

Reed  
...

# Salary guide 2023

Human resources



# Remuneration, remuneration, remuneration

As we enter 2023 the outlook looks uncertain with the onset of a recession, the return of inflation, and interest rates we haven't seen in a decade. However, we should remain optimistic, think ahead, and prepare for what's next.

The workforce in the UK has significantly shrunk – the reasons for this are quite complex, but factors include many over-50s leaving the workforce, the ongoing impact of the pandemic, the knock-on effect of Brexit, and skills gaps across a number of sectors.

At the end of 2022, official figures indicated that the UK's unemployment rate had edged up, while job vacancies remain near record levels. The cost of living continues to rise at its fastest rate in almost 40 years, partly due to the war in Ukraine, Covid and UK political turmoil, causing energy and food prices to continue to climb, leaving many people struggling.

Official statistics show wages have risen across the board in the private sector – especially in roles where demand is high – but inflation is counteracting the impact of any increases. With the resurgence of industrial strike action likely to continue in 2023, wages have never been more in the spotlight in both the public and private sectors, and this is set to continue.

A survey of 5,000 UK workers we conducted at the end of last year, to help inform our 2023 salary guides, allows us to give you some true insight into the wants and needs of the workforce.

Over a quarter (26%) are unhappy with their current salary, with seven percent reporting to be very unhappy with it. When asked why they are unhappy, an alarming 61% of respondents said it was because their salary had not risen in line with the cost of living.

Labour market shortages make it imperative for employers to benchmark their salary and benefits packages to stand out from the crowd and stay ahead of the game – use our guides, or speak to your local



Reed specialist, to help ensure you are offering what jobseekers really want.

Remarkably, 28% of those surveyed said that they do not receive any benefits where they currently work. Of those who do, the top three benefits people receive are flexi time (23%), annual salary increment (19%), and a company pension that is higher than the required amount (18%).

When asked what they desired when looking for a new job, 43% would find an annual salary increment to be one of the most attractive benefits followed by a four-day working week (36%), flexi time (36%), and a performance bonus (28%).

In a talent-tight market, paying the going rate or better is more important than ever. You need to be flexible when it comes to rewards and benefits, on top of making sure your employer brand is as inclusive and attractive as possible, to both potential and existing employees.

Get your offering right and you, your company, and your employees will reap the rewards and stand yourselves in good stead for what could be another turbulent year ahead.

Best wishes for the year ahead, and remember remuneration, remuneration, remuneration.

**James Reed**  
Chairman and Chief Executive  
Reed

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## Why **choose** Reed's salary guide?



### Unrivalled data

This guide is based on data from 16 million jobs that have been posted to **Reed.co.uk** since 2014.

Analysing such a high volume of data makes it the most reliable salary guide available, offering a comprehensive picture of the sector.



### Developments and trends

We've highlighted the most interesting developments for roles across 12 UK regions, using graphics to illustrate the key salary changes from the past year.

Our guide also boasts four years' worth of data, including salary projections for next year, and average salary information for each region dating back to 2014 – allowing you to observe trends and plan for your future.



### Local and national insight

Our specialism experts provide key insight into their sector, with Reed's regional managing directors discussing the local job landscape.

# HR talent in demand as ED&I tops the agenda

**“ HR has been an ever-changing sector since the start of the pandemic, continually flexing to meet business needs, and the last 12 months have been no different in those terms. Headcount increased in departments that had been hit the hardest, such as talent acquisition, which became one of our hottest areas in the first half of last year as companies rebounded.**



**Grant Rigler**  
Human Resources  
Expert  
Reed

As life began to return to normal, many companies took the opportunity to restructure, relying on HR support to ensure they had the right people in the right places.

Companies with a strong brand and culture are seeing more quality HR candidates, which aligns to the progress of equality, diversity and inclusion (ED&I) and businesses are realising they need an engaged, inclusive workplace to achieve the best from their staff.

The pandemic highlighted the importance of HR, and it is now regarded as a key player at board level across organisations. In 2023, it will continue to support as business needs shift against a backdrop of economic uncertainty. HR is agile and will remain important in setting up strong employer branding and talent attraction, as well as pushing forward key agendas/policies across ED&I and environmental, social and governance matters.

## Employee-first culture

Rewards and ED&I are trending at present with an emphasis for organisations to refocus and realign their strategies across both areas. The landscape across rewards is evolving with the challenges of catering to a changing workforce with increasingly diverse needs and preferences. ED&I is also in sharp focus, with organisations fostering a culture of belonging with actionable steps to building and supporting an inclusive workforce.

Candidates are continuing to enjoy the fruits of picking and choosing between multiple job offers, driving up salary and benefits across the sector. This combined

with company culture and hybrid working styles has become the deciding factor for many jobseekers.

## Recruitment drive

In recent months we've seen an uplift in interim and fixed-term contracts, with increased demand for candidates across recruitment, talent acquisition, learning and development, and reward – previously, these roles were often axed owing to Covid-related business closures and scale-backs.

Large-volume recruitment drives have also been seen across all sectors where skilled recruiters have been snapped up, leading to more competitive salaries and promotion opportunities, which pre-Covid was a much slower process.

We've also seen a rise in inclusion and diversity roles, as businesses strive for a more diverse workforce. I feel that all of these are trends that will continue in 2023.

For those who are looking to move roles within the sector, it's a great time to be an advocate for the industry and play a part in bridging the skills gap. Sharing your knowledge, experience and passion through sector events, on-the-job training or social media, can help inspire those considering their career options.

## Challenges and opportunities

One of the biggest challenges facing the sector in 2023 will be how well employers adapt to flexible working. With the hybrid model now popular, roles without it



are less likely to be filled. The sector will also have to find the best way of onboarding employees on a hybrid or completely remote basis, while ensuring their new starters feel part of the business and have their wellbeing needs met.

At the end of last year, the impact of the rising cost of living led to an increase in interim/contract roles, where companies have shown caution in adding to permanent headcount. Likewise, candidates were thinking twice before committing to a move, even in cases of permanent roles – something that is likely to continue into this year.

So, what can be done to encourage indecisive people looking for work? A strong employer brand is vital in persuading those looking for a job to take the leap, along with a swift, positive recruitment process to win over talented professionals and take them off the market before they look elsewhere.

In my opinion, there's never a bad time for anyone to move into HR, as companies have seen the added value HR gives in attracting and retaining employees. Those looking to make a move will do well to showcase their sector knowledge and skills and how they can add value to a business.

For established professionals, I'd recommend continuing with professional development and qualifications, and keep abreast of market trends and legislation to assess potential impacts on business in the coming year. Refresh your skills in HR analytics and tech-based tools and be sure to have a good knowledge of ED&I and some original ideas or experience in the development of employer brands and organisational cultures.

## Salaries and benefits

**Salaries look to remain competitive as businesses jostle for the best people, while the most effective measure in attracting HR professionals is likely to be the offer of flexible benefits.**

Employees of all levels want to join companies that are striving for a diverse workforce, taking environmental and sustainable measures and prioritising employee wellbeing. It's useful to offer the jobseeker an option to choose their rewards and benefits package to align with what's most important to them. //



# Our survey says...

Reed conducted a snap survey of 5,000 professionals at the end of 2022. The questionnaire asked about their current and preferred salary and benefits, their organisation's performance and priorities, how they rated their job security and the future of their sector, and the key recruitment and skills trends they're witnessing. Here is what their answers revealed:

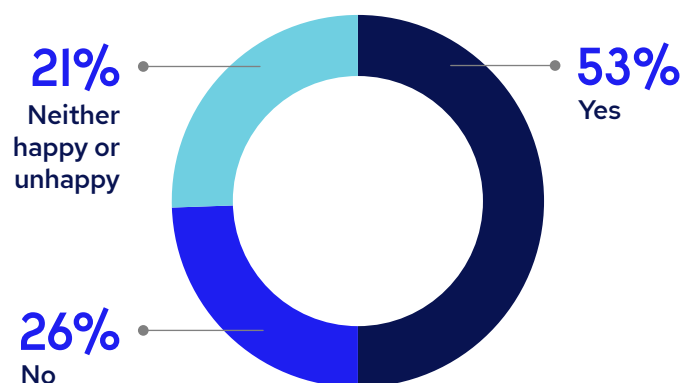


## Salaries

With the cost-of-living crisis and a sharp rise in inflation, salaries have been a huge area of discussion in the employment market, for both professionals and businesses alike. As the likelihood of a lasting recession becomes greater, getting professionals' take on their salaries is critical for businesses looking to benchmark what they can offer.

Over half (53%) of workers surveyed are happy with what they receive, although around one-in-four (26%) professionals are unhappy with their current salary.

Are you happy with your current salary?

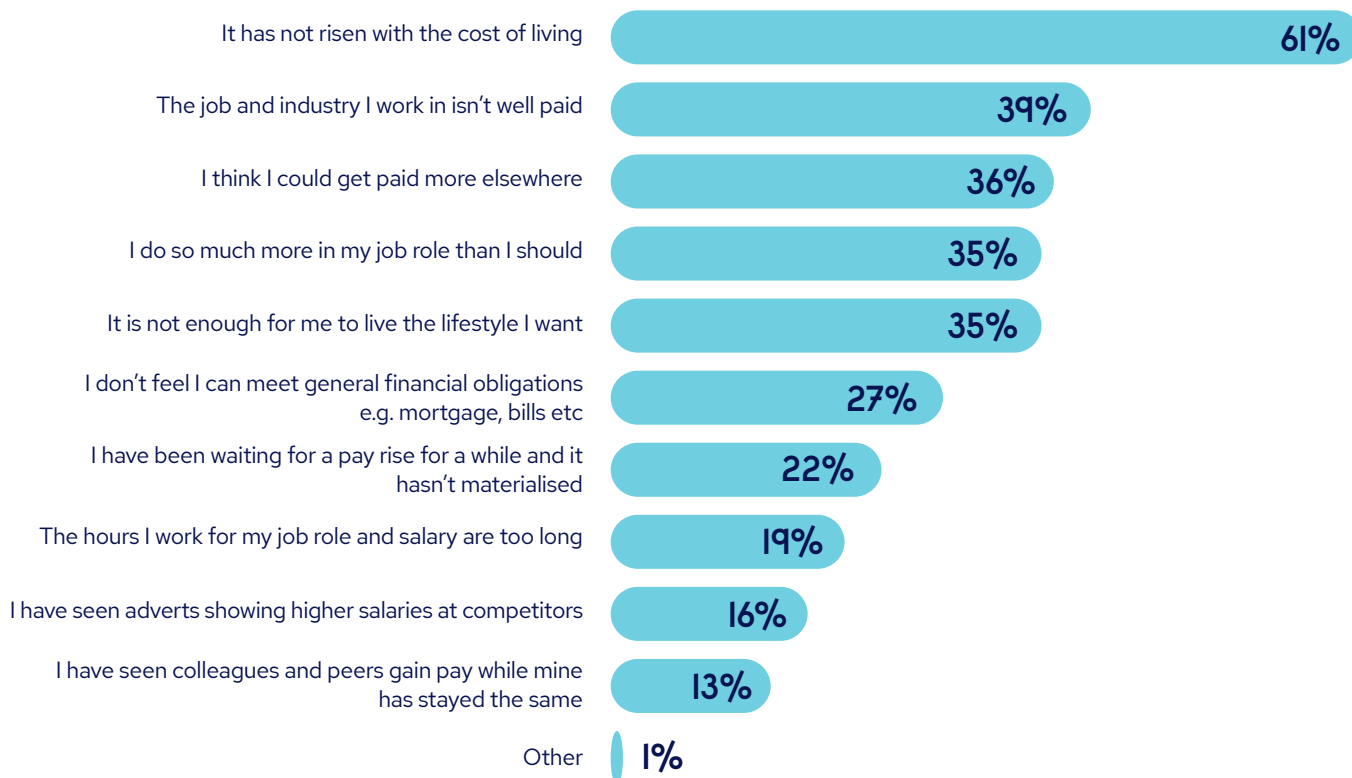


## Why are you happy with your current salary?



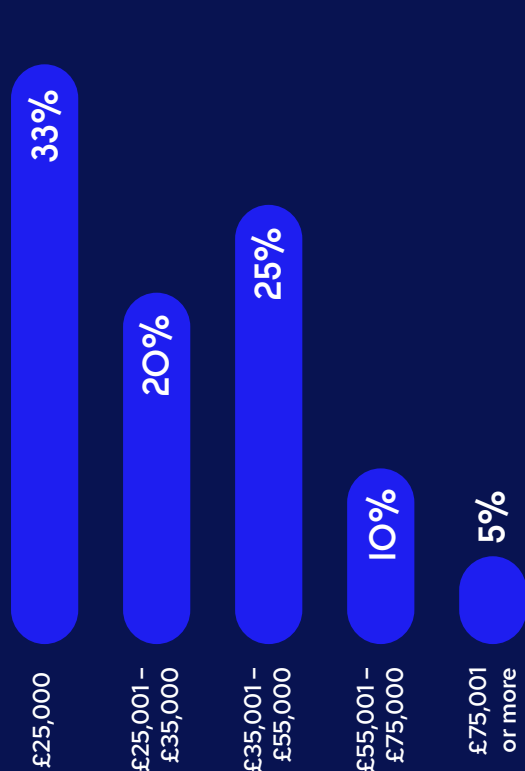
Of those who believed their pay was adequate, 39% said it was enough for them to live comfortably, 35% feel satisfied that the work they do is right for the salary they receive, and 34% believed it went well with their role.

## Why are you unhappy with your current salary?



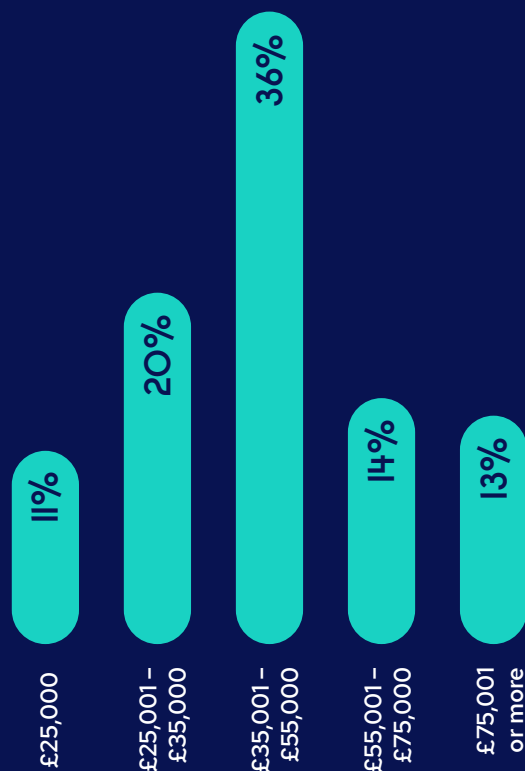
On the other hand, the majority (61%) who were not satisfied with their salary pointed to rising bills and inflation, claiming they are unhappy that their salary has not risen alongside the cost of living. 39% state that the industry they work in does not pay well, and over a third (36%) believe they could get paid more elsewhere.

What is your current annual salary?



On average, respondents earn an annual salary of **£35,500**

What would you consider to be a comfortable salary for you to live on?



On average, respondents would consider an annual salary of **£49,300** to be a comfortable salary to live on

**£13,800  
disparity**

between an employee's  
current salary and  
their ideal salary

Worryingly, for employers looking to retain staff, the survey found a large £13,800 disparity between an employee's current salary and their ideal salary. Respondents, on average, are earning £35,500, but state that to live comfortably they feel they would need to earn £49,300 per year.

Almost half (48%) feel confident that they will achieve their comfortable salary at some point, but those who wish to earn more may consider moving companies for a higher wage.

# All about the benefits

Offering higher salaries may not be viable for many organisations as we battle recession and difficult financial times, but the benefits you offer can potentially tip the balance when people are considering changing jobs.

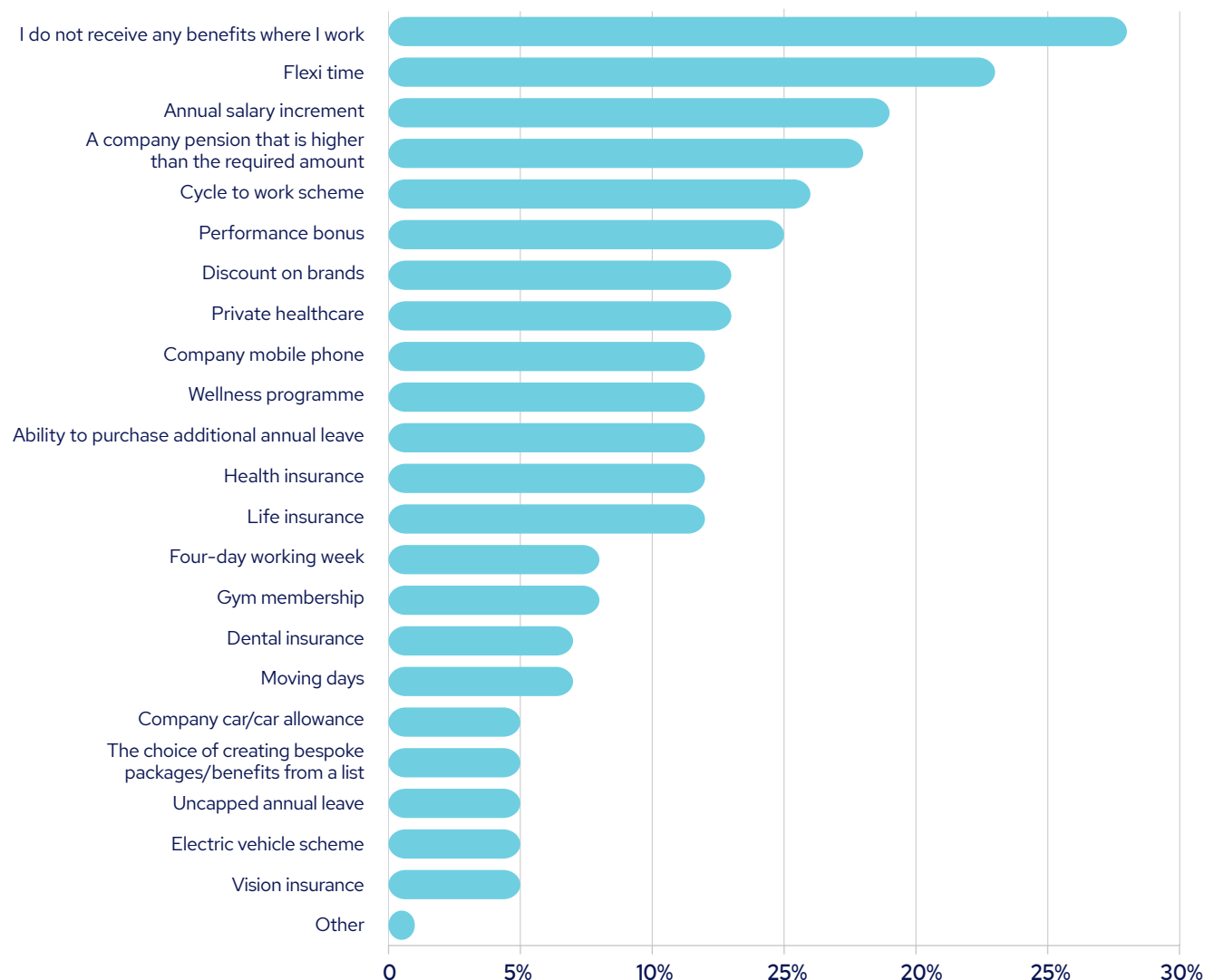
Our research sought to find out how many professionals were receiving benefits, what those benefits were, and what their top-five desired benefits would be. Despite the pandemic bringing in new ways of working, greater focus on wellbeing at work and the benefits that come with that, over a quarter of respondents (28%) said they do not receive any organisational benefits at all.

## Which benefits are received?

Flexi working came out top as the most common benefit, with 23% of workers being offered it. Coming in second place was annual salary increments (19%), and a company pension that is higher than the required amount (18%) took the third spot.

Health benefits were less common, with only 13% receiving private health insurance and 12% getting life insurance and wellness programmes. In our 2021 survey of 511 workers, we found that top-ups were a popular selection among businesses, with 47% getting a performance bonus, but this year only 15% stated this was a benefit offered to them.

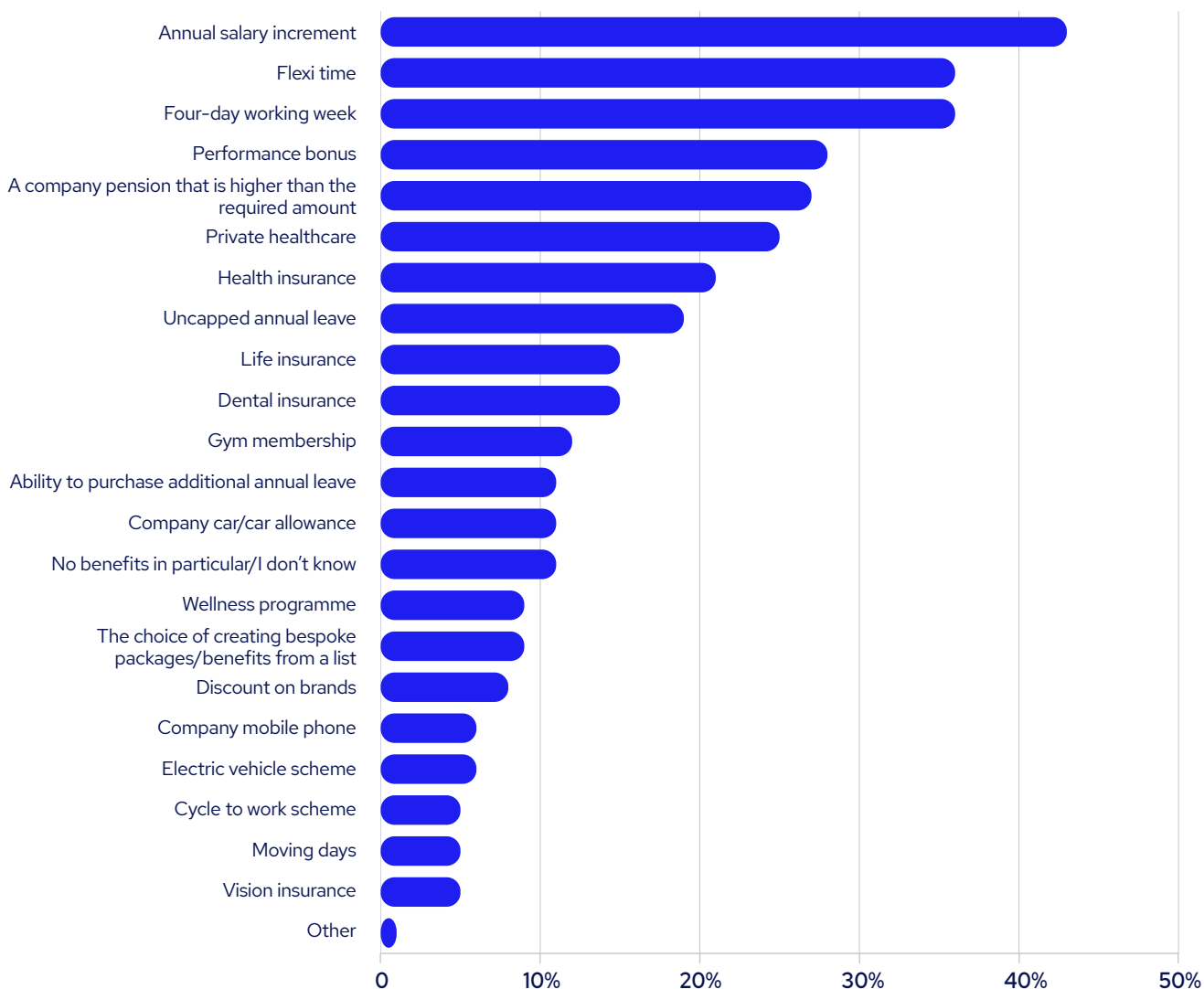
## What benefits do you currently receive where you work?





## How does this compare to the desired benefits?

When/if looking for a new job, what five benefits would you find most attractive?



With the rise of energy bills and cost of living, it is unsurprising that financial benefits such as an annual salary increment is now the most attractive benefit, with nearly half (43%) saying this is their preferred benefit if, or when, they are looking for a job. The pressure of financial difficulties is looming and impacting how employees feel about benefits, with a performance bonus (28%) and company pension that is higher than the required amount (27%) making the top desirable benefits list.

Last year the potential for new ways of working hit the headlines. We saw trials carried out of four-day working weeks and as businesses emerged from the pandemic, many have had to adopt new working models to retain staff. It is noteworthy, therefore, that a four-day working week and flexi working are tied as the second most attractive benefits, with 36% finding them desirable.

It seems workers are reacting to the stresses everyday life is presenting – in 2021, following the pandemic, health insurance was ranked highly, with just over half (51%) of respondents listing it in their top-five benefits, whereas this time, financial benefits have somewhat taken the lead.

## In summary

For the most part, the benefits employers are offering match up well with what workers are asking for, but there are still some areas where businesses could better align their benefits packages to the wishes of candidates. The most popular benefits this year were financial benefits – including salary increments and performance bonuses, and even though these fall into the top benefits employers offer, they aren't as high up in level of importance in comparison to employee preferences.

There are also some areas where companies could save money by removing less popular benefits from their offering. Cycle to work schemes were the fourth most popular benefit supplied by workplaces (16%) but fell into one of the least desired benefits for employees with only five percent finding it an attractive add-on.

Only 13% receive private healthcare, whereas 25% found it an attractive benefit; the same trend is found in health insurance, with only 12% of businesses offering it, but 21% of employees wanting it.

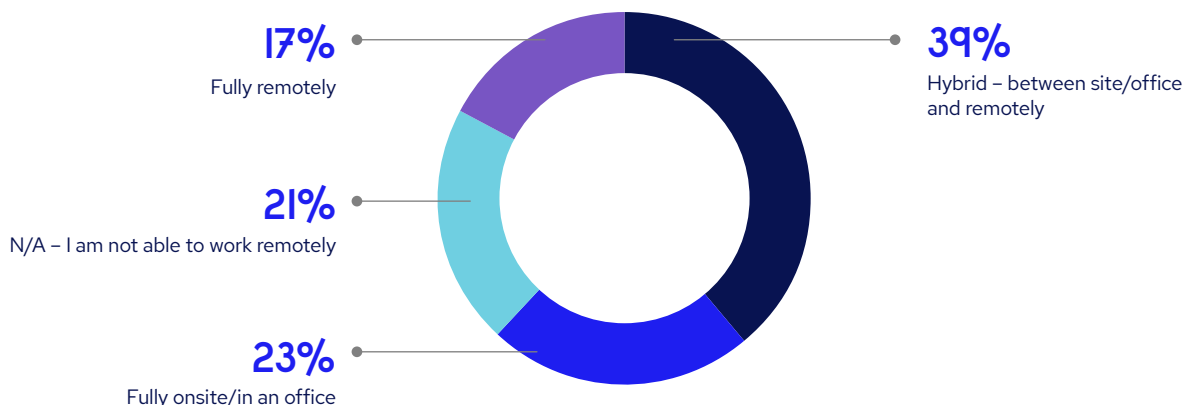
Businesses should consider evaluating the benefits they offer and whether they appeal to their workers, as the money they save on removing undesirable benefits could be better spent on more costly rewards that greater appeal to their employees. For example, companies may want to consider whether staff members require company mobile phones, as 12% receive them but only six percent of staff actually find it an attractive benefit. However, this also could be a reflection of the expectations we now have; workers may consider a company phone to be a necessity rather than a benefit. With the shift in the way we work, the 'expected' and 'desirable' benefits may begin to change and in order to retain staff, businesses need to know what their employees are expecting.



# The ways of working

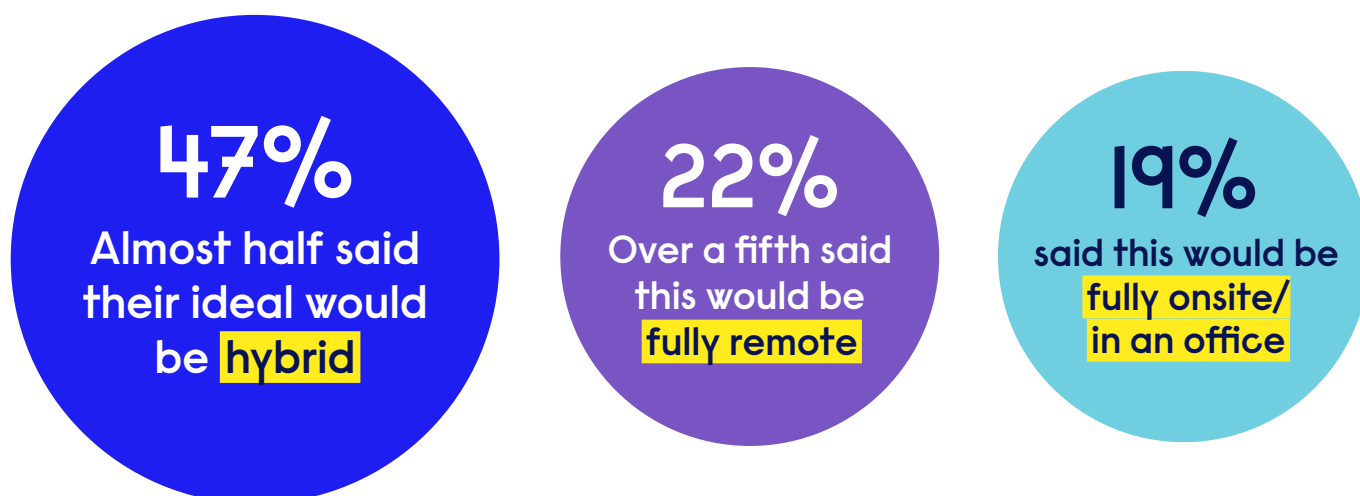
At the tail end of last year, we saw a small drop-off in the popularity of hybrid and remote working compared to the number of people who had access to these working models. This could have been because these benefits are now expected, rather than seen as attractive, or a sign of 'Zoom fatigue' as workers want to get back to working together in person.

If you are able to work remotely, are you currently working...?



This issue continues to shift as businesses try to maintain some form of balance between pre-pandemic preferences and post-pandemic lessons. Despite the decline from the previous year, for those able to work remotely, hybrid working is the most common with 39% working this way. There has been an increase in those working fully remotely, with 17% doing so, but working fully onsite remains more common than working remotely, with 23% going into the office/working onsite.

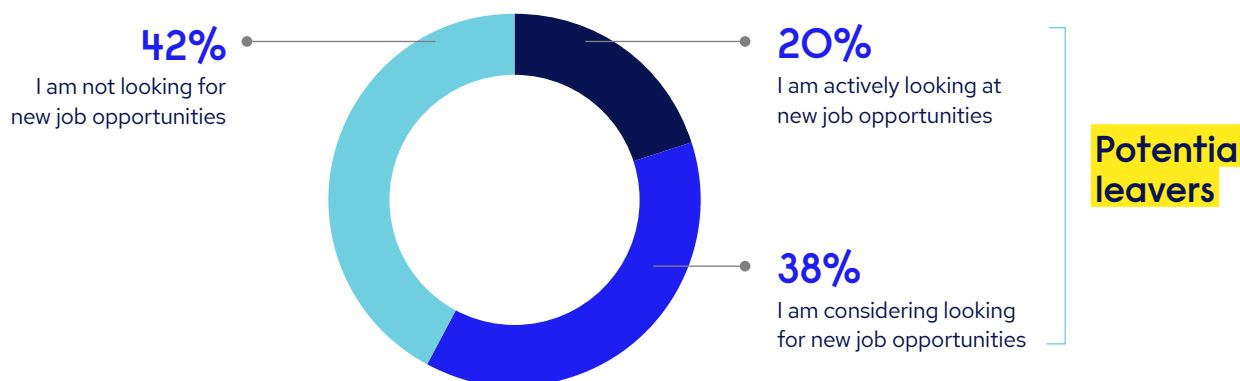
When asked for their ideal way of working:



Working from home is still heavily desired by employees, however. In comparison to the 39% of people currently working in a hybrid way, almost half of employees (47%) state that this method of working is their ideal; over a fifth (22%) say their ideal is to work fully remote.

# New year, new job

Even though nearly half (42%) of people are not looking for new job opportunities, the survey revealed that currently, a fifth (20%) are actively seeking new job opportunities, and over a third (38%) are considering looking for a new job.



A big driver for professionals wanting to change jobs is financial reasons, perhaps unsurprisingly as the cost-of-living crisis hits. The top reason for those wanting to move work was due to the pay they are receiving not being sufficient enough (19%). The push for 'purpose' within one's everyday job remains strong post-pandemic, with 17% stating they are considering a new job as it is time for them to move on. The third most popular reason relates back to salary again, with 15% stating there is better pay for them elsewhere; this is closely followed by 13% claiming the benefits and salary they receive are not good enough – highlighting the importance for businesses to strike the right balance between giving a strong salary and offering desired benefits.

## What is the main reason you're looking to move jobs?



# Why choose Reed to find your next **top performer?**

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The **longest guarantees** on the market – up to 18 months



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find out how





# Leadership roles



## London

### Chief People Officer

#### Private Sector

Number of Employees	Average Salary	Average Package
51-200	£122,900	£158,500
201-500	£140,000	£177,300
501+	£164,800	£210,700

#### Public Sector

Average Salary	Average Package
£102,600	£133,400
£115,400	£150,100
£141,100	£183,400

### HR Director

#### Private Sector

Number of Employees	Average Salary	Average Package
0-50	£88,100	£114,600
51-200	£113,300	£147,300
201-500	£125,900	£163,700
501+	£151,100	£196,400

#### Public Sector

Average Salary	Average Package
£74,400	£85,900
£91,600	£103,000
£103,000	£123,600
£125,900	£143,100

### Head of HR

#### Private Sector

Number of Employees	Average Salary	Average Package
0-50	£75,800	£87,200
51-200	£81,600	£93,900
201-500	£87,500	£100,600
501+	£104,900	£120,700

#### Public Sector

Average Salary	Average Package
£70,000	£80,500
£79,300	£91,200
£81,600	£93,900
£99,100	£114,000

# Leadership roles



## Rest of the UK

### Chief People Officer

#### Private Sector

Number of Employees	Average Salary	Average Package
51-200	£108,700	£127,600
201-500	£119,600	£156,400
501+	£141,400	£180,800

#### Public Sector

Average Salary	Average Package
£87,200	£113,400
£98,100	£127,600
£119,900	£155,900

### HR Director

#### Private Sector

Number of Employees	Average Salary	Average Package
0-50	£74,900	£97,400
51-200	£96,300	£125,200
201-500	£107,000	£139,200
501+	£128,500	£167,000

#### Public Sector

Average Salary	Average Package
£63,300	£73,000
£77,800	£87,600
£87,600	£105,100
£107,000	£121,600

### Head of HR

#### Private Sector

Number of Employees	Average Salary	Average Package
0-50	£64,400	£74,100
51-200	£69,400	£79,800
201-500	£74,300	£85,500
501+	£89,200	£102,600

#### Public Sector

Average Salary	Average Package
£59,500	£68,400
£67,400	£77,500
£69,400	£79,800
£84,200	£96,900

# Leadership roles



## Executive insight



**Bukola Odofin**

Human Resources Executive  
Search Expert  
Reed

// We saw a steady influx of leadership roles in 2022, and the market remains candidate- driven. A lot of jobs have centred towards creating a strong employer brand, looking at ways of attracting and retaining staff, the importance of compensation and rewards, and ensuring employers set good working landscapes.

2023 will be different. We will notice the impact of generational change as well as company loyalty – and understanding and gaining the latter will be an important factor in leadership roles, coupled with HR strategic experience. Leaders will need to know how to increase a positive employee experience and find the balance between flexibility and productivity.

Businesses will be keen to find leaders who can embrace change with an open mind while remaining equally mindful of profit margins. Ensuring leaders can establish a culture where people feel they belong and where they feel invested in their work is key. Employee value proposition (EVP) will be high on the agenda to attract and retain staff.

Bosses may struggle to find candidates with 100% of the skills they want – but most leadership skills are transferable, and companies not already flexible on this need to embrace change to manage turnover and productivity.

In order to attract and retain staff, employers should ask the right questions, be authentic as an organisation, ensure a good work-life balance for the workforce, and demonstrate inclusion and belonging.

Candidates seeking a leadership role should take any opportunity to upskill and keep up to date with trending HR topics. It's important to ensure they can deliver to establish credibility, build effective teams, collaborate with all levels of staff and have good and effective communication skills.

HR leaders are likely to experience various significant challenges with employees this year, including tackling so-called 'quiet quitting', deciding where to draw the line in terms of bigger and better rewards, and creating the right workplace culture to increase productivity, as location-agnostic working patterns are on the rise. Consciously looking after employee wellbeing as the generational workforce changes, moving with the times, and increasing diversity and inclusion needs to be at the forefront of decision making.

We have almost settled into a new way of working, so organisational change and improving leadership effectiveness will be key. Amplifying employee benefits and wellbeing will be a game changer as these elements are currently important to employees.

As the cost-of-living crisis continues, there's a premium attached to salaries and benefits in leadership roles. Professionals want to know they're joining a stable business that offers opportunities for growth and development. I'd advise businesses seeking talented leaders to ensure they have a strong EVP in place, that inclusion and belonging are not token gestures, and action is ongoing to build and maintain a positive workplace culture. //

# External insight



**Jamila Lecky**  
Chartered MCIPD  
Group Reward Consultant  
Mott MacDonald

// HR is at the forefront of the cost-of-living crisis within organisations and so has a clearer idea of what is and isn't possible. If employers aren't actively trying to support their staff through this period, you'll see people, HR included, voting with their feet.

The economic climate will continue to be a challenge this year for employers, as will retaining top talent who won't stick around if they're not feeling valued. The solution will either be through remuneration or recognition, which may become harder to provide in the recession.

The trend for flexible, remote work is not going away, despite many employers trying to get people back to the office full time. Ultimately, businesses need to get the basics right: salaries must continue to be competitive. But once that basic need is met, people want interesting work and to work alongside interesting people.

A lot of companies focus on benchmarking salaries in order to stay competitive in the market. However, a true advantage can be gained through benefits, such as increased annual leave or leading the market with family-friendly and fertility benefits. Not only does this help retain talent but sends a message to potential employees of the organisation's values.

What I find most exciting is how strategic HR is becoming. It used to be a very transactional function, dealing with everyday employee relations issues, to now being future focused, analytical and driving organisational change. //



# East Anglia



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£21,900	£23,400 ↗	£24,800	£22,300	£22,500	£25,500
Advisor	£28,500	£31,100 ↗	£33,600	£30,500	£29,700	£32,600
Analyst	£35,400	£39,400 ↘	£43,400	£39,700	£38,800	£41,500
Business Partner	£41,100	£45,600 ↘	£50,000	£46,800	£45,600	£47,800
Employee Relations Advisor	£27,300	£29,900 ↗	£32,600	£29,900	£32,400	£31,700
Employee Relations Manager	£38,600	£42,500 ↘	£46,400	£45,500	£54,600	£44,500
Health & Safety Advisor	£28,700	£31,500 ↘	£34,400	£33,400	£35,000	£33,100
Health & Safety Manager	£48,500	£52,500 ↗	£56,600	£42,600	£46,600	£55,200
Internal Recruiter	£25,700	£29,000 ↗	£32,400	£29,000	£28,500	£30,700
Learning Development Manager	£39,300	£43,800 ↘	£48,300	£45,200	£45,300	£46,400
Manager	£42,900	£48,100 ↗	£53,300	£47,200	£46,800	£50,500

↗ **4.9%** increase in Administrator average salaries this year.

↗ **23.2%** increase in Health & Safety Manager average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Operations Manager	£40,600	£45,600 ↗	£50,600	£44,700	£44,900	£48,300
Organisational Development Specialist	£40,300	£42,500 ↘	£44,700	£49,200	£55,200	£44,800
Project Manager	£52,000	£57,900 ↗	£63,800	£56,800	£51,400	£61,300
Recruitment Coordinator	£20,400	£22,100 ↘	£23,700	£23,900	£22,900	£23,200
Recruitment Manager	£33,800	£39,000 ↗	£44,100	£34,900	£39,300	£40,900
Recruitment Officer	£22,400	£24,100 ↗	£25,700	£23,800	£24,400	£26,500
Reward Manager	£51,100	£58,300 ↘	£65,400	£58,600	£61,900	£61,800
Shared Services Manager	£36,800	£39,900 ↘	£43,000	£44,200	£42,700	£42,300
Talent Acquisition Consultant	£26,800	£37,500 ↗	£48,400	£33,500	£39,500	£39,800
Talent Acquisition Manager	£38,100	£42,500 ↘	£46,900	£43,700	£45,200	£45,000
Talent Acquisition Specialist	£30,100	£33,700 ↗	£37,400	£33,700	£38,700	£35,800
Training Manager	£39,700	£43,200 ↘	£46,700	£45,700	£47,800	£45,800

↗ **11.7%** increase in Recruitment Manager average salaries this year.

↘ **9.7%** decrease in Shared Services Manager average salaries this year.



# - 0%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Advisor

2021	£29,700
2022	£30,500
2023	£31,100

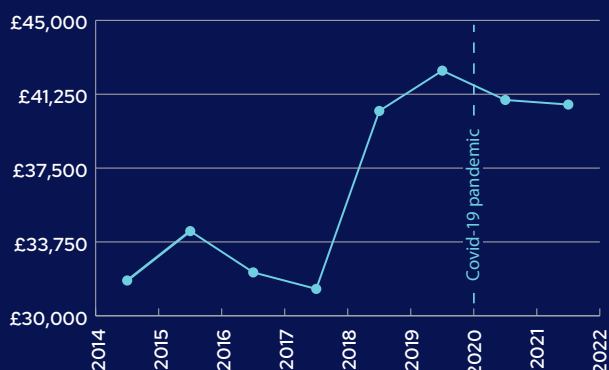
### Manager

2021	£46,800
2022	£47,200
2023	£48,100

### Project Manager

2021	£51,400
2022	£56,800
2023	£57,900

## Average sector salary across region



## Regional insight



**Matt White**

Regional Managing Director  
Reed

// The East Anglian market continues to provide plenty of opportunities for human resources professionals, on the back of sustained growth for HR departments across the region. Businesses that had previously outsourced their HR have decided to bring back in-house teams to improve the end-user experience and reduce costs. We've also seen a rise in learning and development roles created for young professionals and recent graduates, brought on by a high demand for additional hands to fulfil demand.

Due to a shortage of HR professionals across the region, organisations are facing a constant battle to attract talent to their roles. With this situation unlikely to change anytime soon, employers need to rethink their talent acquisition approach to stand the best chance of securing the personnel they both want and need. Organisations should be selling the company and its values to any prospective employee, especially the culture, working models and benefits packages on offer. It's also vital to make sure the expectations of the role are outlined clearly, as many professionals are looking for stability in their careers.

With many would-be jobseekers preferring the stability and security offered by their current employer, the demand for highly-skilled HR professionals has increased substantially, meaning those candidates looking for their next move are in a strong position. Professionals are encouraged to think about what they want from their next role – is it career progression, increased salary, further development support, more responsibility or to work within a larger team? I'd also urge candidates to be specific in their requirements. Even though a salary increase is important, it's about what they want to gain from leaving their current company and moving somewhere new. It's a big step to make that requires plenty of thought. //

# East Midlands



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£21,800	£24,500 <span>↗</span>	£27,200	£24,200	£24,300	£25,700
Advisor	£29,400	£31,600 <span>↗</span>	£33,800	£31,500	£30,900	£33,200
Analyst	£37,300	£40,200 <span>↗</span>	£43,100	£38,400	£33,000	£42,300
Business Partner	£46,300	£49,900 <span>↗</span>	£53,500	£49,300	£53,200	£52,400
Employee Relations Advisor	£29,700	£32,100 <span>↗</span>	£34,600	£30,700	£34,500	£33,800
Employee Relations Manager	£42,000	£45,700 <span>↘</span>	£49,300	£46,700	£58,100	£47,800
Health & Safety Advisor	£31,300	£35,200 <span>↗</span>	£39,100	£33,600	£40,800	£36,900
Health & Safety Manager	£44,400	£48,600 <span>↗</span>	£52,900	£45,700	£43,500	£51,000
Internal Recruiter	£29,700	£33,000 <span>↘</span>	£36,300	£33,500	£22,300	£34,600
Learning Development Manager	£42,800	£47,000 <span>↗</span>	£51,300	£46,400	£48,200	£49,500
Manager	£44,100	£48,100 <span>↘</span>	£52,100	£48,200	£47,500	£50,500
Operations Manager	£44,200	£48,900 <span>↗</span>	£53,700	£45,900	£47,800	£51,500

↗ **4.6%** increase in Employee Relations Advisor average salaries this year.

↗ **6.5%** increase in Operations Manager average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Organisational Development Specialist	£43,800	£45,600 <span>↘</span>	£47,500	£50,500	£58,700	£47,900
Project Manager	£56,600	£62,200 <span>↗</span>	£67,700	£58,300	£54,600	£65,500
Recruitment Coordinator	£22,200	£23,700 <span>↘</span>	£25,200	£24,500	£24,400	£24,800
Recruitment Manager	£34,600	£39,200 <span>↗</span>	£43,800	£37,600	£41,100	£41,400
Recruitment Officer	£24,400	£25,900 <span>↗</span>	£27,300	£24,500	£25,900	£28,100
Reward Manager	£55,600	£62,600 <span>↗</span>	£69,500	£60,100	£65,800	£66,000
Shared Services Manager	£40,000	£42,800 <span>↘</span>	£45,600	£45,400	£45,400	£45,000
Talent Acquisition Consultant	£29,200	£40,300 <span>↗</span>	£51,400	£34,400	£42,000	£42,600
Talent Acquisition Manager	£41,500	£45,600 <span>↗</span>	£49,800	£44,900	£48,100	£48,000
Talent Acquisition Specialist	£32,700	£36,200 <span>↗</span>	£39,700	£34,600	£41,200	£38,200
Training Manager	£43,200	£46,400 <span>↘</span>	£49,500	£46,900	£50,900	£48,900

↘ **9.7%** decrease in Organisational Development Specialist average salaries this year.

↗ **4.2%** increase in Reward Manager average salaries this year.

1.9%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Analyst

2021	£33,000
2022	£38,400
2023	£40,200

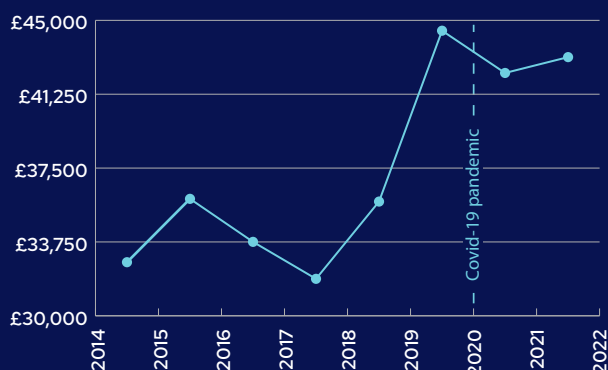
### Health & Safety Manager

2021	£43,500
2022	£45,700
2023	£48,600

### Project Manager

2021	£54,600
2022	£58,300
2023	£62,200

## Average sector salary across region



## Regional insight



**Rob Russell**

Regional Managing Director  
Reed

With most companies now shifting towards a people-first culture, it's likely we will see HR professionals becoming even more significant in strategic leadership. While the skills shortage is putting pressure on HR employees in every sector to promote their company's exciting benefits packages and project their company's values, it also presents a great opportunity for them to develop their skill set. This will be highly attractive to the best talent.

Employers must ensure they have a competitive rewards package and an employee value proposition that honestly reflects their company culture. Research from various sources indicates staff retention is heavily based on company culture and workplace friendships. Where flexible and hybrid working options were once seen as perks, they are now seen as standard in any company. Striking the balance between flexibility and remote options and ensuring people don't feel isolated will continue to be a challenge this year, as demand for hybrid work models has only increased with the rising costs of travel and fuel.

# London



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£26,500	£28,800 ↴	£31,100	£29,000	£27,400	£30,200
Advisor	£38,000	£41,100 ↴	£44,300	£41,500	£39,200	£43,100
Analyst	£49,200	£54,200 ↗	£59,300	£51,600	£49,300	£56,900
Business Partner	£58,800	£64,200 ↗	£69,600	£61,100	£60,600	£67,400
Employee Relations Advisor	£43,200	£47,300 ↗	£51,300	£43,800	£43,900	£49,900
Employee Relations Manager	£61,200	£67,200 ↗	£73,200	£66,700	£74,100	£70,300
Health & Safety Advisor	£43,300	£47,100 ↗	£50,800	£45,800	£43,800	£49,400
Health & Safety Manager	£54,200	£58,800 ↴	£63,400	£59,600	£56,400	£61,700
Internal Recruiter	£42,900	£47,800 ↗	£52,700	£40,400	£39,100	£50,300
Learning Development Manager	£58,000	£63,800 ↗	£69,600	£61,100	£59,300	£67,000
Manager	£62,400	£68,900 ↗	£75,400	£64,100	£60,600	£72,500

↴ **1.3%** decrease in Health & Safety Manager average salaries this year.

↗ **18.3%** increase in Internal Recruiter average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Operations Manager	£58,800	£65,100 ↗	£71,400	£60,000	£56,500	£68,400
Organisational Development Specialist	£63,800	£67,100 ↴	£70,400	£72,100	£74,900	£70,600
Project Manager	£77,600	£84,700 ↗	£91,700	£78,200	£64,000	£88,800
Recruitment Coordinator	£32,300	£34,900 ↴	£37,400	£35,000	£31,100	£36,500
Recruitment Manager	£49,100	£56,500 ↗	£63,900	£55,100	£55,400	£59,300
Recruitment Officer	£30,600	£32,700 ↗	£34,800	£30,700	£31,600	£34,300
Reward Manager	£75,700	£89,300 ↗	£102,900	£88,000	£72,900	£93,800
Shared Services Manager	£58,200	£63,000 ↴	£67,700	£64,900	£57,900	£66,400
Talent Acquisition Consultant	£42,500	£59,300 ↗	£76,200	£49,200	£53,600	£62,700
Talent Acquisition Manager	£52,600	£57,500 ↗	£62,400	£57,300	£47,500	£60,300
Talent Acquisition Specialist	£42,400	£46,300 ↗	£50,200	£44,800	£50,100	£48,600
Training Manager	£62,900	£68,200 ↗	£73,500	£67,000	£64,900	£71,900

↗ **8.5%** increase in Operations Manager average salaries this year.

↗ **20.5%** increase in Talent Acquisition Consultant average salaries this year.

3.5%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Analyst

2021	£49,300
2022	£51,600
2023	£54,200

### Health & Safety Advisor

2021	£43,800
2022	£45,800
2023	£47,100

### Learning Development Manager

2021	£59,300
2022	£61,100
2023	£63,800

## Average sector salary across region



## Regional insight



**Collette Huckle**

Regional Managing Director  
Reed

Businesses in London are facing strong competition in securing the best HR professionals in the industry – a community that knows their worth and expects compensation to match their expertise.

Hybrid/remote working will continue to take precedence driven by employee demand as recruiters are finding it increasingly difficult to find candidates who will commit to five days in the office. This was the biggest shift last year and will no doubt carry on in 2023.

Companies need to be prepared to upskill their existing talent and train new recruits if they don't have the whole list of expectations. Procrastinating over external candidates can mean losing great people to competitors, so it pays to have a clear idea of the skills your business or team won't compromise on and act fast when someone fits the bill.

The key challenges for HR professionals in London will be how well they rate their own employee experience in an organisation. HR staff are acutely aware of how they should be treated and will have no hesitation in questioning working practices if they are not getting the buy-in from management.

I'd recommend jobseekers first explore avenues within their current workplace. During the economic uncertainty, change management and organisational development will be prominent in business – both always have an impact on employee relations, so a robust knowledge of how to protect company interests will be highly desirable.

Salaries are likely to be an ongoing issue owing to the cost-of-living crisis seeing greater competition on the market, with professionals unafraid to voice their financial concerns. To counter any stagnation in pay, rewards will be key in retaining and attracting top talent. Be mindful that the definition of what constitutes a company benefit is changing: hybrid or flexible working are widely now considered standard, meaning a deeper dive is required into what employees most value.



# North East



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£21,200	£22,500 ↗	£23,800	£21,800	£22,100	£23,600
Advisor	£29,600	£32,800 ↗	£36,000	£29,800	£30,000	£34,400
Analyst	£37,300	£41,000 ↗	£44,800	£38,500	£39,800	£43,100
Business Partner	£45,300	£48,900 ↗	£52,500	£42,400	£43,900	£51,400
Employee Relations Advisor	£28,700	£31,200 ↗	£33,600	£29,000	£33,200	£32,900
Employee Relations Manager	£40,700	£44,300 ↗	£47,900	£44,100	£56,000	£46,300
Health & Safety Advisor	£30,200	£32,800 ↗	£35,500	£32,400	£35,900	£34,400
Health & Safety Manager	£39,800	£43,400 ↗	£46,900	£40,000	£42,400	£45,600
Internal Recruiter	£27,000	£30,200 ↗	£33,400	£28,100	£29,200	£31,800
Learning Development Manager	£41,400	£45,600 ↗	£49,800	£43,900	£46,500	£48,100
Manager	£43,200	£47,400 ↗	£51,500	£47,000	£43,300	£49,800

↗ **10.1%** increase in Advisor average salaries this year.

↗ **15.3%** increase in Business Partner average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Operations Manager	£42,800	£47,500 ↗	£52,100	£43,400	£46,000	£50,100
Organisational Development Specialist	£42,400	£44,300 ↘	£46,100	£47,800	£56,600	£46,600
Project Manager	£54,800	£60,300 ↗	£65,700	£55,100	£52,700	£63,500
Recruitment Coordinator	£21,500	£23,000 ↘	£24,500	£23,200	£23,500	£24,100
Recruitment Manager	£31,000	£33,500 ↘	£36,000	£33,600	£37,200	£35,100
Recruitment Officer	£23,600	£25,100 ↗	£26,500	£23,100	£25,000	£27,400
Reward Manager	£53,800	£60,700 ↗	£67,500	£56,900	£63,400	£64,000
Shared Services Manager	£38,700	£41,600 ↘	£46,000	£44,400	£44,200	£43,800
Talent Acquisition Consultant	£28,300	£39,100 ↗	£49,900	£32,600	£40,500	£41,400
Talent Acquisition Manager	£40,200	£44,300 ↗	£48,400	£42,400	£46,400	£46,700
Talent Acquisition Specialist	£31,700	£35,100 ↗	£38,500	£32,700	£39,700	£37,000
Training Manager	£41,800	£45,000 ↗	£48,100	£44,400	£49,000	£47,500

↗ **8.7%** increase in Recruitment Officer average salaries this year.

↘ **7.3%** decrease in Organisational Development Specialist average salaries this year.

5%

salary growth versus  
4.2% UK average growth

## Roles on the rise

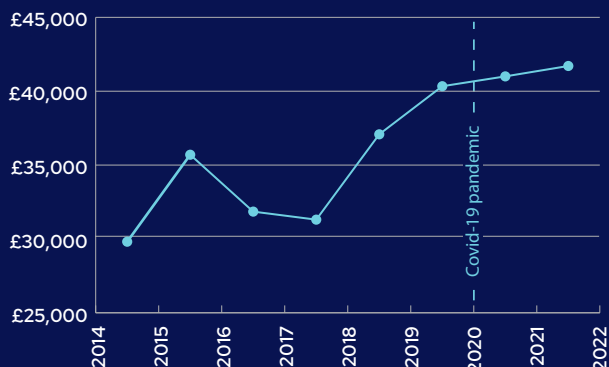
### Manager

2021	£43,300
2022	£47,000
2023	£47,400

### Project Manager

2021	£52,700
2022	£55,100
2023	£60,300

## Average sector salary across region



## Regional insight



**Mike Harrison**

Regional Managing Director  
Reed

// The HR market has continued to be very candidate-driven over the past year. The number of vacancies still outweigh the number of available professionals, and organisations are having to compete to attract the best talent. HR professionals have been in high demand since the pandemic which reflects the change in attitudes towards HR, with businesses placing higher value on their importance.

The cost-of-living crisis has certainly made an impact on people's career choices in the North East, as it has across the country. Professionals at the lower-mid level are seeking new opportunities where they can improve their financial earnings and progress faster, and seem less concerned about hybrid/flexible working options. On the other hand, there has been less movement at the senior level as the uncertainty of the climate has caused these professionals to remain in their current posts where they have financial and job stability.

There will be many opportunities for HR teams in 2023, particularly around mobilising their company's environmental, social and governance (ESG) goals. HR teams should also consider updating their technology to give themselves greater control and independence, as many still use basic HR systems like Peoplesoft. However, in this challenging climate, it may be difficult to find the budget and expertise to make such changes, therefore, retaining talent is essential. Make sure your salary and reward packages are competitive and where budgets are tight, look at additional benefits such as flexible working to attract professionals. //

# North West



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£21,700	£23,100 ↘	£24,600	£23,500	£22,200	£24,600
Advisor	£29,800	£32,000 ↗	£34,200	£31,000	£29,900	£34,300
Analyst	£34,100	£37,500 ↘	£41,000	£39,300	£42,100	£39,300
Business Partner	£41,600	£45,800 ↘	£50,000	£46,700	£46,000	£48,000
Employee Relations Advisor	£30,400	£32,600 ↗	£34,800	£31,100	£32,400	£34,200
Employee Relations Manager	£43,000	£46,300 ↘	£49,700	£47,300	£54,600	£48,400
Health & Safety Advisor	£32,700	£35,600 ↘	£38,500	£36,200	£35,000	£37,100
Health & Safety Manager	£45,900	£49,800 ↗	£53,600	£48,300	£43,300	£52,300
Internal Recruiter	£27,700	£30,100 ↗	£32,600	£28,600	£26,100	£31,500
Learning Development Manager	£43,800	£47,700 ↗	£51,600	£47,100	£45,300	£50,000
Manager	£46,200	£50,000 ↗	£53,900	£47,300	£47,700	£52,300

↗ **5.2%** increase in Internal Recruiter average salaries this year.

↗ **5.7%** increase in Manager average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Operations Manager	£48,600	£52,500 ↗	£56,400	£48,000	£43,200	£55,100
Organisational Development Specialist	£44,800	£46,300 ↘	£47,800	£51,200	£55,200	£48,400
Project Manager	£62,600	£69,400 ↗	£76,100	£56,300	£57,000	£72,900
Recruitment Coordinator	£22,700	£24,000 ↘	£25,400	£24,900	£22,900	£25,100
Recruitment Manager	£35,300	£39,600 ↗	£43,900	£35,800	£38,800	£43,300
Recruitment Officer	£24,900	£26,200 ↗	£27,500	£24,800	£24,400	£28,300
Reward Manager	£56,900	£63,400 ↗	£70,000	£61,000	£61,800	£66,500
Shared Services Manager	£40,900	£43,400 ↘	£45,900	£46,100	£42,700	£45,500
Talent Acquisition Consultant	£29,900	£40,900 ↗	£51,700	£34,900	£39,500	£43,000
Talent Acquisition Manager	£42,500	£47,300 ↗	£52,200	£42,900	£41,500	£49,700
Talent Acquisition Specialist	£29,700	£33,100 ↘	£36,500	£33,500	£33,800	£34,600
Training Manager	£44,200	£47,000 ↘	£49,900	£47,600	£47,800	£49,300

↘ **9.6%** decrease in Organisational Development Specialist average salaries this year.

↗ **10.6%** increase in Recruitment Manager average salaries this year.

3.1%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Advisor

2021	£29,900
2022	£31,000
2023	£32,000

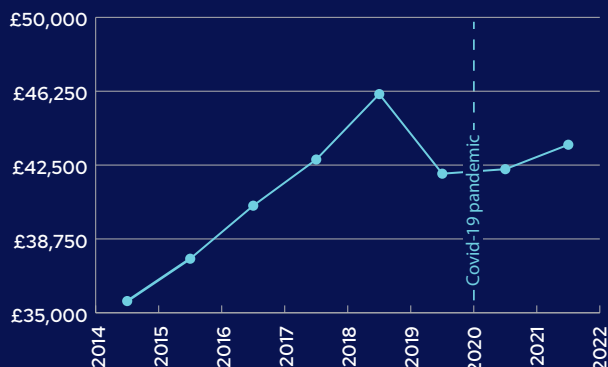
### Health & Safety Manager

2021	£43,300
2022	£48,300
2023	£49,800

### Learning Development Manager

2021	£45,300
2022	£47,100
2023	£47,700

## Average sector salary across region



## Regional insight



Alexa Naylor

Regional Managing Director  
Reed

// The North West is fortunate to have a large pool of passive and active talent, but there is still strong competition among employers to hire the best HR professionals. Employers must ensure their job offers stand out from the crowd by paying attention to the competition. It helps to regularly consult your existing workforce to discover what employees most value and see where improvements can be made. According to a survey by CIPD, the professional body for HR, 41% of companies in the UK are looking to upskill their existing employees, 35% are advertising flexible working and 29% are raising salaries to keep up with the market rate.

Demand is increasing, particularly for specialists in diversity, equality and inclusion, and belonging, reward, and talent acquisition. Specialising offers the best benefits in this sector as it gives employees an opportunity to have a real impact and to add value to a company. My advice to jobseekers is to carefully consider every opportunity and don't dismiss something that might be worth exploring.

In this economic climate, the jobseeker will have slightly more power in the process than hiring managers. Employers must ensure they are not only selling the role, but the environment, company culture and the entire offering. It's less about what the professional can add to a company than whether a company is in line with their values and career goals. Those who aren't currently offering hybrid working will be at a disadvantage from the beginning. //

# Northern Ireland



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£19,800	£21,700 ↗	£23,600	£20,800	£21,900	£22,900
Advisor	£27,000	£29,700 ↗	£32,500	£28,100	£30,400	£31,100
Analyst	£37,500	£42,000 ↗	£46,600	£38,600	£39,900	£44,200
Business Partner	£41,400	£46,100 ↗	£50,800	£42,600	£46,200	£48,400
Employee Relations Advisor	£28,900	£32,000 ↗	£35,000	£29,000	£33,300	£33,800
Employee Relations Manager	£41,000	£45,400 ↗	£49,800	£44,100	£56,200	£47,500
Health & Safety Advisor	£30,400	£33,700 ↗	£36,900	£32,500	£36,100	£35,300
Health & Safety Manager	£40,100	£44,500 ↗	£48,800	£40,000	£42,600	£46,700
Internal Recruiter	£27,200	£31,000 ↗	£34,700	£28,100	£29,400	£32,700
Learning Development Manager	£41,700	£46,700 ↗	£51,800	£43,900	£46,600	£49,200

↗ **4.3%** increase in Administrator average salaries this year.

↗ **10.3%** increase in Employee Relations Advisor average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Manager	£43,600	£48,800 ↗	£54,000	£45,200	£47,700	£51,500
Operations Manager	£43,100	£48,700 ↗	£54,200	£43,400	£46,200	£51,400
Organisational Development Specialist	£42,700	£45,400 ↘	£48,000	£47,800	£56,800	£47,800
Project Manager	£55,200	£61,800 ↗	£68,400	£55,200	£52,900	£65,100
Recruitment Coordinator	£21,600	£23,600 ↗	£25,500	£23,200	£23,600	£24,700
Recruitment Manager	£33,700	£38,900 ↗	£44,200	£35,600	£39,700	£41,100
Recruitment Officer	£23,800	£25,700 ↗	£27,600	£23,100	£25,100	£27,900
Reward Manager	£54,200	£62,200 ↗	£70,200	£56,900	£63,600	£65,600
Shared Services Manager	£39,000	£42,500 ↘	£46,100	£43,000	£44,000	£44,800
Talent Acquisition Consultant	£28,500	£40,100 ↗	£51,900	£32,600	£40,700	£42,400
Talent Acquisition Manager	£40,400	£45,400 ↗	£50,300	£42,500	£46,500	£47,900
Talent Acquisition Specialist	£31,900	£36,000 ↗	£40,100	£32,700	£39,800	£38,000
Training Manager	£42,100	£46,100 ↗	£50,100	£44,400	£49,200	£48,600

↗ **8%** increase in Manager average salaries this year.

↘ **1.2%** decrease in Shared Services Manager average salaries this year.



6.9%

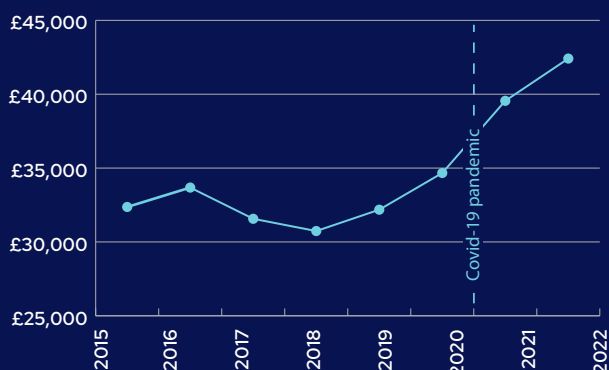
salary growth versus  
4.2% UK average growth

## Roles on the rise

### Project Manager

2021	£52,900
2022	£55,200
2023	£61,800

## Average sector salary across region



## Regional insight



**Mike Harrison**

Regional Managing Director  
Reed

// HR professionals at all levels of seniority in Northern Ireland have been in high demand over the past year. Businesses are facing big challenges to keep up with salary increases across the country. Some professionals are using job offers as leverage for a pay increase and many employers are reacting to this by extending counteroffers to try and retain their qualified, trained staff. Others are moving jobs for higher salaries to help them cope with the cost-of-living crisis and their rising mortgages.

I would urge businesses to remember that benefits are now as important as the salary they are offering. Hybrid working is now commonplace in the sector and trusting employees to do their role in a hybrid capacity will expand your pool of candidates. Move quickly when advertising the role, from arranging interviews to making a job offer, as the best professionals are being quickly snapped up and some have several job offers on the table at the same time.

When recruiting, it's vital to understand what jobseekers are looking for. On top of an attractive salary and benefits package, HR professionals often assess a company's values and culture to see if they align to their own principles. They also highly appreciate training and development opportunities and progression routes, and ultimately, want to be given the chance to add value to the organisation. //

# Scotland



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£22,600	£24,300 <span>↗</span>	£25,900	£22,500	£23,500	£25,500
Advisor	£31,600	£35,500 <span>↗</span>	£39,400	£33,000	£31,700	£37,300
Analyst	£39,200	£43,300 <span>↘</span>	£47,300	£44,000	£43,600	£45,300
Business Partner	£40,400	£44,300 <span>↘</span>	£48,300	£51,100	£46,700	£46,300
Employee Relations Advisor	£30,200	£32,900 <span>↘</span>	£35,500	£33,100	£36,400	£34,600
Employee Relations Manager	£42,800	£46,700 <span>↘</span>	£50,700	£50,400	£61,300	£48,700
Health & Safety Advisor	£31,800	£34,600 <span>↘</span>	£37,500	£37,000	£39,300	£36,100
Health & Safety Manager	£41,900	£45,800 <span>↗</span>	£49,600	£45,700	£46,400	£48,000
Internal Recruiter	£28,400	£31,900 <span>↘</span>	£35,300	£32,100	£32,000	£33,500
Learning Development Manager	£43,600	£48,100 <span>↘</span>	£52,700	£50,100	£50,900	£50,500
Manager	£45,300	£50,500 <span>↘</span>	£55,700	£52,400	£54,200	£53,000

↗ **8%** increase in Administrator average salaries this year.

↗ **7.6%** increase in Advisor average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Operations Manager	£45,000	£50,100 <span>↗</span>	£55,100	£49,500	£50,400	£52,600
Organisational Development Specialist	£44,600	£46,700 <span>↘</span>	£48,800	£54,500	£62,000	£49,000
Project Manager	£57,700	£63,600 <span>↗</span>	£69,500	£63,000	£57,700	£66,700
Recruitment Coordinator	£22,600	£24,200 <span>↘</span>	£25,900	£26,500	£25,700	£25,200
Recruitment Manager	£35,200	£40,100 <span>↘</span>	£44,900	£40,600	£43,300	£42,200
Recruitment Officer	£24,800	£26,400 <span>↗</span>	£28,100	£26,400	£27,400	£28,600
Reward Manager	£56,600	£64,000 <span>↘</span>	£71,400	£64,900	£69,400	£67,200
Shared Services Manager	£40,700	£43,800 <span>↘</span>	£46,900	£49,000	£48,000	£46,000
Talent Acquisition Consultant	£29,700	£41,200 <span>↗</span>	£52,800	£37,200	£44,400	£43,400
Talent Acquisition Manager	£42,200	£46,700 <span>↘</span>	£51,200	£48,500	£50,800	£49,000
Talent Acquisition Specialist	£33,300	£37,000 <span>↘</span>	£40,800	£37,300	£43,500	£38,900
Training Manager	£44,000	£47,400 <span>↘</span>	£50,900	£50,700	£53,700	£49,800

↗ **1.2%** increase in Operations Manager average salaries this year.

↘ **6.5%** decrease in Training Manager average salaries this year.

3.3%

salary decline versus  
4.2% UK average growth

## Roles on the rise

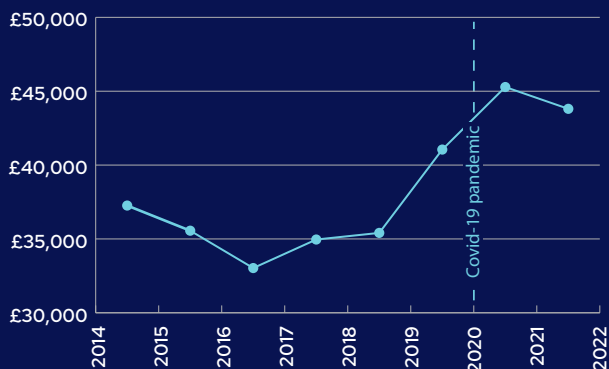
### Advisor

2021	£31,700
2022	£33,000
2023	£35,500

### Project Manager

2021	£57,700
2022	£63,000
2023	£63,600

## Average sector salary across region



## Regional insight



**Mike Harrison**

Regional Managing Director  
Reed

// The HR candidate market in Scotland has been fairly buoyant over the past year with candidates feeling more confident to change roles following Covid, as well as seeking better packages in light of the increased cost of living. We are seeing a definite lack of professionals open to temporary or fixed-term contracts as many are seeking the stability of a permanent position. I feel this will continue into 2023, with professionals being more selective in choosing roles that meet their increased needs – both financially and in relation to flexible working.

The main challenge for businesses now is the shortage of qualified candidates applying for roles. This means that in order to find top talent, employers need to consider a headhunting approach to reach passive candidates – job adverts are not producing the same level of interest as they have in previous years. Businesses need to offer a well-rounded rewards package of monetary benefits (higher salaries, pension contributions, vouchers and discounts) as well as non-monetary benefits such as flexible and hybrid working, team events, four-day working weeks, and additional annual leave. In addition, company culture and values seem to be of high importance, with many looking for a business that focuses on sustainability as well as valuing their employees.

I would say one of the main challenges in 2023 for HR professionals will be employee wellbeing and engagement throughout the recession. Looking at initiatives to ensure a happy and motivated workforce would be a great place to start and would also help in attracting and retaining staff.

In general, it is a good market for HR professionals now as there are a huge range of opportunities available. For candidates on the move, I would advise carefully considering what is important in a new job but also the wider company offering and really drill down on what you're looking for as you could be overwhelmed by the options. //

# South East



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£23,600	£25,300 <span>↗</span>	£26,900	£25,100	£24,200	£26,700
Advisor	£31,900	£34,600 <span>↗</span>	£37,300	£33,500	£35,000	£36,100
Analyst	£43,300	£47,700 <span>↗</span>	£52,100	£46,200	£45,700	£50,100
Business Partner	£47,500	£52,500 <span>↗</span>	£57,400	£50,900	£50,400	£55,100
Employee Relations Advisor	£32,900	£36,700 <span>↗</span>	£40,400	£33,800	£33,700	£38,500
Employee Relations Manager	£45,800	£49,900 <span>↗</span>	£53,900	£49,900	£58,600	£52,200
Health & Safety Advisor	£36,000	£39,400 <span>↘</span>	£42,900	£41,800	£44,300	£41,400
Health & Safety Manager	£47,100	£51,400 <span>↗</span>	£55,600	£46,300	£48,100	£53,900
Internal Recruiter	£30,800	£34,600 <span>↗</span>	£38,500	£33,300	£31,600	£36,300
Learning Development Manager	£47,400	£50,900 <span>↗</span>	£54,300	£48,600	£47,900	£53,400
Manager	£47,500	£52,500 <span>↗</span>	£57,600	£51,600	£51,000	£56,200
Operations Manager	£47,300	£51,100 <span>↘</span>	£54,900	£52,100	£49,800	£53,600
Organisational Development Specialist	£47,800	£49,800 <span>↘</span>	£51,900	£54,100	£59,200	£52,200
Project Manager	£59,100	£65,200 <span>↗</span>	£71,200	£54,400	£59,400	£68,400

↗ **11%** increase in Health & Safety Manager average salaries this year.

↗ **19.9%** increase in Project Manager average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Recruitment Coordinator	£24,200	£25,900 <span>↘</span>	£27,600	£26,200	£24,600	£27,100
Recruitment Manager	£37,600	£42,600 <span>↗</span>	£47,600	£40,000	£39,400	£44,700
Recruitment Officer	£29,100	£31,400 <span>↗</span>	£33,800	£27,900	£27,500	£34,500
Reward Manager	£60,600	£68,300 <span>↗</span>	£76,000	£64,400	£66,300	£71,800
Shared Services Manager	£43,600	£46,700 <span>↘</span>	£49,900	£48,600	£45,800	£49,000
Talent Acquisition Consultant	£31,800	£44,000 <span>↗</span>	£56,100	£36,800	£42,400	£46,300
Talent Acquisition Manager	£45,100	£48,700 <span>↘</span>	£52,200	£51,400	£60,900	£51,100
Talent Acquisition Specialist	£39,500	£44,200 <span>↗</span>	£48,800	£40,300	£40,400	£46,400
Training Manager	£47,100	£50,600 <span>↗</span>	£54,200	£50,200	£51,300	£53,200

↗ **6.5%** increase in Recruitment Manager average salaries this year.

↘ **5.3%** decrease in Talent Acquisition Manager average salaries this year.

3.5%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Administrator

2021 £24,200

2022 £25,100

2023 £25,300

### Internal Recruiter

2021 £31,600

2022 £33,300

2023 £34,600

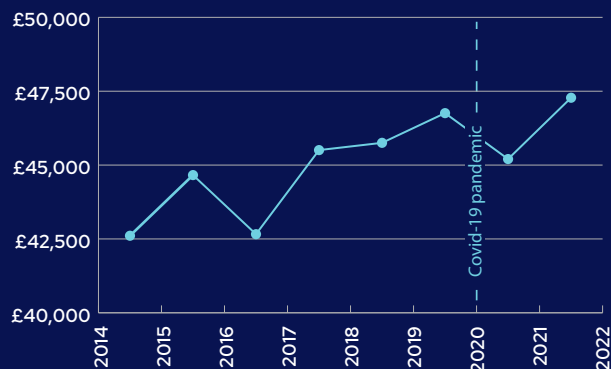
### Recruitment Manager

2021 £39,400

2022 £40,000

2023 £42,600

## Average sector salary across region



## Regional insight



**Amanda Hall**

Regional Managing Director  
Reed

// We've seen a different picture across the HR market from that of 2021, with increased demand for candidates across recruitment, talent, learning and development, and reward. Previously these were the roles that were often axed owing to Covid-related business closures and scale backs.

Large-volume recruitment drives have been seen across all sectors which has led to a boost in salaries and promotion – in the past, opportunities in both were usually much slower to arise. This year we predict a strong market where interim and contract roles are more popular, along with a drive towards rewards and benefits-centred positions.

We anticipate employers will see learning and development opportunities as a way of improving their attraction and retention. Currently, jobseekers want better benefit offerings, rewards and pay, along with diversity, equality and inclusion. It's likely that businesses will bring in specialists on these subjects.

The recession will result in cautious jobseekers. Predictions are that the candidate market will remain light but high quality, and salaries will most likely be the key player to attract and retain staff. Candidates should keep an open mind, be responsive, and note that more businesses are expecting full-time, on-site attendance.

When hiring, employers should remember that an engaging interview and streamlined interview process can often win a candidate over if salary and benefits are lighter than the competition.

Salaries have been pushed up owing to the demand of candidates, and I recommend employers factor in some flexibility as roles without are seen as less attractive. Reduced and part-time hours are also attractive – and many of the applicants that apply for these roles are the best in the market. Salary, hybrid working and benefits are the new motivators – a greater draw than pre-pandemic dreams of working for big corporations and well-known brands. //



# South West



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£22,500	£24,000 ↗	£25,500	£22,200	£23,500	£25,200
Advisor	£30,300	£32,700 ↗	£35,200	£32,000	£31,200	£34,600
Analyst	£35,300	£43,100 ↘	£50,900	£44,000	£44,800	£45,300
Business Partner	£47,200	£51,500 ↗	£55,900	£47,200	£44,800	£53,700
Employee Relations Advisor	£30,100	£32,900 ↗	£35,600	£31,100	£34,800	£34,500
Employee Relations Manager	£42,700	£46,700 ↘	£50,800	£47,400	£58,800	£48,700
Health & Safety Advisor	£36,800	£39,300 ↗	£41,700	£34,700	£35,900	£41,200
Health & Safety Manager	£46,800	£50,000 ↗	£53,300	£44,600	£43,300	£52,300
Internal Recruiter	£26,100	£29,800 ↘	£33,400	£31,100	£28,700	£31,300
Learning Development Manager	£43,400	£48,100 ↗	£52,800	£47,100	£48,800	£50,500
Manager	£45,100	£49,800 ↘	£54,500	£51,600	£52,000	£52,000
Operations Manager	£44,900	£50,100 ↗	£55,200	£46,600	£48,300	£52,600

↗ **13.3%** increase in Health & Safety Advisor average salaries this year.

↗ **7.5%** increase in Operations Manager average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Organisational Development Specialist	£44,500	£46,700 ↘	£48,800	£51,300	£59,400	£48,900
Project Manager	£57,500	£63,600 ↗	£69,700	£59,200	£55,200	£66,700
Recruitment Coordinator	£22,500	£24,200 ↘	£25,900	£24,900	£24,700	£25,200
Recruitment Manager	£34,300	£41,100 ↗	£47,800	£35,300	£39,800	£43,800
Recruitment Officer	£24,700	£26,400 ↗	£28,100	£24,800	£26,200	£28,200
Reward Manager	£56,500	£64,000 ↗	£71,500	£61,100	£66,500	£67,100
Shared Services Manager	£40,600	£43,800 ↘	£47,000	£46,100	£46,000	£45,900
Talent Acquisition Consultant	£29,600	£41,200 ↗	£52,900	£35,000	£42,500	£43,400
Talent Acquisition Manager	£42,100	£46,700 ↗	£51,300	£45,600	£48,600	£49,000
Talent Acquisition Specialist	£31,000	£33,800 ↘	£36,600	£41,100	£24,600	£35,500
Training Manager	£43,900	£47,400 ↘	£51,000	£47,600	£51,400	£49,700

↗ **16.4%** increase in Recruitment Manager average salaries this year.

↘ **17.8%** decrease in Talent Acquisition Specialist average salaries this year.

2.6%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Advisor

2021	£31,200
2022	£32,000
2023	£32,700

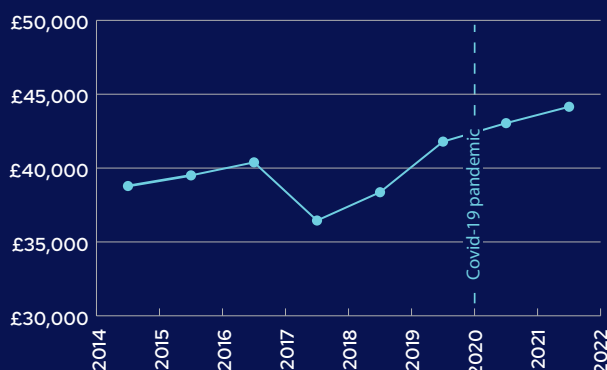
### Business Partner

2021	£44,800
2022	£47,200
2023	£51,500

### Health & Safety Manager

2021	£43,300
2022	£44,600
2023	£50,000

## Average sector salary across region



## Regional insight



**Matt White**

Regional Managing Director  
Reed

// The candidate market across human resources continues to adapt and react to changes taking place in the South West of England, particularly when it comes to employee requirements. There has been a real focus on reward professionals and those with experience in change, transfer of undertakings (protection of employment) regulations, and employee relations. We've also seen an increase in the number of organisations needing HR administrative support on a temporary basis, with this trend expected to continue throughout 2023 as more companies focus on equality, diversity and inclusion.

Salary expectations have skyrocketed over the past year, which has priced some businesses out of the market in the region, as many London-based businesses can offer fully remote roles on higher starting salaries. Another challenge we're seeing among professionals who would naturally be considering a career move by now, is the reluctance to risk it. This is due in part to uncertainty in the market and prioritising stability and job security over everything else.

Organisations looking to attract new talent should continue to think flexibly when it comes to hybrid working and fully consider what that looks like. It's also important that employers review their overall benefits package, as HR professionals have always been focused on the culture of a business and will want to understand what is being done to ensure it's a great place to work.

As the demand for professionals grows, so do opportunities for candidates thinking of their next career move. Jobseekers are urged to research potential employers as much as possible to really understand their challenges, expectations and ethos. It also pays to be more flexible in role expectations and consider the whole benefits package and progression opportunities, rather than focusing entirely on salary. //

# Wales



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£21,800	£22,800 ↗	£23,800	£22,500	£22,700	£23,900
Advisor	£28,600	£31,500 ↗	£34,400	£30,400	£31,100	£34,700
Analyst	£36,600	£39,800 ↗	£43,000	£37,200	£37,500	£41,400
Business Partner	£41,300	£44,300 ↗	£47,400	£40,900	£50,300	£48,700
Employee Relations Advisor	£28,200	£30,200 ↗	£32,200	£28,000	£31,300	£31,400
Employee Relations Manager	£39,900	£42,900 ↗	£46,000	£42,600	£52,800	£44,500
Health & Safety Advisor	£29,700	£31,800 ↗	£34,000	£31,300	£33,900	£33,000
Health & Safety Manager	£40,300	£42,800 ↘	£45,400	£45,500	£40,100	£44,900
Internal Recruiter	£26,500	£29,300 ↗	£32,000	£27,100	£27,600	£30,500
Learning Development Manager	£40,700	£44,200 ↗	£47,800	£42,400	£43,800	£46,000
Manager	£40,500	£44,400 ↘	£48,400	£45,700	£43,600	£46,600
Operations Manager	£42,000	£46,000 ↗	£50,000	£41,900	£43,400	£47,900

↗ **7%** increase in Analyst average salaries this year.

↗ **9.8%** increase in Operations Manager average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Organisational Development Specialist	£41,600	£42,900 ↘	£44,200	£46,100	£53,400	£44,600
Project Manager	£53,800	£58,500 ↗	£63,100	£53,200	£49,700	£60,900
Recruitment Coordinator	£21,100	£22,300 ↘	£23,500	£22,400	£22,200	£23,100
Recruitment Manager	£33,600	£37,900 ↗	£42,200	£29,500	£35,200	£39,800
Recruitment Officer	£23,200	£24,300 ↗	£25,500	£22,300	£23,600	£25,300
Reward Manager	£52,900	£58,800 ↗	£64,800	£54,900	£59,800	£61,200
Shared Services Manager	£38,000	£40,300 ↘	£42,500	£41,400	£41,300	£41,900
Talent Acquisition Consultant	£27,800	£37,900 ↗	£47,900	£31,400	£38,200	£39,600
Talent Acquisition Manager	£39,400	£42,900 ↗	£46,400	£41,000	£43,700	£44,600
Talent Acquisition Specialist	£31,100	£34,100 ↗	£37,000	£31,600	£37,400	£35,500
Training Manager	£41,100	£43,600 ↗	£46,200	£42,800	£46,200	£45,400

↘ **6.9%** decrease in Organisational Development Specialist average salaries this year.

↗ **28.5%** increase in Recruitment Manager average salaries this year.

4.6%

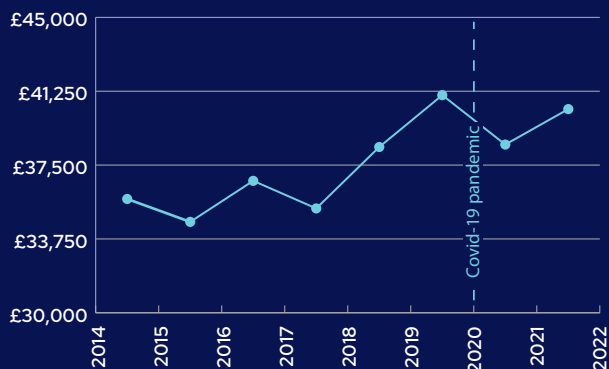
salary growth versus  
4.2% UK average growth

## Roles on the rise

### Project Manager

2021	£49,700
2022	£53,200
2023	£58,500

## Average sector salary across region



## Regional insight



**Matt White**

Regional Managing Director  
Reed

// The human resources market across Wales has been very strong this past year, with a consistent job flow across HR, recruitment and learning and development. We've seen a huge focus on employee engagement and employers looking to identify their employee value proposition to attract and retain talent across the sector.

One of the biggest challenges affecting this region is high competition for HR professionals. With consulting work becoming more prevalent, companies are proactively outsourcing key parts of their HR functions, including training and recruitment divisions. As uncertain times continue and candidates search for security and higher wages, any change in demand for experienced HR professionals across public, private and voluntary sectors looks unlikely in 2023.

The growing importance of listening to professionals when trying to attract and retain the highest quality talent remains critical, and is highlighted by the fact that professionals are looking for stability and security within roles, amid the cost-of-living crisis. It's more important than ever to keep candidates engaged throughout the recruitment process, as competition for talent remains fierce. Employers need to be more aware of the market and act quickly, focusing on company values and benefits rather than salary alone, as more and more candidates are buying into a company that matches their own values and goals.

For HR professionals looking for a career change, being clear on what is important in a new role is key. If the answer is solely salary based, could this be achieved with the current employer? It's important to research the sector and company, as recommendations and reviews are a good starting point when finding out if a company's culture, working environments and progression routes are a good match. //

# West Midlands



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£22,300	£24,400 <span>↗</span>	£26,500	£23,600	£23,400	£25,600
Advisor	£30,000	£32,600 <span>↗</span>	£35,300	£31,200	£31,700	£34,200
Analyst	£52,200	£55,300 <span>↗</span>	£58,400	£44,800	£36,200	£58,200
Business Partner	£47,400	£52,600 <span>↗</span>	£57,800	£48,500	£46,500	£55,200
Employee Relations Advisor	£33,100	£36,100 <span>↗</span>	£39,100	£33,700	£35,600	£38,100
Employee Relations Manager	£46,900	£51,300 <span>↗</span>	£55,700	£51,200	£60,100	£53,700
Health & Safety Advisor	£37,000	£39,700 <span>↗</span>	£42,400	£34,400	£37,200	£41,700
Health & Safety Manager	£50,500	£54,100 <span>↗</span>	£57,800	£48,700	£46,700	£56,900
Internal Recruiter	£29,500	£34,900 <span>↗</span>	£40,200	£31,100	£26,400	£36,700
Learning Development Manager	£47,800	£52,800 <span>↗</span>	£57,900	£51,000	£49,900	£55,600

↗ **23.4%** increase in Analyst average salaries this year.

↗ **12.2%** increase in Internal Recruiter average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Manager	£51,700	£56,700 <span>↗</span>	£61,600	£51,700	£51,200	£59,700
Operations Manager	£49,400	£55,000 <span>↗</span>	£60,600	£50,400	£49,400	£58,000
Organisational Development Specialist	£48,900	£51,300 <span>↘</span>	£53,600	£55,500	£60,700	£53,900
Project Manager	£64,800	£69,700 <span>↘</span>	£74,600	£83,800	£57,200	£73,300
Recruitment Coordinator	£24,800	£26,600 <span>↘</span>	£28,500	£26,900	£25,200	£27,800
Recruitment Manager	£36,700	£40,800 <span>↗</span>	£44,800	£38,200	£41,500	£42,800
Recruitment Officer	£27,200	£29,000 <span>↗</span>	£30,900	£26,800	£26,800	£31,500
Reward Manager	£62,100	£70,300 <span>↗</span>	£78,500	£66,000	£68,000	£74,100
Shared Services Manager	£44,700	£48,100 <span>↘</span>	£51,500	£49,900	£47,000	£50,600
Talent Acquisition Consultant	£32,600	£45,300 <span>↗</span>	£58,000	£37,800	£43,500	£47,900
Talent Acquisition Manager	£46,300	£51,300 <span>↗</span>	£56,200	£49,300	£49,700	£54,100
Talent Acquisition Specialist	£36,600	£40,700 <span>↗</span>	£44,800	£38,000	£42,600	£42,900
Training Manager	£48,300	£52,100 <span>↗</span>	£55,900	£51,500	£52,600	£54,900

↗ **9.7%** increase in Manager average salaries this year.

↘ **16.8%** decrease in Project Manager average salaries this year.



4.5%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Administrator

2021	£23,400
2022	£23,600
2023	£24,400

### Business Partner

2021	£46,500
2022	£48,500
2023	£52,600

### Internal Recruiter

2021	£26,400
2022	£31,100
2023	£34,900

## Average sector salary across region



## Regional insight



**Rob Russell**

Regional Managing Director  
Reed

// The rapid evolution of the HR sector has been accelerated by the economic downturn, putting pressure on employers in the West Midlands – and their HR teams – to maintain employees' wellbeing and satisfaction levels. Employers are therefore looking for professionals with a varied skill set, and for people who can handle numerous challenges at once. However, with so few active jobseekers in the region, the onus is on employers to offer an attractive salary and benefits package.

HR professionals will do their research on a company, from its employee value proposition and policies to its company culture and reputation. Therefore, hiring managers must make a good impression and ensure each applicant who interacts with their company has a positive recruitment experience from beginning to end.

Business leaders should look to improve their employer brand by focusing on their diversity, inclusion, and employee wellbeing policies. They should also be providing flexibility and hybrid working as standard, as most HR professionals have been working in this way since the pandemic started and will be unwilling to return to the office full time due to rising costs. Those employers that aren't flexible may lose out on talented professionals. //

# Yorkshire & Humberside



Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Administrator	£22,100	£24,100 <span>↗</span>	£26,100	£24,600	£22,000	£25,300
Advisor	£29,500	£32,300 <span>↗</span>	£35,000	£31,500	£31,100	£34,200
Analyst	£29,500	£34,400 <span>↗</span>	£39,400	£36,000	£35,900	£36,100
Business Partner	£42,200	£45,800 <span>↗</span>	£49,400	£45,800	£43,100	£48,000
Employee Relations Advisor	£28,800	£31,300 <span>↗</span>	£33,900	£30,000	£31,400	£33,000
Employee Relations Manager	£40,800	£44,500 <span>↗</span>	£48,300	£45,700	£52,900	£46,500
Health & Safety Advisor	£32,500	£35,300 <span>↗</span>	£38,100	£36,100	£34,200	£37,000
Health & Safety Manager	£43,100	£49,600 <span>↗</span>	£56,100	£45,200	£48,600	£52,100
Internal Recruiter	£29,400	£31,200 <span>↗</span>	£32,900	£27,600	£32,100	£32,800
Learning Development Manager	£41,500	£45,900 <span>↗</span>	£50,200	£45,400	£43,900	£48,300
Manager	£44,300	£48,900 <span>↗</span>	£53,600	£47,100	£45,000	£51,300

↗ **9.7%** increase in Health & Safety Manager average salaries this year.

↗ **13%** increase in Internal Recruiter average salaries this year.

Role	2023			2022	2021	2024
	Min	Average	Max	Average	Average	Projection
Operations Manager	£40,700	£45,400 <span>↗</span>	£50,100	£42,700	£40,000	£47,700
Organisational Development Specialist	£42,500	£44,500 <span>↗</span>	£46,500	£49,400	£53,500	£46,700
Project Manager	£54,900	£60,600 <span>↗</span>	£66,300	£57,000	£49,800	£63,700
Recruitment Coordinator	£21,500	£23,100 <span>↗</span>	£24,700	£24,000	£22,200	£24,200
Recruitment Manager	£33,000	£37,000 <span>↗</span>	£40,900	£33,500	£36,400	£38,800
Recruitment Officer	£23,600	£25,200 <span>↗</span>	£26,800	£23,900	£23,600	£27,100
Reward Manager	£53,900	£61,000 <span>↗</span>	£68,000	£58,800	£59,900	£64,200
Shared Services Manager	£38,800	£41,700 <span>↗</span>	£44,700	£44,400	£41,400	£43,900
Talent Acquisition Consultant	£28,300	£39,300 <span>↗</span>	£50,300	£33,700	£38,300	£41,500
Talent Acquisition Manager	£40,200	£44,500 <span>↗</span>	£48,800	£43,900	£43,800	£46,800
Talent Acquisition Specialist	£31,800	£35,300 <span>↗</span>	£38,900	£33,800	£37,500	£37,200
Training Manager	£41,900	£45,200 <span>↗</span>	£48,500	£45,900	£46,300	£47,600

↗ **5.4%** increase in Recruitment Officer average salaries this year.

↗ **6.1%** decrease in Shared Services Manager average salaries this year.

2.2%

salary growth versus  
4.2% UK average growth

## Roles on the rise

### Advisor

2021	£31,100
2022	£31,500
2023	£32,300

### Learning Development Manager

2021	£43,900
2022	£45,400
2023	£45,900

### Talent Acquisition Manager

2021	£43,800
2022	£43,900
2023	£44,500

## Average sector salary across region



## Regional insight



**Mike Harrison**

Regional Managing Director  
Reed

// The changing workplace has led to businesses prioritising the growth of HR teams, and we have seen demand increase over the past year across all areas, particularly in EDI (equality, diversity and inclusion) and learning and development (L&D).

Staff retention in the last 12 months has been a challenge due to 'The Great Resignation' and HR professionals need to ensure that during 2023, they invest in employee engagement and help with the cost-of-living crisis. This can be done by giving employees a one-off bonus or other options such as a non-consolidated, one-off hardship payment, or free food and subsidised lunches where needed.

The cost-of-living crisis and current economic climate are a growing source of tension across the HR market and unions are speaking up more than ever before. Unemployment is at its lowest rate for a long time and businesses are struggling with skills shortages. This restricts growth, as well as putting more pressure on workforces and their wellbeing. The HR profession is at the forefront of this and is under pressure to come up with solutions and resolve conflicts.

There are many opportunities for HR professionals this year, especially looking at strategies to retain and attract talent. There is scope for HR to promote relationships between line managers and employees and encourage in-person communication to discover first-hand what employees need rather than relying solely on feedback from employee engagement surveys.

Businesses need to make sure their employee value proposition (EVP), branding, vision and values, and behaviours are right and attracting the talent they need. Make sure your salary and reward packages are competitive and if possible, offer flexible working – this is still a main consideration for HR professionals. //

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