



Ashley Kate
HR & Finance

2021/22

HR Salary & Benefits Guide





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Introduction

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

2021 saw the biggest increase in HR roles in the last 3 years, unfortunately, this did not include Talent and Learning & Development. As a result, we expect to see an increase in 2022 for those specialists as employers provide more training and development as part of their talent retention strategy.

The economy bounced back at a much greater rate than initially forecast, as businesses adapted to a new way of working. Whilst a complete recovery remains far from secure, much will depend on the labour market as inflation and the cost of living is set to increase sharply in April 2022.

As we settle into 2022, growth and recovery are still at the forefront of business leaders' minds. The battle for talent remains central to businesses, which must speed up their recruitment processes. When there are multiple opportunities to choose from, candidates will have even more to consider. Companies still using a 2018/19 recruitment model will be left behind.

As companies continue to evolve, the need to offer competitive salary packages is essential to remain competitive and to keep talent, specifically in the imminent cost of living increase. It is also important for companies to recognize that remote working will continue to be prevalent. Those employers who don't offer flexible working patterns risk losing candidates. The results of our survey show that over 40% of employers now offer remote working as a standard.





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Navigation Page

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HR MARKET OVERVIEW

HR & Recruitment Overview

For over two decades, Ashley Kate HR & Finance have been proud to be the recruitment partner of choice in the HR and Finance community.

We have partnered and supported HR Professionals at various stages of their careers, adding value in their professional journeys, not only through employment progression but also through our network community delivering Employment law seminars or Board level HR Director forums. As always, our focus is to be your HR recruitment partner and add value to your business needs.

As well as providing information on compensation, we aim to provide an insight into the HR profession in our annual guide. We continue to enjoy a close working strategic relationship with **Personnel Today**, who have provided us with a 2021 overview of the HR sector for this guide.

Personnel Today Jobs saw a dramatic **75%** increase in job postings in 2021 compared to 2020. The market slowed down through the summer and towards the end of furlough resulting in slightly fewer applications. However, the views and engagement on Personnel Today Jobs with job seekers increased by over **30%**. 2022 has started very positively and has seen an increase in both job postings and applications; it will be interesting to see how the year progresses as the market continues to be candidate driven.

Recruitment Overview

Hiring activity rose quickly, therefore the demand for talent met unprecedented times according to the latest KPMG and REC, UK Report on Jobs, recruitment activity continued to rise rapidly across the UK at the end of the third quarter, fuelled by robust demand for staff and rising economic activity.

At the same time, a near-record fall in candidate availability drove substantial increases in starting pay, notably, permanent starting salaries and temporary workers wages both rose at the sharpest rates in 24 years.

UK recruitment agencies signalled a further sharp rise in hiring activity in September amid reports of increased activity and improved market confidence. Permanent staff appointments expanded at a pace that was only slightly slower than August's record, while temp growth edged down to a five-month low but remained stable.

The upturn in recruitment coincided with further steep increases in demand for both permanent and temporary staff. Overall vacancies increased at one of the quickest rates on record, with growth of permanent staff demand remaining quicker than that seen for temp workers.



HR Generalist

Across all levels and disciplines, there has been an increase in temporary and fixed term roles, providing businesses with the additional resource they need to manage growth and regrowth. As a result, HR functions were able to accelerate the recruitment process and reduce interview stages. Among the main skills in demand are Change Management, HR systems, EDI, and Organisational Design. Soft skills included Managing and Motivating teams, Clear Communication, Resilience, Managing Ambiguity, Collaboration, and Emotional Intelligence. Although most HR roles will still be generalist, some will be more weighted toward recruitment/talent acquisition & training development, again echoing the ambitious growth plans of many companies for 2022-2023.

Learning & Development

Despite the need for continuous training to help managers manage virtual teams on a more permanent basis, 2021 still saw fewer learning and development professionals required in companies than previous years. We have seen an increase in HR generalist positions with larger training responsibilities. Focus areas included moving training online, even for those who returned to the office as part of a hybrid model, continuing to focus on employee wellbeing, and putting an efficient and effective EDI programme in place.

Talent and Resourcing

There were a record number of job vacancies in 2021, so recruiting needs increased throughout a variety of industries. A spike in contract recruitment jobs was reported across recruitment and talent functions, with businesses predicting they could be made permanent by end of Q1 2022. With new hiring and recruitment trends emerging in every sector, people were urged to adapt quickly. While hiring budgets were tight in some sectors, businesses looked for creative solutions to upskill their existing employees.

HRBP

Despite the economic climate, HR Partnering roles increased in 2021 to re-introduce HR initiatives.

Projects focused on digitalisation, diversity and inclusion, organisational design, and change management whilst balancing day-to-day business objectives with the needs of the long-term vision. Communication, resilience, managing ambiguity, and stakeholder management were among the highest priorities when recruiting for the HR functions new additions.


OD/Change

Many businesses faced a lot of change in 2022, whether it was regrowth, growth, or regrettably downsizing due to the pandemic. As expected, there was an increase in mergers and acquisitions in 2021 as businesses stabilised, leading to more change project work.





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A middle-aged man with a grey beard and mustache, wearing a dark blue suit, light blue shirt, and a dark tie with white polka dots, is sitting at a desk. He is holding a tablet computer with both hands and looking down at it with a focused expression. His left hand is resting on the desk, and he is wearing a watch. The background is a blurred office environment with large windows and modern interior design.

**SURVEY
RESULTS**



Key statistics from our survey

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

Of the respondents, **90%** were in permanent employment, **96%** were working between Advisor to Head of level and **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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 18-22 | 18-25 | 18-25 | 18-20 | 18-20 | 23-28 | 22-28 | 18-22 |
| Education | 18-22 | 18-22 | 18-22 | 18-22 | 18-21 | 20-27 | 22-28 | 18-23 |
| Engineering | 20-25 | 20-25 | 20-25 | 18-30 | 18-30 | 25-30 | 25-30 | 18-25 |
| Financial & Professional Services | 20-25 | 20-25 | 20-25 | 18-25 | 18-25 | 25-32 | 28-32 | 20-25 |
| FMCG/Logistics/Manufacture | 20-25 | 20-25 | 20-25 | 18-25 | 18-25 | 25-28 | 22-28 | 18-25 |
| Public Sector | 20-25 | 20-25 | 20-25 | 20-23 | 20-23 | 20-28 | 22-28 | 40-45 |
| Retail/Leisure | 20-25 | 20-25 | 20-25 | 20-23 | 18-25 | 20-28 | 23-28 | 19-22 |
| Service | 20-25 | 20-25 | 20-25 | 18-21 | 18-20 | 18-28 | 22-28 | 30-35 |
| Technology/Telecoms | 20-25 | 20-25 | 20-25 | 19-24 | 19-24 | 25-35 | 28-32 | 20-24 |
| Utilities | 20-25 | 20-25 | 20-25 | 18-25 | 18-25 | 20-26 | 22-28 | 19-23 |
| OTHERS | 20-25 | 20-25 | 20-25 | 20-26 | 20-26 | 25-28 | 18-45 | 18-30 |

| Officer/Advisor | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 23-28 | 23-28 | 23-28 | 25-35 | 25-35 | 25-35 | 28-36 | 25-34 |
| Education | 23-29 | 24-29 | 23-29 | 24-35 | 24-35 | 25-35 | 30-36 | 25-35 |
| Engineering | 25-35 | 25-35 | 25-35 | 25-36 | 25-36 | 30-40 | 32-39 | 25-38 |
| Financial & Professional Services | 25-35 | 25-35 | 25-35 | 25-35 | 24-35 | 38-50 | 35-45 | 27-38 |
| FMCG/Logistics/Manufacture | 25-35 | 25-35 | 25-35 | 30-35 | 30-35 | 30-35 | 35-45 | 26-36 |
| Public Sector | 20-28 | 25-35 | 18-40 | 30-36 | 30-36 | 26-35 | 28-35 | 25-40 |
| Retail/Leisure | 25-35 | 25-35 | 25-35 | 25-35 | 25-34 | 25-30 | 30-37 | 25-33 |
| Service | 25-35 | 25-35 | 25-35 | 24-34 | 24-32 | 28-40 | 28-37 | 24-34 |
| Technology/Telecoms | 25-35 | 25-35 | 25-35 | 30-35 | 27-35 | 40-45 | 35-45 | 28-38 |
| Utilities | 25-35 | 25-35 | 25-35 | 25-35 | 24-33 | 30-38 | 30-35 | 25-34 |
| OTHERS | 25-35 | 25-35 | 25-35 | 30-35 | 30-35 | 40-45 | 30-35 | 25-30 |

HR Generalist - Page 2

| Manager | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 35-40 | 30-40 | 35-40 | 32-44 | 32-44 | 35-45 | 38-50 | 32-44 |
| Education | 30-40 | 30-43 | 30-40 | 30-43 | 33-45 | 40-55 | 38-50 | 32-45 |
| Engineering | 40-45 | 40-60 | 40-50 | 40-55 | 40-55 | 45-55 | 50-60 | 45-60 |
| Financial & Professional Services | 35-50 | 35-50 | 35-50 | 45-65 | 45-62 | 55-80 | 50-65 | 50-65 |
| FMCG/Logistics/Manufacture | 35-50 | 35-50 | 35-50 | 45-55 | 45-60 | 45-65 | 40-60 | 48-60 |
| Public Sector | 35-40 | 35-40 | 35-40 | 40-50 | 35-44 | 50-60 | 40-50 | 40-48 |
| Retail/Leisure | 40-50 | 40-50 | 30-60 | 40-50 | 35-45 | 40-65 | 40-60 | 40-50 |
| Service | 45-60 | 45-60 | 50-60 | 43-52 | 38-50 | 35-60 | 50-60 | 40-50 |
| Technology/Telecoms | 45-60 | 45-60 | 45-60 | 43-58 | 45-55 | 55-70 | 44-70 | 50-60 |
| Utilities | 45-60 | 45-60 | 45-60 | 45-55 | 40-55 | 45-60 | 32-48 | 45-60 |
| OTHERS | 35-50 | 35-50 | 35-50 | 45-60 | 45-60 | 35-45 | 35-70 | 45-60 |

| Senior Manager | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 40-50 | 42-55 | 42-55 | 50-60 | 50-61 | 55-60 | 45-55 | 42-55 |
| Education | 40-51 | 42-56 | 42-56 | 50-61 | 50-62 | 55-65 | 50-60 | 48-59 |
| Engineering | 45-60 | 48-65 | 45-75 | 50-65 | 50-66 | 55-70 | 50-70 | 55-68 |
| Financial & Professional Services | 50-60 | 45-65 | 52-65 | 50-70 | 50-71 | 75-90 | 50-80 | 60-70 |
| FMCG/Logistics/Manufacture | 45-60 | 48-65 | 48-68 | 50-65 | 50-65 | 60-75 | 50-68 | 50-65 |
| Public Sector | 42-56 | 42-56 | 42-56 | 42-56 | 42-56 | 58-65 | 42-56 | 45-59 |
| Retail/Leisure | 42-58 | 45-60 | 45-58 | 50-60 | 50-60 | 55-70 | 50-65 | 50-60 |
| Service | 42-54 | 55-70 | 50-65 | 50-65 | 50-65 | 55-75 | 44-55 | 50-68 |
| Technology/Telecoms | 48-60 | 60-80 | 60-80 | 50-65 | 50-60 | 65-75 | 54-70 | 65-85 |
| Utilities | 42-55 | 50-60 | 50-61 | 50-62 | 50-63 | 55-65 | 55-65 | 60-70 |
| OTHERS | 40-55 | 40-56 | 40-56 | 50-62 | 47-60 | 50-70 | 46-62 | 50-70 |

HR Generalist - Page 3

| Business Partner | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 40-45 | 30-45 | 50-60 | 40-45 | 35-45 | 45-55 | 45-55 | 38-45 |
| Education | 40-50 | 38-54 | 38-54 | 35-50 | 35-50 | 48-60 | 45-55 | 36-48 |
| Engineering | 45-70 | 30-35 | 45-90 | 40-60 | 30-60 | 55-65 | 45-60 | 40-55 |
| Financial & Professional Services | 40-50 | 45-60 | 50-80 | 45-60 | 45-60 | 65-70 | 50-80 | 45-70 |
| FMCG/Logistics/Manufacture | 40-55 | 45-61 | 35-60 | 45-65 | 40-55 | 50-65 | 45-90 | 45-71 |
| Public Sector | 40-57 | 40-50 | 30-70 | 36-51 | 35-50 | 50-70 | 50-70 | 45-73 |
| Retail/Leisure | 40-48 | 40-50 | 40-55 | 45-60 | 45-61 | 50-65 | 70-90 | 42-55 |
| Service | 40-49 | 40-51 | 40-56 | 45-61 | 45-62 | 50-65 | 35-60 | 38-50 |
| Technology/Telecoms | 40-55 | 40-58 | 45-60 | 45-65 | 45-65 | 55-80 | 48-65 | 60-70 |
| Utilities | 40-50 | 40-55 | 100+ | 40-60 | 40-60 | 50-70 | 45-90 | 50-70 |
| OTHERS | 40-56 | 45-62 | 35-50 | 45-60 | 40-60 | 55-90 | 45-90 | 45-72 |

| Head of Department | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 60-70 | 60-72 | 60-70 | 55-72 | 55-73 | 55-70 | 50-70 | 58-75 |
| Education | 60-71 | 60-73 | 60-71 | 58-70 | 45-61 | 55-70 | 55-65 | 58-70 |
| Engineering | 60-72 | 60-74 | 60-72 | 60-72 | 50-70 | 65-80 | 50-100 | 60-72 |
| Financial & Professional Services | 65-75 | 70-85 | 70-86 | 70-85 | 65-80 | 80-90 | 75-100 | 70-85 |
| FMCG/Logistics/Manufacture | 60-70 | 65-80 | 60-85 | 55-75 | 55-75 | 60-75 | 60-100 | 55-75 |
| Public Sector | 50-65 | 55-68 | 50-70 | 50-60 | 50-61 | 60-70 | 45-50 | 60-75 |
| Retail/Leisure | 50-66 | 55-69 | 55-70 | 50-70 | 50-70 | 65-80 | 70-100 | 60-75 |
| Service | 50-67 | 55-70 | 58-70 | 60-70 | 60-70 | 60-70 | 58-70 | 90-100 |
| Technology/Telecoms | 60-80 | 70-90 | 70-85 | 60-75 | 60-75 | 65-80 | 70-100 | 65-85 |
| Utilities | 52-65 | 54-65 | 100+ | 52-60 | 50-60 | 70-80 | 60-70 | 50-60 |
| OTHERS | 60-70 | 65-80 | 65-80 | 65-81 | 65-82 | 50-75 | 60-100 | 60-85 |



HR Generalist - Page 4

| Director | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|--------|--------|--------|---------|---------------|----------------|
| Charities/NFP | 75-100 | 75-101 | 75-100 | 70-91 | 70-92 | 70-100 | 55-90 | 70-90 |
| Education | 75-101 | 75-102 | 75-100 | 70-92 | 70-93 | 75-95 | 70-80 | 70-91 |
| Engineering | 80-110 | 85-120 | 85-120 | 90-120 | 90-120 | 80-145 | 90-100 | 95-130 |
| Financial & Professional Services | 90-110 | 90-120 | 85-120 | 90-130 | 90-130 | 100-150 | 70-100 | 95-130 |
| FMCG/Logistics/Manufacture | 90-100 | 80-100 | 70-100 | 80-110 | 80-110 | 85-120 | 90-100 | 90-110 |
| Public Sector | 68-90 | 68-90 | 68-90 | 68-90 | 68-90 | 75-100 | 68-90 | 70-95 |
| Retail/Leisure | 65-90 | 80-100 | 70-100 | 80-100 | 75-100 | 75-110 | 70-110 | 75-110 |
| Service | 70-90 | 75-100 | 70-95 | 75-100 | 75-100 | 85-120 | 70-95 | 75-110 |
| Technology/Telecoms | 70-90 | 100-125 | 90-120 | 90-120 | 90-120 | 90-140 | 85-100 | 95-130 |
| Utilities | 70-85 | 75-100 | 80-95 | 80-100 | 80-100 | 80-115 | 70-90 | 90-100 |
| OTHERS | 80-100 | 80-100 | 80-100 | 80-105 | 80-110 | 70-150 | 60-100 | 85-100 |

Learning & Development - Page 1

| Assistant/Admin – L&D | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 18-20 | 18-22 | 18-22 | 18-22 | 18-22 | 25-30 | 22-28 | 19-24 |
| Education | 18-22 | 18-22 | 18-22 | 18-23 | 18-23 | 22-28 | 24-28 | 19-25 |
| Engineering | 18-22 | 18-22 | 18-22 | 18-27 | 18-26 | 25-30 | 25-28 | 20-25 |
| Financial & Professional Services | 20-25 | 20-25 | 20-25 | 18-25 | 18-24 | 28-35 | 25-32 | 21-27 |
| FMCG/Logistics/Manufacture | 18-25 | 18-25 | 18-25 | 18-26 | 18-25 | 25-30 | 22-27 | 20-25 |
| Public Sector | 18-23 | 18-23 | 18-23 | 18-22 | 18-23 | 22-28 | 24-28 | 19-23 |
| Retail/Leisure | 18-22 | 18-22 | 18-22 | 18-23 | 18-23 | 24-30 | 24-28 | 20-23 |
| 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 | 25-30 | 20-26 |
| Utilities | 18-22 | 18-22 | 18-22 | 18-22 | 18-22 | 24-30 | 22-28 | 18-23 |
| OTHERS | 18-22 | 18-24 | 18-24 | 20-25 | 20-25 | 20-30 | 20-30 | 20-28 |

| Advisor | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|---------|---------|--------|---------------|----------------|
| Charities/NFP | 25-30 | 25-30 | 25-30 | 23-28 | 23-29 | 27-37 | 28-35 | 24-34 |
| Education | 25-30 | 25-30 | 25-30 | 23-29 | 23-30 | 26-36 | 30-35 | 24-35 |
| Engineering | 25-35 | 25-35 | 25-35 | 24- 34 | 24-34 | 34-40 | 32-38 | 25.-36 |
| Financial & Professional Services | 25-35 | 25-35 | 25-35 | 30-35 | 25-35 | 35-40 | 35-42 | 25-38 |
| FMCG/Logistics/Manufacture | 25-35 | 25-35 | 25-35 | 24- 33 | 24-33 | 32-40 | 30-35 | 25-30 |
| Public Sector | 25-30 | 25-30 | 25-30 | 23-27.5 | 23-27.6 | 26-37 | 28-35 | 23-34 |
| Retail/Leisure | 25-35 | 25-35 | 25-35 | 23- 30 | 23- 31 | 30-40 | 28-36 | 25-33 |
| Service | 25-32 | 25-32 | 25-32 | 25-35 | 25-36 | 28-36 | 28-35 | 25-35 |
| Technology/Telecoms | 25-35 | 25-35 | 25-35 | 25-36 | 25-36 | 35-45 | 28-38 | 25-37 |
| Utilities | 25-32 | 25-32 | 25-32 | 25-34 | 25-35 | 28-40 | 28-35 | 25-36 |
| OTHERS | 25-35 | 25-35 | 25-35 | 25-35 | 25-35 | 25-40 | 25-38 | 25-36 |

Learning & Development - Page 2

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

| Head of Department | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 45-58 | 48-60 | 48-60 | 45-60 | 60-70 | 55-70 | 50-65 | 45-60 |
| Education | 45-59 | 50-61 | 48-61 | 45-61 | 45-62 | 60-65 | 55-63 | 45-61 |
| Engineering | 48-60 | 50-62 | 48-60 | 48-62 | 48-62 | 70-80 | 55-65 | 50-65 |
| Financial & Professional Services | 50-60 | 70-90 | 56-65 | 55-68 | 70-90 | 90-100 | 65-90 | 58-70 |
| FMCG/Logistics/Manufacture | 48-60 | 50-65 | 50-60 | 50-65 | 50-65 | 65-80 | 60-70 | 50-65 |
| Public Sector | 50-62 | 50-62 | 50-62 | 60-70 | 50-62 | 65-78 | 50-62 | 50-62 |
| Retail/Leisure | 45-58 | 45-50 | 50-60 | 60-70 | 48-58 | 65-70 | 50-65 | 45-65 |
| 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 | 70-90 | 52-65 |
| Utilities | 50-60 | 48-62 | 50-65 | 50-60 | 50-60 | 67-75 | 55-65 | 50-60 |
| OTHERS | 50-65 | 52-62 | 52-63 | 40-45 | 50-65 | 60-100 | 50-60 | 45-65 |



Learning & Development - Page 3

| Director | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 55-70 | 55-80 | 55-80 | 54-72 | 53-73 | 70-80 | 55-75 | 55-76 |
| Education | 55-71 | 55-81 | 55-76 | 54-73 | 53-74 | 70-75 | 65-70 | 55-77 |
| Engineering | 62-80 | 65-85 | 60-82 | 62-80 | 60-80 | 70-90 | 65-80 | 58-85 |
| Financial & Professional Services | 65-80 | 68-90 | 65-95 | 65-95 | 65-90 | 80-110 | 70-100 | 60-85 |
| FMCG/Logistics/Manufacture | 60-85 | 65-85 | 60-80 | 62-80 | 60-80 | 75-95 | 65-80 | 58-80 |
| Public Sector | 65-90 | 65-90 | 65-90 | 65-90 | 65-90 | 70-95 | 65-90 | 65-90 |
| Retail/Leisure | 60-80 | 60-90 | 60-85 | 60-80 | 60-80 | 68-80 | 60-75 | 55-80 |
| 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 | 85-95 | 65-98 | 65-85 |
| Utilities | 62-85 | 64-85 | 65-80 | 62-80 | 62-80 | 73-90 | 65-85 | 60-82 |
| OTHERS | 65-95 | 72-105 | 50-60 | 60-80 | 68-91 | 90-100 | 50-60 | 60-85 |

OD & Change Management - Page 1

| Advisor - OD | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 20-28 | 20-28 | 20-28 | 22-30 | 22-30 | 30-40 | 32-40 | 25-30 |
| Education | 20-28 | 20-28 | 20-28 | 22-30 | 22-30 | 30-40 | 35-45 | 25-31 |
| Engineering | 25-35 | 25-35 | 25-35 | 25-32 | 25-32 | 35-45 | 35-48 | 25-32 |
| Financial & Professional Services | 25-35 | 25-35 | 25-35 | 25-35 | 25-35 | 35-50 | 35-48 | 25-37 |
| FMCG/Logistics/Manufacture | 25-35 | 25-35 | 25-35 | 25-32 | 25-32 | 35-45 | 23-45 | 25-32 |
| Public Sector | 20-28 | 20-28 | 20-28 | 22-30 | 22-30 | 30-40 | 35-40 | 25-30 |
| Retail/Leisure | 25-35 | 25-35 | 25-35 | 20-28 | 20-28 | 35-45 | 35-45 | 25-28 |
| Service | 25-35 | 25-35 | 25-35 | 20-28 | 20-28 | 35-45 | 35-45 | 20-28 |
| Technology/Telecoms | 25-35 | 25-35 | 25-35 | 25-30 | 25-30 | 35-45 | 35-48 | 25-35 |
| Utilities | 25-35 | 25-35 | 25-35 | 22-25 | 22-25 | 35-45 | 32-40 | 22-25 |
| OTHERS | 25-35 | 25-35 | 25-35 | 22-30 | 22-30 | 30-50 | 32-55 | 25-30 |

| Manager - OD | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 40-45 | 40-45 | 40-45 | 35-46 | 35-46 | 55-65 | 45-55 | 43-52 |
| Education | 40-45 | 40-45 | 40-45 | 35-46 | 35-46 | 65-70 | 50-70 | 43-53 |
| Engineering | 40-50 | 40-50 | 40-50 | 38-50 | 38-50 | 65-75 | 50-75 | 50-60 |
| Financial & Professional Services | 40-50 | 40-50 | 40-50 | 48-58 | 48-58 | 70-90 | 55-80 | 54-63 |
| FMCG/Logistics/Manufacture | 40-55 | 40-55 | 40-55 | 45-55 | 45-55 | 55-70 | 45-70 | 50-60 |
| Public Sector | 40-45 | 40-45 | 40-45 | 35-45 | 35-45 | 60-75 | 45-60 | 40-49 |
| Retail/Leisure | 40-50 | 40-50 | 40-50 | 38-45 | 38-47 | 55-70 | 45-60 | 45-55 |
| Service | 40-50 | 40-50 | 40-50 | 45-50 | 45-52 | 70-85 | 45-60 | 48-58 |
| Technology/Telecoms | 45-55 | 45-55 | 45-55 | 45-50 | 45-55 | 65-80 | 50-75 | 50-60 |
| Utilities | 40-50 | 40-50 | 40-50 | 45-50 | 45-53 | 65-80 | 45-60 | 50-60 |
| OTHERS | 40-50 | 40-50 | 40-50 | 45-55 | 45-56 | 55-75 | 45-80 | 50-61 |

OD & Change Management - Page 2

| Director | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|--------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 55-70 | 60-70 | 55-70 | 58-70 | 57-71 | 60-80 | 65-75 | 60-70 |
| Education | 60-71 | 65-76 | 65-86 | 65-86 | 60-87 | 70-90 | 65-70 | 60-81 |
| Engineering | 65-80 | 65-86 | 70-80 | 70-85 | 70-86 | 85-100 | 74-100 | 68-85 |
| Financial & Professional Services | 65-85 | 75-95 | 80-100 | 70-100 | 70-100 | 95-130 | 80-110 | 75-95 |
| FMCG/Logistics/Manufacture | 65-80 | 65-85 | 90-100 | 70-85 | 70-85 | 81-105 | 80-100 | 65-90 |
| Public Sector | 65-85 | 65-85 | 65-85 | 65-85 | 65-86 | 80-90 | 65-85 | 60-80 |
| Retail/Leisure | 60-70 | 65-75 | 65-85 | 65-85 | 60-86 | 75-95 | 70-90 | 60-80 |
| 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 | 50-100 | 60-80 |
| Utilities | 60-80 | 60-80 | 60-80 | 60-80 | 60-80 | 80-90 | 70-90 | 60-75 |
| OTHERS | 60-85 | 65-75 | 68-72 | 65-85 | 65-85 | 65-100 | 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 18-22 | 18-22 | 18-22 | 18-22 | 18-21 | 20-26 | 20-25 | 20-25 |
| Education | 18-22 | 18-22 | 18-22 | 18-23 | 18-22 | 20-26 | 20-26 | 23-35 |
| Engineering | 18-22 | 18-22 | 25-30 | 18-25 | 18-25 | 25-30 | 24-28 | 22-25 |
| Financial & Professional Services | 18-25 | 18-25 | 18-25 | 20-28 | 20-28 | 25-32 | 25-32 | 19-23 |
| FMCG/Logistics/Manufacture | 18-22 | 18-22 | 18-22 | 18-23 | 18-22 | 25-30 | 22-26 | 20-24 |
| Public Sector | 18-22 | 18-22 | 18-22 | 18-22 | 18-22 | 20-26 | 22-26 | 19-25 |
| Retail/Leisure | 18-21 | 18-22 | 18-22 | 18-20 | 18-20 | 24-28 | 22-26 | 19-23 |
| Service | 18-22 | 18-22 | 18-22 | 18-22 | 18-22 | 22-26 | 22-26 | 20-25 |
| Technology/Telecoms | 18-24 | 18-25 | 18-25 | 20-28 | 20-28 | 23-30 | 22-28 | 19-26 |
| Utilities | 18-22 | 18-23 | 18-22 | 18-22 | 18-22 | 22-26 | 22-25 | 20-25 |
| OTHERS | 18-23 | 18-24 | 18-23 | 18-25 | 18-26 | 18-32 | 20-32 | 20-30 |

| Advisor | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 25-30 | 25-35 | 25-35 | 19-26 | 19-25 | 30-40 | 28-35 | 22-27 |
| Education | 20-27 | 25-35 | 25-35 | 19-28 | 19-28 | 30-40 | 30-35 | 23-25 |
| Engineering | 24-30 | 25-35 | 25-35 | 18-25 | 18-25 | 30-38 | 30-35 | 24-34 |
| Financial & Professional Services | 23-32 | 25-35 | 25-35 | 25-35 | 25-35 | 30-45 | 35-45 | 24-35 |
| FMCG/Logistics/Manufacture | 23-30 | 25-35 | 25-35 | 23-30 | 23-30 | 32-40 | 30-35 | 22-30 |
| Public Sector | 20-26 | 25-35 | 25-35 | 20-26 | 20-26 | 25-35 | 28-35 | 35-40 |
| Retail/Leisure | 20-28 | 25-35 | 25-35 | 20-26 | 20-26 | 25-40 | 30-35 | 24-32 |
| Service | 23-30 | 25-35 | 25-35 | 23-30 | 23-30 | 25-40 | 30-35 | 24-30 |
| Technology/Telecoms | 40-50 | 40-50 | 40-50 | 23-30 | 22-30 | 25-40 | 35-45 | 24-33 |
| Utilities | 23-32 | 25-35 | 25-35 | 23-32 | 23-30 | 28-40 | 25-35 | 24-35 |
| OTHERS | 25-32 | 25-35 | 25-35 | 23-30 | 25-30 | 23-45 | 30-35 | 24-35 |

Resourcing & Team Management - Page 2

| Manager | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 35-45 | 35-45 | 35-45 | 40-46 | 40-46 | 55-65 | 38-50 | 45-50 |
| Education | 35-45 | 35-45 | 35-45 | 40-47 | 40-47 | 55-60 | 40-50 | 45-50 |
| Engineering | 40-50 | 40-50 | 40-50 | 30-45 | 30-45 | 60-70 | 45-70 | 45-55 |
| Financial & Professional Services | 40-50 | 40-50 | 40-50 | 50-60 | 34-46 | 65-70 | 45-90 | 50-60 |
| FMCG/Logistics/Manufacture | 40-50 | 40-50 | 40-50 | 45-55 | 45-55 | 50-55 | 40-50 | 45-55 |
| Public Sector | 40-50 | 40-50 | 40-50 | 47-53 | 46-52 | 50-70 | 40-55 | 48-54 |
| Retail/Leisure | 40-50 | 40-50 | 40-50 | 42-52 | 45-52 | 45-65 | 40-50 | 45-54 |
| Service | 40-50 | 40-50 | 40-50 | 40-55 | 40-55 | 50-60 | 40-60 | 45-55 |
| Technology/Telecoms | 60-70 | 60-70 | 60-70 | 50-60 | 50-60 | 60-70 | 50-75 | 55-65 |
| Utilities | 30-45 | 45-50 | 30-45 | 40-50 | 40-50 | 55-65 | 40-45 | 45-55 |
| OTHERS | 40-50 | 40-50 | 40-50 | 40-50 | 40-50 | 50-70 | 60-70 | 45-55 |

| Head of Department | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 50-60 | 50-65 | 50-60 | 50-66 | 50-65 | 60-90 | 65-75 | 50-68 |
| Education | 58-73 | 60-76 | 60-76 | 60-86 | 60-81 | 60-85 | 65-90 | 65-86 |
| Engineering | 55-72 | 90-100 | 50-60 | 60-80 | 58-78 | 70-90 | 65-90 | 60-85 |
| Financial & Professional Services | 60-75 | 65-80 | 62-80 | 60-90 | 60-90 | 85-120 | 70-100 | 65-90 |
| FMCG/Logistics/Manufacture | 55-70 | 60-75 | 60-72 | 58-80 | 70-90 | 80-100 | 65-80 | 60-80 |
| Public Sector | 56-71 | 40-45 | 56-71 | 56-68 | 56-70 | 75-86 | 60-80 | 35-40 |
| Retail/Leisure | 54-70 | 54-72 | 52-70 | 55-72 | 55-70 | 70-95 | 60-80 | 60-75 |
| Service | 58-72 | 60-75 | 60-75 | 60-85 | 60-80 | 80-100 | 70-75 | 65-85 |
| Technology/Telecoms | 60-75 | 62-76 | 60-75 | 62-78 | 63-78 | 80-100 | 65-75 | 62-75 |
| Utilities | 54-72 | 56-74 | 55-73 | 55-73 | 55-73 | 75-105 | 70-85 | 55-75 |
| OTHERS | 52-65 | 60-75 | 40-45 | 70-90 | 50-70 | 90-105 | 50-60 | 51-75 |

Employee Relations - Page 1

| Assistant/Admin | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| 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 |
| Engineering | 20-25 | 20-25 | 20-25 | 19 -22 | 19-22 | 25-28 | 25-30 | 25-32 |
| Financial & Professional Services | 18-23 | 18-23 | 18-23 | 18-24 | 30-35 | 28-35 | 27-35 | 26-35 |
| FMCG/Logistics/Manufacture | 20-25 | 20-25 | 20-25 | 18 -22 | 18 -22 | 24-30 | 25-32 | 25-32 |
| Public Sector | 18-23 | 18-23 | 18-23 | 18-20 | 18-20 | 23-31 | 25-35 | 25-35 |
| Retail/Leisure | 18-23 | 18-23 | 18-23 | 18 -22 | 30-35 | 24-28 | 25-33 | 25-33 |
| 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 |
| Utilities | 18-23 | 18-23 | 18-23 | 18-20 | 18-20 | 25-32 | 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 25-30 | 25-30 | 25-30 | 24 -32 | 24-30 | 33-36 | 28-35 | 30-40 |
| Education | 25-31 | 25-30 | 25-30 | 26-32 | 26-30 | 33-38 | 30-40 | 25-36 |
| Engineering | 28-35 | 28-35 | 28-35 | 27-35 | 25-35 | 35-40 | 35-40 | 30-40 |
| Financial & Professional Services | 28-32 | 26-32 | 28-35 | 28-35 | 25 -35 | 35-45 | 40-50 | 35-40 |
| FMCG/Logistics/Manufacture | 28-35 | 28-35 | 28-35 | 27-35 | 25-35 | 35-40 | 30-37 | 30-40 |
| Public Sector | 25-30 | 25-30 | 25-30 | 25-32 | 25-30 | 33-37 | 25-35 | 25-35 |
| Retail/Leisure | 25-30 | 25-30 | 25-30 | 25-33 | 25-33 | 33-37 | 30-35 | 28-37 |
| 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 |
| Utilities | 28-35 | 28-35 | 28-35 | 28-35 | 28-35 | 33-38 | 30-45 | 30-45 |
| 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 30-48 | 32-50 | 32-49 | 32-50 | 32-49 | 35-45 | 32-40 | 32-49 |
| Education | 34-49 | 34-49 | 34-51 | 34-51 | 34-49 | 40-55 | 35-50 | 34-49 |
| Engineering | 35-52 | 35-55 | 35-52 | 35-55 | 35-52 | 45-50 | 37-55 | 35-52 |
| Financial & Professional Services | 35-52 | 35-55 | 35-52 | 35-55 | 35-52 | 45-65 | 35-60 | 35-52 |
| FMCG/Logistics/Manufacture | 35-52 | 35-55 | 35-52 | 35-55 | 35-52 | 42-48 | 40-50 | 35-52 |
| Public Sector | 34-48 | 34-48 | 34-50 | 34-50 | 34-48 | 35-45 | 29-44 | 34-48 |
| Retail/Leisure | 35-50 | 32-55 | 32-50 | 32-55 | 32-50 | 40-48 | 35-45 | 32-50 |
| 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 |
| Utilities | 34-49 | 35-52 | 35-51 | 35-52 | 35-51 | 40-48 | 35-50 | 35-51 |
| 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 44-58 | 44-58 | 42-55 | 44-58 | 42-55 | 45-60 | 50-60 | 44-58 |
| Education | 45-61 | 45-61 | 45-61 | 45-66 | 45-61 | 50-70 | 50-60 | 45-66 |
| Engineering | 45-60 | 45-60 | 42-60 | 45-60 | 42-60 | 52-65 | 45-70 | 45-60 |
| Financial & Professional Services | 45-60 | 45-62 | 45-60 | 47-65 | 45-62 | 65-90 | 50-80 | 47-65 |
| FMCG/Logistics/Manufacture | 45-60 | 47-62 | 48-60 | 47-62 | 48-60 | 50-70 | 45-70 | 47-62 |
| Public Sector | 45-60 | 45-60 | 45-60 | 45-60 | 45-60 | 48-55 | 50-60 | 45-60 |
| Retail/Leisure | 45-60 | 45-60 | 45-60 | 45-65 | 45-62 | 45-55 | 50-65 | 45-65 |
| Service | 45-60 | 45-60 | 45-60 | 45-65 | 45-60 | 50-65 | 50-60 | 45-65 |
| Technology/Telecoms | 45-60 | 45-60 | 45-60 | 45-65 | 45-60 | 65-80 | 50-66 | 45-65 |
| Utilities | 45-60 | 45-60 | 45-60 | 45-65 | 45-60 | 50-65 | 55-65 | 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 42-50 | 35-45 | 40-57 | 42-55 | 40-55 | 45-50 | 38-50 | 42-55 |
| Education | 42-55 | 42-58 | 40-57 | 41-58 | 40-47 | 50-58 | 50-55 | 42 -60 |
| Engineering | 40-55 | 42-60 | 42-58 | 42-60 | 42-58 | 55-60 | 45-63 | 42-60 |
| Financial & Professional Services | 45-60 | 47-65 | 45-60 | 45-65 | 45-60 | 65-80 | 50-62 | 47-65 |
| FMCG/Logistics/Manufacture | 40-55 | 42-60 | 42-58 | 42-60 | 42-58 | 50-65 | 50-62 | 42-60 |
| Public Sector | 42-55 | 42-57 | 40-57 | 42-57 | 40-57 | 45-55 | 45-55 | 42-57 |
| Retail/Leisure | 42-55 | 42-57 | 40-57 | 42-57 | 40-57 | 50-65 | 50- 55 | 42-57 |
| Service | 42-55 | 42-58 | 45-50 | 42-60 | 45-60 | 50-60 | 45-60 | 42-60 |
| Technology/Telecoms | 42-55 | 45-59 | 45-50 | 45-60 | 45-60 | 50-65 | 50-70 | 45-60 |
| Utilities | 42-55 | 42-58 | 45-59 | 42-60 | 45-60 | 50-55 | 45-60 | 42-60 |
| 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 52-75 | 55-75 | 50-75 | 55-75 | 50-75 | 55-70 | 42-60 | 55-75 |
| Education | 52-75 | 52-75 | 50-75 | 55-76 | 50-76 | 60-80 | 60-70 | 55-76 |
| Engineering | 52-75 | 55-75 | 50-75 | 55-75 | 50-75 | 65-85 | 60-75 | 55-75 |
| Financial & Professional Services | 52-75 | 50-80 | 50-80 | 55-80 | 50-80 | 65-100 | 55-90 | 55-80 |
| FMCG/Logistics/Manufacture | 52-75 | 55-75 | 50-75 | 55-75 | 50-75 | 60-80 | 50-75 | 55-75 |
| Public Sector | 52-75 | 55-75 | 50-75 | 55-75 | 50-75 | 55-70 | 45-60 | 55-75 |
| Retail/Leisure | 52-75 | 55-75 | 50-75 | 55-75 | 50-75 | 55-70 | 62-70 | 55-75 |
| 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 |
| Utilities | 52-75 | 55-75 | 55-75 | 55-75 | 50-75 | 60-80 | 60-85 | 55-75 |
| OTHERS | 50-75 | 50-75 | 50-75 | 50-75 | 50-75 | 55-90 | 50-66 | 50-75 |

Employee Relations - Page 4

| Director | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|--------|--------|---------|--------|---------------|----------------|
| 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 |
| Engineering | 65-92 | 65-92 | 65-90 | 70-110 | 70-112 | 70-110 | 74-100 | 70-98 |
| Financial & Professional Services | 65-90 | 65-90 | 65-91 | 75-110 | 70-110 | 90-140 | 80-120 | 75-110 |
| FMCG/Logistics/Manufacture | 65-91 | 65-91 | 65-90 | 70-112 | 70-110 | 80-130 | 80-120 | 70-100 |
| Public Sector | 63-82 | 63-83 | 63-84 | 65-85 | 65-81 | 65-90 | 55-85 | 55-84 |
| Retail/Leisure | 68-90 | 69-95 | 65-90 | 69-95 | 65-90 | 70-100 | 70-110 | 69-95 |
| 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 |
| Utilities | 63-83 | 63-84 | 63-85 | 70-85 | 65-85 | 75-100 | 70-90 | 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 | 40-45 | 35-50 | 38-48 | 38-50 | 45-55 | 32-65 | 38-55 |
| FMCG/Manufacture/Logistics | 35-49 | 25-42 | 30-35 | 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 | 30-35 | 40-45 | 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 | 50-60 | 28-45 | 70-90 |
| 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 | 100 | 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 | 90-100 | 90-100 | 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 | 60-70 | 45-62 | 45-65 | 60-70 | 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 25-35 | 25-35 | 25-35 | 25-27 | 25-30 | 35-45 | 30-40 | 28-37 |
| Education | 30-35 | 30-35 | 30-35 | 27-30 | 28-35 | 39-45 | 38-55 | 38-56 |
| Engineering | 35-45 | 35-45 | 35-45 | 30-35 | 25-35 | 40-50 | 35-55 | 38-56 |
| Financial & Professional Services | 35-45 | 35-45 | 35-45 | 32-40 | 30-48 | 40-55 | 40-60 | 38-60 |
| FMCG/Logistics/Manufacture | 35-45 | 35-45 | 35-45 | 30-46 | 30-46 | 38-50 | 38-55 | 38-55 |
| Public Sector | 25-35 | 25-35 | 25-35 | 25-30 | 32-41 | 35-40 | 35-50 | 35-55 |
| Retail/Leisure | 25-35 | 25-35 | 25-35 | 25-36 | 28-38 | 35-45 | 35-50 | 35-50 |
| 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 |
| Utilities | 30-40 | 30-40 | 30-40 | 30-50 | 35-55 | 35-45 | 35-50 | 35-55 |
| OTHERS | 30-50 | 30-50 | 30-50 | 35-56 | 35-52 | 50-55 | 35 - 50 | 35-66 |

| Manager | Scot/Nth East | Nth West | Yorks | W.Mids | E.Mids | London | Home Counties | Sth West/Wales |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 38-52 | 40-57 | 40-57 | 40-57 | 40-57 | 40-50 | 40-57 | 40-57 |
| Education | 40-56 | 42-60 | 42-60 | 48-65 | 49-65 | 50-65 | 50-60 | 49-65 |
| Engineering | 40-55 | 42-60 | 42-60 | 50-65 | 50-65 | 45-65 | 45-65 | 50-65 |
| Financial & Professional Services | 39-55 | 40-50 | 50-60 | 50-68 | 50-65 | 50-90 | 60-75 | 55-68 |
| FMCG/Logistics/Manufacture | 40-55 | 42-58 | 42-59 | 50-60 | 45-50 | 45-60 | 50-65 | 50-65 |
| Public Sector | 40-55 | 40-45 | 42-59 | 40-45 | 42-60 | 40-45 | 45-65 | 42-60 |
| Retail/Leisure | 40-55 | 60-70 | 42-59 | 47-65 | 48-65 | 44-55 | 50-60 | 48-65 |
| Service | 40-55 | 40-50 | 40-50 | 40-60 | 42-59 | 45-65 | 45-65 | 42-59 |
| Technology/Telecoms | 42-59 | 42-59 | 42-59 | 42-63 | 42-60 | 55-65 | 60-80 | 42-60 |
| Utilities | 40-55 | 40-57 | 42-59 | 40-60 | 42-59 | 44-60 | 40-60 | 50-60 |
| OTHERS | 40-50 | 45-50 | 50-60 | 45-50 | 40-59 | 60-100 | 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 |
|-----------------------------------|---------------|----------|-------|--------|--------|--------|---------------|----------------|
| Charities/NFP | 52-73 | 52-75 | 54-75 | 52-75 | 54-75 | 55-75 | 50-70 | 55-80 |
| Education | 55-80 | 55-90 | 55-85 | 55-90 | 55-85 | 65-100 | 60 -80 | 65-90 |
| Engineering | 55-80 | 55-90 | 55-85 | 55-90 | 55-85 | 60-95 | 60-80 | 65-90 |
| Financial & Professional Services | 55-80 | 70-90 | 55-85 | 55-90 | 65-85 | 90-100 | 70-90 | 70-95 |
| FMCG/Logistics/Manufacture | 55-80 | 60-90 | 50-60 | 55-90 | 60-85 | 60-90 | 60-90 | 65-90 |
| Public Sector | 55-80 | 55-90 | 70-90 | 55-90 | 55-85 | 60-70 | 60-90 | 60-90 |
| Retail/Leisure | 52-75 | 90-100 | 52-76 | 53-78 | 70-90 | 75-85 | 65-80 | 55-75 |
| Service | 55-80 | 55-90 | 55-85 | 55-90 | 60-80 | 90-100 | 65-95 | 65-95 |
| Technology/Telecoms | 55-80 | 55-90 | 55-85 | 55-90 | 65-85 | 85-100 | 60-90 | 60-90 |
| Utilities | 55-80 | 55-90 | 55-85 | 55-90 | 55-85 | 70-90 | 65-80 | 60-85 |
| OTHERS | 55-80 | 55-90 | 55-85 | 55-90 | 70-90 | 100+ | 100+ | 60-91 |



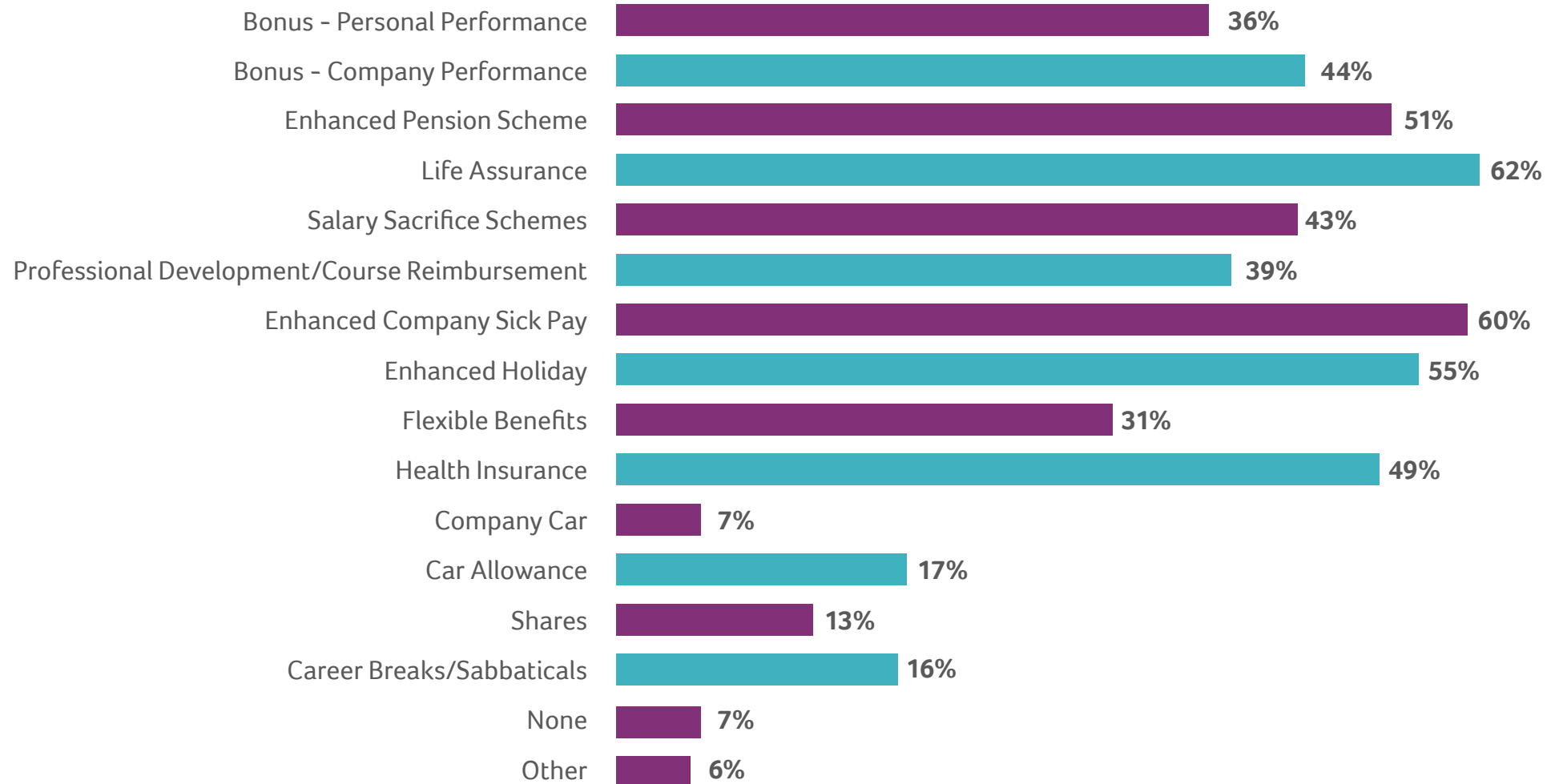
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BENEFITS REPORT



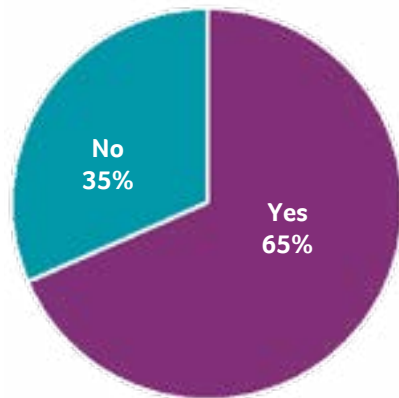
Benefits Received by HR Professionals



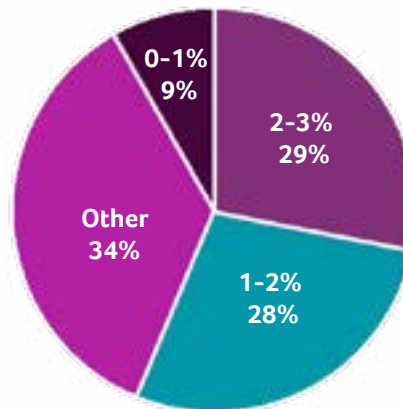
*Percentages rounded to the nearest whole number

HR Professional's Salary Increases

HR Professionals who received a Salary Increase in 2021



Salary Increases received by HR Professionals in 2021



Survey Data

| HR Specialism | |
|--|------------|
| Generalist | 71% |
| Resourcing & Team Management | 7% |
| Learning & Development | 4% |
| Employee Relations | 1% |
| Organisational Development/Change Management | 1% |
| Reward | 3% |
| Talent | 2% |
| Other | 7% |
| HR Systems | 2% |
| HR Projects | 1% |

| Sector | |
|-------------------------------------|------------|
| Other | 22% |
| Financial and Professional Services | 15% |
| FMCG/Manufacturing/Logistics | 15% |
| Technology and Telecoms | 10% |
| Public Sector | 10% |
| Charities/NFP | 7% |
| Retail/Leisure | 7% |
| Engineering | 5% |
| Private Care | 2% |
| Service | 2% |

| Level | |
|-------------------------|------------|
| Manager | 25% |
| Officer/Advisor | 13% |
| Business Partner | 20% |
| Head of Department | 14% |
| Assistant/Administrator | 3% |
| Senior Manager | 1% |
| Director | 11% |

| Region | |
|--------------------------|------------|
| London | 27% |
| North West | 12% |
| South East | 12% |
| Yorkshire and the Humber | 11% |
| East Midlands | 10% |
| West Midlands | 8% |
| South West | 6% |
| Other | 5% |
| East of England | 4% |
| North East | 2% |
| Scotland | 2% |
| Wales | 1% |

*Percentages rounded to the nearest whole number



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TRENDS & OUTLOOK



Trends in HR & Recruitment

Ashley Kate HR & Finance share their opinions on what challenges lie ahead for HR and recruitment in 2022.

2021 was impacted by the pandemic and Brexit. The impact on both saw recruitment challenges at an all-time high, with business leaders refocussing on upskilling; developing employees with the right knowledge and skills to keep up with growth, regrowth, and change. HR teams embraced technology and automated HR processes to free them up to focus on people strategy.

Employee Wellbeing and Mental Health

Mental health has been at the forefront for 2021 and will continue to be in 2022. Corporate wellness programs have been consistently improved to support employee health, boost productivity, and reduce healthcare spend. With more and more people deployed to homeworking full time or working on agile models, the consistent line between work/life balance continues to blur. Businesses must ensure that they are investing time into their employees' mental wellbeing and actively support them with this.

Diversity & Inclusion

Like Wellbeing and Mental Health, Diversity & Inclusion programmes were a front runner in 2021 for most companies. Businesses need to be fully committed to provide an opportunity for all employees, demonstrating they are an organisation that represents all the protected characteristics; this can no longer be a 'tick box exercise'.

War on Talent

2021 saw some of the biggest changes across recruitment and the continued War on Talent, in today's skills short market. Attracting quality candidates is important, but employers continue to look for the 'perfect candidate' in a talent dry pool. Whereas their competitors are looking at upskilling more junior candidates and retaining the future talent. After two years of disruption with Brexit and the pandemic, business leaders, recruitment & HR departments now have the perfect opportunity to reflect and hit the reset button.

Employee Engagement = Better Productivity

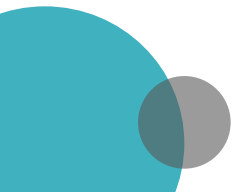
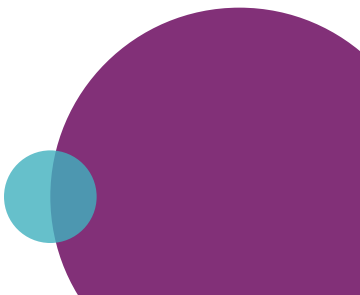
An engaged workforce performs better, it is as simple as that. Continually connecting with employees will differentiate you from your competitors. Returning to the office, staying remote, or working on a hybrid model, employee experiences have changed, and businesses need to make staff engagement a priority. Leaders need to ensure they are setting time aside to stay connected to their teams/colleagues.





Commentary from our HR Community

For many in the HR industry, the year of 2021 was a year of change and growth, as such, we're eager to share relevant insights with the industry. We asked respondents to let us know how their roles or businesses were impacted.

- Government funding, increased NI costs, increased cost of living on staff and charity supporters.
 - Recruitment struggles, high levels of vacancies and 75%+ candidates not showing up to interviews - 'ghosting' was a big drain on resources .
 - Business performance - the rising cost of living, supply chain issues, all impacting on profitability of the business and salary increases.
 - Really pushing into the business leaders how important it is to encourage employees to look after their mental health.
 - Due to the reduction in available labour, it has meant that the Board seem to be taking an active interest in Employee Engagement, more than ever before.
 - Global supply chain is driving cost of goods and therefore inflation and the cost of living. This is putting pressure on salaries. Brexit has also meant that there is a scarcity on labour available in the market which again is creating pressure on salaries and other retention activities.
 - Talent market is very fluid right now. Companies are having to move quickly and offer very competitively across the board. Slow/clunky hiring processes and poor company culture will lose top talent. Companies MUST undertake compensation benchmarking for existing employees, to correct any pay freezes through the pandemic, and protect against undesired employee exits.
 - Lockdown has made people change their priorities and they are leaving roles to balance work, life and family. The stresses of being understaffed are challenging the remaining staff - increasing sickness absence and potential leavers.
 - Due to coronavirus and brexit we have constantly had to change and adapt the business for customers safety and needs.
 - Recruitment, retention, health & wellbeing has taken a huge amount of time and focus.
 - Acquiring and retaining talent remains a concern and seems to be set to be a concern for next year.
 - Brexit and the COVID-19 pandemic has caused major operational and productivity issues, leading to excessive benchmarking, skills gaps and succession planning. Introducing more apprenticeships, and alternative recruitment methods as well as strategies to build the application pipeline.
 - The retail labour market is challenging and is pushing up hourly rates in order to gain new joiners, however everyone is doing same. So won't resolve the fact that we have lost a large number of people due to Brexit.
 - ED&I, a values based culture and attention to staff wellbeing at the centre of the corporate strategy.
- 
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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 2021, 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 2022

- 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

Ashley Kate HR & Finance is part of the **Nicholas Associates Group**, a business that truly prides itself on delivering exceptional service levels internally, that transitions externally. This is demonstrated by our accreditation of a 2 star 'Outstanding' company to work for by workplace management specialist **Best Companies**.

Whether you are an employer attracting or developing talent, or a candidate seeking a permanent, temporary or contract position, Ashley Kate is the partner for HR and Finance professionals. Every day our experienced consultants help, support and guide professionals take their careers to new levels.

We do this by bringing our vast industry experience with an unwavering focus on candidate quality and complete dedication to our client relationships. We work with an array of businesses from global blue-chip brands, small businesses, and everyone in between, providing a flexible, innovative and fit for purpose range of recruitment and consulting services.

What's more, we understand the varied skills that organisations require and appreciate the demand on today's HR, Training and Finance professionals. Our team takes pride in delivering a professional, personal, and straightforward service that is truly valued by our clients and candidates are like.

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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:

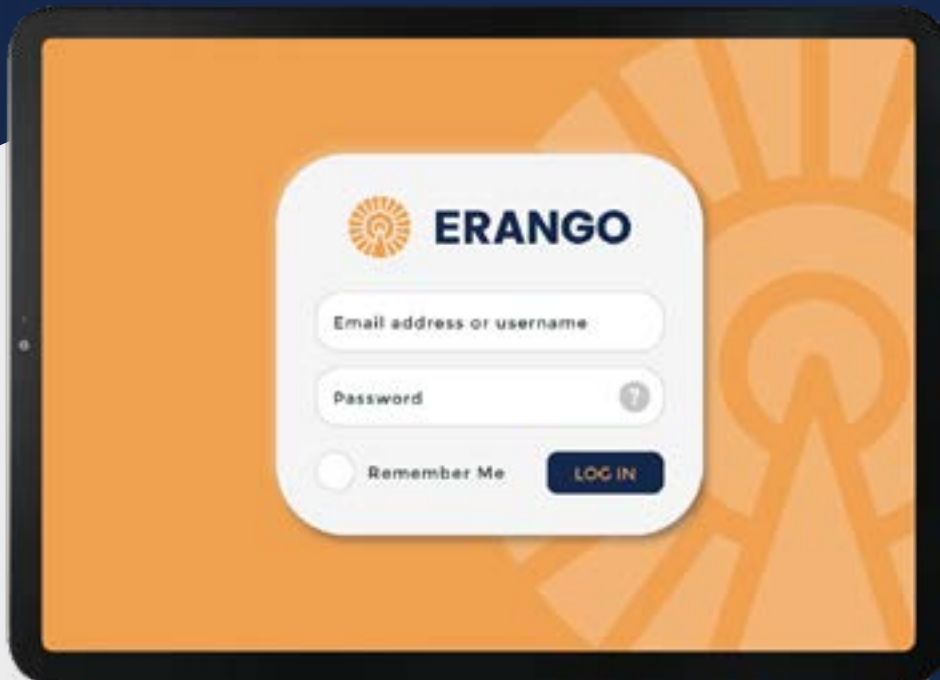
solutions@ashleykatehr.com

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



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