months' Experience	18,000-25,000	20,000

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	19,000-30,000	26,000
1 Year's Experience	17,000-25,000	21,000
0-12 Months' Experience	15,000-22,000	17,000

Scotland	£ Range	£ Typical
3+ Years' Experience	25,000-32,000	25,000
2 Years' Experience	22,000-30,000	23,000
1 Year's Experience	20,000-26,000	21,000
0-12 Months' Experience	18,000-25,000	19,000

Midlands	£ Range	£ Typical
3+ Years' Experience	25,000-35,000	30,000
2 Years' Experience	20,000-28,000	25,000
1 Year's Experience	18,000-25,000	22,000
0-12 Months' Experience	18,000-22,000	19,000

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

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

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

South West England	£ Range	£ Typical
3+ Years' Experience	25,000-36,000	32,000
2 Years' Experience	22,000-34,000	27,000
1 Year's Experience	20,000-26,000	22,000
0-12 Months' Experience	17,000-21,000	19,000

Wales	£ Range	£ Typical
3+ Years' Experience	25,000-36,000	29,000
2 Years' Experience	22,000-28,000	24,000
1 Year's Experience	20,000-24,000	20,000
0-12 Months' Experience	17,000-21,000	18,000

Midlands	£ Range	£ Typical
3+ Years' Experience	25,000-35,000	29,000
2 Years' Experience	22,000-27,000	24,000
1 Year's Experience	18,000-24,000	21,000
0-12 Months' Experience	18,000-22,000	19,000

North East and Yorkshire	£ Range	£ Typical
3+ Years' Experience	22,000-28,000	27,000
2 Years' Experience	19,000-25,000	22,000
1 Year's Experience	16,000-19,000	18,000
0-12 Months' Experience	16,000-18,000	17,000

North West England	£ Range	£ Typical
3+ Years' Experience	22,000-35,000	27,000
2 Years' Experience	18,000-24,000	22,500
1 Year's Experience	17,000-21,000	18,500
0-12 Months' Experience	16,000-18,000	16,500

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

Scotland	£ Range	£ Typical
3+ Years' Experience	23,000-35,000	25,000
2 Years' Experience	22,000-30,000	23,000
1 Year's Experience	20,000-28,000	21,000
0-12 Months' Experience	18,000-25,000	19,000

Law firms

London - International	£ Range	£ Typical
3+ Years' Experience	34,000-40,000	35,000
2 Years' Experience	29,000-35,000	30,000
1 Year's Experience	26,000-32,000	26,500
0-12 Months' Experience	23,000-26,000	25,000

London - National	£ Range	£ Typical
3+ Years' Experience	30,000-40,000	35,000
2 Years' Experience	26,000-32,000	28,000
1 Year's Experience	22,000-27,000	25,000
0-12 Months' Experience	21,000-24,000	22,000

Boutique	£ Range	£ Typical
3+ Years' Experience	30,000-38,000	33,000
2 Years' Experience	25,000-30,000	27,000
1 Year's Experience	22,000-26,000	24,000
0-12 Months' Experience	20,000-24,000	22,000

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	22,000-32,000	27,000
2 Years' Experience	20,000-27,000	24,000
1 Year's Experience	18,000-25,000	21,000
0-12 Months' Experience	16,500-22,000	18,000

South West England	£ Range	£ Typical
3+ Years' Experience	22,000-32,000	26,000
2 Years' Experience	20,000-28,000	23,500
1 Year's Experience	18,000-26,000	21,000
0-12 Months' Experience	14,000-22,000	17,500

Wales	£ Range	£ Typical
3+ Years' Experience	20,000-28,000	22,500
2 Years' Experience	19,000-26,000	20,000
1 Year's Experience	15,000-25,000	18,000
0-12 Months' Experience	13,000-20,000	16,500

Midlands	£ Range	£ Typical
3+ Years' Experience	22,000-30,000	25,000
2 Years' Experience	18,000-25,000	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	22,000-32,000	27,500
2 Years' Experience	19,000-26,000	22,000
1 Year's Experience	16,000-22,000	19,500
0-12 Months' Experience	15,000-19,000	17,500

North West England	£ Range	£ Typical
3+ Years' Experience	22,000-32,000	27,500
2 Years' Experience	19,000-26,000	22,000
1 Year's Experience	16,000-22,000	19,500
0-12 Months' Experience	15,000-20,000	17,500

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	25,000
2 Years' Experience	22,000-28,000	23,000
1 Year's Experience	20,000-26,000	21,000
0-12 Months' Experience	18,000-24,000	19,000

NOTE: PQE refers to post-qualified experience

Law firm legal executives

London	£ Range	£ Typical
Fellow	35,000-42,000	36,000
Member	24,000-32,000	26,000
Trainee	18,000-24,000	20,000

North East and Yorkshire	£ Range	£ Typical
Fellow	25,000-42,000	33,000
Member	19,500-26,000	24,500
Trainee	16,000-21,000	17,500

South East England	£ Range	£ Typical
Fellow	25,000-37,000	33,000
Member	20,000-27,000	26,000
Trainee	15,000-25,000	18,000

North West England	£ Range	£ Typical
Fellow	25,000-42,000	33,000
Member	19,500-26,000	24,500
Trainee	16,000-21,000	17,500

South West England	£ Range	£ Typical
Fellow	25,000-45,000	32,000
Member	20,000-30,000	26,000
Trainee	15,000-20,000	18,000

Northern Ireland	£ Range	£ Typical
Fellow	21,000-32,000	27,000
Member	20,000-25,000	23,000
Trainee	18,000-21,000	19,000

Wales	£ Range	£ Typical
Fellow	24,000-32,000	27,000
Member	18,000-25,000	22,000
Trainee	13,000-20,000	15,000

Scotland	£ Range	£ Typical
Fellow	23,000-35,000	27,000
Member	20,000-28,000	23,000
Trainee	15,000-22,000	16,500

Midlands	£ Range	£ Typical
Fellow	28,000-45,000	35,000
Member	20,000-30,000	26,000
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

South West England	£ Range	£ Typical
Team Lead	30,000-35,000	33,000
Non-Qualified – Language Skills	18,000-30,000	25,000
Non-Qualified	18,000-25,000	22,000

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

North West England	£ Range	£ Typical
Team Lead	30,000-35,000	33,000
Non-Qualified – Language Skills	18,000-30,000	25,000
Non-Qualified	18,000-25,000	22,000

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



COMPANY SECRETARIAL SALARIES

FTSE 100	£ Range	£ Typical
Company Secretary	150,000-300,000	165,000
Deputy Secretary	90,000-150,000	115,000
Senior Assistant Company Secretary	75,000-95,000	80,000
Assistant Company Secretary	55,000-80,000	75,000
Company Secretarial Assistant	30,000-45,000	35,000
Trainee	28,000-33,000	30,000

FTSE 250	£ Range	£ Typical
Company Secretary	95,000-180,000	130,000
Deputy Secretary	80,000-130,000	90,000
Senior Assistant Company Secretary	75,000-85,000	80,000
Assistant Company Secretary	55,000-75,000	65,000
Company Secretarial Assistant	30,000-40,000	33,000
Trainee	28,000-32,000	30,000

Other UK listed companies	£ Range	£ Typical
Company Secretary	90,000-150,000	110,000
Deputy Secretary	75,000-95,000	85,000
Assistant Company Secretary	50,000-70,000	65,000
Company Secretarial Assistant	30,000-38,000	32,000
Trainee	25,000-30,000	28,000

Private	£ Range	£ Typical
Company Secretary	90,000-120,000	110,000
Deputy Secretary	65,000-90,000	80,000
Assistant Company Secretary	45,000-65,000	55,000
Company Secretarial Assistant	25,000-30,000	30,000
Trainee	24,000-30,000	28,000

Professional services	£ Range	£ Typical
Partner	150,000-300,000	200,000
Director	75,000-120,000	100,000
Senior Manager	65,000-85,000	75,000
Manager	50,000-65,000	60,000
Senior Associate	35,000-50,000	40,000
Trainee/Associate	24,000-35,000	30,000

Public sector/Not-for-profit	£ Range	£ Typical
Company Secretary/Head of Governance	60,000-100,000	90,000
Deputy Secretary/Governance Manager	50,000-65,000	55,000
Assistant Company Secretary	35,000-48,000	40,000
Company Secretarial Assistant/ Governance Officer	25,000-35,000	30,000
Trainee	22,000-26,000	24,000



Peter Swabey
Policy and Research
Director,
ICSA: The Governance
Institute



Over the last decade we have seen the role of the company secretary growing in scope from technical expert to strategic enabler and, following the FRC's introduction of a new Corporate Governance Code and the increased reporting requirements of private companies, this trend is set to continue.

As expectations of governance standards have grown across all organisations, not just in the corporate sector, company secretaries are increasingly visible within their organisations and new governance positions are emerging beyond the traditional roles in the secretariat too. We now are proud to welcome chief governance officers, heads of governance and compliance and governance managers within our membership.

This year we have revitalised our qualifying programme with new modules in risk, strategy and board dynamics and introduced the new designation of chartered governance professional to better support them.

A key challenge for employers is to find and retain the right entry level people and set them on a solid development path. We have seen particular demand for these positions as organisations look to strengthen their governance function. We are seeing strong recruitment to our foundation programme, a new entry route into the chartered qualification for those without a law or business background or a degree. We believe that this is an area that will continue to grow as younger people weigh up the costs and benefits of a university education against a professional qualification.

For more experienced professionals, there is continued interest in the development of the so-called softer skills – the ability to influence, lead and make an impact. Beyond a certain level, employers take technical ability as read, but know that without the ability to communicate, support others and connect legal and regulatory knowledge to commercial purpose, growth potential is limited. In the autumn we are publishing a new competency framework against which to map abilities and benchmark skills. This moves us away from simply advocating mastery of specialist knowledge to consider the whole person and the skills and values essential to a governance role.

2019 is looking bright for company secretaries and governance professionals. Over the coming year, we look forward to continuing to support our members in their careers and helping to develop the next generation of governance professionals in a practice that continues to grow, evolve and offer fantastic opportunities in the UK and internationally.

LIFE SCIENCES

TECHNOLOGY TRANSFORMING SKILLSETS

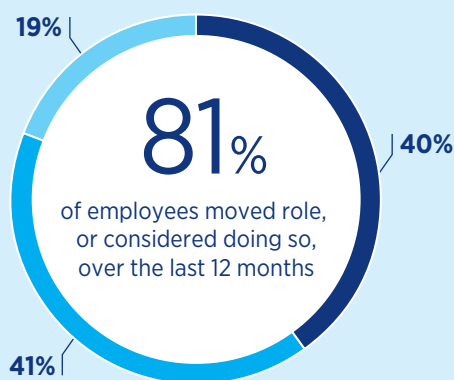


Employers plan to hire more staff, but finding the right skills can be extremely challenging. Professionals can be tempted to move role by career progression opportunities and a better work-life balance.

1.8% Average salary increase over the last year

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Employers plan to recruit more temporary staff

91% of employers expect their organisation's activity levels to increase or stay the same over the next 12 months, slightly lower than last year's expectations (93%).

Recruitment remains heavily on the agenda with 86% of employers planning to recruit in the next 12 months, up from 72% who were planning to recruit last year. Of those employers looking to hire in the next year, 74% expect to recruit permanent staff and almost half (46%) plan to recruit temporary, contract and interim staff, significantly higher than last year (27%).

One reason for increased hiring demand is due to the UK's position as one of the largest medical research hubs in the world. As a result, the UK has seen significant investment in the past year, particularly in biotech research, resulting in a need for more skilled professionals. In addition, the impact of Brexit on the trading environment is still to be completely understood and the difficulty attracting highly skilled permanent professionals has resulted in an increase of temporary hires.

Advancements in technology exacerbating skills shortages

84% of employers say they have experienced skills shortages in the past 12 months. In the year ahead, a shortage of suitable candidates (58%) is cited as the biggest challenge employers expect to face when recruiting.

More than half (56%) of employers say operations and technical skills are most needed by their organisation. However, continued advancements in technology and the integration of AI has created demand for new technological skills which can make finding the right candidate challenging.

The market is currently moving towards more personalised medicines and those professionals who are specialists within clinical trials and genetics are in high demand. With hiring set to be busy in the year ahead, employers will need to consider how they will overcome the skills shortages they face.

Competition impacting salaries

Salary is a main driver for employee movement. Last year, 40% of professionals moved role, and a further 41% say they considered doing so, a combined active and passive talent pool of 81% of professionals. Of those who did change role, 33% cite low salary as the main reason for leaving.

With competition so high for in-demand skills, a significant number of employers surveyed (76%) increased salaries last year. As a result, employee salary satisfaction is higher than previous years, with 60% who say they are satisfied, the highest it has been for two years.

Although a high proportion of employers have already increased salaries and there has been an improvement in employee salary satisfaction, 77% of employers say they will increase salaries again in the year ahead.

Moving jobs despite increased salary satisfaction

While there is greater salary satisfaction, more than half (53%) of professionals anticipate that they will move jobs this year, 22% of whom say this is due to their salary and benefits package.

Further to this, 37% of those not expecting to change role in the next year say they would be tempted to do so by a better salary and benefits package. Salary will therefore be an important factor for employers if they hope to tap into the passive market of professionals in the next 12 months.

Career progression and development important

A lack of career development opportunities (31%), alongside the role not being challenging enough (31%), were also key reasons driving employee movement. 37% feel there is no scope for career progression at their current organisation and a lack of future opportunities is the main reason for 29% of employees to want to leave their job in the year ahead.

Investing in career development opportunities will help alleviate skills shortages, and can help engage professionals that are well suited to the role but need more training. Clear career paths are crucial to retain skilled professionals and attract new employees in a highly competitive market.

Recognising the significance of work-life balance

Work-life balance, including flexible working, is top priority for 35% of employees when considering a new role. While 71% of employers offer part-time working options or the option to work remotely, almost a quarter (23%) of employees have little awareness of their employer's flexible working options. Employers must increase visibility of the benefits available by promoting options to current and potential employees.

Survey highlights for life sciences

Employers

91% expect their organisation's activity levels to increase or stay the same over the next 12 months

86% plan on recruiting staff over the next 12 months

84% have experienced some form of skills shortage within the past year

77% plan to increase salaries in the year ahead

Employees

37% feel there is no scope for career progression within their organisation

35% say work-life balance is the most important factor aside from salary when considering a new role

53% expect to move jobs within 12 months

37% would be tempted to change jobs 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	62,000
Project/Principal SAS Programmer	45,000-54,000	52,000
Senior SAS Programmer	40,000-50,000	45,000
SAS Programmer Level 2/ Associate Biostatistics Programmer/ Junior Programmer	30,000-40,000	35,000
SAS Programmer Level 1/ Associate Biostatistics Programmer/ Junior Programmer	25,000-35,000	30,000

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	50,000-70,000	65,000
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	33,000

Clinical research

CRO	£ Range	£ Typical
Senior Director	100,000-120,000	105,000
Director	85,000-95,000	90,000
Senior Project Manager	60,000-80,000	70,000
Project Manager	50,000-61,000	60,000
Senior Clinical Research Nurse	35,000-45,000	42,000
Clinical Research Nurse	30,000-34,000	33,000
In-house Clinical Research Associate II	35,000-40,000	37,000
In-house Clinical Research Associate I	30,000-33,000	31,000
Senior Clinical Research Associate	37,000-46,000	43,000
Clinical Research Associate II	33,000-39,000	37,000
Clinical Research Associate I	30,000-35,000	33,000
Senior Clinical Trial Associate	27,000-32,000	30,000
Clinical Trial Associate	25,000-30,000	25,000

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	92,000
Clinical Operations Manager	50,000-65,000	57,000
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	36,000
Clinical Research Associate I	30,000-34,000	32,000
Senior Clinical Trial Associate	32,000-38,000	36,000
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	80,000-120,000	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	60,000-90,000	90,000
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	42,000
Key Account Manager	30,000-50,000	40,000
Territory Sales Manager	25,000-50,000	45,000
Hospital Sales Specialist	25,000-55,000	40,000
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	90,000
UK Marketing Director	70,000-100,000	75,000
Associate Marketing Director	70,000-95,000	70,000
Senior Marketing Manager	50,000-75,000	60,000
Marketing Manager	45,000-60,000	50,000
Marketing Associate/Coordinator	25,000-35,000	30,000
Global Brand Manager	50,000-90,000	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	55,000
Associate Product Manager	30,000-45,000	40,000
Market Research Director	61,000-85,000	73,000
Market Research Manager	38,000-53,000	48,000
Market Research Associate	25,000-38,000	30,000
Business Intelligence Director	67,000-115,000	90,000
Business Intelligence Manager	45,000-72,000	59,000
Business Intelligence Associate	30,000-39,000	33,000

LIFE SCIENCES SALARIES

Pharmacovigilance and drug safety

Pharmacovigilance and drug safety	£ Range	£ Typical
Head of Drug Safety	100,000-160,000	120,000
GMC Registered Physician	85,000-150,000	115,000
Pharmacovigilance Associate Director (Non-GMC)	65,000-85,000	74,000
Pharmacovigilance Manager	50,000-70,000	60,000
Pharmacovigilance Team Leader	45,000-65,000	53,000
Pharmacovigilance System Master File Specialist	45,000-65,000	58,000
Pharmacovigilance Scientist (Senior)	40,000-65,000	52,000
Medical Writer – PSUR/RMPs	35,000-60,000	44,000
PV Project Manager/Coordinator	35,000-55,000	43,000
Pharmacovigilance Officer	25,000-40,000	35,000
Pharmacovigilance Associate	20,000-32,000	26,000

Health economics

Health economics	£ Range	£ Typical
Senior Director of Market Access	100,000-150,000	125,000
Director/Head of Market Access	90,000-100,000	100,000
Senior Manager Market Access	65,000-85,000	75,000
Manager Market Access	60,000-80,000	65,000
Senior Director of Health Economics	100,000-150,000	120,000
Director of Health Economics	90,000-110,000	100,000
Senior Observational Research Manager	60,000-85,000	75,000
Observational Research Manager	50,000-65,000	60,000
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	245,000
Vice President	200,000-260,000	210,000
Executive Medical Director	190,000-250,000	190,000
Senior Medical Director	150,000-170,000	155,000
Medical Director	115,000-145,000	125,000
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	80,000-120,000	85,000
Medical Advisor	80,000-95,000	80,000
Final Signatory Pharmacist	65,000-80,000	75,000
Medical Science Liaison	50,000-75,000	67,000
Senior Clinical Development Physician	95,000-120,000	105,000
Clinical Research Director	80,000-120,000	105,000
Clinical Research Physician	70,000-105,000	100,000
Clinical Development Physician	85,000-105,000	95,000
Associate Clinical Director	75,000-95,000	90,000
Medical Monitor	80,000-100,000	92,000

Medical information

Medical information	£ Range	£ Typical
Director/Head of Medical Information	65,000-100,000	73,000
Manager	50,000-75,000	54,000
Senior Officer/Associate/Specialist	40,000-50,000	43,000
Officer/Associate/Specialist	25,000-40,000	33,000
Scientific Advisor	40,000-60,000	52,500
Medical Science Liaison	40,000-65,000	55,000

Quality assurance

GMP	£ Range	£ Typical
Director	75,000-105,000	93,000
Associate Director	70,000-90,000	83,000
Qualified Person	70,000-100,000	80,000
Responsible Person	50,000-65,000	57,000
Senior Manager	55,000-65,000	63,000
Manager	45,000-60,000	57,000
Senior Officer	40,000-45,000	45,000
Officer	28,000-36,000	35,000
CSV Manager	55,000-70,000	60,000
Validation Engineer	35,000-55,000	40,000

GCP	£ Range	£ Typical
Director	85,000-100,000	90,000
Associate Director	75,000-85,000	80,000
Senior Manager	65,000-75,000	70,000
Manager	55,000-65,000	60,000
Senior Auditor	60,000-70,000	60,000
Auditor	45,000-60,000	48,000
Admin – GMP & GCP	25,000-35,000	30,000
Systems Manager – GMP & GCP	50,000-60,000	52,000
Systems Manager	50,000-60,000	52,000

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	45,000-65,000	60,000
Senior Officer/Associate	35,000-50,000	45,000
Officer/Associate	20,000-32,000	30,000
Assistant	16,000+	18,000

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	16,000+	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	15,000-25,000	20,000
Research Associate/Associate Scientist	15,000-25,000	25,000
Senior Medicinal Chemist	40,000-60,000	45,000
Medicinal Chemist	30,000-40,000	35,000
Senior Biologics Development Scientist	40,000-60,000	50,000
Biologics Development Scientist	30,000-40,000	40,000
Senior IVD and Medical Device Scientist	40,000-70,000	55,000
IVD and Medical Device Scientist	30,000-40,000	40,000
Senior Analytical Scientist	38,000-48,000	45,000
Analytical Scientist	34,000-44,000	39,000
Senior Process Development Scientist	52,000-70,000	56,000
Process Development Scientist	35,000-70,000	50,000
Senior Director/Head of Area	120,000-150,000	130,000
Scientific Director	80,000-130,000	110,000
Group Leader/Associate Director	60,000-75,000	70,000
Principal Scientist/Team Leader	55,000-65,000	62,000
Senior/Principal Bioinformatician	40,000-50,000	42,000
Bioinformatician	38,000-45,000	40,000
Senior/Principal Computational Scientist	50,000-65,000	58,000
Computational Scientist	40,000-47,000	45,000
PK/DMPK Lead	50,000-80,000	65,000
PK/DMPK Scientist	35,000-60,000	50,000

UK biotech continues to lead in Europe in terms of having the most robust pipeline. The UK has some of the highest venture capital figures in Europe and is gaining on the big US clusters. Already this year, BIA/Informa data shows that the sector is on track to meet or surpass last year's financing figures.

Government data reveals the life sciences industry as a whole employs almost 240,900 people, which is approximately 1.0% of all private sector employment. There are 5,649 businesses generating approximately £70.3bn in annual turnover.

The BIA's vision is to make the UK the third global cluster for life sciences. In order to achieve this ambitious vision, we need to build approximately 130 more clinical-stage drug companies, and therefore CEOs and teams, than currently exist – creating 30,000 to 60,000 more direct, high-skill jobs.

The UK bioscience sector has identified an urgent need to replenish the experienced management teams currently running the sector's pioneering companies with the next generation of management talent. It is vital that we capture the knowledge of our experienced

biotech entrepreneurs to develop the management teams of the future. Medicines manufacturing is also a key growth area, and it is estimated that an additional 400-600 staff will be required to match the growth of the advanced therapies drug sector in the UK.

The life sciences industry has been working closely with the Government to provide expertise on what the sector needs to grow and develop post-Brexit. The Government recognises the importance of the sector and we continue to work towards a collaborative future with Europe on life sciences and medicines regulation.

Pamela Learmonth

Director of External Affairs,
The UK BioIndustry Association (BIA)



MARKETING

EVOLVING SKILLS TO MEET EXPECTATIONS



Advances in technology continue to change customer expectations, causing marketing priorities to shift. With prevailing skills shortages, employers are increasingly turning to contractors to deliver plans.

1.3% Average salary increase over the last year

Have you moved job in the last 12 months?



Increased business activity triggers upturn in hiring plans

69% of marketing employers expect their organisation's activity levels to increase over the coming year, which is higher than the UK average of 61% and also an increase on the previous year (62%). As a result, 73% of employers are planning to recruit staff in the next 12 months compared to 69% last year. There is increased emphasis on temporary, contract and interim recruitment, with 32% planning to hire these professionals in the year ahead, a 7% rise from the previous year.

This has led to a greater need for skills for one-off projects, with 41% of marketing employers citing this as the reason they are hiring temporary, contract and interim staff in comparison to only 31% of UK employers overall. This project work has arisen largely from the widespread implementation of new technologies such as marketing automation, as organisations aim to advance their customer engagement strategies.

Salaries continue to rise

The upturn in hiring plans is translating to increases in pay as employers compete for the best talent. 70% of employers increased salaries in the past 12 months, higher than the number who planned to (63%). This trend is set to continue, as 71% of marketing employers say they expect to increase salaries in the year ahead.

Over the past year, salaries have risen by 1.3% overall, with those working in data insight roles seeing a particularly marked increase of 3%. Driving this growth is the increased focus on understanding and interpreting big data, but there is a lack of candidates with the requisite skills.

Marketers confident in their professional worth

As salaries continue to rise, it is not surprising that salary satisfaction is high amongst marketing professionals, with 64% expressing satisfaction with their salaries over the 61% UK average. The confidence of marketers in their own professional value has also increased, with 19% having successfully received a pay rise following a request in the past year, compared to 14% the previous year.

Employers struggle with acute skills shortages

93% of marketing employers have experienced skills shortages in the last year. Over a fifth (22%) most require data and analytics skills for their organisation, which is higher than the UK average of 13%. These skills shortages have had a negative impact on both productivity (49%) and innovation and creativity (40%). Currently, 37% of employers say they lack the talent to achieve business objectives, an increase from 31% last year, and higher than the UK overall average of 28%.

Competition for candidates from other employers is particularly acute in marketing, a challenge for over half (52%) of employers compared to 44% of UK employers. Marketing employers deem the recruitment of professionals from junior (18%), middle (31%) and senior management (19%) levels to be particularly problematic to find in comparison to UK employers overall (13%, 24% and 17% respectively).

To help attract these sought-after candidates, it is essential for employers to take the time to understand what potential employees want from their careers, and tailor their attraction

strategy accordingly for each level of seniority they hope to hire. Last year, 44% of marketers changed job, but a further 43% considered it, highlighting the size of the potential talent pool available to employers (87%). Therefore, employers should be aware of, and offer, the career elements that are important to marketers to unlock this passive talent pool.

Flexible working is a big draw for professionals

Marketers have a higher preference for flexible working than the average UK professional. 77% of marketing employees cite remote working and 60% cite flexi-time as the flexible working options most important to them when considering a new role, compared to 50% and 45% of overall UK professionals respectively.

Marketing employers are also more likely to offer these options to staff than the UK average, with 46% offering flexi-time and 71% offering remote working against the UK averages of 37% and 50% respectively. Marketing employees have greater awareness of the flexible working options available to them (79%) than the average UK professional (70%). This heightened awareness and expectation for flexible working amongst marketing professionals may be driven by the level of project work taking place in the profession, which exposes marketers to more options to work in a flexible manner, therefore increasing expectations. When advertising roles, employers should not expect marketers to know the flexible working options available, so must ensure these are clearly promoted when recruiting.

Marketers tend to rate their work-life balance more highly than employees from other professions, with 62% giving it a positive rating against the 55% UK average. However, this rating is lower than the previous year's (68%) and the desire to move jobs is higher amongst marketing professionals than the average, with 60% anticipating a change of role within the year as opposed to 56% of UK employees overall.

Survey highlights for marketing

Employers	Employees
95% expect their organisation's activity levels to increase or stay the same over the next 12 months	42% feel there is no scope for career progression within their organisation
73% plan on recruiting staff over the next 12 months	38% say work-life balance is the most important factor aside from salary when considering a new role
93% have experienced some form of skills shortage within the past year	60% expect to move jobs within 12 months
71% plan to increase salaries in the year ahead	38% would be tempted to change jobs 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	50,000-70,000	60,000
Product Manager	35,000-45,000	42,000
Assistant Product Manager	25,000-32,000	28,000
Head of Category	50,000-75,000	65,000
Category Manager	42,000-55,000	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	35,000-45,000	40,000

South East England	£ Range	£ Typical
Head of Products	60,000-90,000	75,000
Product Manager	45,000-65,000	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	45,000-60,000	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	40,000-50,000	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	45,000
Assistant Category Manager	25,000-35,000	30,000
Brand Manager	40,000-50,000	45,000
Assistant Brand Manager	25,000-35,000	30,000
Trade/Channel Marketing Manager	45,000-60,000	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	50,000-65,000	55,000
Product Manager	35,000-50,000	47,500
Assistant Product Manager	30,000-45,000	35,000
Head of Category	50,000-65,000	60,000
Category Manager	35,000-45,000	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	28,000

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	31,000
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	27,000

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



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

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	42,000
Database Manager/CRM Manager	40,000-50,000	48,000
Marketing Analyst/CRM Analyst	30,000-45,000	38,000
Web Analyst	35,000-50,000	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

South West England	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	45,000-65,000	55,000
Customer Insight Manager/ Research Manager	35,000-45,000	40,000
Customer Insight Analyst	30,000-40,000	35,000
Database Manager/CRM Manager	35,000-45,000	43,000
Marketing Analyst/CRM Analyst	22,000-28,000	26,000
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

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	35,000-45,000	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 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

Yorkshire and the Humber	£ Range	£ Typical
Head of Insight & Analytics/ Head of Research	70,000-80,000	78,000
Customer Insight Manager/ Research Manager	40,000-55,000	50,000
Customer Insight Analyst	30,000-40,000	35,000
Database Manager/CRM Manager	30,000-45,000	38,000
Marketing Analyst/CRM Analyst	28,000-35,000	32,000
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	68,000
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	90,000-150,000	120,000
Marketing Manager	45,000-70,000	60,000
Senior Marketing Executive	30,000-45,000	38,000
Marketing Executive	25,000-45,000	35,000
Marketing Assistant	23,000-30,000	25,000

South East England	£ Range	£ Typical
Marketing Director	60,000-120,000	90,000
Head of Marketing	55,000-80,000	70,000
Marketing Manager	40,000-55,000	45,000
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

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

South West England	£ Range	£ Typical
Marketing Director	60,000-100,000	75,000
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

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

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	37,500
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 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

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	30,000
Marketing Executive	22,000-28,000	25,000
Marketing Assistant	17,000-20,000	18,000

North East England	£ Range	£ Typical
Marketing Director	60,000-80,000	70,000
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

North West England	£ Range	£ Typical
Marketing Director	60,000-90,000	75,000
Head of Marketing	50,000-75,000	65,000
Marketing Manager	35,000-50,000	45,000
Senior Marketing Executive	27,000-32,000	28,000
Marketing Executive	22,000-28,000	25,000
Marketing Assistant	18,000-22,000	20,000

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

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 & Analytics Manager	40,000-55,000	45,000
Optimisation Manager	35,000-50,000	40,000
Social Media Manager	35,000-50,000	40,000
Social Media Executive	25,000-35,000	30,000
Senior Digital Marketing Executive	30,000-45,000	38,000
Digital Marketing Executive	25,000-35,000	30,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	25,000-35,000	30,000
Web/Digital Designer	25,000-40,000	32,000
Content Marketing	35,000-50,000	40,000
E-commerce Executive	25,000-40,000	30,000

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 & Analytics 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 & Analytics Manager	40,000-60,000	45,000
Optimisation Manager	30,000-45,000	35,000
Social Media Manager	35,000-47,500	40,000
Social Media Executive	25,000-35,000	30,000
Senior Digital Marketing Executive	28,000-38,000	35,000
Digital Marketing Executive	25,000-35,000	30,000
SEO/PPC Manager	40,000-60,000	50,000
SEO/PPC Executive	25,000-35,000	30,000
Web/Digital Designer	25,000-40,000	32,000
Content Marketing	30,000-55,000	40,000
E-commerce Executive	25,000-37,500	30,000

South West England	£ Range	£ Typical
Digital Director	65,000-101,000	75,000
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 & Analytics 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	25,000-32,000	28,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	25,000-32,000	30,000
E-commerce Executive	25,000-34,000	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 & Analytics 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 & Analytics 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 & Analytics 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	85,000
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 & Analytics Manager	40,000-50,000	45,000
Optimisation Manager	40,000-45,000	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	25,000-28,000	27,500
SEO/PPC Manager	40,000-60,000	45,000
SEO/PPC Executive	22,000-30,000	27,000
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 & Analytics 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	45,000-70,000	55,000
Head of E-commerce	45,000-60,000	50,000
UX Manager	35,000-45,000	40,000
Digital & Analytics Manager	35,000-45,000	40,000
Optimisation Manager	35,000-45,000	40,000
Social Media Manager	25,000-33,000	28,000
Social Media Executive	20,000-28,000	23,000
Senior Digital Marketing Executive	25,000-33,000	30,000
Digital Marketing Executive	22,000-30,000	25,000
SEO/PPC Manager	35,000-45,000	40,000
SEO/PPC Executive	20,000-30,000	25,000
Web/Digital Designer	25,000-35,000	30,000
Content Marketing	25,000-32,000	28,000
E-commerce Executive	22,000-28,000	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 & Analytics Manager	35,000-45,000	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	30,000
Digital Marketing Executive	25,000-30,000	27,500
SEO/PPC Manager	35,000-55,000	50,000
SEO/PPC Executive	28,000-35,000	30,000
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



Jane Cave
Managing Director,
Institute of Direct
and Digital Marketing

The skills and talent of staff underpins what any business is able to achieve. Whether it's working for a brand or an agency, it is always essential for marketers to find innovative ways to get ahead of the competition. According to our latest research, there is a concerning skills gap present within the marketing industry. The IDM's *Professional skills census 2018* found that half of marketers (49%) had not received training in the key skills they believe are essential to their career progression and future

in the industry. The survey also identified some important differences between the skills marketers currently employ in their roles and the ones they believe they will need in order to progress in their career, highlighting 13 key skills gaps that marketers believe need to be addressed. The majority of these gaps are in data and management skills, but the areas of direct/digital marketing and strategy/planning also show marked gaps.

In a fast-changing environment, it's important for marketers and the businesses they work for that they continue to cultivate a range of skills. Not just the skills they use today, but also those they will need in the future. This is because the complexity in marketing has not stopped increasing and the sector is catching up with new technology, which continuously requires new skills.

The only way to professionalise the marketing industry is to arrive at a point where marketers are regularly trained in the key skills required of a 'modern marketer', such as artificial intelligence/machine learning, analysing customer data/insight, optimising campaigns and marketing automation & integration.

MARKETING PR & INTERNAL COMMUNICATIONS

London	£ Range	£ Typical
Head of Comms	70,000-125,000	100,000
Internal Comms Manager	45,000-75,000	58,000
Internal Comms Executive	25,000-45,000	35,000
Head of Comms & Engagement	55,000-70,000	65,000
Communications Coordinator	25,000-35,000	30,000
PR Manager	40,000-65,000	55,000
PR Executive	25,000-45,000	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 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	45,000-60,000	50,000
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	55,000-85,000	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 Coordinator	20,000-25,000	22,000
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 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 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	75,000-90,000	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 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 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 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	55,000-70,000	65,000
Communications Coordinator	18,000-22,000	19,000
PR Manager	30,000-42,000	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 Coordinator	18,000-25,000	22,000
PR Manager	35,000-45,000	40,000
PR Executive	25,000-35,000	28,000



Koray Camgoz
Public Relations
Manager,
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Public relations is thriving. According to this year's CIPR *State of the Profession* research, the industry's workforce has grown by almost a quarter (22%) over the past four years. Amid an uncertain geopolitical climate, businesses are turning to communications professionals to build relationships with key stakeholders. 84% of in-house teams and 96% of consultancies are either growing or stable in size. Demand for services shows no sign of slowing.

But growth should not breed complacency. While we strive to obtain recognition at board-level, the majority of PR professionals are overwhelmingly engaged in tactical delivery.

Almost two-thirds (73%) of PR professionals spend some or most of their time on copywriting and editing. Public relations faces a longer-term challenge to establish new sources of value to counter the risks posed by artificial intelligence (AI). It would be a mistake for PR professionals to assume their knack for thinking creatively and nurturing relationships will bullet-proof them from the rise of AI.

For that reason we assembled an Artificial Intelligence Panel to investigate the impact of AI on public relations. The panel's research found that 12% of a public relations practitioner's total skills could be complemented or replaced by AI today, with a prediction that this could climb to 38% within five years. Tactical tasks – including forecasting and data management – are most at risk while demand for professional competencies, including leadership and ethical skills, will remain strong.

As Brexit approaches, it will be harder than ever for businesses to recruit top talent. PR recruiters suggest candidates are likely to exercise caution with their job hunts in 2019. One consequence of that is a rise in the demand for training as businesses seek to upskill their employees. It's little surprise, therefore, that demand for CIPR training is at an all-time high. Internal and digital communication courses continue to rival traditional subject areas of copywriting and media relations.

MARKETING PUBLIC SECTOR

London	£ Range	£ Typical
Press/Media Manager	35,000-65,000	50,000
Press/Media Officer/Assistant	25,000-40,000	30,000
Public Affairs Manager	35,000-60,000	50,000
Public Affairs Officer	28,000-38,000	32,000
Campaigns Officer	28,000-40,000	30,000
Events Manager	30,000-40,000	35,000
Events Executive/Coordinator	23,000-27,000	27,000
Marketing Director	60,000-90,000	70,000
Marketing Manager	30,000-50,000	45,000
Marketing Executive/Assistant	25,000-32,000	28,000
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	70,000
Internal Comms Manager	35,000-45,000	40,000
Internal Comms Officer/Assistant	30,000-40,000	35,000
External Comms Manager	35,000-45,000	40,000
External Comms Officer/Assistant	25,000-32,000	30,000
Engagement/Stakeholder Manager	35,000-50,000	45,000
Engagement/Stakeholder Officer	30,000-45,000	35,000
Content Manager	30,000-45,000	35,000
Social Media Executive	25,000-35,000	30,000

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
Social Media Executive	25,000-35,000	30,000

South East England	£ Range	£ Typical
Press/Media Manager	30,000-45,000	39,000
Press/Media Officer/Assistant	26,000-35,000	30,000
Public Affairs Manager	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	24,000
Marketing Director	60,000-90,000	70,000
Marketing Manager	30,000-45,000	40,000
Marketing Executive/Assistant	25,000-32,000	28,000
Digital Marketing Manager	30,000-40,000	36,000
Digital Marketing Executive	25,000-30,000	27,000
Director of Communications	60,000-90,000	70,000
Internal Comms Manager	30,000-45,000	40,000
Internal Comms Officer/Assistant	28,000-35,000	30,000
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	25,000-30,000	27,000
Social Media Executive	25,000-30,000	27,000

South West England	£ Range	£ Typical
Press/Media Manager	30,000-40,000	33,000
Press/Media Officer/Assistant	23,000-30,000	26,000
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	28,000-32,000	30,000
Events Executive/Coordinator	22,000-28,000	24,000
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	25,000
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	25,000
Social Media Executive	24,000-28,000	25,000

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
Social Media Executive	24,000-28,000	25,000

East Midlands	£ Range	£ Typical
Press/Media Manager	35,000-50,000	40,000
Press/Media Officer/Assistant	23,000-30,000	28,000
Public Affairs Manager	35,000-45,000	40,000
Public Affairs Officer	23,000-30,000	25,000
Campaigns Officer	23,000-30,000	25,000
Events Manager	28,000-35,000	31,000
Events Executive/Coordinator	22,000-26,000	24,000
Marketing Director	65,000-90,000	70,000
Marketing Manager	35,000-45,000	40,000
Marketing Executive/Assistant	22,000-32,000	27,000
Digital Marketing Manager	32,000-45,000	38,000
Digital Marketing Executive	25,000-30,000	27,000
Director of Communications	55,000-75,000	60,000
Internal Comms Manager	35,000-55,000	40,000
Internal Comms Officer/Assistant	25,000-35,000	28,000
External Comms Manager	35,000-50,000	40,000
External Comms Officer/Assistant	22,000-32,000	27,000
Engagement/Stakeholder Manager	30,000-40,000	35,000
Engagement/Stakeholder Officer	22,000-38,000	25,000
Content Manager	25,000-35,000	30,000
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	25,000-30,000	27,000
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	18,000-25,000	23,000
Digital Marketing Manager	35,000-45,000	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	30,000
Social Media Executive	24,000-28,000	26,000

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	22,000-30,000	25,000
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
Social Media Executive	22,000-30,000	25,000

MARKETING PUBLIC SECTOR

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
Social Media Executive	22,000-27,000	25,000

Scotland	£ Range	£ Typical
Press/Media Manager	35,000-45,000	40,000
Press/Media Officer/Assistant	22,000-32,000	26,000
Public Affairs Manager	30,000-45,000	36,000
Public Affairs Officer	24,000-30,000	26,000
Campaigns Officer	22,000-30,000	25,000
Events Manager	28,000-40,000	33,000
Events Executive/Coordinator	21,000-28,000	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	30,000
Digital Marketing Executive	22,000-30,000	25,000
Director of Communications	60,000-75,000	60,000
Internal Comms Manager	35,000-55,000	40,000
Internal Comms Officer/Assistant	25,000-30,000	26,000
External Comms Manager	28,000-40,000	35,000
External Comms Officer/Assistant	25,000-30,000	26,000
Engagement/Stakeholder Manager	30,000-45,000	38,000
Engagement/Stakeholder Officer	25,000-30,000	28,000
Content Manager	25,000-40,000	32,000
Social Media Executive	22,000-28,000	25,000

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	25,000
Events Manager	28,000-40,000	32,000
Events Executive/Coordinator	25,000-30,000	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	40,000
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	32,000
Social Media Executive	22,000-28,000	25,000



OFFICE SUPPORT

NICHE EXPERTISE SOUGHT

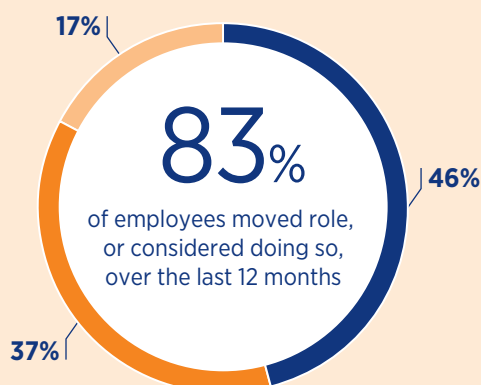


Specialist roles are seeing wage increases and improved salary satisfaction is apparent, but skills shortages continue to impact office support employers.

1.8% Average salary increase over the last year

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Positive growth projections influencing hiring

Over the next year, 64% of employers of office support professionals anticipate business activity levels will increase, fairly consistent with the UK average (61%).

In line with this positivity, the number of employers planning to recruit this year has risen by 10%, to 78% compared to 68% last year. Of those office support employers planning to hire, 61% plan to recruit permanent staff and 35% expect to hire contract, temporary or interim professionals.

In particular, organisations are investing in relocating their customer service centres back to the UK from overseas to meet customer expectations, particularly within the telecoms and financial services industries. As a result, 83% of customer service and contact centre employers expect to hire in the next 12 months, higher than those who plan to hire office administration (76%) and PA and EA (75%) professionals.

A shortage of suitable candidates (62%) is anticipated to be the biggest challenge faced by employers when looking to recruit in the next 12 months, followed by unrealistic salary expectations (47%).

Demand for specialist skills driving wages up

74% of employers increased salaries in the last 12 months, just above the UK average (73%), and 72% expect salaries to increase again this year. PA and EA professionals report the highest levels of satisfaction with their pay (57%) followed by office administration professionals (56%) and customer service and contact centre staff (54%).

Overall, office support salaries increased by 1.8% in the past year, but some roles have commanded significantly higher increases than others due to specific skills shortages. For example, specialist administrators are in high demand across the UK, and an average salary increase of 5.1% is reflective of this. Notable increases have been seen in Wales and the South East, where salary bands for these roles increased in order to secure talent from a pool which is comparatively smaller than other areas.

Whilst it is positive to see that employee salary satisfaction has increased in the past year, almost a third (30%) of customer service and contact centre employees who plan to move jobs in the next year want to do so for a better salary and benefits package, followed by PA and EA professionals (27%) and office administrators (23%). Overall, 44% of office support staff who are not planning to move role in the next 12 months would be tempted to leave for a higher salary or better benefits package.

Skills gaps are negatively impacting employers

Skills gaps continue to be an issue for office support employers, with 91% saying they have experienced skills shortages in the past year. 55% of employers say this has had a negative impact on employee morale, 48% on productivity and 39% on their ability to deliver projects.

In response to these skills gaps, employers are investing in training, with almost a quarter (24%) saying they have allowed employees study leave for external training.

46% of office support professionals moved jobs in the last 12 months. However, a further 37% say they considered moving, creating a potential candidate pool of 83% of office support professionals. Employers will need to consider the offering they can make to office support professionals to unlock this passive pool of candidates.

Value placed on work-life balance

In addition to promoting career progression opportunities, there are other areas employers can improve to curtail some of the challenges faced when trying to attract and retain talent. 29% of office support staff say, aside from salary, work-life balance is the most important factor when contemplating a new role, but only 18% of employers feel this is important when trying to attract talent.

While more than half (53%) of employers say they offer work from home and remote working options, 33% of employees say they are unaware of these flexible working options, suggesting employers need to consider how they promote their offering to make these options visible to both current and prospective employees.

Survey highlights for office support

Employers	Employees
96% expect their organisation's activity levels to increase or stay the same over the next 12 months	44% feel there is no scope for career progression within their organisation
78% plan on recruiting staff over the next 12 months	29% say work-life balance is the most important factor aside from salary when considering a new role
91% have experienced some form of skills shortage within the past year	60% expect to move jobs within 12 months
72% plan to increase salaries in the year ahead	44% would be tempted to change jobs due to the salary or benefits package on offer

OFFICE SUPPORT ADMINISTRATION

London	£ Range	£ Typical
Office Manager	30,000-45,000	36,000
Specialist Administrator	25,000-32,000	29,000
Administrator	20,000-30,000	26,000
Receptionist	18,000-28,000	25,000
Data Entry Clerk	18,000-24,000	20,500

Yorkshire and the Humber	£ Range	£ Typical
Office Manager	18,000-25,000	24,000
Specialist Administrator	17,000-23,000	21,000
Administrator	17,000-23,000	20,000
Receptionist	15,000-18,000	17,000
Data Entry Clerk	15,000-17,000	16,000

South East England	£ Range	£ Typical
Office Manager	25,000-38,000	28,000
Specialist Administrator	17,000-28,000	25,000
Administrator	18,000-24,000	20,000
Receptionist	17,500-22,000	18,000
Data Entry Clerk	16,000-20,000	17,750

North East England	£ Range	£ Typical
Office Manager	18,000-25,000	24,000
Specialist Administrator	17,000-23,000	21,000
Administrator	17,000-23,000	20,000
Receptionist	15,000-18,000	17,000
Data Entry Clerk	14,500-17,000	16,000

East of England	£ Range	£ Typical
Office Manager	25,000-35,000	28,000
Specialist Administrator	18,000-22,000	21,000
Administrator	17,000-22,000	20,000
Receptionist	15,000-20,000	18,000
Data Entry Clerk	14,500-17,000	16,000

North West England	£ Range	£ Typical
Office Manager	20,000-30,000	24,000
Specialist Administrator	18,000-25,000	22,000
Administrator	17,000-23,000	19,000
Receptionist	15,000-19,000	17,000
Data Entry Clerk	14,500-17,000	16,000

South West England	£ Range	£ Typical
Office Manager	18,000-30,000	25,000
Specialist Administrator	16,500-24,000	22,000
Administrator	16,500-24,000	18,500
Receptionist	15,000-21,000	17,500
Data Entry Clerk	14,500-18,000	16,500

Northern Ireland	£ Range	£ Typical
Office Manager	23,000-32,000	25,000
Specialist Administrator	17,500-25,000	20,500
Administrator	16,000-20,000	18,000
Receptionist	16,000-19,000	17,000
Data Entry Clerk	15,000-17,000	16,000

Wales	£ Range	£ Typical
Office Manager	18,500-25,000	24,000
Specialist Administrator	18,000-23,000	21,000
Administrator	16,000-19,000	18,000
Receptionist	15,000-17,000	16,000
Data Entry Clerk	14,500-16,000	15,000

Scotland	£ Range	£ Typical
Office Manager	22,000-27,000	25,000
Specialist Administrator	18,000-22,000	21,000
Administrator	16,000-20,000	18,000
Receptionist	16,000-20,000	17,500
Data Entry Clerk	15,000-17,000	15,000

Midlands	£ Range	£ Typical
Office Manager	20,000-26,000	24,000
Specialist Administrator	18,000-25,000	22,000
Administrator	16,000-20,000	19,000
Receptionist	15,000-18,000	16,000
Data Entry Clerk	14,500-17,000	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. Administrators at junior levels are in particular demand and the Level 3 business administrator apprenticeship standard is slowly gaining some traction.

The globalisation of businesses means that employers value administrators with a working knowledge of, and the ability to communicate with, overseas organisations. Bi-lingual and multi-lingual staff are much more likely to get the better assignments, particularly with the large international companies. This, in turn, has an impact on diversity and migration with overseas workers with good English being attractive prospects for hiring.

Although remote working is becoming much more commonplace, administrative professionals are among the least likely to be remote workers, partly because of the responsive nature of many traditional roles, with admin staff frequently having to respond to the call of “Can you just...?”

Although the responsive nature of administrative roles will not change, employers will get better at identifying planned, packaged administrative tasks and increasingly use virtual assistants to complete these. Administrators need to add to their skillset with knowledge of apps, cloud services and virtual reality as these all become integrated into how an office, and by extension the business, works.

Looking ahead, a big change will be the drive to use artificial intelligence and, linked to this, the inevitable automation of jobs. Most people think this will happen to other professions but the reality is that it could affect nearly all of us. Any largely routine job that has limited human interaction is likely to be near the top of the list for being automated. Particularly if automation can reduce levels of human error. The good news is that administrative staff who have good communication and people skills will be more valued.

OFFICE SUPPORT PERSONAL & EXECUTIVE ASSISTANTS

As PAs and EAs are increasingly expected to add greater strategic value, employers continue to value professionals with industry and function-specific knowledge, especially finance, legal and HR.

Furthermore, those professionals adept at using the latest technology platforms in order to enhance their productivity and streamline organisational processes are also in high demand.

Overall, 75% of PA and EA employers are looking to hire in the next year, likely because 97% anticipate their business activity levels will increase or stay the same in this time. However, 66% expect to encounter a shortage of suitable candidates over the next 12 months.

Of the 55% of PA and EA professionals expecting to move jobs in the next year, the main reason for wanting to leave, after salary, is a lack of future opportunities (21%). Nearly half (45%) of PA and EA employees believe there is no scope for career progression in their organisation, yet just 13% of PA and EA employers say career development opportunities can help to attract staff.

Offering clear progression pathways should therefore be at the forefront of employers' talent management strategies to attract and retain top PA and EA talent. As part of these long-term career plans, employers should also consider training and development opportunities which enable PAs and EAs to enhance their technological, commercial and project management skillsets.



Adam Fidler
Principal,
Adam Fidler
Academy



For the highly skilled personal assistant or executive assistant, the marketplace offers a wide range of opportunities, with many higher-level roles being created for those who seek to move away from the more traditional PA/secretarial jobs. One thing is becoming apparent: employers can no longer afford the luxury of a highly salaried PA who only provides transactional support. PAs and EAs are now being expected to fulfil a number of roles, and ensure that they have impact above and beyond that of 'administration'. More and more employers are seeing the value that their PAs/EAs can add when they give them the scope to get more involved in supporting the strategic objectives of the business, undertake project work and broaden their roles to add wider organisational value.

The highly skilled EA who executes and delivers flawlessly on 'admin', but brings a level of operational support, will always be in demand and we're seeing higher salaries being offered for those professionals.

EAs with specialisms are also becoming the norm – for instance, many EAs have a specialist knowledge of HR, project management or strategic planning – and this is what sets them apart from their peers.

Employers need to allow their PAs and EAs the scope and breadth to add more value and get involved in more things – they need to offer high challenge and high support. But the job holders themselves need to demonstrate learning agility and a readiness to relook at their job to upskill, which includes undertaking a Level 4 or above qualification, broaden their commercial understanding and integrate managerial behaviours and more impactful activities with the day-to-day, high-volume tasks.

The demand for PAs and EAs who carry out purely transactional activities will decrease, along with their salaries – and those roles will be defined more as 'admin' roles. We'll also see technology, automation and AI undertaking some of the more predictable and day-to-day elements of the job.

My view of the future is that there will only be two predominant roles: administrators, and executive assistants who operate really as business managers. Now is the time for PAs and EAs to prepare themselves for the future by broadening their scope and offering the traits of sound management, growth mindset, and strategic thinking – allowing them to build a true alliance with their executives and the teams they support.

Adam Fidler Academy is the UK's leading provider of training and education for executive assistants and personal assistants.

London	£ Range	£ Typical
EA (C-Suite Level)	40,000-70,000	55,000
PA (Board Level)	40,000-55,000	46,000
PA (Non-board Level)	30,000-40,000	36,500
Secretary	28,000-35,000	33,000

Yorkshire and the Humber	£ Range	£ Typical
EA (C-Suite Level)	32,000-40,000	36,000
PA (Board Level)	25,000-38,000	35,000
PA (Non-board Level)	22,000-28,000	25,000
Secretary	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	24,000

North East England	£ Range	£ Typical
EA (C-Suite Level)	30,000-38,000	35,000
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	35,000
PA (Board Level)	25,000-40,000	32,000
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	38,000
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

OFFICE SUPPORT CONTACT CENTRES

London	£ Range	£ Typical
Contact Centre/ Customer Service Manager	40,000-60,000	50,000
Sales/Telesales Team Leader	25,000-35,000	30,000
Outbound Sales & Service	20,000-25,000	23,000
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	35,000-45,000	36,000
Sales/Telesales Team Leader	21,000-32,000	27,000
Outbound Sales & Service	17,000-26,000	19,500
Inbound Sales & Service	17,000-23,000	18,750

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	25,000-36,000	35,000
Sales/Telesales Team Leader	22,000-30,000	25,000
Outbound Sales & Service	15,000-18,000	18,000
Inbound Sales & Service	15,000-18,000	17,000

North West England	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-50,000	38,000
Sales/Telesales Team Leader	21,000-30,000	26,000
Outbound Sales & Service	18,000-24,000	20,000
Inbound Sales & Service	17,000-22,000	18,000

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	16,500

Northern Ireland	£ Range	£ Typical
Contact Centre/ Customer Service Manager	28,000-40,000	35,000
Sales/Telesales Team Leader	18,000-26,000	23,500
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	15,000-20,000	17,000

Midlands	£ Range	£ Typical
Contact Centre/ Customer Service Manager	30,000-45,000	35,000
Sales/Telesales Team Leader	21,000-27,000	25,000
Outbound Sales & Service	18,000-22,000	20,000
Inbound Sales & Service	16,000-18,500	17,500



PROCUREMENT, SUPPLY CHAIN & LOGISTICS

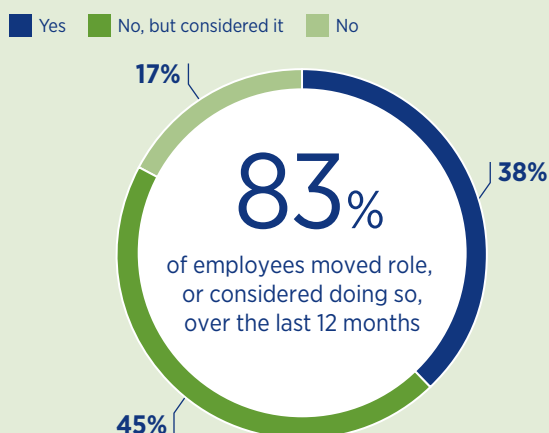
CAREER PROGRESSION A TOP PRIORITY



Career development opportunities and positive work-life balance are vital elements for employers to get right amidst a competitive talent market.

1.8% Average salary increase over the last year

Have you moved job in the last 12 months?



Positive growth driving recruitment plans

The majority (92%) of procurement, supply chain and logistics (PSC&L) employers expect their organisation's activity levels to increase or stay the same over the next 12 months. Of these, a larger proportion (67%) expect to see growth in the year ahead compared to last year (53%).

In line with expected growth, just over three-quarters (76%) of PSC&L employers plan to recruit staff over the next 12 months, compared to 67% last year. Hiring is primarily focused on permanent recruitment (63%), although temporary, contract or interim staff are still a key investment for 40% of employers in the year ahead, an increase of 10% from last year.

With this increased focus on hiring temporary professionals, PSC&L employers in the private sector in particular should ensure they are adequately prepared for any reforms to IR35 legislation. This will help to avoid the cost and risk impacts that were experienced by employers in the public sector when the changes first came into force in April 2017.

Skills shortages will continue to be a challenge in the year ahead

The percentage of employers who do not believe they have the talent needed to achieve current business objectives has remained static at a third (33%) compared to last year.

Furthermore, 93% of employers say they have experienced a shortage of skills to some degree in the last 12 months.

As a result of a lack of skills, over half (53%) of employers have seen a negative impact on productivity, closely followed by reduced ability to deliver projects (50%) and lower employee morale (50%).

A shortage of suitable applicants remains the top challenge that 68% of employers expect to encounter in the next year, followed by 54% anticipating higher competition for candidates from other employers.

Professionals experiencing positive salary growth

Almost three-quarters (74%) of employers increased salaries in the last year, and PSC&L professionals received an average salary increase of 1.8%. This is in part linked to the constantly improving perceptions of procurement, as found in the *CIPS/Hays Procurement Salary Guide and Insights 2018* report. As the value-add of the procurement function is being better recognised within organisations, salaries are increasing accordingly.

Professionals working in supply chain roles in particular have seen an above average salary increase of 2% – a likely result of increased demand brought about by preparations for the UK's exit from the EU and the need to review and potentially source new suppliers. In line with salary increases, 59% of professionals say they are satisfied with their salary compared to 44% last year.

Lack of career development driving employee movement

38% of professionals moved job in the last 12 months, of whom a quarter (25%) did so because of a lack of career development opportunities. This issue will continue to play a leading role in influencing employee movement

in the year ahead. 58% of professionals expect to move job in the next 12 months, the main reason being a lack of future opportunities (30%), over and above a better salary and benefits package (26%).

With acute skills shortages in the profession, employers should consider how they can develop clear career pathways not just for prospective candidates, but also for existing employees. Career development does not just mean a promotion, but can also include lateral movement or opportunities such as mentoring. Being transparent about the development opportunities available and proactively discussing these with team members is key to employee retention.

Offering better work-life balance could put employers ahead

When it comes to considering a new role, work-life balance, including flexible working, is the most important factor outside of salary for 32% of candidates, an increase from 23% last year. However, just 19% of employers believe this is the most important factor to help them to attract staff.

In order to improve their work-life balance, the top factor that 37% of professionals would ideally change is their working hours, including flexible working. However, a quarter (25%) say they are not aware of the flexible working options available to them from their current employer.

Effective promotion of flexible working options is therefore an opportunity for employers to not only improve retention of current staff, but also set themselves apart from the competition when recruiting. With 45% of professionals saying that they considered moving job in the last year, this indicates a large pool of potential talent that employers can turn to if they are able to promote an offering that is engaging enough.

Survey highlights for procurement, supply chain and logistics

Employers	Employees
92% expect their organisation's activity levels to increase or stay the same over the next 12 months	44% feel there is no scope for career progression within their organisation
76% plan on recruiting staff over the next 12 months	32% say work-life balance is the most important factor aside from salary when considering a new role
93% have experienced some form of skills shortage within the past year	58% expect to move jobs within 12 months
74% plan to increase salaries in the year ahead	44% would be tempted to change jobs due to the salary or benefits package on offer

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

PROCUREMENT

London	£ Range	£ Typical
Director of Procurement	85,000-150,000	135,000
Head of Procurement	80,000-115,000	110,000
Group Procurement Manager	65,000-80,000	73,000
Category Lead/Strategic Sourcing Manager	65,000-85,000	78,000
Procurement Manager	55,000-75,000	68,000
Category Manager	50,000-70,000	65,000
Supplier Relationship Manager	50,000-80,000	62,000
Contracts Manager	45,000-75,000	60,000
Senior Buyer	45,000-60,000	47,500
Buyer	25,000-45,000	40,000
Procurement Analyst	35,000-50,000	42,000
Assistant Buyer	25,000-35,000	30,000

South West England	£ Range	£ Typical
Director of Procurement	80,000-120,000	98,000
Head of Procurement	65,000-80,000	75,000
Group Procurement Manager	60,000-75,000	66,000
Category Lead/Strategic Sourcing Manager	50,000-65,000	60,000
Procurement Manager	45,000-57,000	50,000
Category Manager	45,000-55,000	50,000
Supplier Relationship Manager	47,000-55,000	52,000
Contracts Manager	36,000-49,000	46,000
Senior Buyer	34,000-45,000	42,000
Buyer	30,000-40,000	33,000
Procurement Analyst	30,000-38,000	33,000
Assistant Buyer	23,000-28,000	24,000

South East England	£ Range	£ Typical
Director of Procurement	90,000-150,000	120,000
Head of Procurement	80,000-100,000	94,000
Group Procurement Manager	65,000-80,000	70,000
Category Lead/Strategic Sourcing Manager	65,000-85,000	75,000
Procurement Manager	50,000-70,000	62,000
Category Manager	55,000-75,000	63,000
Supplier Relationship Manager	50,000-68,000	58,000
Contracts Manager	43,000-60,000	50,000
Senior Buyer	38,000-48,000	45,000
Buyer	35,000-45,000	38,000
Procurement Analyst	38,000-48,000	40,000
Assistant Buyer	24,000-32,000	29,000

Wales	£ Range	£ Typical
Director of Procurement	75,000-120,000	90,000
Head of Procurement	60,000-80,000	75,000
Group Procurement Manager	50,000-70,000	65,000
Category Lead/Strategic Sourcing Manager	40,000-52,000	48,000
Procurement Manager	40,000-60,000	50,000
Category Manager	32,000-45,000	37,500
Supplier Relationship Manager	30,000-40,000	37,000
Contracts Manager	28,000-37,000	33,500
Senior Buyer	30,000-45,000	38,000
Buyer	23,000-35,000	28,000
Procurement Analyst	20,000-32,000	26,000
Assistant Buyer	18,000-26,000	23,000

East of England	£ Range	£ Typical
Director of Procurement	85,000-145,000	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	55,000-90,000	75,000
Procurement Manager	40,000-75,000	58,000
Category Manager	53,000-85,000	58,000
Supplier Relationship Manager	55,000-75,000	62,000
Contracts Manager	38,000-56,000	54,000
Senior Buyer	40,000-50,000	48,000
Buyer	30,000-49,000	40,000
Procurement Analyst	35,000-55,000	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	80,000
Group Procurement Manager	45,000-70,000	63,000
Category Lead/Strategic Sourcing Manager	60,000-75,000	65,000
Procurement Manager	48,000-65,000	55,000
Category Manager	45,000-65,000	51,000
Supplier Relationship Manager	40,000-55,000	45,500
Contracts Manager	35,000-50,000	45,500
Senior Buyer	35,000-45,000	42,000
Buyer	30,000-40,000	31,000
Procurement Analyst	25,000-40,000	30,500
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	70,000-100,000	75,000
Group Procurement Manager	50,000-75,000	68,000
Category Lead/Strategic Sourcing Manager	55,000-70,000	60,000
Procurement Manager	38,000-55,000	48,000
Category Manager	45,000-58,000	52,000
Supplier Relationship Manager	50,000-70,000	60,000
Contracts Manager	35,000-45,000	40,000
Senior Buyer	35,000-45,000	39,000
Buyer	25,000-35,000	30,000
Procurement Analyst	28,000-35,000	30,000
Assistant Buyer	18,000-25,000	22,000

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	50,000
Supplier Relationship Manager	40,000-55,000	50,000
Contracts Manager	35,000-45,000	40,000
Senior Buyer	35,000-45,000	40,000
Buyer	25,000-35,000	30,000
Procurement Analyst	25,000-35,000	30,000
Assistant Buyer	20,000-28,000	24,000

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	62,000
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	28,000
Procurement Analyst	25,000-32,000	28,000
Assistant Buyer	21,000-25,000	22,500

Scotland	£ Range	£ Typical
Director of Procurement	75,000-120,000	103,000
Head of Procurement	70,000-90,000	80,000
Group Procurement Manager	45,000-65,000	58,000
Category Lead/Strategic Sourcing Manager	45,000-65,000	52,500
Procurement Manager	38,000-60,000	50,000
Category Manager	38,000-58,000	52,000
Supplier Relationship Manager	45,000-62,000	53,000
Contracts Manager	40,000-50,000	49,000
Senior Buyer	32,000-45,000	43,000
Buyer	23,000-35,000	32,500
Procurement Analyst	25,000-37,000	30,500
Assistant Buyer	18,000-25,000	22,000

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

PROCUREMENT



Malcolm Harrison
Group CEO,
CIPS



I am a strong believer in the importance of having the right skills and capabilities in the profession and that people are key to enabling our profession to deliver the true value that good procurement brings across supply chains. Having spent much of my career in private sector organisations, and an important time in the public sector, I am convinced that irrespective of the operating environment we have to attract and develop the best people.

Those that have 'ended up' in the profession as well as those that planned their route into procurement as I did, believe it's rewarding for so many reasons – including the personal job satisfaction that comes

from the variety of challenges, dealing with constant change and knowing when you have done a good job in supporting the organisation you work for. At CIPS I intend to build the institute's influence as a global professional body, not only to continue to professionalise the world's buyers, but to promote the profession and the exciting career opportunities that it can bring, and to create a better understanding that good procurement is about spending money wisely and not just about generating savings.

I am passionate about the profession and believe its continued future success will be determined by the capability of our people and the strength of the leadership in procurement and supply. What's more, the skills of a chief procurement officer have much in common to those of a chief sales officer or a business unit leader, and are far broader than those of a buyer focused on costs and suppliers. There's still work to do to equip people at senior levels to be confident to address the challenges with the skills and experience they need to be successful, and to get more talented people into procurement and supply management. The value for our stakeholders, our customers and for society are huge and I look forward to the challenge of helping the profession continue to raise the bar in terms of what we can deliver.



PROCUREMENT, SUPPLY CHAIN & LOGISTICS

PUBLIC SECTOR PROCUREMENT

London	£ Range	£ Typical
Director of Procurement	90,000-130,000	100,000
Head of Procurement	75,000-105,000	85,000
Commercial Manager	45,000-75,000	65,000
Procurement Manager	55,000-70,000	65,000
Category Manager	55,000-70,000	65,000
Contracts Manager	50,000-70,000	57,000
Procurement Officer/Category Specialist	40,000-50,000	47,000
Contracts Officer	40,000-50,000	45,000
Buyer	30,000-45,000	38,000
Procurement Analyst	30,000-50,000	45,000
Procurement Assistant	25,000-35,000	30,000

South West England	£ Range	£ Typical
Director of Procurement	70,000-90,000	84,000
Head of Procurement	65,000-80,000	73,000
Commercial Manager	50,000-70,000	60,000
Procurement Manager	40,000-50,000	45,000
Category Manager	40,000-50,000	46,000
Contracts Manager	35,000-45,000	41,000
Procurement Officer/Category Specialist	28,000-38,000	36,000
Contracts Officer	30,000-40,000	36,000
Buyer	25,000-33,000	30,000
Procurement Analyst	30,000-40,000	33,000
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	60,000-80,000	73,000
Commercial Manager	48,000-60,000	54,000
Procurement Manager	45,000-65,000	50,000
Category Manager	45,000-65,000	50,000
Contracts Manager	45,000-60,000	48,000
Procurement Officer/Category Specialist	35,000-45,000	37,000
Contracts Officer	35,000-45,000	38,000
Buyer	30,000-40,000	34,000
Procurement Analyst	30,000-40,000	38,000
Procurement Assistant	22,000-30,000	25,000

Wales	£ Range	£ Typical
Director of Procurement	70,000-100,000	80,000
Head of Procurement	55,000-80,000	68,000
Commercial Manager	40,000-55,000	50,000
Procurement Manager	40,000-55,000	45,000
Category Manager	35,000-45,000	40,000
Contracts Manager	30,000-45,000	38,000
Procurement Officer/Category Specialist	24,000-32,000	28,000
Contracts Officer	25,000-32,000	28,000
Buyer	19,000-28,000	25,000
Procurement Analyst	20,000-30,000	27,000
Procurement Assistant	18,000-22,000	19,000

East of England	£ Range	£ Typical
Director of Procurement	85,000-105,000	94,500
Head of Procurement	55,000-90,000	73,000
Commercial Manager	44,000-62,000	53,500
Procurement Manager	42,000-60,000	52,000
Category Manager	35,000-60,000	47,000
Contracts Manager	35,000-52,000	48,000
Procurement Officer/Category Specialist	25,000-40,000	35,000
Contracts Officer	22,000-34,000	29,000
Buyer	32,000-35,000	33,000
Procurement Analyst	25,000-35,000	34,500
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	48,000-58,000	52,250
Category Manager	38,000-48,000	44,000
Contracts Manager	32,000-47,000	36,000
Procurement Officer/Category Specialist	30,000-40,000	35,000
Contracts Officer	25,000-35,000	29,000
Buyer	25,000-35,000	29,000
Procurement Analyst	25,000-32,000	28,500
Procurement Assistant	18,000-25,000	20,500

Yorkshire and the North East	£ Range	£ Typical
Director of Procurement	75,000-90,000	80,000
Head of Procurement	50,000-75,000	60,000
Commercial Manager	35,000-50,000	42,000
Procurement Manager	40,000-60,000	50,000
Category Manager	38,000-55,000	45,000
Contracts Manager	32,000-50,000	40,000
Procurement Officer/Category Specialist	28,000-36,000	32,000
Contracts Officer	25,000-38,000	32,000
Buyer	23,000-35,000	30,000
Procurement Analyst	25,000-35,000	30,000
Procurement Assistant	18,000-25,000	22,000

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	26,000
Buyer	20,000-35,000	28,000
Procurement Analyst	20,000-30,000	26,000
Procurement Assistant	20,000-25,000	23,000

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	35,000-50,000	44,000
Category Manager	35,000-50,000	45,000
Contracts Manager	35,000-45,000	40,000
Procurement Officer/Category Specialist	25,000-32,000	28,000
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	50,000-70,000	67,000
Commercial Manager	38,000-60,000	48,000
Procurement Manager	35,000-55,000	45,000
Category Manager	35,000-50,000	48,000
Contracts Manager	30,000-45,000	38,000
Procurement Officer/Category Specialist	28,000-37,000	37,000
Contracts Officer	27,000-35,000	34,000
Buyer	22,000-35,000	30,000
Procurement Analyst	23,000-34,000	29,500
Procurement Assistant	18,000-26,000	23,000

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

SUPPLY CHAIN

London	£ Range	£ Typical
Supply Chain Director	100,000-125,000	125,000
Head of Supply Chain	75,000-105,000	100,000
Supply Chain Manager	55,000-70,000	68,000
Production Planning Manager	50,000-65,000	50,000
Demand/Forecast Manager	50,000-60,000	55,000
S&OP Manager	45,000-72,000	70,000
Material Scheduler	32,000-40,000	36,000
Production Planner	35,000-45,000	35,000
Demand Planner	32,000-45,000	40,000
Supply Chain Planner	30,000-40,000	35,000

South West England	£ Range	£ Typical
Supply Chain Director	85,000-110,000	90,000
Head of Supply Chain	70,000-85,000	80,000
Supply Chain Manager	50,000-65,000	60,000
Production Planning Manager	42,000-55,000	47,000
Demand/Forecast Manager	40,000-46,000	43,000
S&OP Manager	45,000-55,000	48,000
Material Scheduler	23,000-30,000	27,000
Production Planner	26,000-32,000	30,000
Demand Planner	28,000-35,000	32,000
Supply Chain Planner	27,000-30,000	28,000

South East England	£ Range	£ Typical
Supply Chain Director	65,000-140,000	105,000
Head of Supply Chain	53,000-128,000	80,000
Supply Chain Manager	36,000-80,000	56,000
Production Planning Manager	28,000-48,000	38,000
Demand/Forecast Manager	33,000-65,000	48,000
S&OP Manager	45,000-105,000	70,000
Material Scheduler	25,000-38,000	30,000
Production Planner	23,000-38,000	31,000
Demand Planner	23,000-43,000	35,000
Supply Chain Planner	23,000-35,000	29,000

Wales	£ Range	£ Typical
Supply Chain Director	60,000-100,000	80,000
Head of Supply Chain	45,000-70,000	60,000
Supply Chain Manager	40,000-60,000	50,000
Production Planning Manager	30,000-45,000	40,000
Demand/Forecast Manager	30,000-45,000	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	25,000-30,000	28,000
Supply Chain Planner	20,000-30,000	25,000

East of England	£ Range	£ Typical
Supply Chain Director	75,000-130,000	100,000
Head of Supply Chain	55,000-95,000	78,000
Supply Chain Manager	45,000-75,000	60,000
Production Planning Manager	40,000-60,000	48,000
Demand/Forecast Manager	45,000-68,000	55,000
S&OP Manager	55,000-85,000	72,000
Material Scheduler	28,000-40,000	35,000
Production Planner	28,000-40,000	34,000
Demand Planner	30,000-45,000	36,000
Supply Chain Planner	25,000-35,000	31,000

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	43,000
S&OP Manager	45,000-55,000	50,000
Material Scheduler	25,000-35,000	32,000
Production Planner	25,000-35,000	30,500
Demand Planner	25,000-35,000	32,000
Supply Chain Planner	25,000-35,000	27,000

Yorkshire and the North East	£ Range	£ Typical
Supply Chain Director	70,000-85,000	80,000
Head of Supply Chain	65,000-80,000	70,000
Supply Chain Manager	50,000-60,000	55,000
Production Planning Manager	41,000-52,000	43,000
Demand/Forecast Manager	40,000-50,000	43,000
S&OP Manager	40,000-50,000	42,000
Material Scheduler	22,000-28,000	25,000
Production Planner	20,000-30,000	25,000
Demand Planner	25,000-32,000	28,000
Supply Chain Planner	22,000-30,000	25,000

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	40,000-55,000	47,500
S&OP Manager	40,000-50,000	45,000
Material Scheduler	24,000-30,000	27,000
Production Planner	24,000-32,000	28,000
Demand Planner	25,000-35,000	30,000
Supply Chain Planner	24,000-32,000	27,000

Scotland	£ Range	£ Typical
Supply Chain Director	80,000-120,000	110,000
Head of Supply Chain	70,000-90,000	80,000
Supply Chain Manager	40,000-70,000	53,000
Production Planning Manager	35,000-45,000	43,000
Demand/Forecast Manager	35,000-45,000	42,000
S&OP Manager	35,000-48,000	42,000
Material Scheduler	23,000-30,000	28,000
Production Planner	25,000-32,000	28,000
Demand Planner	30,000-40,000	33,000
Supply Chain Planner	22,000-28,000	26,000

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

LOGISTICS

London	£ Range	£ Typical
Logistics/Distribution/Operations Director	60,000-125,000	120,000
Logistics/Distribution Manager	45,000-75,000	65,000
General/Depot Manager	40,000-85,000	68,000
Operations Manager	35,000-65,000	55,000
Contract Manager	45,000-65,000	55,000
Warehouse Manager	35,000-60,000	48,000
Warehouse Team/Shift Manager	28,000-45,000	40,000
Inventory/Stock Manager	30,000-55,000	40,000
Inventory Planner	25,000-32,000	32,000
Logistics Coordinator/Planner/Analyst	22,000-35,000	35,000
Solutions Design/ Business Development Manager	52,000-70,000	65,000
Project/Programme Manager	42,000-65,000	53,000
Fleet Manager	40,000-60,000	53,000
Transport Manager	40,000-65,000	48,000
Transport Planner/Supervisor	25,000-37,000	36,000
Import/Export Manager	35,000-50,000	45,000
Import/Export Coordinator	22,000-35,000	30,000
Freight Manager	34,000-55,000	45,000
Freight Forwarder	23,000-38,000	31,000

East of England	£ Range	£ Typical
Logistics/Distribution/Operations Director	85,000-110,000	98,000
Logistics/Distribution Manager	45,000-75,000	54,000
General/Depot Manager	50,000-90,000	67,000
Operations Manager	45,000-65,000	55,000
Contract Manager	45,000-70,000	54,000
Warehouse Manager	35,000-60,000	43,000
Warehouse Team/Shift Manager	29,000-42,000	36,000
Inventory/Stock Manager	30,000-50,000	38,000
Inventory Planner	27,000-38,000	30,000
Logistics Coordinator/Planner/Analyst	22,000-32,000	28,000
Solutions Design/ Business Development Manager	50,000-85,000	61,000
Project/Programme Manager	45,000-75,000	52,000
Fleet Manager	42,000-65,000	51,000
Transport Manager	38,000-57,000	48,000
Transport Planner/Supervisor	24,000-32,000	26,000
Import/Export Manager	33,000-48,000	42,000
Import/Export Coordinator	20,000-32,000	28,000
Freight Manager	38,000-55,000	45,000
Freight Forwarder	25,000-35,000	30,000

South East England	£ Range	£ Typical
Logistics/Distribution/Operations Director	75,000-120,000	98,000
Logistics/Distribution Manager	45,000-65,000	55,000
General/Depot Manager	55,000-85,000	63,000
Operations Manager	35,000-66,000	53,000
Contract Manager	45,000-70,000	53,000
Warehouse Manager	30,000-56,000	42,000
Warehouse Team/Shift Manager	25,000-44,000	31,000
Inventory/Stock Manager	28,000-50,000	35,000
Inventory Planner	20,000-31,000	28,000
Logistics Coordinator/Planner/Analyst	20,000-35,000	26,000
Solutions Design/ Business Development Manager	50,000-80,000	58,000
Project/Programme Manager	45,000-80,000	55,000
Fleet Manager	35,000-65,000	47,000
Transport Manager	33,000-65,000	41,000
Transport Planner/Supervisor	20,000-35,000	28,000
Import/Export Manager	35,000-55,000	45,000
Import/Export Coordinator	20,000-33,000	27,000
Freight Manager	40,000-53,000	45,000
Freight Forwarder	20,000-38,000	31,000

South West England	£ Range	£ Typical
Logistics/Distribution/Operations Director	90,000-120,000	97,000
Logistics/Distribution Manager	45,000-55,000	49,000
General/Depot Manager	60,000-80,000	70,000
Operations Manager	50,000-60,000	54,000
Contract Manager	40,000-55,000	45,000
Warehouse Manager	35,000-45,000	38,000
Warehouse Team/Shift Manager	28,000-35,000	32,000
Inventory/Stock Manager	30,000-40,000	35,000
Inventory Planner	25,000-32,000	27,000
Logistics Coordinator/Planner/Analyst	22,000-28,000	26,000
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	35,000
Transport Manager	40,000-50,000	44,000
Transport Planner/Supervisor	26,000-32,000	28,000
Import/Export Manager	38,000-50,000	43,000
Import/Export Coordinator	25,000-28,000	26,000
Freight Manager	35,000-45,000	40,000
Freight Forwarder	22,000-27,000	25,000

Wales	£ Range	£ Typical
Logistics/Distribution/Operations Director	70,000-110,000	80,000
Logistics/Distribution Manager	35,000-50,000	43,000
General/Depot Manager	45,000-65,000	58,000
Operations Manager	40,000-65,000	53,000
Contract Manager	40,000-60,000	47,000
Warehouse Manager	30,000-50,000	38,000
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	28,000-50,000	35,000
Transport Planner/Supervisor	20,000-28,000	25,000
Import/Export Manager	35,000-45,000	40,000
Import/Export Coordinator	20,000-28,000	23,000
Freight Manager	35,000-50,000	42,000
Freight Forwarder	20,000-30,000	24,000

Yorkshire and the North East	£ Range	£ Typical
Logistics/Distribution/Operations Director	63,000-110,000	92,000
Logistics/Distribution Manager	40,000-75,000	52,000
General/Depot Manager	39,000-68,000	55,000
Operations Manager	31,000-55,000	46,000
Contract Manager	35,000-70,000	50,000
Warehouse Manager	30,000-45,000	40,000
Warehouse Team/Shift Manager	22,000-39,000	32,000
Inventory/Stock Manager	21,000-45,000	34,000
Inventory Planner	20,000-27,000	24,000
Logistics Coordinator/Planner/Analyst	20,000-38,000	29,000
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	29,000-45,000	40,000
Transport Planner/Supervisor	24,000-28,000	26,000
Import/Export Manager	26,000-45,000	40,000
Import/Export Coordinator	20,000-30,000	25,000
Freight Manager	28,000-54,000	42,000
Freight Forwarder	18,000-33,000	25,000

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	42,000
Warehouse Team/Shift Manager	28,000-35,000	34,000
Inventory/Stock Manager	30,000-40,000	35,000
Inventory Planner	23,000-35,000	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	34,000
Inventory Planner	20,000-28,000	24,000
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	43,000
Transport Planner/Supervisor	22,000-30,000	27,000
Import/Export Manager	30,000-50,000	45,000
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

PROCUREMENT, SUPPLY CHAIN & LOGISTICS

LOGISTICS

Northern Ireland	£ Range	£ Typical
Logistics/Distribution/Operations Director	70,000-100,000	80,000
Logistics/Distribution Manager	40,000-50,000	45,000
General/Depot Manager	45,000-60,000	55,000
Operations Manager	35,000-45,000	42,000
Contract Manager	38,000-45,000	42,000
Warehouse Manager	30,000-40,000	35,000
Warehouse Team/Shift Manager	25,000-30,000	30,000
Inventory/Stock Manager	30,000-35,000	32,000
Inventory Planner	20,000-25,000	22,500
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	30,000-40,000	35,000
Transport Manager	30,000-40,000	35,000
Transport Planner/Supervisor	25,000-40,000	30,000
Import/Export Manager	30,000-40,000	32,000
Import/Export Coordinator	20,000-26,000	24,000
Freight Manager	38,000-48,000	41,000
Freight Forwarder	20,000-30,000	25,000

Scotland	£ Range	£ Typical
Logistics/Distribution/Operations Director	80,000-120,000	100,000
Logistics/Distribution Manager	35,000-60,000	52,000
General/Depot Manager	55,000-80,000	58,000
Operations Manager	40,000-60,000	52,000
Contract Manager	40,000-60,000	48,000
Warehouse Manager	25,000-42,000	40,000
Warehouse Team/Shift Manager	23,000-34,000	30,000
Inventory/Stock Manager	28,000-38,000	36,000
Inventory Planner	22,000-30,000	27,000
Logistics Coordinator/Planner/Analyst	20,000-30,000	26,000
Solutions Design/ Business Development Manager	35,000-60,000	48,000
Project/Programme Manager	40,000-80,000	48,000
Fleet Manager	35,000-50,000	46,000
Transport Manager	26,000-38,000	34,000
Transport Planner/Supervisor	22,000-30,000	27,000
Import/Export Manager	35,000-55,000	45,000
Import/Export Coordinator	22,000-30,000	26,000
Freight Manager	32,000-50,000	45,000
Freight Forwarder	25,000-35,000	28,000



Kevin Richardson
Chief Executive Officer,
The Chartered Institute
of Logistics and
Transport (CILT)



Roles in logistics, transport and supply chain are fast-paced, ever evolving, problem solving and increasingly well rewarded. Perceptions that these are just jobs in transport and warehousing couldn't be further from the truth and the wide range and variety of roles and opportunities for exciting career paths is often not understood by those not already working within the profession. Historically, we have perhaps 'fallen' into logistics, transport and supply chain roles, and found that they are rewarding careers for life, if we so wish. New 'joiners' are finding that their careers involve them spending most of their time innovating, collaborating and problem solving.

There is very little that does not require key inputs from logistics, transport and supply chain professionals. Roles in the profession are fundamental to both business and national interest – nothing less.

With current discussions on the potential scenarios for the outcome on Brexit, ever-increasing demands from consumers for variety, speed and flexibility of transaction and limitations on access to labour, the importance of efficient supply chains and transport networks continues to rise and be recognised. Recent planning for Brexit has highlighted the crucial nature of the work that the profession undertakes and the adaptability of those working within it to meet those challenges seamlessly and with pace. The pace of change in the past decades has been phenomenal and to maintain this evolution and adapt to emerging technologies and challenges employers need the very best minds working together to innovate and add value. People remain the key differentiator for employers and there are opportunities across all sectors, at all levels and disciplines.

The message is clear: the future of the logistics, transport and supply chain profession is ripe with opportunity for the next generation.



RETAIL

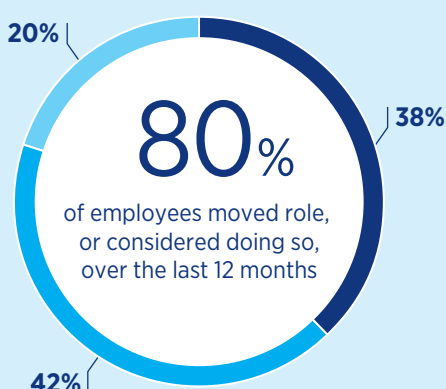
ADAPTING TO CHANGING CONSUMER TRENDS



Career progression and salary satisfaction have been impacted by an uncertain retail landscape, but hiring plans continue as the industry adapts to technological change.

Have you moved job in the last 12 months?

■ Yes ■ No, but considered it ■ No



Market pressures causing tempered approach to salary rises

71% of retail employers increased salaries in the last year, comparable to 73% of UK employers overall. However, retail employers appear to be more restrained in their plans to raise wages in the year ahead, as only 61% expect to do so in comparison to 72% of UK employers overall.

The high street downturn is arguably accountable for this decrease in employers planning to raise salaries. Retail employers are displaying less optimism in the opportunities the wider economic climate may create in the coming 2-5 years, with only 38% saying they are optimistic compared to 43% of UK employers.

Salary dissatisfaction influencing employee movement

The conservative approach to salary increases from retail employers is mirrored by employee salary satisfaction, as fewer retail professionals say they are happy with their salaries (54%) in comparison to 61% of UK professionals overall.

30% of those who are unhappy with their salaries say their dissatisfaction stems from the fact that it does not reflect their organisation's performance, higher than the UK overall (17%). This indicates that retail employees

feel undervalued in the face of the success of their organisation, something that retail employers should consider when setting salaries over the coming year.

Salary dissatisfaction is motivating employee movement. Of the 56% of professionals who expect to move job within the next year, the most commonly cited reason to do so is due to dissatisfaction with salary and benefits (32%), higher than the UK overall (26%).

Recruitment plans are prevalent as the industry adapts to change

Despite retail employers having a more cautious outlook with regards to the commercial landscape, plans to recruit are still in place. 66% of retail employers expect to see their organisation's activity increase over the coming year, higher than the UK average of 61%. Furthermore, 83% of retail employers plan on recruiting staff over the next 12 months in comparison to the 76% UK average, and 77% the previous year.

The main focus of recruitment will be on permanent professionals, with 67% planning to hire in a permanent capacity in the year ahead. This is to a greater degree than the UK overall of 62%. In addition, a third (33%) of retail employers say they plan to hire temporary, contract or interim staff in the next year.

The retail industry is adapting to changing consumer demand, as the high street sees an overall decrease in footfall and long-standing brands re-evaluate their business models. E-commerce remains strong, and the evolution of technology continues to drive brands in a more holistic, experiential direction. This shift towards technology is reflected in the top skills in demand, with 41% of employers saying they are in need of operations and technical skills in the year ahead.

Employers struggling to fill leadership roles

Overall, 90% of retail employers say they have experienced skills shortages in the last year. Employers are struggling to recruit junior and middle management staff in particular (21% and 27% respectively), which is higher than the UK overall (13% and 24% respectively). Furthermore, 41% of employers say that leadership skills are the most needed by their organisation, greater than the 35% UK average.

Career progression is key for both employers and employees

Retail employers are more likely than the UK average to name a lack of training and professional development as a reason for skills shortages within the industry, with 18% citing it as a cause in comparison to 12% of UK employers overall.

A lack of career progression opportunities are also a cause for employee movement. 29% of retail professionals say that a lack of career progression was the reason they left their previous role, which is higher than the 20% UK average. In addition, a fifth (20%) of retail professionals cite career development as the factor most important to them when considering a new role, higher than the 14% of UK employees overall who say the same.

To overcome dissatisfaction with career progression, employers should consider opportunities for development outside of promoting staff, such as lateral movement to different roles where wider experience can be gained, or offering mentoring opportunities.

Survey highlights for retail

Employers	Employees
92% expect their organisation's activity levels to increase or stay the same over the next 12 months	41% feel there is no scope for career progression within their organisation
83% plan on recruiting staff over the next 12 months	30% say work-life balance is the most important factor aside from salary when considering a new role
90% have experienced some form of skills shortage within the past year	56% expect to move jobs within 12 months
61% plan to increase salaries in the year ahead	47% would be tempted to change jobs due to the salary or benefits package on offer

RETAIL HEAD OFFICE

Buying

North	£ Range	£ Typical
Buying Director	100,000-130,000	110,000
Head of Buying	80,000-100,000	90,000
Senior Buyer	50,000-65,000	60,000
Buyer	40,000-50,000	45,000
Junior Buyer	28,000-35,000	32,000
Assistant Buyer	20,000-28,000	22,000
Buying Admin Assistant	16,000-20,000	19,000

South	£ Range	£ Typical
Buying Director	100,000-130,000	120,000
Head of Buying	80,000-100,000	95,000
Senior Buyer	60,000-70,000	65,000
Buyer	40,000-55,000	47,000
Junior Buyer	33,000-40,000	35,000
Assistant Buyer	28,000-33,000	30,000
Buying Admin Assistant	22,000-25,000	23,000

Merchandising

North	£ Range	£ Typical
Merchandising Director	100,000-130,000	110,000
Head of Merchandising	80,000-100,000	90,000
Senior Merchandiser	50,000-65,000	60,000
Merchandiser	35,000-50,000	42,000
Junior Merchandiser	25,000-35,000	30,000
Assistant Merchandiser	22,000-28,000	24,000
Trainee Merchandiser	16,000-20,000	19,000

South	£ Range	£ Typical
Merchandising Director	100,000-130,000	115,000
Head of Merchandising	80,000-100,000	90,000
Senior Merchandiser	60,000-70,000	63,000
Merchandiser	40,000-55,000	47,000
Junior Merchandiser	35,000-42,000	37,500
Assistant Merchandiser	25,000-35,000	30,000
Trainee Merchandiser	18,000-25,000	23,000

Space planning

North	£ Range	£ Typical
Head of Space Planning	70,000-100,000	80,000
Space Planning Manager	40,000-55,000	45,000
Space Planner	25,000-35,000	30,000
Assistant Space Planner	20,000-25,000	22,000

South	£ Range	£ Typical
Head of Space Planning	80,000-100,000	90,000
Space Planning Manager	45,000-60,000	55,000
Space Planner	30,000-45,000	42,000
Assistant Space Planner	20,000-30,000	25,000

Design

North	£ Range	£ Typical
Head of Design	50,000-100,000	75,000
Senior Designer	40,000-55,000	45,000
Designer	25,000-40,000	32,000
Assistant Designer	20,000-25,000	24,000
Trainee Designer	16,000-20,000	18,000

South	£ Range	£ Typical
Head of Design	80,000-130,000	105,000
Senior Designer	50,000-65,000	55,000
Designer	45,000-50,000	47,000
Assistant Designer	33,000-37,000	35,000
Trainee Designer	25,000-30,000	27,000

Garment technology

North	£ Range	£ Typical
Head of Garment Technology	50,000-80,000	60,000
Senior Garment Technologist	35,000-50,000	45,000
Garment Technologist	25,000-35,000	28,000
Junior/Assistant Garment Technologist	18,000-24,000	20,000
Trainee Garment Technologist	16,000-18,000	17,000

South	£ Range	£ Typical
Head of Garment Technology	60,000-95,000	80,000
Senior Garment Technologist	45,000-55,000	50,000
Garment Technologist	40,000-45,000	43,000
Junior/Assistant Garment Technologist	30,000-35,000	33,000
Trainee Garment Technologist	25,000-30,000	27,000

Quality assurance

North	£ Range	£ Typical
Head of Quality	45,000-100,000	60,000
Senior QA Technologist	35,000-45,000	45,000
QA Technologist	25,000-40,000	35,000
Assistant QA Technologist	20,000-24,000	22,000
Trainee QA Technologist	18,000-20,000	18,000

South	£ Range	£ Typical
Head of Quality	60,000-120,000	90,000
Senior QA Technologist	40,000-55,000	50,000
QA Technologist	30,000-40,000	35,000
Assistant QA Technologist	25,000-30,000	28,000
Trainee QA Technologist	18,000-25,000	23,000

RETAIL WHOLESALE & SUPPLIER

Account management/Sales

North	£ Range	£ Typical
Head of Sales/Sales Director	60,000-100,000	70,000
Senior Account Manager	45,000-60,000	50,000
Account Manager	30,000-45,000	40,000
Junior Account Manager	20,000-30,000	27,000
Trainee Account Manager	16,000-20,000	18,000

South	£ Range	£ Typical
Head of Sales/Sales Director	70,000-110,000	90,000
Senior Account Manager	55,000-65,000	60,000
Account Manager	40,000-50,000	45,000
Junior Account Manager	30,000-40,000	35,000
Trainee Account Manager	20,000-30,000	25,000

Import merchandising

North	£ Range	£ Typical
Head of Import Merchandising	40,000-60,000	45,000
Senior Import Merchandiser	30,000-40,000	35,000
Import Merchandiser	20,000-30,000	25,000
Junior Import Merchandiser	18,000-22,000	20,000
Trainee Import Merchandiser	16,000-18,000	17,000

South	£ Range	£ Typical
Head of Import Merchandising	55,000-65,000	60,000
Senior Import Merchandiser	50,000-60,000	55,000
Import Merchandiser	40,000-45,000	43,000
Junior Import Merchandiser	30,000-35,000	32,500
Trainee Import Merchandiser	20,000-28,000	24,000

Design

North	£ Range	£ Typical
Head of Design	40,000-65,000	50,000
Senior Designer	30,000-40,000	35,000
Designer	22,000-30,000	27,000
Assistant Designer	18,000-24,000	22,000
Trainee Designer	16,000-18,000	17,000

South	£ Range	£ Typical
Head of Design	50,000-70,000	60,000
Senior Designer	45,000-60,000	55,000
Designer	40,000-45,000	43,000
Assistant Designer	30,000-35,000	33,000
Trainee Designer	20,000-30,000	25,000

Garment technology

North	£ Range	£ Typical
Head of Garment Technology	35,000-55,000	40,000
Senior Garment Technologist	32,000-35,000	32,000
Garment Technologist	22,000-30,000	25,000
Junior/Assistant Garment Technologist	18,000-22,000	22,000
Trainee Garment Technologist	16,000-18,000	17,000

South	£ Range	£ Typical
Head of Garment Technology	55,000-65,000	60,000
Senior Garment Technologist	50,000-60,000	55,000
Garment Technologist	35,000-45,000	40,000
Junior/Assistant Garment Technologist	28,000-35,000	32,000
Trainee Garment Technologist	20,000-28,000	24,000

Quality assurance

North	£ Range	£ Typical
Head of Quality	45,000-60,000	50,000
Senior QA Technologist	35,000-45,000	40,000
QA Technologist	25,000-32,000	30,000
Assistant QA Technologist	18,000-25,000	23,000
Trainee QA Technologist	16,000-18,000	17,000

South	£ Range	£ Typical
Head of Quality	50,000-60,000	55,000
Senior QA Technologist	40,000-50,000	45,000
QA Technologist	30,000-40,000	35,000
Assistant QA Technologist	25,000-30,000	27,500
Trainee QA Technologist	20,000-25,000	23,000

Product development

North	£ Range	£ Typical
Head of Product Development	45,000-65,000	50,000
Senior Product Developer	35,000-45,000	35,000
Product Developer	25,000-32,000	30,000
Junior Product Developer	20,000-25,000	24,000
Trainee Product Developer	16,000-20,000	18,000

South	£ Range	£ Typical
Head of Product Development	55,000-75,000	65,000
Senior Product Developer	45,000-55,000	50,000
Product Developer	35,000-45,000	40,000
Junior Product Developer	25,000-35,000	27,500
Trainee Product Developer	20,000-25,000	23,000

RETAIL FASHION & NON-FASHION OPERATIONS

London	£ Range	£ Typical
Area Manager	45,000-60,000	50,000
Store Manager	26,000-42,000	32,000
Assistant Manager	22,000-26,000	23,000
Sales Assistant	16,000-24,000	21,000
Beauty Consultant	16,000-24,000	21,000

East Midlands	£ Range	£ Typical
Area Manager	35,000-55,000	45,000
Store Manager	24,000-35,000	28,000
Assistant Manager	20,000-26,000	23,000
Sales Assistant	16,000-22,000	19,000
Beauty Consultant	16,000-22,000	19,000

South East England	£ Range	£ Typical
Area Manager	45,000-60,000	50,000
Store Manager	26,000-40,000	30,000
Assistant Manager	22,000-25,000	23,000
Sales Assistant	16,000-24,000	21,000
Beauty Consultant	16,000-24,000	21,000

Yorkshire and the Humber	£ Range	£ Typical
Area Manager	35,000-55,000	45,000
Store Manager	24,000-35,000	28,000
Assistant Manager	20,000-26,000	23,000
Sales Assistant	16,000-22,000	19,000
Beauty Consultant	16,000-22,000	19,000

East of England	£ Range	£ Typical
Area Manager	45,000-60,000	50,000
Store Manager	26,000-40,000	30,000
Assistant Manager	22,000-26,000	23,000
Sales Assistant	16,000-24,000	21,000
Beauty Consultant	16,000-24,000	21,000

North East England	£ Range	£ Typical
Area Manager	35,000-55,000	45,000
Store Manager	24,000-35,000	28,000
Assistant Manager	20,000-26,000	23,000
Sales Assistant	16,000-22,000	19,000
Beauty Consultant	16,000-22,000	19,000

South West England	£ Range	£ Typical
Area Manager	35,000-50,000	45,000
Store Manager	24,000-32,000	26,000
Assistant Manager	18,000-25,000	23,000
Sales Assistant	16,000-22,000	21,000
Beauty Consultant	16,000-22,000	21,000

North West England	£ Range	£ Typical
Area Manager	35,000-55,000	45,000
Store Manager	24,000-35,000	28,000
Assistant Manager	20,000-26,000	23,000
Sales Assistant	16,000-22,000	19,000
Beauty Consultant	16,000-22,000	19,000

Wales	£ Range	£ Typical
Area Manager	35,000-50,000	45,000
Store Manager	24,000-32,000	26,000
Assistant Manager	18,000-25,000	23,000
Sales Assistant	16,000-22,000	21,000
Beauty Consultant	16,000-22,000	21,000

Northern Ireland	£ Range	£ Typical
Area Manager	35,000-45,000	40,000
Store Manager	22,000-30,000	27,000
Assistant Manager	18,000-21,000	20,000
Sales Assistant	15,000-18,000	18,000
Beauty Consultant	15,000-18,000	18,000

West Midlands	£ Range	£ Typical
Area Manager	35,000-55,000	45,000
Store Manager	24,000-35,000	28,000
Assistant Manager	20,000-26,000	23,000
Sales Assistant	16,000-22,000	19,000
Beauty Consultant	16,000-22,000	19,000

Scotland	£ Range	£ Typical
Area Manager	35,000-50,000	40,000
Store Manager	24,000-32,000	28,000
Assistant Manager	18,000-23,000	22,000
Sales Assistant	16,000-18,000	18,000
Beauty Consultant	16,000-18,000	18,000



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

In 2018, Hays celebrated its 50th anniversary. Beginning life in 1968 with just a handful of employees, we now have over 6,800 recruiting specialists, including 1,800 in the UK. We work across 250 offices worldwide, of which 93 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.

Competition for skills is high in many of the industries we recruit for and the recruitment industry is evolving at a rapid rate. The traditional recruitment model has been transformed where art and science combine to help establish deep relationships in candidate communities through the power of digital technology, data science and personalised communications at scale.

At Hays, we have developed and are deploying a new and improved model, one 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 awards and accreditations

Hays was named one of the best places to work in the Glassdoor Best Places to Work Awards, which demonstrates how our culture is conducive to an honest and open working environment.

Rate My Placement also named us the best undergraduate employer in the recruitment industry, showing our commitment as an organisation to fostering and encouraging young talent.



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 more information, visit hays.co.uk/diversity

Additional services

We provide a suite of services to provide further support for your talent management strategies. These include:

- career transition
- digital recruitment campaigns
- executive search
- managed service programmes
- project solutions
- recruitment process outsourcing

We also offer comprehensive salary benchmarking which provides specific and detailed analysis and information bespoke to your organisation, role and location. For further information, visit hays.co.uk/salary-benchmarking

Recruiting across 22+ skilled and technical professional areas.

- | | | |
|---------------------------|--------------------------|---|
| • Accountancy & Finance | • Healthcare | • Personal & Executive Assistants |
| • Construction & Property | • Human Resources | • Policy & Strategy |
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| • Education | • Insurance | • Retail |
| • Energy, Oil & Gas | • Legal | • Sales |
| • Engineering | • Life Sciences | • Social Care |
| • Executive | • Marketing | |
| • Financial Markets | • Office Support | |

1

person placed in
a new role every minute

22+

skilled and technical
professional areas

50+

years of experience

1,800

recruiting experts

93

offices across the UK

500+

people placed in
a new role each day

CONTACT US

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