



**Ashley Kate**  
HR & Finance

2020/21

# HR Salary & Benefits Guide





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# Introduction

We are delighted to bring you the **Ashley Kate HR Salary and Benefits Guide**, which has been a great source of information for HR professionals for many years. Our guide has been produced using the results from our nationwide survey, data from a market-leading network, as well as our established database of UK wide HR professionals.

2020 was an unpredictable year for most businesses globally, but the war for talent continues for sectors such as Manufacturing, IT, Transport, Logistics and Health & Social Care. As we go into 2021 with a vaccine in place, businesses will begin to feel more confident of their growth plans and the economy will once again begin to thrive. However, this will be a long journey.

Last year we witnessed an uplift in HR vacancies registered with us from October and we are confident this will continue throughout 2021. With more people now working from home; relaxed into a healthier work-life balance, we are

already seeing signs that agile working will be a prerequisite request for candidates looking for new employment. Businesses will need to look beyond traditional benefits to attract new talent across the next 2-5 years.

2021 will be a year of change. Businesses are recruiting; replacing roles made redundant in previous years with new skillsets as a result of COVID-19, but also bringing in new roles to align with the new world we find ourselves in. The temporary labour market has and will continue to increase as companies continue to grow their teams, waiting for certainty before offering permanent contracts. Businesses will need to continue to address employee engagement and workforce planning, whilst operating remotely for the most part of 2021. The pandemic has significantly changed the course of training and

leadership development with a rapid switch to virtual onboarding, meetings and events.

Candidate applications are high, many taking this opportunity to diversify into other sectors, expanding their field of expertise and bringing quick wins to the business. Hiring managers will be looking for those who can respond to this change quickly and effectively.



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# Navigation Page

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# HR MARKET OVERVIEW



## HR & Recruitment Overview

Ashley Kate HR and Finance are proud to be seen as the 'Recruiter of Choice' in the HR community since 2001. For two decades we have partnered with HR Professionals at various stages of their career, whether that's through our popular HR Reward Network, regular Employment Law Updates or board-level HR Directors Boardroom events. Our focus is to ensure that we are your specialist recruitment partner, with vast industry knowledge and experience from our expert recruitment partners.

Our annual guide is designed not only to give you information on remuneration but also provide an important insight into this valued profession and specifically into HR recruitment. We enjoy a close working relationship with Personnel Today and they have been kind enough to provide a view on 2020 where they have witnessed a slight decrease in roles compared to 2019, however, their overall applications for new opportunities increased. Jobseekers actively looking for work has been strong with a significant increase in requests for job alerts.

### Recruitment Overview

Permanent staff appointments fell sharply in January, after a mild upturn in December, according to the latest **KPMG and REC, UK Report on Jobs** survey. The reduction was driven by the reintroduction of national lockdown measures amid a rise in coronavirus disease 2019 (COVID-19) cases. At the same time, greater uncertainty over the outlook drove a further marked increase in temp billings.

The resurgence of the virus also led to a renewed fall in demand for permanent staff, while growth in short-term vacancies moderated. Pay trends meanwhile weakened, with recruiters registering mild reductions in starting salaries and temp wages. Reports of redundancies related to COVID-19 led to a sustained increase in staff availability. However, the upturn was the softest seen for ten months, with recruiters indicating that a number of workers were reluctant to move roles in the current economic climate.

The report is compiled by IHS Markit from responses to questionnaires sent to a panel of around 400 UK recruitment and employment consultancies.

### Permanent placements fall, but temp billings continue to rise.

A third national lockdown amid a rise in COVID-19 cases, and a subsequent drop in market confidence, led to a renewed contraction in permanent staff placements during January. The rate of decline was the steepest seen since last June, albeit not as severe as those seen during the first lockdown. At the same time, greater uncertainty led to a further increase in the use of short-term staff, with temp/interim contracts rising strongly overall.

## HR Generalist

Unsurprisingly several HR departments have reduced their headcount due to the global pandemic. We are still seeing operational generalist roles, with a strong focus on employee relations, restructuring and redundancies. We have witnessed an increase in roles primarily at advisory to mid-level management. We have found that the demand for CIPD qualifications seems to be less important over the past 12 months, however, sector bias remains prominent in the job criteria.

## Learning & Development

We have witnessed more development for managers, especially now we are operating in a more agile environment. Business requirements are focusing on digital transformation as functions move towards online sessions,

embedding cultures and new ways of working. Unfortunately, over the last 12 months, we have seen a decline in L&D and training roles as they are often seen as a luxury to have position during a recession. However, some sectors have taken this opportunity to maximise their management development ready for the future.

## Talent and Resourcing

Areas of growth for resourcing have been sitting in tech, care, logistics and manufacturing; these environments have still been experiencing growth. We have seen a slight increase in companies that are sales driven, starting to look at their people strategies and talent planning. Overall, there has been a reduction in roles across Talent & Resourcing due to restructuring and redundancies, streamlining any recruitment into the HR function. There is still a war for talent and companies are still aware of this, we anticipate growth in the first and second quarter of 2021.

## HRBP

Partnering roles have been more projects focused, with a particular interest around well-being, engagement and policy updates. We have seen more roles at this level on an interim basis versus permanent over the last 12 months. Senior HRBP roles are reaching back to a more strategic level than in 2019, working in true partnership with the business to drive a variety of change agendas from culture transformation through to restructuring.

## OD/Change

2020 saw an increase in change specialist roles to support businesses through downsizing, restructuring, redeployment, engagement, well-being, retention as well as process streamlining. There has been a huge focus on culture, and how a new culture has evolved due to COVID-19. We anticipate a continued increase in mergers and acquisitions in 2021 as businesses stabilise, this will lead to an increase in project roles.



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# **SURVEY RESULTS**





A photograph of a woman and a man in an office. The woman, in the foreground, has blonde hair and is wearing a blue denim jacket over a black top. She is smiling broadly, looking towards the right. The man, behind her, has dark hair, a beard, and glasses, and is also smiling. They are both looking at a laptop screen. The background is slightly blurred, showing other office elements.

## Key statistics from our survey

Once again we were delighted with the high level of response from the HR community.

Of those who responded:

- **83% were in permanent employment.**
- **96% were working between Advisor level to Head of level.**
- **71% were HR generalists.** There was a broad spread of sectors in respondents, the three largest being in Professional Services, Financial Services and FMCG.



## HR Generalist - Page 1

Assistant/Admin	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	20-23	20-25	20-23	19-25	18-25	23-30	21-27	20-25
FMCG/Manufacture/Logistics	18-22	20-25	18-24	18-22	18-21	22-26	21-25	21-23
Engineering	18-22	20-23	20-23	19 - 23	18-23	22-27	20-25	19-24
Retail/Leisure	18-21	18-22	18-22	19-21	18-21	22-26	20-24	19-22
Charities/NFP	18-21	18-22	18-22	18-21	18-20	20-23	19-23	18-22
Education	18-22	18-21	18-21	18-22	18-21	20-24	19-24	18-23
Public Sector	20-24	18-22	18-22	20-23	19-22	20-26	20-24	20-24
Utilities	18-22	18-22	18-22	19-22	18-22	20-26	20-24	19-23
Service	18-21	18-21	18-21	18-21	18-20	22-26	20-24	19-23
Technology/Telecoms	20-24	20-24	20-25	19-24	19-23	25-29	20-25	20-24
OTHERS	20-24	20-25	20-24	18-22	18-22	20-32	19-30	22-26

Officer/Advisor	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	24-36	25-35	25-35	25-35	24-35	33-47	30-41	27-38
FMCG/Manufacture/Logistics	23-34	25-35	25-35	25-35	24-35	28-42	27-39	26-36
Engineering	24-34	24-34	24-34	25-36	24-35	30-40	27-39	25-38
Retail/Leisure	23-33	24-35	24-35	26-35	25-34	28-38	28-37	25-33
Charities/NFP	23-28	24-28	23-28	24-34	23-32	25-35	25-35	25-34
Education	23-29	24-29	23-29	24-35	23-33	25-36	25-36	25-35
Public Sector	23-31	23-31	23-31	26-33	23-31	26-38	23-31	23-31
Utilities	23-31	23-32	23-32	25-35	24-33	30-38	28-36	25-34
Service	23-30	23-30	23-30	24-34	24-32	28-40	26-37	24-34
Technology/Telecoms	24-30	25-35	25-39	28-36	27-35	30-42	28-40	28-38
OTHERS	21-32	25-35	23-30	23-33	23-36	23-45	22-40	25-36

## HR Generalist - Page 2

Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	35-45	35-48	40-55	38-55	36-55	55-70	50-65	40-55
FMCG/Manufacture/Logistics	32-45	33-45	45-50	35-50	35-50	45-55	40-50	35-50
Engineering	30-45	30-50	45-52	38-50	35-48	45-55	38-50	36-50
Retail/Leisure	30-45	30-50	42-52	32-45	30-42	43-60	38-50	35-45
Charities/NFP	30-40	30-42	38-45	30-42	30-40	35-50	32-45	33-41
Education	30-41	30-43	38-46	30-43	30-41	40-50	38-50	33-42
Public Sector	30-46	30-46	33-50	30-45	30-43	38-55	33-46	33-43
Utilities	30-42	30-45	35-52	34-47	33-45	40-55	32-48	35-46
Service	28-42	30-45	39-55	35-45	35-45	38-50	33-46	35-48
Technology/Telecoms	32-45	35-48	42-52	38-47	35-46	45-60	38-55	35-50
OTHERS	31-45	30-47	40-55	30-36	30-36	34-58	35-54	35-50

Senior Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	50-60	45-65	52-65	48-70	48-70	65-80	50-80	48-70
FMCG/Manufacture/Logistics	45-60	48-65	48-68	45-65	45-65	55-70	50-68	45-65
Engineering	45-60	48-65	45-75	45-65	45-65	55-70	50-70	45-65
Retail/Leisure	42-58	45-60	45-58	45-60	45-60	55-70	50-65	45-60
Charities/NFP	40-50	42-55	42-55	40-55	40-55	45-60	45-55	42-55
Education	40-51	42-56	42-56	40-56	40-56	50-65	50-60	42-56
Public Sector	42-56	42-56	42-56	42-56	42-56	45-65	42-56	42-56
Utilities	42-55	42-55	42-58	42-58	42-55	60-70	55-65	44-58
Service	42-54	42-54	42-54	40-52	40-52	50-65	44-55	42-54
Technology/Telecoms	48-60	48-60	50-60	48-60	48-60	60-90	54-70	48-60
OTHERS	40-55	40-56	40-56	37-42	40-60	45-60	46-62	40-70

## HR Generalist - Page 3

Business Partner	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	38-55	40-58	40-60	38-60	38-60	60-90	50-65	40-60
FMCG/Manufacture/Logistics	38-55	40-60	38-55	38-50	38-50	50-65	48-60	40-55
Engineering	40-50	38-54	38-54	35-50	35-50	55-65	45-60	38-52
Retail/Leisure	35-48	40-52	38-52	35-50	35-50	45-65	45-55	42-50
Charities/NFP	35-42	35-45	35-45	30-45	30-42	50-65	45-50	35-45
Education	35-43	35-46	35-46	30-46	30-43	48-60	45-55	35-46
Public Sector	36-51	36-51	36-51	36-51	36-51	40-62	36-51	36-51
Utilities	37-50	37-52	38-52	40-55	38-54	50-65	45-60	40-57
Service	36-50	37-50	35-52	38-52	38-50	44-65	42-60	38-50
Technology/Telecoms	40-55	40-56	38-55	40-60	40-60	55-75	48-65	42-58
OTHERS	35-45	35-55	32-50	45-55	45-55	50-70	47-60	42-58

Head of Department	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	55-70	60-75	60-72	58-70	58-70	75-120	65-90	55-75
FMCG/Manufacture/Logistics	55-70	60-75	60-70	55-75	54-75	70-90	55-80	55-75
Engineering	55-65	55-72	60-70	55-70	50-70	75-85	60-75	55-75
Retail/Leisure	50-65	50-68	52-70	50-70	50-70	60-80	58-75	52-65
Charities/NFP	48-60	50-65	48-65	45-60	45-60	60-70	50-60	48-65
Education	48-61	50-66	48-66	45-61	45-61	60-75	55-65	48-66
Public Sector	50-65	50-65	50-65	50-65	50-65	50-70	50-65	50-65
Utilities	52-65	54-65	54-65	52-60	50-60	65-85	55-70	52-67
Service	52-65	52-68	52-65	54-65	54-60	65-90	58-70	50-68
Technology/Telecoms	54-70	60-74	58-65	60-70	60-68	80-110	65-85	60-75
OTHERS	50-65	55-70	55-65	48-60	44-62	60-105	50-66	50-75





## HR Generalist - Page 4

Director	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	70-100	80-110	75-105	75-130	70-120	75-155	80-110	70-100
FMCG/Manufacture/Logistics	70-100	75-110	73-110	75-105	65-100	80-130	80-110	70-90
Engineering	65-90	72-100	72-100	70-95	70-95	80-145	75-105	70-90
Retail/Leisure	65-90	70-100	70-100	68-98	67-95	75-110	70-110	64-95
Charities/NFP	60-80	62-85	60-85	60-80	60-80	65-80	55-70	60-80
Education	60-81	62-86	60-86	60-81	60-81	70-90	70-80	60-81
Public Sector	68-90	68-90	68-90	68-90	68-90	75-100	68-90	68-90
Utilities	65-85	65-90	65-85	62-86	65-87	80-115	70-90	65-85
Service	62-80	63-82	61-80	70-95	70-95	85-120	70-95	62-85
Technology/Telecoms	70-90	72-100	70-110	70-100	70-100	90-140	85-100	70-100
OTHERS	80-10	80-110	70-100	70-92	74-103	78-120	70-110	70-100

## Learning & Development - Page 1

Assistant/Admin – L&D	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	18-24	20-25	20-25	18-25	18-24	28-35	25-30	21-27
FMCG/Manufacture/Logistics	18-21	18-24	18-22	18-26	18-25	25-30	22-27	20-25
Engineering	18-22	18-22	18-22	18-27	18-26	25-30	22-26	20-25
Retail/Leisure	18-21	18-22	18-22	18-23	18-23	24-30	20-25	20-23
Charities/NFP	18-20	18-22	18-22	18-22	18-22	20-26	20-25	19-24
Education	18-21	18-22	18-21	18-23	18-23	24-28	20-26	19-25
Public Sector	18-23	18-23	18-23	18-22	18-23	22-28	18-23	19-23
Utilities	18-21	18-22	18-22	18-22	18-22	24-30	22-26	18-23
Service	18-22	18-22	18-22	20-24	20-24	25-30	22-28	18-25
Technology/Telecoms	18-24	18-24	18-24	20-25	20-25	25-30	22-26	20-26
OTHERS	18-22	18-24	18-24	20-25	20-25	20-30	20-30	20-28

Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	35-48	45-55	42-55	40-57	40-56	60-70	55-60	40-55
FMCG/Manufacture/Logistics	35-45	39-50	40-55	40-46	38-45	48-65	45-60	42-55
Engineering	35-45	38-50	38-48	40-50	40-48	50-60	45-55	40-50
Retail/Leisure	32-45	36-50	35-48	38-46	40-50	45-55	45-55	40-45
Charities/NFP	32-45	34-45	32-48	42-52	37-48	40-50	40-52	40-49
Education	32-46	34-46	32-49	43-52	38 - 48	40-51	40-53	40-50
Public Sector	35-50	35-50	35-50	38-50	35-50	42-60	40-56	35-50
Utilities	35-46	36-48	32-45	35-45	35-45	50-55	45-50	35-45
Service	35-45	36-45	32-48	35-45	35-45	48-54	40-50	35-45
Technology/Telecoms	35-48	36-52	38-54	40-57	38-54	45-65	43-62	40-55
OTHERS	35-45	36-48	36-47	30-40	32-42	40-60	35-60	35-50

## Learning & Development - Page 2

Head of Department	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	50-60	52-65	56-65	55-68	55-70	80-100	65-90	58-70
FMCG/Manufacture/Logistics	48-60	50-65	50-60	50-65	50-65	65-80	60-70	50-65
Engineering	48-60	50-62	48-60	48-62	48-62	70-80	55-65	50-65
Retail/Leisure	45-58	50-60	48-60	48-58	48-58	60-75	48-65	45-65
Charities/NFP	45-58	48-60	48-60	45-60	45-61	55-70	48-65	45-60
Education	45-59	50-61	48-61	45-61	45-62	60-65	55-63	45-61
Public Sector	50-62	50-62	50-62	50-62	50-62	65-78	50-62	50-62
Utilities	50-60	48-62	50-65	50-60	50-60	67-75	55-65	50-60
Service	50-60	50-60	50-67	50-62	48-60	60-80	55-65	55-65
Technology/Telecoms	50-60	50-65	55-68	50-70	48-68	70-90	60-75	52-65
OTHERS	50-65	52-62	52-63	50-70	48-68	65-105	48-80	45-65

Director	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	65-80	68-90	65-95	65-95	65-90	80-110	70-100	60-85
FMCG/Manufacture/Logistics	60-85	65-85	60-80	62-80	60-80	75-95	65-80	58-80
Engineering	62-80	65-85	60-82	62-80	60-80	70-80	65-80	58-85
Retail/Leisure	60-80	60-90	60-85	60-80	60-80	68-80	60-75	55-80
Charities/NFP	55-70	55-80	55-80	54-72	53-73	60-80	55-75	55-76
Education	55-71	55-81	55-76	54-73	53-74	70-75	65-70	55-77
Public Sector	65-90	65-90	65-90	65-90	65-90	70-95	65-90	65-90
Utilities	62-85	64-85	65-80	62-80	62-80	73-90	65-85	60-82
Service	63-74	65-85	65-85	62-84	61-84	65-90	62-85	60-74
Technology/Telecoms	65-90	68-90	65-90	65-90	65-85	70-95	65-98	65-85
OTHERS	65-95	72-105	68-95	60-80	68-91	65-102	55-100	60-85





## Learning & Development - Page 3

Advisor – L&D	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	25-35	25-35	25-35	25-34	25-35	38-45	30-38	25-38
FMCG/Manufacture/Logistics	25-35	25-35	25-35	24- 33	24-33	32-40	28-35	25-35
Engineering	25-35	25-35	25-35	24- 34	24-34	34-40	28-36	25-36
Retail/Leisure	25-32	25-32	25-32	23- 30	23- 31	30-35	25-33	25-33
Charities/NFP	25-30	25-30	25-30	23-28	23-29	25-35	24-35	24-34
Education	25-30	25-30	25-30	23-29	23-30	26-35	25-35	24-35
Public Sector	23-30	25-30	25-30	23-27	23-27	26-35	25-35	23-34
Utilities	25-32	25-32	25-32	25-34	25-35	28-38	26-35	25-36
Service	25-32	25-32	25-32	25-35	25-36	28-36	26-35	25-35
Technology/Telecoms	25-35	25-35	25-35	25-36	25-36	35-45	28-38	25-37
OTHERS	25-35	25-35	25-35	25-35	25-35	25-40	25-38	25-36

## OD & Change Management

Manager – OD	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	38-52	40-60	40-60	38-60	38-60	62-85	42-60	40-60
FMCG/Manufacture/Logistics	34-50	38-50	35-50	35-48	35-48	50-68	40-60	37-50
Engineering	35-50	38-50	35-50	35-47	35-47	55-68	40-55	38-50
Retail/Leisure	35-48	35-48	34-45	34-45	34-45	49-64	35-50	36-46
Education	35-49	35-49	34-46	34-46	34-46	45-60	45-50	36-47
Charities/NFP	30-45	32-46	32-46	34-45	34-45	45-60	36-50	32-45
Public Sector	35-48	35-48	35-48	35-48	35-48	45-65	35-48	35-48
Utilities	34-46	35-48	35-48	34-50	35-50	45-68	38-54	34-52
Service	35-45	36-46	35-45	35-50	35-50	45-62	38-50	35-46
Technology/Telecoms	37-50	40-50	38-50	38-50	38-51	58-75	40-54	42-51
OTHERS	38-47	39-51	37-48	38-48	40-51	45-70	35-54	40-60

Director	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	65-85	75-95	80-100	70-100	70-100	92-130	80-110	75-95
FMCG/Manufacture/Logistics	65-80	65-85	70-80	70-85	70-85	81-105	80-100	65-90
Engineering	65-80	65-86	70-80	70-80	70-80	85-100	74-100	68-85
Retail/Leisure	60-70	65-75	65-85	65-85	60-86	78-95	70-90	60-80
Education	60-71	65-76	65-86	65-86	60-87	65-85	65-70	60-81
Charities/NFP	55-70	60-70	55-70	58-70	57-71	60-80	65-75	60-70
Public Sector	65-85	65-85	65-85	65-85	65-85	80-90	65-85	60-80
Utilities	60-80	60-80	60-80	60-80	60-80	80-90	70-90	60-75
Service	60-80	60-75	60-75	60-75	60-75	75-105	70-85	65-80
Technology/Telecoms	65-80	60-85	60-82	60-80	60-80	85-110	75-105	60-80
OTHERS	60-85	65-75	68-72	65-85	65-85	85-115	70-100	64-85

## Resourcing & Team Management - Page 1

Assistant/Admin – Resourcing	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	18-23	19-24	19-24	18-22	18-21	25 -32	21-25	19-23
FMCG/Manufacture/Logistics	18-22	18-22	18-22	18-23	18-22	25-30	22-25	20-24
Engineering	18-22	18-22	18-22	18-22	18-22	25-30	22-25	22-25
Retail/Leisure	18-21	18-22	18-22	18-20	18-20	24-28	20-24	19-23
Charities/NFP	18-20	18-21	18-20	18-22	18-21	21-25	20-23	20-25
Education	18-21	18-22	18-21	18-23	18-22	21-26	20-24	23-35
Public Sector	18-22	18-22	18-22	18-22	18-22	22-28	18-22	19-25
Utilities	18-22	18-23	18-22	18-22	18-22	22-26	22-25	20-25
Service	18-22	18-22	18-22	18-22	18-22	22-26	22-25	20-25
Technology/Telecoms	18-24	19-24	18-23	18-24	18-23	23-30	19-28	19-26
OTHERS	18-23	18-24	18-23	18-21	18-22	24-30	20-28	20-30

Advisor	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	23-32	24-32	23-32	23-30	23-30	30-40	25-35	24-35
FMCG/Manufacture/Logistics	23-30	25-31	23-30	23 - 29	22-28	25-35	25-33	22-30
Engineering	24-30	23-32	23-30	23 - 30	23-30	25-35	25-35	24-34
Retail/Leisure	20-28	20-28	25-28	21 - 27	20-26	25-35	25-35	24-32
Charities/NFP	20-28	20-28	25-30	19-26	19-25	24-30	24-28	22-27
Public Sector	20-26	20-26	20-26	20-26	19-24	25-30	24-27	22-25
Education	20-27	20-27	20-27	20-27	19-25	25-31	25-27	23-25
Utilities	23-32	23-32	23-32	23-32	23-30	28-35	25-35	24-35
Service	23-30	23-30	23-30	23-30	23-30	25-35	25-35	24-30
Technology/Telecoms	25-30	23-30	23-30	23-30	22-30	25-35	25-35	24-33
OTHERS	25-32	25-32	23-30	23-30	23-30	23-35	25-35	24-35



## Resourcing & Team Management - Page 2

Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	32-45	35-48	32-47	34-45	34-46	55-65	40-55	35-50
FMCG/Manufacture/Logistics	30-42	30-45	30-42	30-44	30-45	48-55	35-45	32-45
Engineering	30-45	30-45	30-42	30-45	30-45	50-60	45-45	30-45
Retail/Leisure	30-42	30-42	30-44	30-42	30-43	40-50	32-45	30-42
Charities/NFP	28-37	28-38	28-38	28-38	28-39	35-45	30-42	28-38
Public Sector	30-42	30-42	30-42	30-42	30-42	35-52	30-42	30-42
Education	30-43	30-43	30-43	30-43	30-43	45-55	40-50	30-43
Utilities	30-45	32-45	30-45	30-45	30-45	45-50	40-45	35-45
Service	30-45	30-45	28-45	30-45	30-45	38-47	35-45	35-45
Technology/Telecoms	30-45	32-47	32-48	32-45	30-45	48-70	34-50	30-46
OTHERS	30-45	32-48	33-50	28-40	30-45	35-60	36-50	35-52

Head of Department	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	60-75	65-80	62-80	60-90	60-90	85-120	65-100	65-90
FMCG/Manufacture/Logistics	55-70	60-75	60-72	58-80	58-80	80-100	65-80	60-80
Engineering	55-72	58-75	58-75	60-80	58-78	82-100	65-90	60-85
Retail/Leisure	54-70	54-72	52-70	55-72	55-70	70-95	60-80	60-75
Charities/NFP	50-60	50-65	50-60	50-66	50-65	67-80	65-75	50-68
Public Sector	56-71	56-71	56-71	56-68	56-70	75-86	59-80	56-71
Utilities	54-72	56-74	55-73	55-73	55-73	75-105	70-85	55-75
Service	58-72	60-75	60-75	60-85	60-80	80-100	70-75	65-85
Education	58-73	60-76	60-76	60-86	60-81	60-85	50-65	65-86
Technology/Telecoms	60-75	62-76	60-75	62-78	63-78	85-120	65-75	62-75
OTHERS	52-65	60-75	56-75	54-80	50-70	90-105	60-75	51-75

## Employee Relations - Page 1

Assistant/Admin	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	18-23	18-23	18-23	18-24	18 -23	28-35	27-35	26-35
FMCG/Manufacture/Logistics	20-25	20-25	20-25	18 -22	18 -22	24-30	25-32	25-32
Engineering	20-25	20-25	20-25	19 -22	19-22	25-28	25-30	25-32
Retail/Leisure	18-23	18-23	18-23	18 -22	18-22	24-28	25-33	25-33
Charities/NFP	18-23	18-23	18-23	18 -22	18-22	22-28	21-25	21-25
Education	18-24	18-24	18-24	19 -22	19-22	23-28	21-26	21-26
Public Sector	18-23	18-23	18-23	18-20	18-20	23-31	25-35	25-35
Utilities	18-23	18-23	18-23	18-20	18-20	25-32	25-30	25-30
Service	18-23	18-23	18-23	18-20	18-20	25-32	25-30	25-30
Technology/Telecoms	18-23	18-23	18-23	18-20	18-20	24-30	25-30	25-30
OTHERS	20-23	20-23	20-23	18-22	18-22	22-28	19-35	25-30

Officer/Advisor	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	28-32	26-32	28-35	28-35	25 -35	35-45	40-50	35-40
FMCG/Manufacture/Logistics	28-35	28-35	28-35	27-35	25-35	35-40	30-37	30-40
Engineering	28-35	28-35	28-35	27-35	25-35	35-40	35-40	30-40
Retail/Leisure	25-30	25-30	25-30	25-33	25-33	33-37	30-35	28-37
Charities/NFP	25-30	25-30	25-30	24 -32	24-30	33-36	28-35	30-40
Public Sector	25-30	25-30	25-30	25-32	25-30	33-37	25-35	25-35
Education	25-31	25-30	25-30	26-32	26-30	33-38	30-40	25-36
Utilities	28-35	28-35	28-35	28-35	28-35	33-38	30-45	30-45
Service	25-30	25-30	25-30	23-32	23-32	33-38	30-37	30-40
Technology/Telecoms	28-35	28-35	28-35	28-35	28-35	35-42	32-45	35-45
OTHERS	25-30	28-30	28-30	25-30	24-28	35-45	25-40	25-45

## Employee Relations - Page 2

Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	35-52	35-55	35-52	35-55	35-52	45-65	35-60	35-52
FMCG/Manufacture/Logistics	35-52	35-55	35-52	35-55	35-52	42-48	40-50	35-52
Engineering	35-52	35-55	35-52	35-55	35-52	45-50	37-55	35-52
Retail/Leisure	35-50	32-55	32-50	32-55	32-50	40-48	35-45	32-50
Charities/NFP	30-48	32-50	32-49	32-50	32-49	35-45	32-40	32-49
Public Sector	34-48	34-48	34-50	34-50	34-48	35-45	29-44	34-48
Education	34-49	34-49	34-51	34-51	34-49	40-55	35-50	34-49
Utilities	34-49	35-52	35-51	35-52	35-51	40-48	35-50	35-51
Service	34-50	35-50	35-50	35-50	35-50	40-50	35-50	35-50
Technology/Telecoms	34-50	35-50	35-50	35-50	35-50	45-55	40-50	35-50
OTHERS	30-52	30-52	30-52	38-50	35-50	40-65	35-54	35-52

Senior Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	45-60	45-62	45-60	47-65	45-62	65-90	50-80	47-65
FMCG/Manufacture/Logistics	45-60	47-62	48-60	47-62	48-60	50-70	45-70	47-62
Engineering	45-60	45-60	42-60	45-60	42-60	52-65	45-70	45-60
Retail/Leisure	45-60	45-60	45-60	45-65	45-62	45-55	50-65	45-65
Charities/NFP	44-58	44-58	42-55	44-58	42-55	45-60	50-60	44-58
Public Sector	45-60	45-60	45-60	45-60	45-60	48-55	50-60	45-60
Utilities	45-60	45-60	45-60	45-65	45-60	50-65	55-65	45-65
Service	45-60	45-60	45-60	45-65	45-60	50-65	50-60	45-65
Education	45-61	45-61	45-61	45-66	45-61	50-70	50-60	45-66
Technology/Telecoms	45-60	45-60	45-60	45-65	45-60	65-80	50-66	45-65
OTHERS	40-65	40-65	40-65	40-65	40-65	55-80	50-65	40-65



## Employee Relations - Page 3

Business Partner	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	45-60	47-65	45-60	45-65	45-60	65-80	50-62	47-65
FMCG/Manufacture/Logistics	40-55	42-60	42-58	42-60	42-58	50-65	50-62	42-60
Engineering	40-55	42-60	42-58	42-60	42-58	55-60	45-63	42-60
Retail/Leisure	42-55	42-57	40-57	42-57	40-57	50-65	50-55	42-57
Charities/NFP	42-50	35-45	40-57	42-55	40-55	45-50	38-50	42-55
Public Sector	42-55	42-57	40-57	42-57	40-57	45-55	45-55	42-57
Utilities	42-55	42-58	45-59	42-60	45-60	50-55	45-60	42-60
Service	42-55	42-58	45-50	42-60	45-60	50-60	45-60	42-60
Education	42-55	42-58	40-57	41-58	40-47	50-58	50-55	42-60
Technology/Telecoms	42-55	45-59	45-50	45-60	45-60	50-65	50-70	45-60
OTHERS	40-55	45-60	45-60	45-60	45-60	40-70	47-60	45-60

Head of Department	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	52-75	50-80	50-80	55-80	50-80	65-100	55-90	55-80
FMCG/Manufacture/Logistics	52-75	55-75	50-75	55-75	50-75	60-80	50-75	55-75
Engineering	52-75	55-75	50-75	55-75	50-75	65-85	60-75	55-75
Retail/Leisure	52-75	55-75	50-75	55-75	50-75	55-70	62-70	55-75
Charities/NFP	52-75	55-75	50-75	55-75	50-75	55-70	42-60	55-75
Public Sector	52-75	55-75	50-75	55-75	50-75	55-70	45-60	55-75
Utilities	52-75	55-75	55-75	55-75	50-75	60-80	60-85	55-75
Education	52-75	52-75	50-75	55-76	50-76	60-80	60-70	55-76
Service	52-75	55-75	50-75	55-75	50-75	60-80	60-75	55-75
Technology/Telecoms	40	55-75	50-75	55-75	50-75	60-90	65-85	55-75
OTHERS	50-75	50-75	50-75	50-75	50-75	55-90	50-66	50-75

Director	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	65-90	65-90	65-91	75-110	70-110	90-140	80-120	75-110
FMCG/Manufacture/Logistics	65-91	65-91	65-90	70-112	70-110	80-130	80-120	70-100
Engineering	65-92	65-92	65-90	70-110	70-112	70-110	74-100	70-98
Retail/Leisure	68-90	69-95	65-90	69-95	65-90	70-100	70-110	69-95
Charities/NFP	65-85	65-85	65-85	65-85	65-85	65-90	50-70	65-85
Education	65-86	65-86	65-80	65-86	65-80	70-85	65-70	65-70
Public Sector	63-82	63-83	63-84	65-85	65-81	65-90	55-85	55-84
Utilities	63-83	63-84	63-85	70-85	65-85	75-100	70-90	70-91
Service	63-84	64-85	65-86	70-86	70-85	70-105	70-90	70-90
Technology/Telecoms	63-85	64-86	65-87	70-87	70-85	70-110	80-135	70-91
OTHERS	65-115	65-115	65-115	65-115	65 - 85	70-130	70-120	70-92

## HR Systems

Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	35-48	35-50	35-50	38-48	38-50	45-55	32-65	38-55
FMCG/Manufacture/Logistics	35-49	25-42	26-45	37-45	38-51	48-55	28-45	38-56
Engineering	35-49	25-42	28-46	27-46	38-52	50-55	29-45	38-57
Retail/Leisure	24-38	25-40	25-40	24-41	30-40	40-50	25-45	38-58
Charities/NFP	24-36	24-38	24-36	32-45	30-45	38-48	26-42	38-59
Education	24-37	24-39	24-37	32-46	28-51	40-49	26-43	38-56
Public Sector	26-35	26-36	26-37	30-43	30-42	38-50	28-45	35-45
Utilities	35-48	35-49	35-50	40-50	40-50	42-55	27-40	26-40
Service	35-49	35-50	35-51	40-51	40-51	50-55	28-45	26-40
Technology/Telecoms	35-50	35-51	35-52	40-52	40-52	55-65	50-60	26-45
OTHERS	40-50	40-55	40-50	40-50	38-50	50-60	45-55	40-55

Head of Department	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	40-62	45-65	45-62	45-70	45-70	55-75	48-70	45-70
FMCG/Manufacture/Logistics	40-62	45-65	45-62	45-65	45-65	50-65	48-68	45-65
Engineering	40-62	45-65	45-62	45-65	45-62	50-70	45-68	45-65
Retail/Leisure	40-62	45-65	45-62	45-65	45-62	45-60	45-65	45-63
Charities/NFP	40-55	40-55	40-55	40-55	40-55	45-55	40-55	40-55
Public Sector	40-62	45-65	45-62	45-65	45-65	48-60	50-65	45-65
Education	40-63	45-66	45-63	45-66	45-66	60-65	50-65	45-66
Utilities	40-62	45-65	45-62	45-65	45-62	48-55	45-65	45-65
Service	40-62	45-65	45-62	45-65	45-62	50-65	45-65	45-65
Technology/Telecoms	40-62	45-65	45-62	45-65	45-62	55-70	40-65	40-65
OTHERS	40-65	42-68	40-65	45-65	40-62	45-70	40-62	40-62

## Reward- Page 1

Officer/Advisor	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	35-45	35-45	35-45	30-48	30-48	40-65	40-60	38-60
FMCG/Manufacture/Logistics	35-45	35-45	35-45	30-46	30-46	38-50	38-55	38-55
Education	30-35	30-35	30-35	30-47	30-47	39-50	38-55	38-56
Engineering	35-45	35-45	35-45	25-35	25-35	40-60	35-55	38-56
Retail/Leisure	30-40	30-40	30-40	25-36	28-38	35-45	35-50	35-50
Charities/NFP	25-35	25-35	25-35	31-38	30-38	33-45	28-40	28-45
Public Sector	30-40	30-40	30-40	32-41	32-41	35-45	35-50	35-55
Utilities	30-40	30-40	30-40	35-56	35-55	35-45	35-50	35-55
Service	32-42	32-42	32-42	35-50	35-50	35-45	35-50	35-55
Technology/Telecoms	35-50	35-50	35-50	35-55	35-51	38-50	35-55	35-65
OTHERS	30-60	30-50	30-50	35-56	35-52	40-55	35-50	35-66

Manager	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	39-55	42-59	40-57	50-68	50-65	50-70	50-70	55-68
FMCG/Manufacture/Logistics	40-55	42-58	42-59	51-68	56-70	45-60	50-65	50-65
Engineering	40-55	42-59	42-59	50-65	50-65	45-65	50-65	50-65
Retail/Leisure	40-55	42-59	42-59	47-65	48-65	44-55	47-65	48-65
Education	40-56	42-60	42-60	48-65	49-65	50-65	50-60	49-65
Charities/NFP	38-52	40-57	40-57	40-57	40-57	42-54	40-57	40-57
Public Sector	40-55	42-59	42-59	42-60	42-60	42-55	42-60	42-60
Utilities	40-55	40-57	42-59	40-60	42-59	44-60	40-62	42-59
Service	40-55	40-57	42-59	40-60	42-59	45-65	40-60	42-59
Technology/Telecoms	42-59	42-59	42-59	42-63	42-60	55-65	45-60	42-60
OTHERS	40-59	40-59	40-59	40-59	40-59	60-70	50-70	42-61



## Reward- Page 2

Head of/Director	Scot/Nth East	Nth West	Yorks	W.Mids	E.Mids	London	Home Counties	Sth West/Wales
Financial + Prof Services	55-80	55-90	55-85	55-90	55-85	70-100	60-90	60-90
FMCG/Manufacture/Logistics	55-80	55-90	55-85	55-90	55-85	60-90	60-90	60-90
Engineering	55-80	55-90	55-85	55-90	55-85	60-95	55-80	55-80
Retail/Leisure	52-75	53-78	52-76	53-78	52-76	75-85	65-80	55-75
Charities/NFP	52-73	52-75	54-75	52-75	54-75	55-75	55-80	55-80
Public Sector	55-80	55-90	55-85	55-90	55-85	55-80	60-90	60-90
Utilities	55-80	55-90	55-85	55-90	55-85	70-90	65-80	60-85
Service	55-80	55-90	55-85	55-90	55-85	60-85	65-95	65-95
Education	55-80	55-90	55-85	55-90	55-85	65-100	60 -80	60-90
Technology/Telecoms	55-80	55-90	55-85	55-90	55-85	65-100	60 - 90	60-90
OTHERS	55-80	55-90	55-85	55-90	55-85	65-90	55-80	60-91



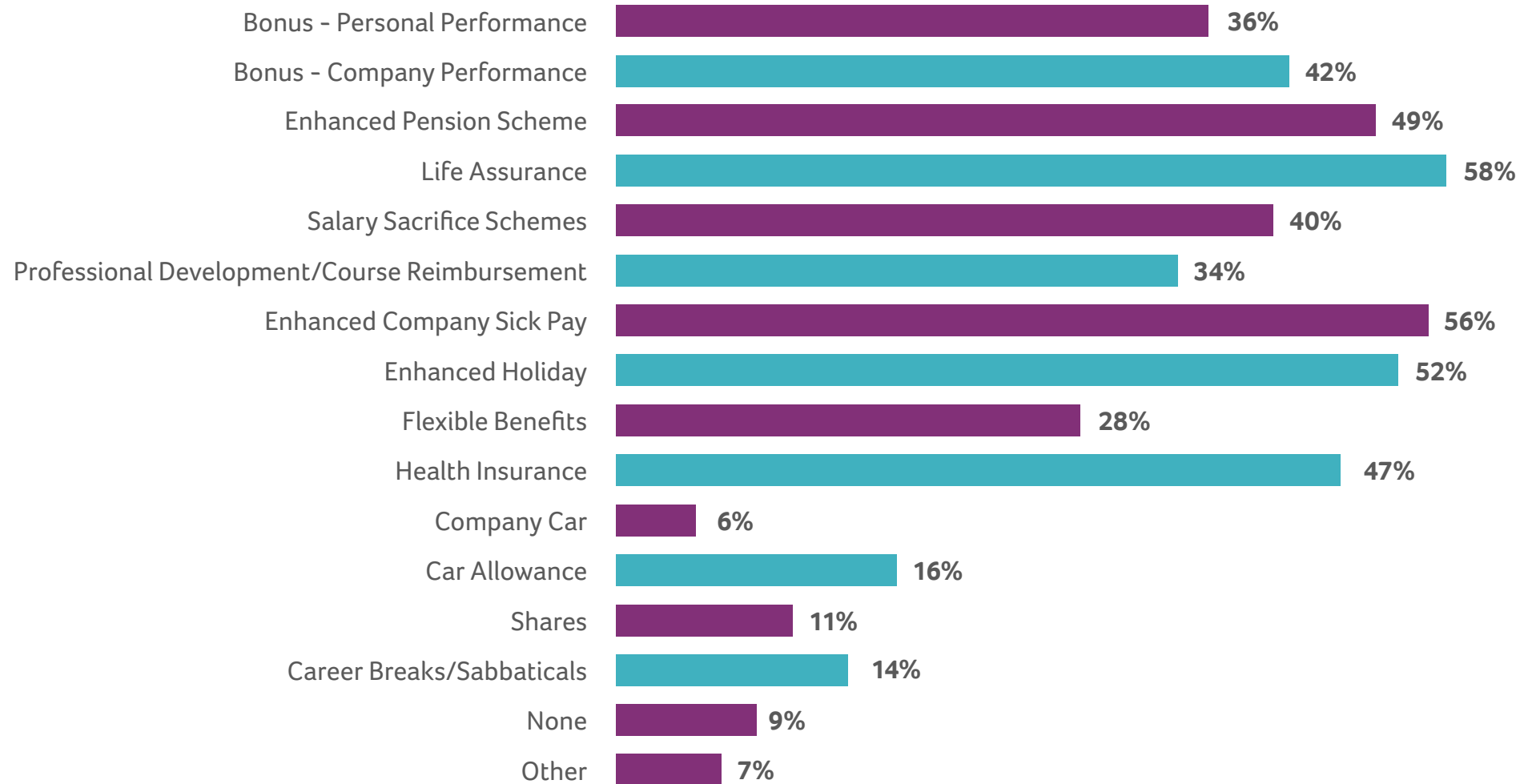


Ashley Kate  
HR & Finance

# BENEFITS REPORT



## Benefits Received by HR Professionals

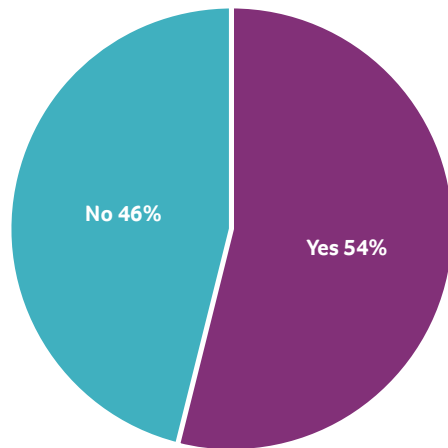


\*Percentages rounded to the nearest whole number

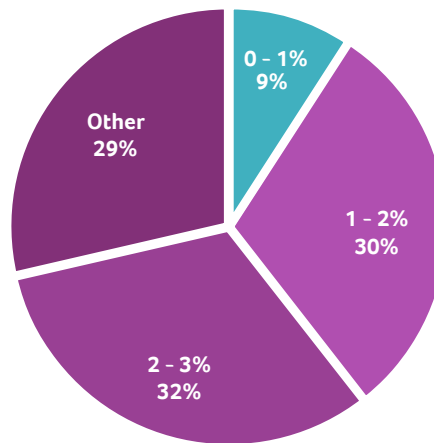


## HR Professional's Salary Increases

HR Professionals who received a Salary Increase in 2020



Salary Increases received by HR Professionals in 2020





## Survey Data

HR Specialism	
<b>Generalist</b>	<b>71%</b>
Resourcing & Team Management	7%
Learning & Development	4%
Employee Relations	0%
Organisational Development/Change Management	3%
Reward	3%
Talent	2%
Other	6%
HR Systems	2%
HR Projects	1%

Sector	
<b>Other</b>	<b>10%</b>
FMCG/Manufacturing/Logistics	15%
Financial and Professional Services	16%
Public Sector	9%
Retail/Leisure	9%
Charities/NFP	8%
Engineering	4%
Technology and Telecoms	11%
Service	4%
Utilities	4%

Level	
<b>Manager</b>	<b>19%</b>
Officer/Advisor	16%
Business Partner	15%
Head of Department	12%
Assistant/Administrator	3%
Senior Manager	7%
Director	8%

Region	
<b>London</b>	<b>34%</b>
Yorkshire and the Humber	12%
North West	9%
West Midlands	5%
South East	18%
East Midlands	6%
Other	4%
South West	4%
East of England	4%
North East	1%
Scotland	1%
Wales	1%

\*Percentages rounded to the nearest whole number





Ashley Kate  
HR & Finance

# TRENDS & OUTLOOK





## Trends in HR & Recruitment

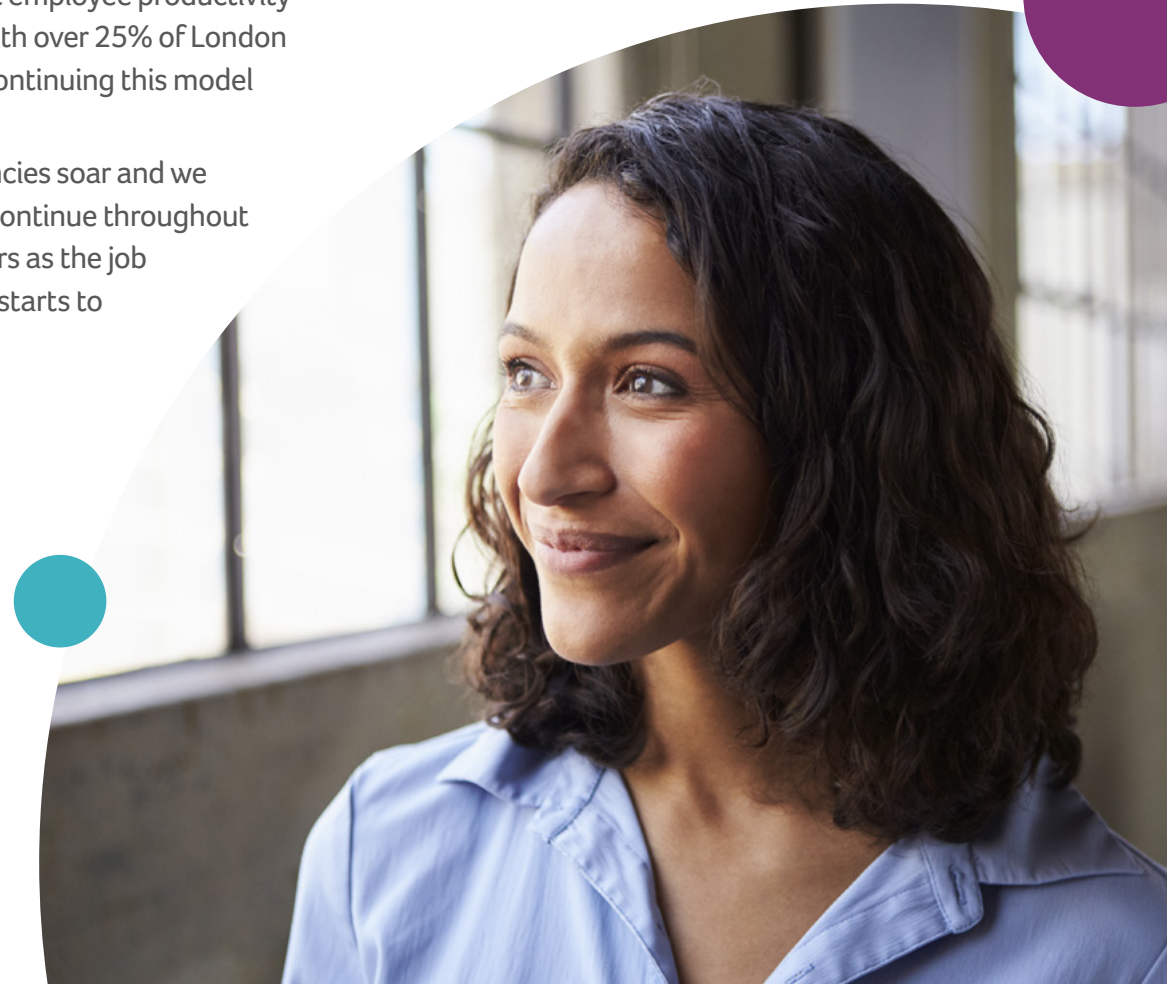
**Ashley Kate HR & Finance share their opinions on what challenges lie ahead for HR and Recruitment in 2021.**

2020 saw some big changes for the HR industry. The profession implemented and managed an agile workforce almost overnight, whilst navigating business leaders through changes that we've never seen before, such as the job retention scheme, but despite this unsettled time, we have witnessed positivity arise from the pandemic. Comradery and support at the forefront, as companies look closer at employee well-being, employee engagement, restructures, workforce planning, branding and mental health.

- Mental health awareness was heightened as HR supported a remote workforce. The need for the profession to facilitate change increased. Companies continued to focus on the well-being of their employees to ensure that they could ride through this turbulent time. The HR industry had to look at different ways of being able to engage with their employees.
- Brexit sat quietly behind the scenes until the latter end of the year, landing global businesses with more challenges that were heightened by COVID-19. We are still seeing temporary and contract roles being the first to go, whilst

businesses stabilise before investing in a permanent contract.

- Recruitment processes will be slower due to the reduced recruitment headcount. However, with the continued vaccine roll out we anticipate this to accelerate in Q2.
- In many instances closures of sites has forced businesses to make working from home effective; with most employee productivity levels increasing, with over 25% of London based companies continuing this model permanently.
- 2020 saw redundancies soar and we anticipate this will continue throughout 2021 in some sectors as the job retention scheme starts to wind down.



## Commentary from our HR Community

**2020 was a challenging year for most and we are keen to update the industry with relevant insights into the HR arena. We asked the respondents of our survey to let us know how their role or business has been affected by the pandemic?**

- Recruitment freezes taking place in early lock down - resulted in furlough for a period of time. However as the initial shock and uncertainty shifted, recruitment gradually started to increase and now 2021 is set to be very busy across all practice areas - even those on the transactional sides (which would typically have slowed down).
- A full hiring freeze globally, withdrawal of new hires, salary cuts of between 5-10% from April to December 2020, the option to go part time (50%) to save your job and mass redundancies globally.
- I probably worked harder and had to get to grips and manage a furlough process when HO was not even sure of the process.
- We have continued to recruit and work extra hours which saw an increase to ER cases and I had a payment deferral for 6 months.
- Experienced companies becoming leaner, stretching resources and not always replacing those that leave. Looking at high earners making redundancies then restructuring and upskilling existing employees to save money.
- With so many out of work salaries, seem to be low whilst expectations remain high for roles advertised.
- Extreme uptake in sales in a challenging business environment meant I received a higher than normal salary increase and bonus.
- The demand on me and my role is higher.
- Greater recognition in the role of HR and the strategic value it delivers to the organisation.
- Working from home has reduced visibility and has impacted thorough evaluation of performance.
- I've experienced a restructure and redundancies.
- Our business model has been updated to move to more online sales.
- With our global workforce now all working from home, my role has broadened, more focus on communications, employee wellbeing initiatives, mentoring and development of leaders, change in people management styles and strategies needed to better support a fully remote workforce.
- The market is full of talented people, with the dual potential impact of Covid19 and Brexit, employers are having to make tough decisions.
- Pay for many has been frozen to protect company profitability, employers are focussing on the social contract with employees and re-thinking their real estate portfolios.

## Eversheds Sutherland (International) LLP

**Ashley Kate HR & Finance** are proud of the relationship that has developed over the years with Eversheds Sutherland (International) LLP. During 2020, this prestigious legal company won a number of awards including:



**Law Firm D&I Initiative of the Year: Eversheds Sutherland led by Naeema Choudry**

Legal Week Women of Influence & Power in Law



**European Pensions Law Firm of the Year 2020**

European Pensions Awards



**Commended, Pensions Law Firm of the Year**

Financial Times PIPA 2020



**Law Firm of the Year**

Legal Business Awards 2020

### Employment Cases to look out for in 2021

- Initial burden of proof of discrimination
- Backdated holiday pay
- Holiday pay and voluntary overtime
- Holiday pay for term-time workers
- Collective agreement rights
- Statutory trade union recognition
- Minimum Wage and sleep in shifts
- Equal pay for retail staff

Keep yourself up-to-date on UK employment law and download the Eversheds Sutherland '[Employment Law Agenda 2021](#)'



## About Us

Whether you are recruiting or seeking a permanent, temporary or contract position, Ashley Kate is the hub for HR and Finance professionals.

Every day our experienced consultants help professionals take their careers to new levels. We do this by bringing vast industry experience, an unwavering focus on candidate quality with complete dedication to our client relationships. We work with global brands, small businesses, and everyone in between, providing a flexible range of recruitment and consulting services.

What's more, we understand the array of skills that organisations require and appreciate the demand on today's HR, Training and Finance professionals.

Our team take pride in delivering a professional, personal, and straightforward service that is truly valued by our clients and candidates are like

If you're looking for a new HR opportunity or want to recruit a HR professional, please visit our website [ashleykatehr.com](https://ashleykatehr.com) or email us at [solutions@ashleykatehr.com](mailto:solutions@ashleykatehr.com).





## Ashley Kate HR & Finance

We are best known for HR and Finance recruitment, but we do more than that. Not only do we provide you with our annual HR Salary and Benefits guide, but the HR community can also access the following:

### [HR Professionals Network Group - UK](#) -

This is an online, nationwide network of HR professionals on LinkedIn which is available for all HR professionals to access advice and discuss challenges with peers.

[HR Directors Boardroom UK](#) - This is an online nationwide network of board level HR professionals, offering advice, guidance, and networking opportunities for senior decision-makers.

Ashley Kate HR Reward Network - Providing clients and candidates continuous professional development, personal relationship management and reduced recruitment cost.

[Employment Law Updates](#) - An opportunity to network with peers whilst being updated by leading employment law specialist Eversheds Sutherland (International) LLP.

[HR Director Boardroom Events](#) - Chaired by Eversheds Sutherland (International) LLP and led by carefully selected speakers, discussing relevant and thought-provoking topics for senior HR decision-makers.

For more information on any of our additional offerings, please email [solutions@ashleykatehr.com](mailto:solutions@ashleykatehr.com)

We hope that you found our Salary and Benefits Guide beneficial, we look forward to speaking with you soon.



**Ashley Kate**  
HR & Finance



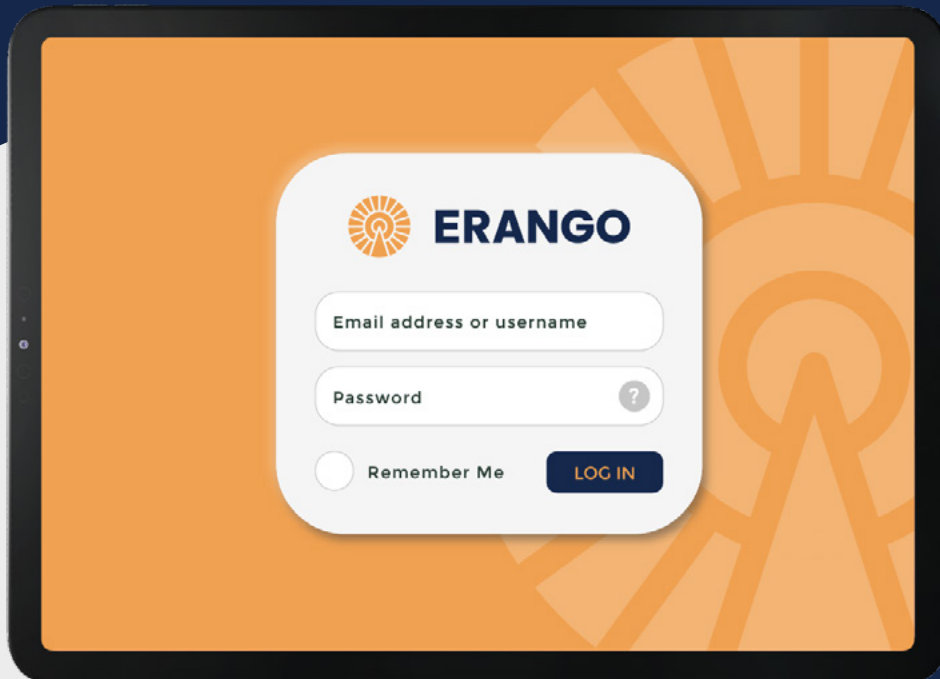




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- **Risk mitigation and succession planning opportunities** - that enhances your operational compliance and supports your People Strategy.
- **Cost and time efficiency** - from ease of use in getting data in (through streamlined admin) and out (through powerful reporting).
- **Increased participation and engagement from all stakeholders** - through the use of straightforward intuitive technology that deliver valuable, usable and meaningful data.

**Address critical skills gaps**- Use data to better understand your employees' skills and proficiencies and proactively identify skills gaps that inhibit strategic plans.

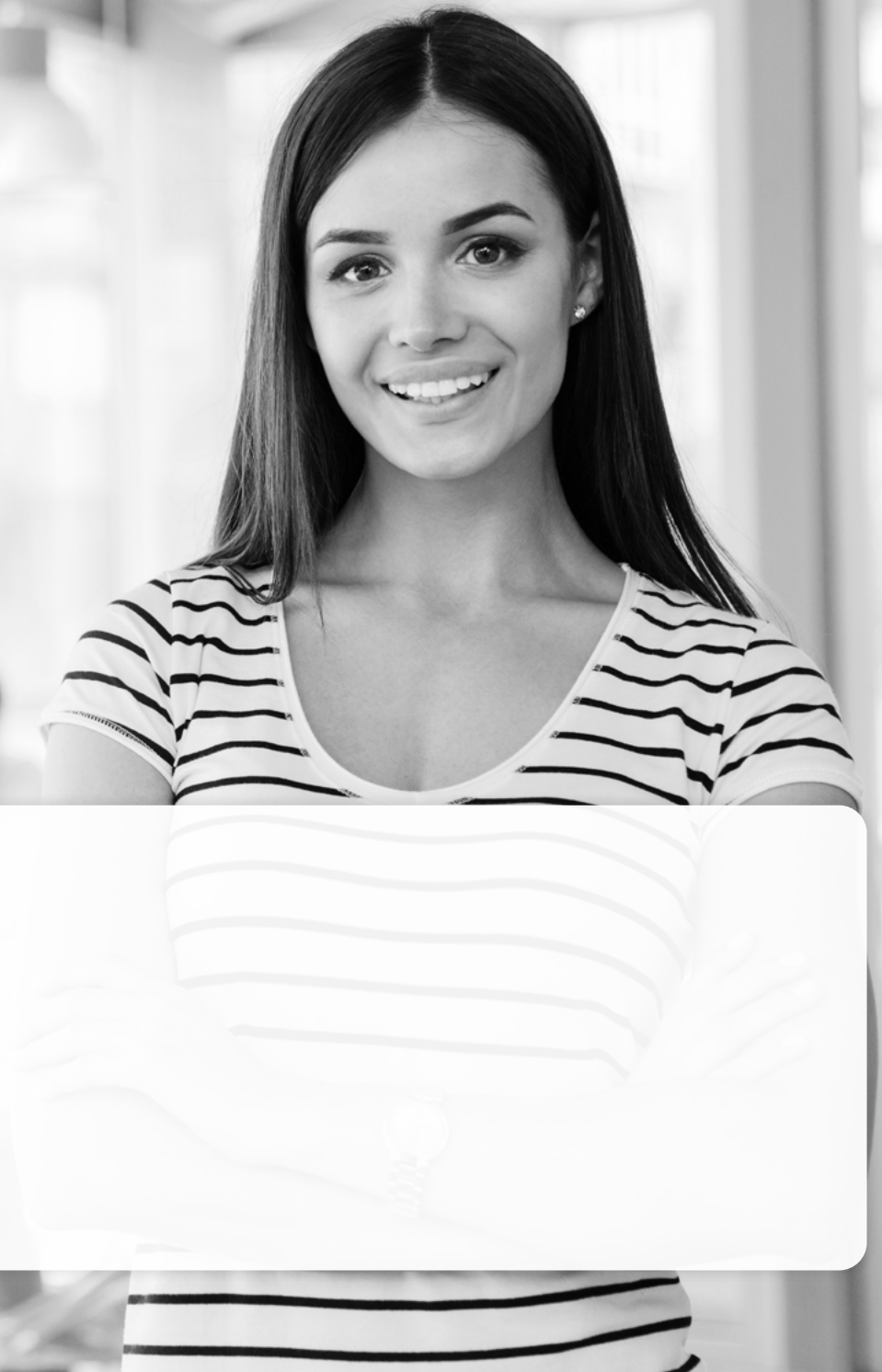
If you would like to know more, contact:  
[ross.cumming@erango.co.uk](mailto:ross.cumming@erango.co.uk)

# The Wider Group

Ashley Kate HR & Finance are part of the Nicholas Associates Group. We have a strong proposition to market, underpinned by a clear strategy for growth. We are ambitious and strive for success, our Mission is to enable people to be their best. We are passionate about engaging and nurturing the very best people.

Our Group of companies are specialists in their fields, supporting talent from Apprentice to Boardroom.

[nicholasassociatesgroup.co.uk](https://nicholasassociatesgroup.co.uk)





# Ashley Kate

## HR & Finance

Part of Nicholas Associates Group

## Contact us

If you're looking for a new HR or Finance opportunity or want to recruit a HR or Finance professional please get in touch

**[ashleykatehr.com](https://ashleykatehr.com)**

