

Reed  
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Procurement, supply chain  
& warehousing

# Salary guide 2024



# The cost of winning in 2024

The end of 2023 saw slowing inflation, a positive sign for the year ahead. But no matter what happens with the inflation rate, people will still be feeling the pinch of the cost-of-living crisis. Many will be looking for jobs that can offer the salary and benefits they need to stay afloat.

It's the people working in organisations that make the difference, so it is important that companies do all they can to offer the best remuneration packages to attract new, good quality hires and to retain their best people.

Towards the end of last year, we conducted our annual survey of 5,000 workers to provide you with a representative picture of the wants and needs of the UK workforce. You can see an in-depth analysis of the results of the survey further on in this guide, but interestingly, 55% of people are currently looking for, or considering looking for, a new job. The top reasons for looking to leave their current role include pay being insufficient or perceived to be better elsewhere, benefits not being good enough, and a toxic workplace culture.

On top of this, just over half of workers (56%) are happy with the pay they receive, but this does mean that many are not. Of those who aren't satisfied with what they are earning, over half (57%) stated that this is because their salary hasn't risen with the cost of living. Over a third (39%) say it's not enough for them to live the lifestyle they want, and (38%) feel they are unable to save enough money to meet their financial goals.

As a business leader, I know it isn't always possible to increase salaries, especially with rising costs, the burden of overheads and higher business rates looming. However, it's important that if you can, you consider doing so, because even a small amount can make a big difference.

In my experience, the best investment you can make is in people, and in return, you will see improvements to productivity, employee retention, customer satisfaction and ultimately your bottom line. But if there really isn't anything you can do with salary, focus on the benefits you can offer – make your place of work difficult to leave and become a 'star player' when it comes to added value. Our research highlights the disparity between what is being offered and what people really want, so don't be afraid to ask your colleagues what they actually want and keep doing this on a regular basis to ensure you have your finger on the pulse.

This year, our research has also highlighted some significant gender disparities. According to our survey, women are earning on average £10,000 less than their male counterparts. 57% of men feel confident they will achieve their dream salary, as opposed to just 44% of women. Women's mental health is also more likely to be impacted negatively by their current financial situation (40% vs 29% of men). And overall, women are less likely to receive any work benefits (35% vs 25% of men), but when they do get them, they are more likely to prefer flexi time (40% vs 32% of men) and are less likely to get a salary increment (16% vs 20% of men).

These disturbing statistics highlight that there is still much work to be done to close the gender pay gap. According to the Office for National Statistics, the gap in median hourly pay between full-time male and female employees increased to 7.7% in 2023. Organisations should continue to address women's inequality in the workplace and it's certainly something we are working on here at Reed. Addressing gender pay will bring a range of benefits to your business including improved morale, higher retention, increased innovation, improved productivity and lower legal risks.

Not only must we bridge the pay gap, but business leaders also need to ensure that no matter what journey you find your organisations are on in 2024, inclusion and belonging should remain paramount in the workplace. This will ensure you widen your doors to access the best talent available. In an environment where you will need innovative, creative and productive people more than ever, this makes perfect business sense.

Remember, your people are your superpower!

Wishing you all the best for the year ahead.



James Reed CBE  
Chairman and Chief Executive, Reed



# Why use Reed's procurement, supply chain & warehousing salary guide?

For both jobseekers and employers alike, Reed's salary guide stands as an invaluable resource, offering unparalleled insights to keep you well-informed and ahead of the curve in 2024.



## Extensive view

This guide covers a wide range of jobs at all seniorities across the procurement, supply chain and warehousing sector. Whether you're a seasoned professional or just starting out, you'll find valuable insights to help you succeed.



## Superior insight

Our procurement, supply chain & warehousing experts provide key insight into the sector, with Reed's practice specialists discussing the job landscape at a deeper level. This means you'll get a unique perspective on the job market that is not available elsewhere.



## Stay well informed

The data in this guide is based on salaries expected today, so you can use the information to steer your decisions and make informed choices on the salaries you offer your employees or accept yourself. You'll be able to stay up to date on the latest trends and developments in the sector.

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# Procurement, supply chain, warehousing: 2024 challenges and opportunities



**Hugh Meatyard**

Procurement, Supply Chain and Warehousing Expert, Reed

**The procurement and supply chain sector has proven itself to be resilient and adaptable over the last few years, facing challenges such as Brexit, the pandemic, and the war in Ukraine. All of these things plus other economic factors, have led to difficulty sourcing materials, price rises across the board, and a record-breaking rate of inflation.**

Disruptions to supply chains impacted businesses, consumers and the entire economy. However, the outlook for this year seems to be more positive.

## ↓ An optimistic outlook

The UK sector has undergone significant changes over the past year, and although some challenges persist, there are ample opportunities for businesses and professionals willing to embrace innovation and adapt to the evolving landscape. Strategic investments in technology, a focus on sustainability, and a commitment to ongoing learning are key to navigating the complexities of this dynamic market.

Businesses have faced disruption, prompting a re-evaluation of their strategies to mitigate risks and enhance flexibility. Now, leaders are starting to feel optimistic about the year ahead, expecting greater productivity and profitability.

While still high, the rate of inflation has shown signs of slowing recently, and by the end of 2025, the Bank of England expects it to return to two per cent. Therefore, we're heading in the right direction to keep costs down, which will be one of the main concerns for procurement and supply chain leaders.

## ↓ Priorities within the sector

The demand for skilled professionals in procurement, supply chain management, and logistics remains robust. One trend we've observed is the increasing demand for warehousing. E-commerce growth fuelled by changing consumer behaviours and preferences has created a surge in demand for efficient warehousing and last-mile delivery solutions. Companies that successfully capitalise on this trend stand to gain a competitive edge.

Technological innovation has allowed supply chains to become more transparent. We now have more data available to us than ever before. With that, there is a greater need for analytics. We have seen AI being introduced to take on repetitive tasks such as invoice processing, order fulfilment, vendor evaluation, and contract management. However, there are some roles AI can never replace. It is far less effective at more human tasks, such as inferring information and making ethical judgements.

Given that companies and consumers are increasingly demanding goods to be responsibly sourced and sustainable at every stage of the supply chain, strong environmental, social and governance (ESG) policies will give organisations an edge over their competitors. At this point, it's no longer just a moral duty, but a strategic imperative. This emphasis on sustainability is expected to become even more pronounced this year.

## ↓ Opportunities for growth and innovation

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Companies are seeking individuals who can contribute to the strategic transformation of their supply chain processes.

Innovation, adaptability and flexibility have been key to navigating the unique challenges of the last few years, and existing employees with the potential to enhance the business should be trained to progress. Investment in continuous learning usually comes with great returns. It nurtures loyalty, engagement and job satisfaction, as well as shaping a more productive, knowledgeable employee at the end of it.

Consider focusing the investment in areas related to emerging technologies and sustainable practices. Developing skills in data analytics, artificial intelligence, and green logistics could make individuals more valuable to employers looking to futureproof their supply chains. These professionals will be highly sought after across the market.

## ↓ Employer branding

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The best employers make employees feel their work is important. Providing exciting projects with enough support to help them grow professionally will be attractive to the top professionals in the sector.

Just as consumers and business leaders care about ethics in their supply chains, candidates will also do their research and find out if a company shares their values. Professionals are increasingly using this to decide whether an organisation is worth working for.

Companies with an employee value proposition (EVP) that resonates with current and potential employees will have a better chance at securing the best talent. If not, it's vital to develop one. A company's EVP must be an honest representation of its culture – its people, brand identity, and values.

## ↓ Attracting the best talent

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Overall, the future of the procurement, supply chain, and warehousing sector is expected to be shaped by technology, sustainability, and a proactive approach to change this year.

We are still seeing huge demand for IT procurement professionals, with many businesses undergoing tech transformation needing specialists with in-depth knowledge and experience of software, hardware and transformations to add value during these large change projects.

This is a very niche skill set, and while some businesses have raised their salaries for IT procurement staff, in a lot of cases, salaries have not kept up with professionals' expectations. The ones who have raised their salaries are the ones who have been most successful hiring the top technology procurement professionals.

To attract and retain the best professionals in the sector, businesses must offer the most competitive salary and benefits packages, but also provide employees with a healthy working environment – one that is inclusive and prioritises employee wellbeing.



# Our **survey** says...

At the end of 2023, Reed conducted its annual snap survey of 5,000 professionals. The research asked UK workers about their current and preferred salary and benefits, their organisation's performance and priorities, how they rated their job satisfaction and career prospects, as well as the key recruitment and skills trends they're witnessing. Here's what their answers revealed:



## Salaries

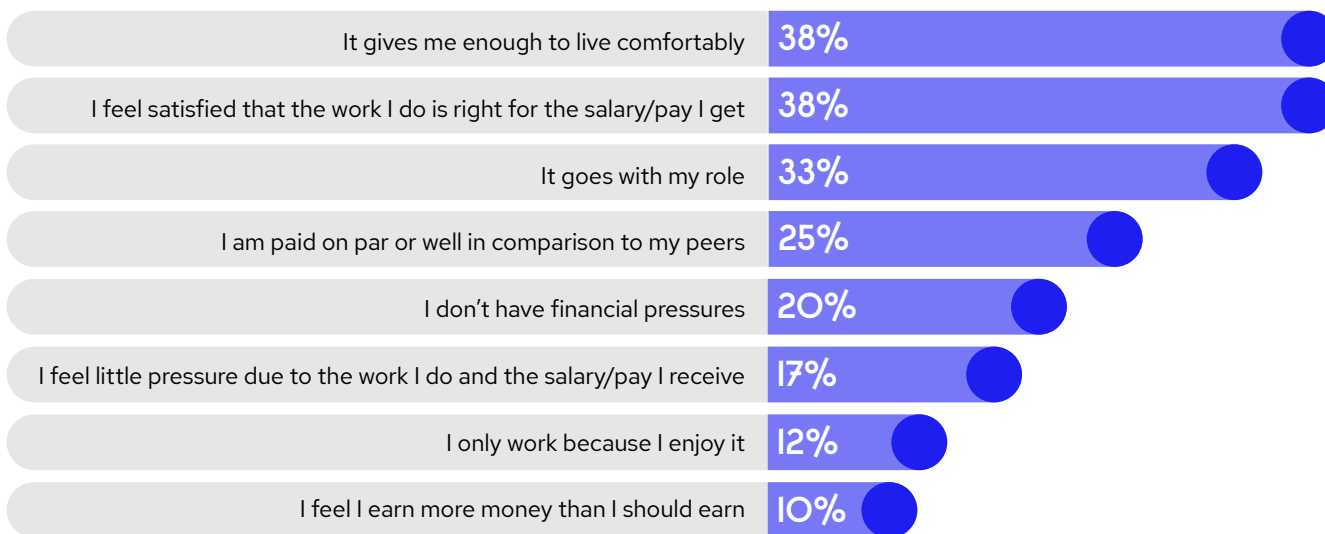
**With ongoing cost-of-living challenges, salaries will continue to be a huge area of discussion in the employment market, for both professionals and businesses.**

As many are feeling the pinch, we've seen more talent move around to secure higher paid roles, with businesses analysing how much they can stretch to get the people they need. Getting professionals' take on their salaries is critical for businesses looking to benchmark what they can offer. Interestingly, the data has also revealed a gulf between men and women when it comes to attitudes to salary.

Currently, over half (56%) of workers are happy with the pay they receive, a slight incline from the previous year (53%). Although, around one-in-four (24%) professionals feel unhappy with their current salary.

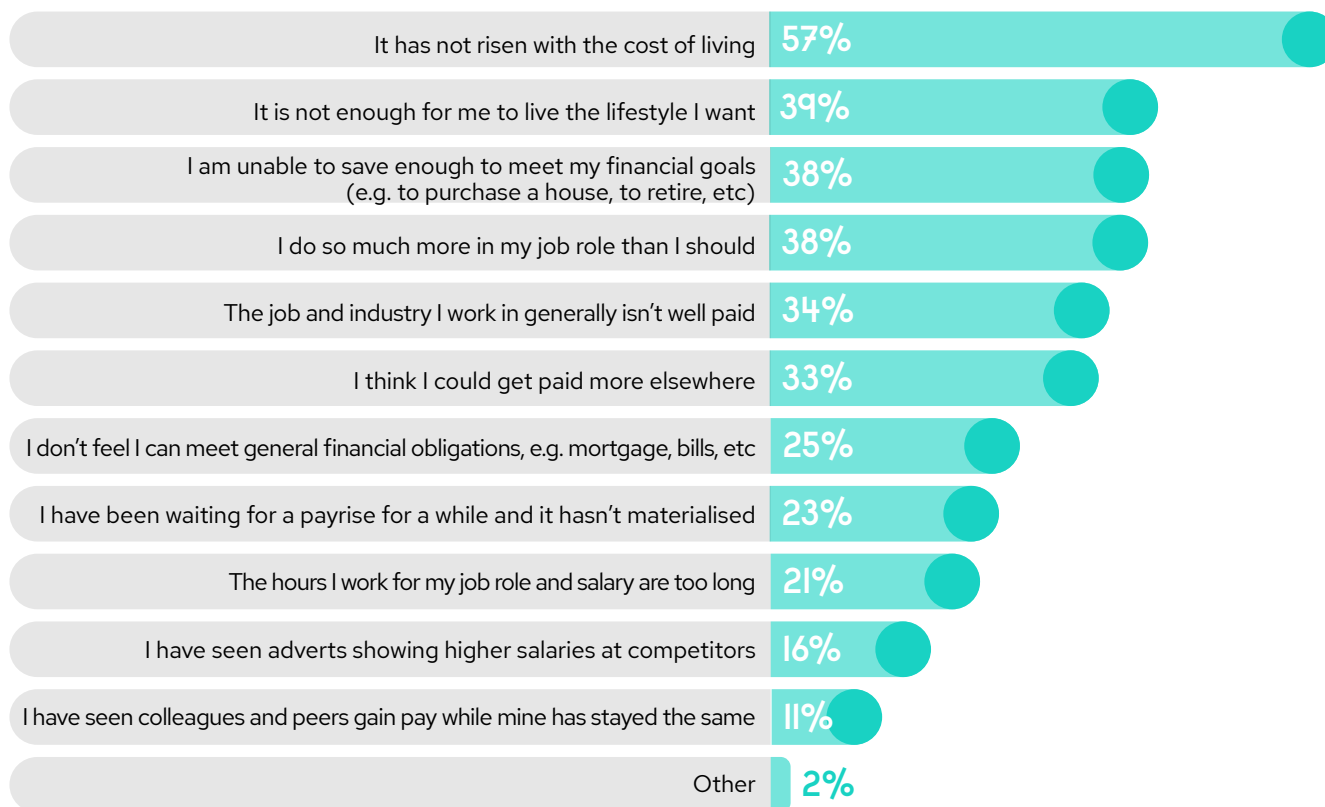
Of those who are happy with their pay, 38% say it's because it's enough for them to live comfortably on, 38% feel satisfied that the work they do is right for the salary they receive, and 33% believe it goes well with their role.

## ↓ Why are workers happy with their current salary/earnings?



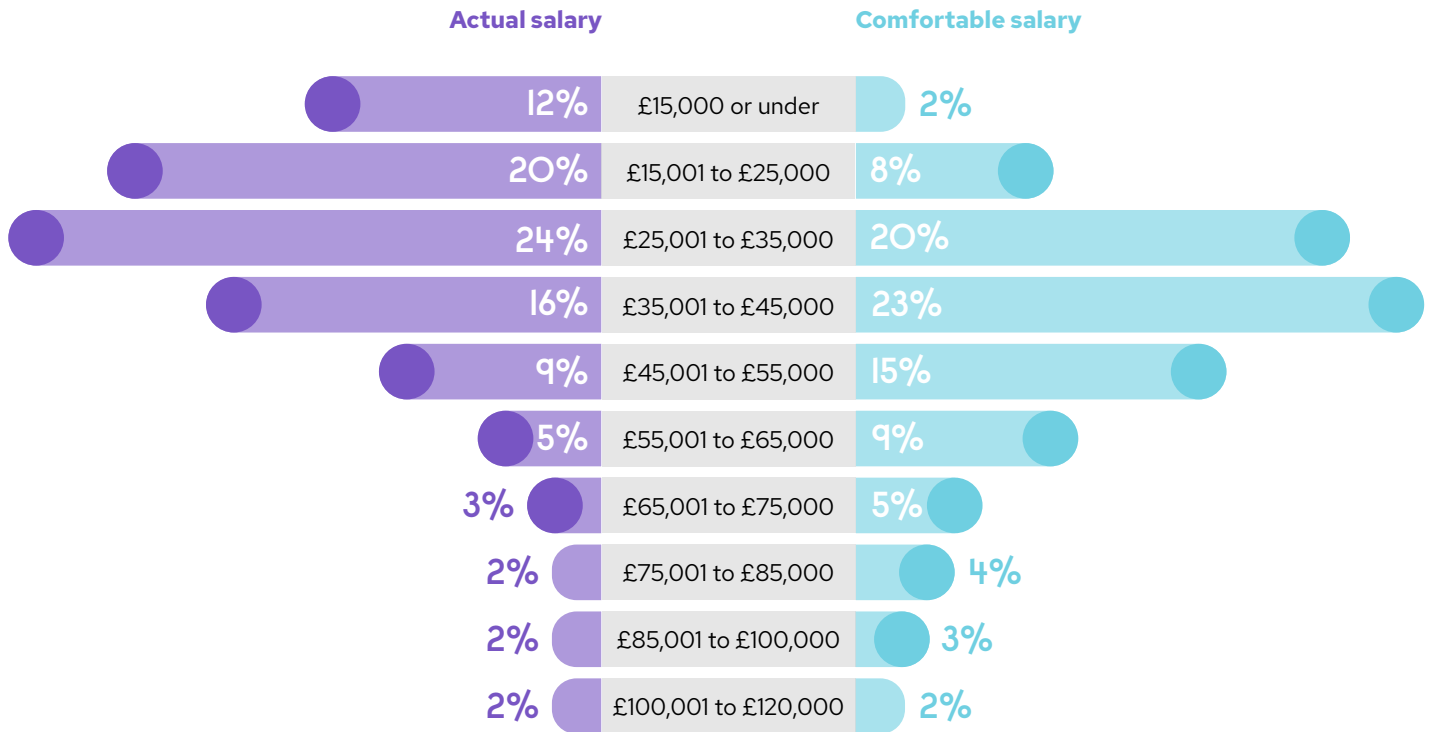
But, as expected, continued increases in inflation and bills have put many under greater financial pressure. Over half (57%) of those who aren't satisfied with their salary shared that this is because it hasn't risen with the cost of living, over a third (39%) say it's not enough for them to live the lifestyle they want, and 38% feel they are unable to save enough money to meet their financial goals.

## ↓ Why are workers unhappy with their current salary/earnings?



The disparity between the average wage and the salary people would be comfortable with remains quite large. This year, the average ideal salary is **£48,500**, whereas the average wage for survey respondents stands **£13,200** short at **£35,200**. Last year, this gap was **£13,800** – showing a small shift in expectations.

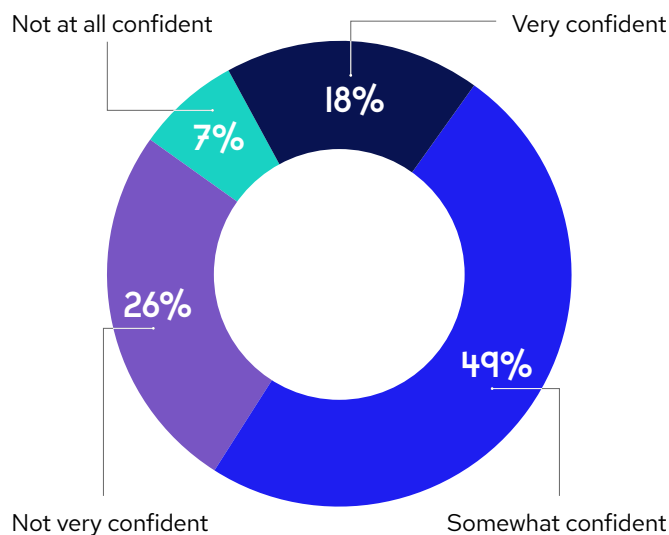
### ↓ Actual vs comfortable salary



Half (50%) feel confident that they will achieve their comfortable salary at some point. Depending on whether you take a glass half empty, or half full approach, this may be an indication that those who wish to earn more may consider moving companies to secure a higher wage.

It's worth noting that there's a difference between men and women. Men have a higher comfortable salary of £52,000 compared to women (£45,000). And more men (57%) feel confident they will hit that salary, compared to less than half of women (44%).

### ↓ Confidence in achieving financial goals in time





As the economy has continued to take its toll on professionals over the past two years, we also asked people how they have been managing their wages, and whether the current financial climate has impacted their financial goals and savings.

On average, people are spending 60% of their monthly wage on essential purchases – including bills, mortgages, food, etc – with the remainder being split evenly between luxury spending and savings. In comparison to 2021, that’s an increase of six per cent going to essential purchases and a four per cent drop in luxury items. Additionally, over one-in-five (22%) aren’t saving any of their salary because they can’t afford to do so, with a third (33%) not feeling confident they will meet their financial saving goals on time. The cost-of-living crisis seems to be taking a heavier toll on women – they are more likely to say they can’t afford to save money – 24% compared with 19% for men. They are also less confident in achieving their financial goals: 61% of women feel confident, compared with 75% of men.

Women’s mental health is also suffering due to finances. Forty per cent of women say their financial situation is impacting their mental health negatively, compared with 29% of men.

## All about the **benefits**

It seems that offering a higher salary remains the most ideal way to attract and retain employees – but this isn’t viable for every business, as they are also battling rising bills and tighter overheads.



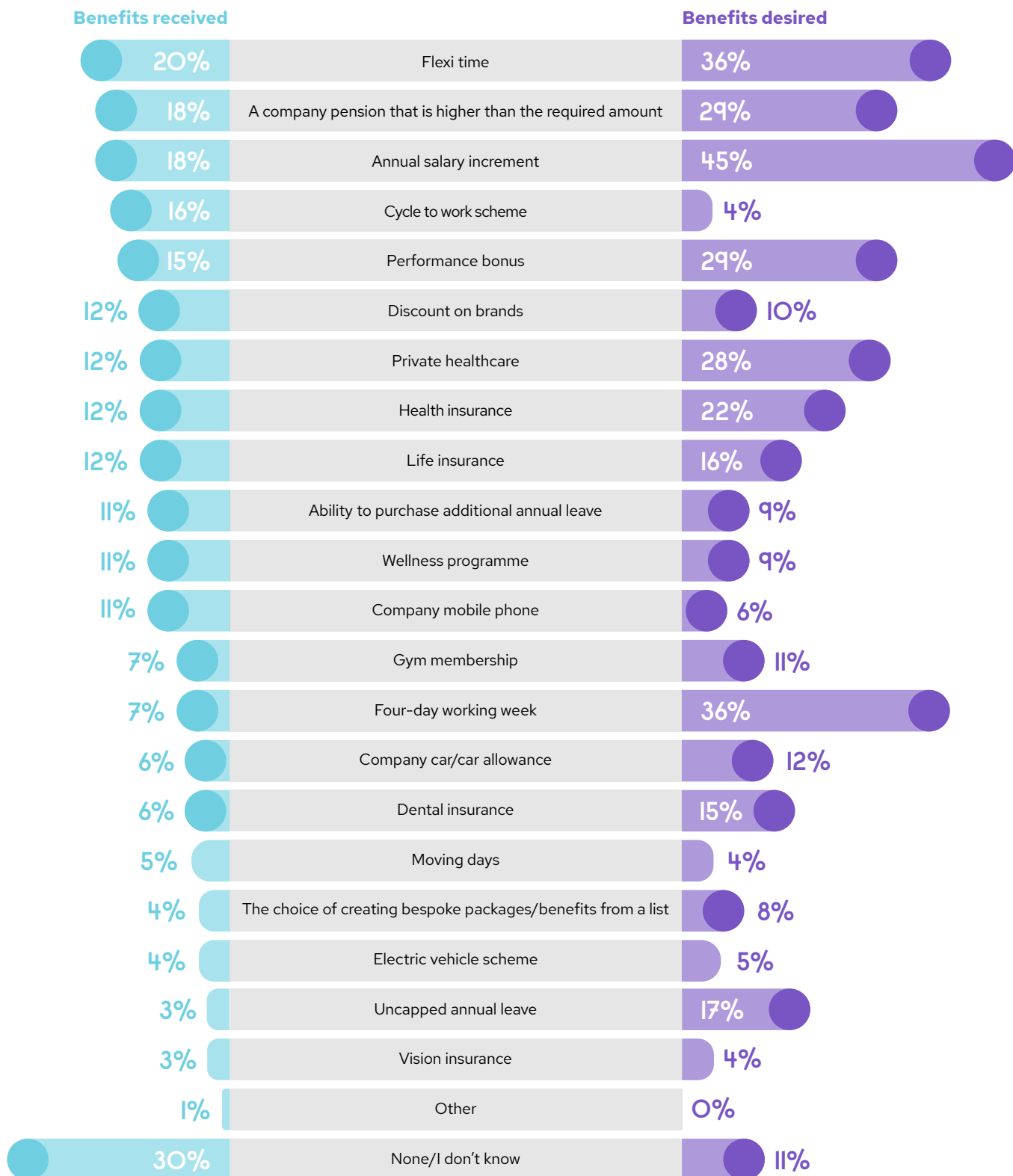
Where raising salaries isn’t an option, the benefits businesses offer can potentially tip the balance when people are considering changing jobs. Surprisingly, however, three-in-10 (30%) say they don’t receive any workplace benefits at all.

There seems to be a more even playing field when it comes to the benefits in demand this year versus the last few years. In 2021, we saw higher demand for health-related benefits, which reflected the stress the pandemic had on workers. Last year, workers were feeling the initial impact of rising energy bills and inflation, which was reflected in their desire for more financial-led benefits, such as salary increments and pensions. This year, however, there’s a greater balance between money and flexibility.

There also seems to be some disconnect when it comes to offering workplace benefits. For those that do get workplace benefits, the three most common are: flexi time (20%), a company pension higher than the required amount (18%), and an annual salary increment (18%).

In comparison, the top-three desired benefits are: an annual salary increment (45%), a four-day working week (36%), and flexi time (36%). There’s a disparity between what is being offered and what is desired, especially as only seven per cent of workers currently receive the second most demanded benefit – a four-day working week. Women are less likely to receive any work benefits. But the benefits they want vary – and they are most interested in flexi time.

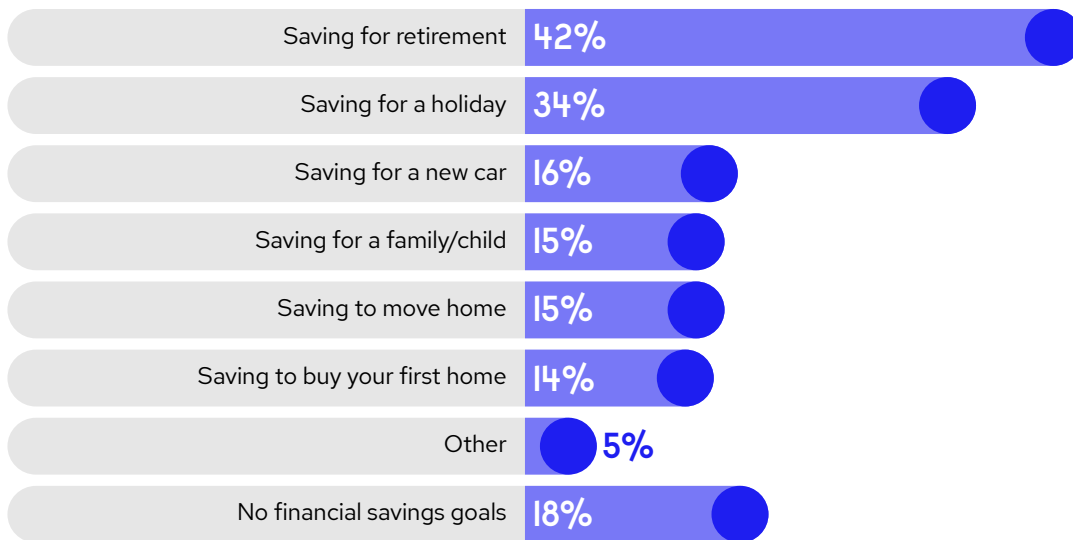
## ↓ Company benefits - received vs desired



Looking into people’s savings priorities, we can also pinpoint where businesses may be able to help. The top thing people are saving for is retirement (42%), meaning businesses that offer better pension support can be more attractive – a benefit that only 18% of workers are currently receiving but 29% would prefer.

Another top item people are saving for is a holiday (34%). In such cases, offering a performance bonus may help; a benefit that only 15% receive but, again, 29% would like.

### ↓ What are your financial savings goals?



## In summary

Over half of professionals (55%) are currently looking, or considering looking, for a new job – highlighting a need for businesses to audit what they are offering their current and future talent. Two of the top-five reasons for people looking elsewhere pertain to the salary not being enough or being better elsewhere, with another top reason being that the benefits package isn’t sufficient.

There are some areas where businesses could better align their benefits packages to the wishes of candidates. Aside from the four-day working week, the most popular benefits do fall into the top benefits employers offer but aren’t as high up in terms of importance when compared with employee preferences.

There are also some areas where companies could save money by removing less popular benefits from their offering. Cycle to work schemes are the fourth most popular benefit supplied by workplaces (16%) but fall into one of the least desired benefits for employees, with only four per cent finding it an attractive add-on. Only 12% receive private healthcare, whereas 28% find it an attractive benefit; the same trend is found in health insurance, with only 12% of businesses offering it, but 22% of employees wanting it.

Businesses should consider evaluating the benefits they offer and whether they appeal to their workers today, as the money they save on removing undesirable benefits could be better spent on more costly rewards that attract and retain top talent.

The gender differences also can’t be ignored. Women are less likely to reach their financial goals and be more negatively affected by the cost-of-living crisis.





# Why **Reed?**

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# Leadership

## Chief Procurement Officer

### Private sector

Average salary				
Company turnover	£0-£10M	£10M-£50M	£50M-£100M	£100M+
London	£149,000	£183,000	£202,000	£216,000
Midlands and East	£116,000	£143,000	£158,000	£168,000
North	£114,000	£141,000	£156,000	£166,000
Scotland	£113,000	£139,000	£154,000	£164,000
South	£122,000	£150,000	£166,000	£177,000
Wales	£111,000	£137,000	£152,000	£162,000
Northern Ireland	£110,000	£135,000	£150,000	£160,000

### Public sector

Min	Average	Max
£109,000	£141,000	£222,000
£85,000	£110,000	£173,000
£84,000	£108,000	£171,000
£82,000	£107,000	£169,000
£89,000	£115,000	£182,000
£81,000	£105,000	£167,000
£80,000	£104,000	£164,000

## Procurement Director

### Private sector

Average salary				
Company turnover	£0-£10M	£10M-£50M	£50M-£100M	£100M+
London	£122,000	£132,000	£162,000	£200,000
Midlands and East	£95,000	£103,000	£127,000	£156,000
North	£94,000	£102,000	£125,000	£154,000
Scotland	£92,000	£100,000	£123,000	£151,000
South	£100,000	£108,000	£133,000	£164,000
Wales	£91,000	£99,000	£122,000	£150,000
Northern Ireland	£90,000	£98,000	£120,000	£148,000

### Public sector

Min	Average	Max
£89,000	£99,000	£107,000
£69,000	£77,000	£84,000
£69,000	£76,000	£83,000
£68,000	£75,000	£81,000
£73,000	£81,000	£88,000
£67,000	£74,000	£80,000
£66,000	£73,000	£79,000

## Head of Procurement

### Private sector

Average salary				
Company turnover	£0-£10M	£10M-£50M	£50M-£100M	£100M+
London	£81,000	£93,000	£116,000	£132,000
Midlands and East	£63,000	£72,000	£90,000	£103,000
North	£62,000	£72,000	£89,000	£102,000
Scotland	£62,000	£71,000	£88,000	£100,000
South	£66,000	£76,000	£95,000	£108,000
Wales	£61,000	£70,000	£87,000	£99,000
Northern Ireland	£60,000	£69,000	£86,000	£98,000

### Public sector

Min	Average	Max
£76,000	£80,000	£90,000
£59,000	£62,000	£70,000
£58,000	£62,000	£69,000
£57,000	£61,000	£68,000
£62,000	£66,000	£74,000
£57,000	£60,000	£68,000
£56,000	£59,000	£67,000

# Leadership insight



**Sam Proctor**

Leadership Expert, Reed

“ As always, a dynamic and strategic approach is needed by companies when recruiting for leaders in the procurement sector. Firstly, in 2024, companies should be emphasising a positive and inclusive working environment, alongside a great workplace culture. Creating an environment that inspires collaboration, innovation, and diversity will attract leaders who are seeking a supportive and engaging workplace.

Over the past 12 months we've seen growth in all areas of procurement, but especially in tech, facilities/estate management, and third-party risk management, where the talent pool is most competitive. Employers in the public sector also face a similar challenge in finding qualified professionals for these categories, but with a higher demand for contract

roles and commercial skills. We are also witnessing rising salaries across all sectors, driven by the increasing cost of living.

In the current competitive market for talent, it is essential for hiring managers to understand the motivations and aspirations of each candidate. Some jobseekers may value career development more than others, and some may have different preferences for work arrangements. The hybrid working model has also expanded the geographical scope of our talent search. This is an interesting time for businesses, as they need to continue to adapt to these changes and find ways to level up.

Procurement has become a vital function in the business landscape, as more c-suite executives and hiring managers recognise

the value of procurement leaders. In recent years, I have witnessed the evolution of procurement from a transactional role within finance teams to a strategic and commercial role that drives business value. This has opened new opportunities for procurement executives to diversify their skills and work on impactful and innovative projects.

Professional development opportunities are a key factor for candidates who are looking for roles that challenge and inspire them. The top performers in their fields are always eager to learn and grow, especially as the sector is undergoing rapid changes due to automation, machine learning and artificial intelligence. These professionals are not satisfied with the status quo but seek new ways to lead and innovate in their domains. //





# Procurement

## London

## South East

## South West

Role	Min	Average	Max
Assistant Buyer	£27,100	£28,700	£30,400
Bid Manager	£51,000	£54,900	£76,000
Bid Writer	£38,800	£44,000	£49,200
Buyer	£38,900	£43,100	£47,300
Category Manager	£58,300	£63,800	£69,300
Category Specialist	£50,000	£60,000	£70,000
Commercial Manager	£55,000	£65,000	£75,000
Contracts Manager	£44,000	£51,000	£72,000
ESG Procurement Manager	£72,000	£83,000	£95,000
Operations Manager	£55,400	£62,400	£69,400
Procurement Analyst	£61,000	£67,900	£74,800
Procurement Assistant	£40,100	£42,800	£45,400
Procurement Manager	£64,200	£70,100	£76,000
Procurement Officer	£48,500	£51,600	£54,700
Procurement Specialist	£44,200	£47,900	£51,600
Procurement/Purchasing Manager	£63,900	£69,600	£75,400
Purchasing Manager	£50,000	£55,000	£65,000
Senior Buyer	£58,300	£65,800	£73,300
Senior Category Manager	£62,500	£67,400	£72,300
Sourcing Manager	£55,000	£65,000	£75,000
Strategic Procurement Manager	£70,000	£80,000	£90,000
Supplier Relationship Manager	£61,400	£67,800	£74,200

Min	Average	Max
£26,300	£27,900	£29,500
£48,000	£52,500	£57,000
£38,600	£42,300	£45,900
£34,100	£37,400	£40,600
£49,800	£54,400	£59,100
£45,000	£54,000	£63,000
£49,500	£58,500	£67,500
£55,800	£57,300	£58,800
£64,800	£74,700	£85,500
£45,400	£50,400	£55,500
£39,100	£43,400	£47,700
£25,300	£27,000	£28,600
£52,000	£56,500	£61,000
£39,300	£42,600	£46,000
£42,900	£46,300	£49,600
£51,400	£56,300	£61,200
£45,000	£49,500	£58,500
£37,400	£42,000	£46,700
£50,100	£56,700	£63,300
£49,500	£58,500	£67,500
£63,000	£72,000	£81,000
£46,600	£52,000	£57,500

Min	Average	Max
£25,000	£28,100	£30,000
£50,000	£62,600	£70,000
£35,000	£39,800	£45,000
£35,000	£42,500	£45,000
£46,800	£51,400	£56,300
£40,100	£48,400	£56,800
£44,100	£52,400	£60,900
£45,000	£51,000	£55,000
£57,800	£66,900	£77,100
£44,500	£50,300	£56,300
£35,000	£41,000	£45,000
£27,000	£32,500	£35,000
£51,500	£56,500	£61,700
£38,900	£41,600	£44,400
£35,500	£38,600	£41,900
£51,300	£56,100	£61,200
£40,100	£44,300	£52,800
£46,800	£53,000	£59,500
£50,200	£54,300	£65,000
£44,100	£52,400	£65,000
£56,200	£64,500	£73,100
£49,300	£54,700	£60,200



# Procurement

## East Midlands

## West Midlands

## East Anglia

Role	Min	Average	Max
Assistant Buyer	£21,100	£22,400	£23,700
Bid Manager	£37,900	£41,300	£44,500
Bid Writer	£30,300	£34,300	£38,400
Buyer	£30,300	£33,600	£36,900
Category Manager	£45,500	£49,800	£54,100
Category Specialist	£39,000	£46,800	£54,600
Commercial Manager	£42,900	£50,700	£58,500
Contracts Manager	£29,400	£32,400	£35,500
ESG Procurement Manager	£56,200	£64,700	£74,100
Operations Manager	£43,200	£48,700	£54,100
Procurement Analyst	£47,600	£53,000	£58,300
Procurement Assistant	£31,300	£33,400	£35,400
Procurement Manager	£50,100	£54,700	£59,300
Procurement Officer	£37,800	£40,200	£42,700
Procurement Specialist	£34,500	£37,400	£40,200
Procurement/Purchasing Manager	£49,800	£54,300	£58,800
Purchasing Manager	£39,000	£42,900	£50,700
Senior Buyer	£45,500	£51,300	£57,200
Senior Category Manager	£48,800	£52,600	£56,400
Sourcing Manager	£42,900	£50,700	£58,500
Strategic Procurement Manager	£54,600	£62,400	£70,200
Supplier Relationship Manager	£47,900	£52,900	£57,900

Min	Average	Max
£23,700	£24,900	£29,200
£38,400	£42,000	£45,300
£30,700	£34,900	£39,100
£30,700	£34,200	£37,600
£46,100	£50,600	£55,000
£39,500	£47,600	£55,600
£43,500	£51,600	£59,600
£29,800	£33,000	£36,100
£56,900	£65,800	£75,400
£43,800	£49,500	£55,100
£48,200	£53,900	£59,400
£31,700	£33,900	£36,000
£50,700	£55,600	£60,300
£38,300	£40,900	£43,400
£34,900	£38,000	£41,000
£50,500	£55,200	£59,900
£39,500	£43,600	£51,600
£46,100	£52,200	£58,200
£49,400	£53,500	£57,400
£43,500	£51,600	£59,600
£55,300	£63,500	£71,500
£48,500	£53,800	£58,900

Min	Average	Max
£22,600	£24,200	£25,900
£46,000	£48,800	£51,500
£31,300	£35,300	£40,000
£33,400	£37,000	£45,000
£45,300	£49,100	£52,900
£45,000	£50,000	£55,000
£50,000	£62,000	£70,000
£46,200	£49,000	£51,800
£62,000	£70,000	£80,000
£45,700	£53,000	£65,000
£37,900	£42,000	£46,100
£25,000	£26,500	£28,000
£45,800	£55,000	£65,000
£31,800	£33,700	£35,500
£43,300	£54,200	£65,100
£45,500	£55,000	£65,000
£40,000	£55,000	£65,000
£40,000	£48,000	£55,000
£50,000	£60,000	£70,000
£50,000	£55,000	£63,000
£50,000	£56,000	£70,000
£40,900	£43,900	£46,800





# Procurement

## North East

## North West

## Yorkshire & Humberside

Role	Min	Average	Max
Assistant Buyer	£21,000	£22,200	£23,400
Bid Manager	£37,400	£40,700	£44,000
Bid Writer	£29,900	£33,900	£37,900
Buyer	£30,000	£33,200	£36,400
Category Manager	£44,900	£49,100	£53,400
Category Specialist	£38,500	£46,200	£53,900
Commercial Manager	£42,400	£50,100	£57,800
Contracts Manager	£29,000	£32,000	£35,000
ESG Procurement Manager	£55,400	£63,900	£73,200
Operations Manager	£42,700	£48,000	£53,400
Procurement Analyst	£47,000	£52,300	£57,600
Procurement Assistant	£30,900	£33,000	£35,000
Procurement Manager	£49,400	£54,000	£58,500
Procurement Officer	£37,300	£39,700	£42,100
Procurement Specialist	£34,000	£36,900	£39,700
Procurement/Purchasing Manager	£49,200	£53,600	£58,100
Purchasing Manager	£38,500	£42,400	£50,100
Senior Buyer	£44,900	£50,700	£56,400
Senior Category Manager	£48,100	£51,900	£55,700
Sourcing Manager	£42,400	£50,100	£57,800
Strategic Procurement Manager	£53,900	£61,600	£69,300
Supplier Relationship Manager	£47,300	£52,200	£57,100

Min	Average	Max
£22,500	£23,800	£25,200
£40,300	£43,900	£47,400
£32,200	£36,500	£40,800
£32,300	£35,800	£39,300
£48,400	£53,000	£57,500
£41,500	£49,800	£58,100
£45,700	£54,000	£62,300
£31,300	£34,500	£37,800
£59,800	£68,900	£78,900
£46,000	£51,800	£57,600
£50,600	£56,400	£62,100
£33,300	£35,500	£37,700
£53,300	£58,200	£63,100
£40,300	£42,800	£45,400
£36,700	£39,800	£42,800
£53,000	£57,800	£62,600
£41,500	£45,700	£54,000
£48,400	£54,600	£60,800
£51,900	£55,900	£60,000
£45,700	£54,000	£62,300
£58,100	£66,400	£74,700
£51,000	£56,300	£61,600

Min	Average	Max
£21,300	£22,500	£23,900
£38,200	£41,500	£44,800
£30,500	£34,500	£38,600
£30,500	£33,800	£37,100
£45,800	£50,100	£54,400
£39,300	£47,100	£55,000
£43,200	£51,000	£58,900
£29,600	£32,700	£35,700
£56,500	£65,200	£74,600
£43,500	£49,000	£54,500
£47,900	£53,300	£58,700
£31,500	£33,600	£35,600
£50,400	£55,000	£59,700
£38,100	£40,500	£42,900
£34,700	£37,600	£40,500
£50,200	£54,600	£59,200
£39,300	£43,200	£51,000
£45,800	£51,700	£57,500
£49,100	£52,900	£56,800
£43,200	£51,000	£58,900
£55,000	£62,800	£70,700
£48,200	£53,200	£58,200



# Procurement

## Northern Ireland

## Scotland

## Wales

Role	Min	Average	Max	Min	Average	Max	Min	Average	Max
Assistant Buyer	£21,600	£22,000	£23,200	£21,000	£22,800	£24,600	£21,000	£22,100	£23,200
Bid Manager	£35,500	£38,600	£41,700	£37,700	£42,000	£46,300	£36,900	£40,200	£43,400
Bid Writer	£28,300	£32,100	£35,900	£30,100	£35,000	£39,900	£29,500	£33,400	£37,400
Buyer	£28,400	£31,500	£34,500	£30,200	£34,300	£38,300	£30,000	£32,800	£38,000
Category Manager	£42,600	£46,600	£50,600	£45,200	£50,700	£56,200	£44,300	£48,500	£52,700
Category Specialist	£36,500	£43,800	£51,100	£38,800	£47,700	£56,700	£38,000	£45,600	£53,200
Commercial Manager	£40,200	£47,500	£54,800	£42,700	£51,700	£60,800	£41,800	£49,400	£57,000
Contracts Manager	£27,500	£30,400	£33,200	£29,300	£33,100	£36,900	£28,700	£31,600	£34,600
ESG Procurement Manager	£52,600	£60,600	£69,400	£55,900	£66,000	£77,000	£54,700	£63,100	£72,200
Operations Manager	£40,400	£45,600	£50,700	£43,000	£49,600	£56,200	£42,100	£47,400	£52,700
Procurement Analyst	£44,500	£49,600	£54,600	£47,300	£54,000	£60,600	£46,400	£51,600	£56,800
Procurement Assistant	£29,300	£31,200	£33,100	£31,100	£34,000	£36,800	£30,500	£32,500	£34,500
Procurement Manager	£46,900	£51,200	£55,500	£49,800	£55,700	£61,600	£48,800	£53,300	£60,000
Procurement Officer	£35,400	£37,700	£39,900	£37,600	£41,000	£44,300	£36,900	£39,200	£41,600
Procurement Specialist	£32,300	£35,000	£37,700	£34,300	£38,100	£41,800	£33,600	£36,400	£39,200
Procurement/Purchasing Manager	£46,600	£50,800	£55,000	£49,600	£55,300	£61,100	£48,600	£52,900	£57,300
Purchasing Manager	£36,500	£40,200	£47,500	£38,800	£43,700	£52,700	£38,000	£41,800	£49,400
Senior Buyer	£42,600	£48,000	£53,500	£45,200	£52,300	£59,400	£44,300	£50,000	£55,700
Senior Category Manager	£45,600	£49,200	£52,800	£48,500	£53,600	£58,600	£47,500	£51,200	£54,900
Sourcing Manager	£40,200	£47,500	£54,800	£42,700	£51,700	£60,800	£41,800	£49,400	£57,000
Strategic Procurement Manager	£51,100	£58,400	£65,700	£54,300	£63,600	£72,900	£53,200	£60,800	£68,400
Supplier Relationship Manager	£44,800	£49,500	£54,200	£47,600	£53,900	£60,100	£46,700	£51,500	£56,400

# Procurement insight



**Lucy Lorusso**

Procurement Expert, Reed

“ The UK procurement sector is seeing rapid change in response to ongoing challenges such as Brexit, geopolitical conflicts and the climate emergency. These have disrupted supply chains, increased costs, and changed demand for the availability of goods and services, putting pressure on procurement teams.

Leaders now need to take a holistic and balanced view of their operations and consider the wider social, economic and environmental implications of procurement decisions. This means being transparent, accountable and ethical, thinking about how to have a positive impact and reduce any negative outcomes from their procurement activities.

The government’s drive towards net zero, sustainability and environmental, social and governance (ESG) has a strong impact on manufacturing and the associated supply chain. A lot of what we’re seeing at the moment is employers hiring supply chain professionals with specific skills, experience, and passion for ESG. There is a lot of work and deep diving going on, with larger organisations exploring both their own carbon footprints and that of their supply base.

Another challenge employers face is the skills gap within the sector. While it’s closing somewhat, procurement leaders should focus on finding and developing talent this year to stay competitive. Where

there are niche roles that aren’t as easily filled, employers should look within their existing workforce for those with the potential to be upskilled.

The best procurement specialists this year will be those who are agile, resilient, and innovative, with the ability to cope with uncertainty and complexity. They will need to be adept at stakeholder management, data analytics and sourcing materials responsibly.

Overall, procurement processes are evolving fast, so hiring the best talent will ensure businesses keep up. Procurement is a powerful and strategic business function that can create social value for an entire organisation and society. //





# Supply chain

## London

## South East

## South West

Role	Min	Average	Max	Min	Average	Max	Min	Average	Max
Demand Planner	£36,500	£41,900	£47,200	£32,900	£37,700	£42,500	£35,000	£38,600	£42,000
Demand Planning Manager	£49,000	£54,600	£73,000	£44,600	£49,700	£66,400	£42,100	£47,000	£62,700
Head of Supply Chain	£62,000	£79,000	£96,000	£55,800	£71,100	£86,400	£55,000	£63,400	£77,000
Inventory Analyst	£34,200	£38,500	£41,900	£30,800	£34,600	£37,700	£30,000	£32,900	£35,000
Inventory Control Manager	£38,000	£42,300	£45,000	£34,200	£38,100	£40,500	£35,000	£37,200	£40,000
Inventory Planner	£39,100	£43,000	£45,700	£35,200	£38,700	£41,100	£31,400	£34,500	£36,700
Merchandise Planner	£29,600	£37,900	£46,300	£26,600	£34,100	£41,700	£27,000	£30,400	£37,100
Merchandiser	£32,000	£44,600	£60,000	£23,700	£31,100	£39,600	£30,000	£32,600	£35,300
Operations Manager	£62,000	£68,100	£75,500	£55,800	£61,300	£68,000	£49,800	£54,600	£60,600
Production Lead	£33,000	£36,000	£39,000	£29,700	£32,400	£35,100	£30,000	£33,000	£35,000
Production Manager	£50,600	£60,400	£70,300	£45,500	£54,400	£63,300	£40,600	£48,500	£56,400
Production Planner	£43,600	£46,300	£49,000	£39,200	£41,700	£44,100	£35,000	£37,200	£39,300
Supply Chain Analyst	£35,600	£40,900	£46,300	£32,000	£36,800	£41,700	£30,000	£36,800	£40,000
Supply Chain Co-ordinator	£27,700	£31,200	£34,600	£24,900	£28,100	£31,100	£25,000	£27,000	£30,000
Supply Chain Director	£96,200	£108,100	£120,000	£86,600	£97,300	£108,000	£77,200	£86,700	£96,300
Supply Chain Manager	£59,200	£65,000	£70,800	£53,300	£58,500	£63,700	£47,500	£52,200	£56,800
Supply Chain Planner	£33,700	£36,500	£39,300	£30,300	£32,900	£35,400	£30,000	£36,200	£40,000
Supply Chain Project Manager	£45,000	£53,000	£60,000	£40,500	£47,700	£54,000	£36,100	£42,500	£48,100
Supply Manager	£57,900	£63,500	£69,100	£52,100	£57,200	£62,200	£46,500	£51,000	£55,500
Vendor Manager	£40,600	£60,300	£75,000	£36,500	£54,300	£67,500	£32,600	£48,400	£60,200



# Supply chain

## East Midlands

## West Midlands

## East Anglia

Role	Min	Average	Max
Demand Planner	£28,500	£32,700	£36,800
Demand Planning Manager	£38,200	£42,500	£56,900
Head of Supply Chain	£48,400	£61,600	£74,900
Inventory Analyst	£26,700	£30,000	£32,700
Inventory Control Manager	£29,600	£33,000	£35,100
Inventory Planner	£30,500	£33,500	£35,600
Merchandise Planner	£23,100	£29,600	£36,100
Merchandiser	£21,000	£27,900	£34,800
Operations Manager	£48,400	£53,100	£58,900
Production Lead	£25,700	£28,100	£30,400
Production Manager	£39,500	£47,100	£54,800
Production Planner	£34,000	£36,100	£38,200
Supply Chain Analyst	£27,800	£31,900	£36,100
Supply Chain Co-ordinator	£21,600	£24,300	£27,000
Supply Chain Director	£75,000	£84,300	£93,600
Supply Chain Manager	£46,200	£50,700	£55,200
Supply Chain Planner	£26,300	£28,500	£30,700
Supply Chain Project Manager	£35,100	£41,300	£46,800
Supply Manager	£45,200	£49,500	£53,900
Vendor Manager	£31,700	£47,000	£58,500

Min	Average	Max
£28,800	£33,100	£37,300
£38,700	£43,100	£57,600
£49,000	£62,400	£75,800
£27,000	£30,400	£33,100
£30,000	£33,400	£35,600
£30,900	£33,900	£36,100
£23,400	£30,000	£36,600
£21,000	£27,900	£34,800
£49,000	£53,800	£59,600
£26,100	£28,400	£30,800
£40,000	£47,700	£55,500
£34,400	£36,600	£38,700
£28,100	£32,300	£36,600
£23,700	£24,900	£29,200
£76,000	£85,400	£94,800
£46,800	£51,400	£55,900
£26,600	£28,800	£31,000
£35,600	£41,900	£47,400
£45,700	£50,200	£54,600
£32,100	£47,600	£59,300

Min	Average	Max
£29,900	£34,400	£42,000
£39,200	£43,700	£58,400
£50,800	£64,800	£78,700
£28,100	£31,500	£34,300
£31,200	£34,700	£36,900
£32,100	£35,200	£37,500
£28,000	£34,000	£38,000
£21,600	£28,400	£36,100
£50,800	£55,800	£65,000
£32,000	£35,000	£38,100
£48,000	£54,000	£60,000
£31,500	£38,000	£40,200
£34,800	£40,000	£45,000
£27,000	£31,500	£35,000
£78,900	£88,600	£110,000
£48,500	£53,300	£60,000
£30,000	£32,200	£34,300
£42,000	£48,000	£55,000
£47,500	£52,100	£60,000
£33,300	£49,500	£61,500



# Supply chain

## North East

## North West

## Yorkshire & Humberside

Role	Min	Average	Max
Demand Planner	£28,100	£32,300	£36,300
Demand Planning Manager	£36,800	£40,900	£54,700
Head of Supply Chain	£47,700	£60,800	£73,900
Inventory Analyst	£26,300	£29,600	£32,200
Inventory Control Manager	£29,300	£32,600	£34,700
Inventory Planner	£30,100	£33,100	£35,200
Merchandise Planner	£22,800	£29,200	£35,600
Merchandiser	£21,100	£27,500	£33,900
Operations Manager	£47,700	£52,400	£58,100
Production Lead	£25,400	£27,700	£30,000
Production Manager	£39,000	£46,500	£54,100
Production Planner	£33,600	£35,700	£37,700
Supply Chain Analyst	£27,400	£31,500	£35,700
Supply Chain Co-ordinator	£21,300	£24,000	£26,600
Supply Chain Director	£74,100	£83,200	£92,400
Supply Chain Manager	£45,600	£50,100	£54,500
Supply Chain Planner	£25,900	£28,100	£30,300
Supply Chain Project Manager	£34,700	£40,800	£46,200
Supply Manager	£44,600	£48,900	£53,200
Vendor Manager	£31,300	£46,400	£57,800

Min	Average	Max
£30,300	£34,800	£39,200
£39,600	£44,200	£59,100
£51,500	£65,600	£79,700
£28,400	£31,900	£34,800
£31,500	£35,100	£37,400
£32,500	£35,700	£37,900
£24,500	£31,500	£38,400
£21,800	£28,700	£36,500
£51,500	£56,500	£62,700
£27,400	£29,900	£32,400
£42,000	£50,100	£58,300
£36,200	£38,400	£40,700
£29,500	£33,900	£38,400
£23,000	£25,900	£28,700
£79,800	£89,700	£99,600
£49,100	£54,000	£58,800
£28,000	£30,300	£32,600
£37,400	£44,000	£49,800
£48,100	£52,700	£57,400
£33,700	£50,100	£62,300

Min	Average	Max
£28,700	£32,900	£37,100
£38,200	£42,500	£56,900
£48,700	£62,000	£75,400
£26,900	£30,200	£32,900
£29,800	£33,200	£35,300
£30,700	£33,700	£35,900
£23,200	£29,800	£36,300
£21,100	£27,800	£34,500
£48,700	£53,500	£59,300
£25,900	£28,300	£30,600
£39,700	£47,400	£55,200
£34,200	£36,300	£38,500
£27,900	£32,100	£36,300
£21,700	£24,500	£27,200
£75,500	£84,900	£94,200
£46,500	£51,000	£55,600
£26,500	£28,700	£30,900
£35,300	£41,600	£47,100
£45,500	£49,800	£54,200
£31,900	£47,300	£58,900



# Supply chain

## Northern Ireland

## Scotland

## Wales

Role	Min	Average	Max	Min	Average	Max	Min	Average	Max
Demand Planner	£26,600	£30,600	£34,500	£28,300	£32,500	£36,600	£27,300	£31,300	£35,300
Demand Planning Manager	£35,200	£39,300	£52,600	£39,900	£44,500	£59,100	£45,000	£49,000	£55,000
Head of Supply Chain	£45,300	£57,700	£70,100	£48,100	£61,300	£74,500	£60,000	£65,000	£72,000
Inventory Analyst	£25,000	£28,100	£30,600	£26,500	£29,800	£32,500	£25,600	£28,800	£31,300
Inventory Control Manager	£27,700	£30,900	£32,900	£29,500	£32,900	£34,900	£28,400	£31,700	£33,700
Inventory Planner	£28,500	£31,400	£33,300	£30,300	£33,300	£35,400	£29,200	£32,100	£34,200
Merchandise Planner	£21,600	£27,700	£33,800	£22,900	£29,400	£35,900	£22,100	£28,400	£34,600
Merchandiser	£21,100	£25,300	£32,100	£21,000	£26,900	£34,100	£21,200	£25,900	£32,900
Operations Manager	£45,300	£49,700	£55,100	£48,100	£52,800	£58,600	£46,400	£50,900	£56,500
Production Lead	£24,100	£26,300	£28,500	£25,600	£27,900	£30,300	£24,700	£26,900	£29,200
Production Manager	£36,900	£44,100	£51,300	£39,300	£46,900	£54,600	£37,800	£45,200	£52,600
Production Planner	£31,800	£33,800	£35,800	£33,800	£35,900	£38,000	£32,600	£34,600	£36,600
Supply Chain Analyst	£26,000	£29,900	£33,800	£27,600	£31,700	£35,900	£26,600	£30,600	£34,600
Supply Chain Co-ordinator	£21,000	£22,800	£25,300	£21,500	£24,200	£26,900	£21,000	£23,300	£25,900
Supply Chain Director	£70,200	£78,900	£87,600	£74,700	£83,900	£93,100	£72,000	£80,800	£89,700
Supply Chain Manager	£43,200	£47,500	£51,700	£45,900	£50,400	£54,900	£48,000	£53,000	£60,000
Supply Chain Planner	£24,600	£26,600	£28,700	£26,200	£28,300	£30,500	£25,200	£27,300	£29,400
Supply Chain Project Manager	£32,900	£38,700	£43,800	£34,900	£41,100	£46,600	£33,700	£39,600	£44,900
Supply Manager	£42,300	£46,400	£50,400	£44,900	£49,300	£53,600	£43,300	£47,500	£51,700
Vendor Manager	£29,600	£44,000	£54,800	£31,500	£46,800	£58,200	£30,400	£45,100	£56,100

# Supply chain insight



**Adam Norris**

Supply Chain Expert, Reed

“ Agility and flexibility have become essential for any supply chain ever since the pandemic left leaders scrambling to find alternative solutions. We will likely see supply chains divert from the traditional linear system into more of a supply network or web, which is more complex and dynamic.

The current global trade landscape is changing, calling for even more flexibility and resilience. Supply chains need to have back-up options for any unforeseen circumstances, such as those we've seen in the last few years, with the pandemic, and geopolitical conflicts in Ukraine and Middle East.

Leaders need to diversify their sources and markets and reduce their dependence on single or distant suppliers. To manage this new system effectively, employers will need to search for or nurture talent with the ability to collaborate and co-ordinate more complex supply processes.

Supply chain specialists will need to have full view of the entire supply network to achieve the goals of most businesses. With more scrutiny on the sustainability, ethics, and costs involved, there is greater pressure on teams to be transparent at every step.

Given this produces a greater need to keep track and record every detail, data analytics will be in higher demand this year. AI and automation technology can help with the increased workload to an extent, but cannot replace the ethical judgements and innovation of employees.

While supply webs aren't new, they are increasingly relevant, as leaders look for solutions to strengthen their supply chains. Technology provides such a solution, but at the moment, skilled professionals who can manage these complex systems are in short supply. //







# Logistics

## London

## South East

## South West

Role	Min	Average	Max
Customs Clerk	£39,400	£43,400	£47,400
Distribution Manager	£46,700	£50,000	£53,300
Export Co-ordinator	£27,000	£29,100	£34,000
Head of Customs & Trade Compliance	£68,000	£71,000	£80,000
Import / Export Clerk	£30,000	£31,500	£37,000
Import / Export Manager	£40,000	£45,000	£53,000
Import Co-ordinator	£29,000	£31,400	£36,000
Logistics Analyst	£47,200	£51,000	£54,800
Logistics Co-ordinator	£28,000	£31,000	£33,900
Logistics Director	£59,400	£74,000	£87,000
Logistics Manager	£53,500	£59,600	£65,700
Shipping Co-ordinator	£30,700	£33,600	£36,400
Transport Co-ordinator	£37,200	£39,600	£41,900
Transport Manager	£41,300	£45,500	£49,700

Min	Average	Max
£27,700	£30,400	£33,000
£43,400	£46,300	£49,300
£24,300	£27,000	£33,000
£61,200	£63,900	£72,000
£27,000	£30,000	£35,000
£36,000	£42,500	£50,000
£26,100	£35,000	£38,000
£35,000	£37,500	£40,000
£26,300	£27,800	£29,400
£53,500	£66,600	£78,300
£48,200	£45,900	£49,900
£27,600	£28,300	£30,400
£33,500	£37,200	£39,200
£37,200	£42,300	£45,800

Min	Average	Max
£25,800	£29,300	£32,700
£40,000	£46,500	£50,000
£21,900	£23,600	£27,500
£55,100	£57,500	£64,800
£24,300	£25,500	£30,000
£32,400	£36,500	£42,900
£23,500	£25,400	£35,000
£34,200	£41,300	£44,400
£24,000	£27,100	£30,000
£48,100	£59,900	£70,500
£43,300	£48,300	£53,200
£24,900	£27,200	£29,500
£30,100	£32,100	£33,900
£33,500	£36,900	£50,000

## East Midlands

## West Midlands

## East Anglia

Role	Min	Average	Max
Customs Clerk	£25,100	£27,300	£29,500
Distribution Manager	£36,400	£42,100	£47,900
Export Co-ordinator	£21,100	£22,700	£26,500
Head of Customs & Trade Compliance	£53,000	£55,400	£62,400
Import / Export Clerk	£23,400	£24,600	£28,900
Import / Export Manager	£31,200	£35,100	£41,300
Import Co-ordinator	£22,600	£24,500	£28,100
Logistics Analyst	£32,500	£35,000	£37,500
Logistics Co-ordinator	£26,000	£27,400	£28,800
Logistics Director	£46,300	£57,700	£67,900
Logistics Manager	£41,700	£46,500	£51,200
Shipping Co-ordinator	£23,900	£26,200	£28,400
Transport Co-ordinator	£29,000	£30,900	£32,700
Transport Manager	£35,600	£38,900	£42,100

Min	Average	Max
£25,200	£27,500	£29,800
£49,800	£54,800	£59,700
£23,700	£24,900	£29,200
£53,700	£56,100	£63,200
£23,700	£24,900	£29,200
£31,600	£35,600	£41,900
£23,700	£24,900	£29,200
£28,500	£29,600	£30,700
£25,100	£26,300	£27,600
£46,900	£58,500	£68,700
£42,300	£47,100	£51,900
£24,300	£26,500	£28,800
£25,800	£26,700	£27,500
£37,200	£43,300	£49,500

Min	Average	Max
£23,700	£26,900	£30,200
£41,400	£46,500	£51,800
£27,000	£31,000	£33,000
£55,800	£58,200	£65,600
£24,600	£25,800	£30,300
£32,800	£36,900	£43,500
£28,000	£31,000	£34,000
£29,300	£31,600	£33,800
£27,200	£28,500	£29,800
£48,700	£60,700	£71,300
£43,900	£48,900	£53,900
£25,200	£27,600	£29,800
£30,500	£32,500	£34,400
£34,200	£37,800	£41,500



# Logistics

## North East

## North West

## Yorkshire & Humberside

Role	Min	Average	Max
Customs Clerk	£22,700	£24,800	£26,800
Distribution Manager	£35,500	£39,000	£42,600
Export Co-ordinator	£21,000	£22,400	£26,200
Head of Customs & Trade Compliance	£52,400	£54,700	£61,600
Import / Export Clerk	£23,100	£24,300	£28,500
Import / Export Manager	£30,800	£34,700	£40,800
Import Co-ordinator	£22,300	£24,100	£27,700
Logistics Analyst	£27,200	£29,100	£31,000
Logistics Co-ordinator	£26,500	£28,200	£29,800
Logistics Director	£45,700	£57,000	£67,000
Logistics Manager	£41,200	£45,900	£50,600
Shipping Co-ordinator	£23,600	£25,900	£28,000
Transport Co-ordinator	£27,900	£29,700	£31,400
Transport Manager	£31,700	£34,900	£38,100

Min	Average	Max
£25,800	£28,900	£31,900
£46,500	£51,800	£57,000
£22,400	£24,200	£28,200
£56,400	£58,900	£66,400
£24,900	£26,100	£30,700
£33,200	£37,400	£44,000
£24,100	£26,000	£29,900
£32,600	£35,600	£38,500
£24,400	£25,800	£27,300
£49,300	£61,400	£72,200
£44,400	£49,500	£54,500
£25,500	£27,900	£30,200
£29,000	£31,000	£32,000
£37,900	£41,400	£44,900

Min	Average	Max
£30,900	£34,100	£37,200
£36,700	£39,300	£41,800
£21,200	£22,800	£26,700
£53,400	£55,700	£62,800
£23,600	£24,700	£29,000
£31,400	£35,300	£41,600
£22,800	£24,600	£28,300
£30,600	£32,500	£34,500
£24,700	£26,200	£27,800
£46,600	£58,100	£68,300
£42,000	£46,800	£51,600
£24,100	£26,400	£28,600
£23,600	£25,900	£28,200
£38,900	£42,500	£46,200

## Northern Ireland

## Scotland

## Wales

Role	Min	Average	Max
Customs Clerk	£21,200	£23,500	£25,900
Distribution Manager	£33,000	£37,100	£41,100
Export Co-ordinator	£21,000	£22,100	£23,800
Head of Customs & Trade Compliance	£47,600	£49,700	£56,000
Import / Export Clerk	£21,000	£22,100	£25,900
Import / Export Manager	£28,000	£31,500	£37,100
Import Co-ordinator	£21,000	£22,000	£25,200
Logistics Analyst	£25,400	£27,600	£29,900
Logistics Co-ordinator	£20,300	£21,900	£23,400
Logistics Director	£41,600	£51,800	£60,900
Logistics Manager	£37,500	£41,700	£46,000
Shipping Co-ordinator	£21,500	£23,500	£25,500
Transport Co-ordinator	£26,000	£27,700	£29,300
Transport Manager	£28,900	£31,800	£34,800

Min	Average	Max
£26,000	£29,500	£33,000
£33,300	£35,900	£38,500
£21,000	£21,500	£21,900
£52,800	£54,000	£55,100
£23,300	£23,800	£24,300
£31,000	£31,800	£32,400
£22,500	£23,100	£23,500
£31,100	£34,700	£38,100
£26,300	£29,100	£31,900
£46,100	£47,200	£48,200
£41,400	£46,600	£51,700
£23,700	£26,100	£28,400
£24,600	£26,900	£29,200
£36,300	£41,600	£46,800

Min	Average	Max
£25,600	£28,600	£31,600
£40,000	£45,000	£50,100
£21,000	£21,500	£21,900
£50,900	£51,100	£51,300
£22,400	£22,500	£22,600
£29,900	£30,000	£30,100
£21,700	£21,800	£21,900
£30,700	£33,600	£36,400
£22,900	£25,800	£28,700
£44,400	£44,600	£44,800
£40,800	£45,200	£49,500
£24,400	£27,100	£29,700
£24,200	£26,100	£27,900
£35,800	£40,300	£44,800

# Logistics insight



**Daniel Paul**

Logistics Expert, Reed

“ This year, we can expect growing demand for skilled professionals who can manage the complexities of supply chain operations, driven by the rise of e-commerce and the need for efficient distribution networks. The surge in demand has outpaced the available pool of qualified professionals, creating a talent shortage. Uncertainties surrounding Brexit will continue to impact the sector not just because the skills landscape has changed substantially, but because of inconsistent rule interpretation, transit lead times, and the additional administrative burden.

To get to the root cause of the sector’s recruitment challenges will require a new, multi-pronged approach – businesses need to, as they say, think outside the box, or the issues will never be addressed. Companies need to look at how they can upskill new and existing talent to bridge the skills gaps within their organisations. By investing in workforce training and

development initiatives, employers can upskill their existing workers, and also hire on potential. By hiring someone who may not tick every box when it comes to the skills you require, your readiness to invest in upskilling them could well lead to many years of their loyalty and hard work.

Offering competitive compensation packages and benefits can attract and retain top talent - we all know that; however, these need to be regularly reassessed – the market fluctuates with demand. In the current climate, as you can see from our survey of 5,000 UK workers earlier on in this guide, employees in all sectors really value financial benefits and those that assist with their wellbeing. As an employer, you need to decide how you can offer existing and potential employees what they want. Even if you can’t entice people to join the business or retain them with the best salaries in the market, you may be able to offer something else of

high value such as dental care or a good pension scheme.

On top of the above, providing a positive work environment, adopting technological advancements to enhance operational efficiency, and offering opportunities for career growth, can contribute to making the logistics sector more appealing to prospective employees.

If you are looking to get into or move up the career ladder in logistics, try networking within the industry through events and online platforms such as LinkedIn. Do also keep up to date with emerging technologies and industry trends, which can help you position yourself as an informed and engaged professional. There are so many regulation changes in the sector requiring close and constant attention, that keeping abreast of them, whatever role you are going for, will stand you in good stead. ”



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Q1 What motivated you to pursue a career in healthcare?

Q2 How familiar are you with the current market trends in the healthcare industry?

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Q4 How do you prioritise which projects to pursue based on their potential impact on the company's bottom line?

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# Warehousing

## London

Role	Min	Average	Max
Forklift Operator	£25,000	£26,000	£27,100
Stock Controller	£35,700	£39,100	£42,500
Warehouse Assistant	£31,400	£35,700	£40,100
Warehouse Manager	£35,900	£38,500	£47,000
Warehouse Operations Manager	£46,700	£51,700	£56,800
Warehouse Operative	£23,300	£24,400	£25,500
Warehouse Supervisor	£28,400	£30,300	£32,100

## South East

Min	Average	Max
£23,800	£24,700	£25,600
£25,500	£27,900	£30,400
£21,100	£25,300	£29,500
£32,100	£34,500	£45,000
£32,900	£35,800	£38,800
£21,800	£25,100	£28,400
£27,500	£28,900	£30,200

## South West

Min	Average	Max
£22,800	£23,600	£28,500
£25,000	£26,800	£30,000
£21,000	£24,400	£27,900
£35,000	£42,500	£45,000
£45,000	£48,000	£55,000
£21,100	£26,900	£28,000
£25,500	£27,600	£32,000

## East Midlands

Role	Min	Average	Max
Forklift Operator	£23,100	£24,500	£25,900
Stock Controller	£23,300	£25,000	£26,700
Warehouse Assistant	£21,200	£23,900	£26,600
Warehouse Manager	£31,800	£35,200	£38,500
Warehouse Operations Manager	£31,600	£36,100	£40,700
Warehouse Operative	£21,700	£24,600	£27,500
Warehouse Supervisor	£26,500	£28,700	£31,000

## West Midlands

Min	Average	Max
£22,900	£24,300	£25,600
£23,700	£26,000	£28,400
£21,700	£22,600	£23,400
£33,100	£34,900	£36,600
£37,400	£40,500	£43,600
£21,600	£23,800	£26,000
£27,400	£29,200	£31,100

## East Anglia

Min	Average	Max
£24,400	£25,200	£25,900
£26,100	£29,270	£31,103
£23,100	£23,900	£24,600
£30,900	£32,500	£34,200
£41,300	£43,500	£49,360
£21,900	£24,000	£26,200
£27,200	£28,800	£30,400

## North East

Role	Min	Average	Max
Forklift Operator	£22,100	£23,300	£24,500
Stock Controller	£21,000	£22,300	£24,000
Warehouse Assistant	£21,100	£22,400	£22,700
Warehouse Manager	£28,100	£32,700	£37,200
Warehouse Operations Manager	£35,700	£39,600	£43,500
Warehouse Operative	£21,500	£24,800	£28,100
Warehouse Supervisor	£26,900	£28,100	£29,300

## North West

Min	Average	Max
£22,300	£23,600	£24,900
£22,400	£26,100	£29,800
£21,100	£21,600	£22,100
£30,900	£33,100	£35,200
£29,500	£31,300	£33,000
£21,200	£23,200	£25,200
£26,600	£27,600	£28,500

## Yorkshire & Humberside

Min	Average	Max
£22,700	£24,100	£25,500
£23,800	£25,100	£26,400
£21,000	£22,800	£25,200
£31,300	£33,700	£36,100
£31,800	£33,200	£34,600
£21,200	£23,300	£25,300
£27,300	£29,500	£31,700



# Warehousing

## Northern Ireland

## Scotland

## Wales

Role	Min	Average	Max	Min	Average	Max	Min	Average	Max
Forklift Operator	£22,300	£23,400	£24,600	£22,800	£23,900	£25,100	£22,800	£23,400	£24,100
Stock Controller	£23,000	£26,100	£29,000	£23,500	£26,600	£29,600	£23,200	£25,700	£28,300
Warehouse Assistant	£21,000	£23,800	£27,300	£21,000	£24,300	£27,900	£21,000	£23,500	£26,700
Warehouse Manager	£33,100	£34,700	£36,300	£33,800	£35,400	£37,000	£33,400	£34,800	£36,100
Warehouse Operations Manager	£22,800	£26,100	£29,200	£23,300	£26,600	£29,800	£48,100	£50,400	£52,700
Warehouse Operative	£21,000	£23,000	£25,600	£21,000	£23,500	£26,100	£21,600	£25,500	£29,500
Warehouse Supervisor	£26,600	£27,400	£28,300	£27,100	£28,000	£28,900	£29,300	£29,700	£30,100

## Warehousing insight



**Zehra Suleyman**  
Warehousing Expert, Reed

“ Over the past year, the boom in e-commerce and online retail has led to a significant increase in warehouse space. This trend is expected to continue as both online retailers and third-party logistics providers seek more warehousing space to meet the growing demand. A benefit of this increase in warehousing space is that companies can shorten their delivery routes - local delivery is more energy-efficient than long-distance distribution, and it meets consumers’ expectations for speedy delivery while reducing their carbon footprint.

However, business leaders may find it challenging to secure the space needed, and more warehouses will likely have to be built across the country to keep up with demand. Brexit and other economic issues

have impacted the movement of goods and services, as well as the availability of skilled overseas workers.

Warehouse operatives are becoming increasingly adept at using technology to optimise processes and improve efficiency through automation. These professionals are highly valuable at present, but employers may struggle to find enough workers with the skills to meet their needs.

To attract and retain talent, employers should focus on training and upskilling their workforce. Professionals need to continuously grow their tech skills to stay up to date with the latest advancements, which are changing rapidly. With AI and automation becoming more common in the sector, some of the low-skilled tasks will be

better performed by machines, leaving the more advanced, communicative, intelligent work to the professionals.

Warehouses require both flexibility and stability. By strategically combining temporary and permanent staff, businesses can strike a balance and optimise overall efficiency. Permanent workers bring consistency and a deeper understanding of the warehouse’s processes, contributing to a cohesive team dynamic, continuing productivity, and ongoing skills development. In contrast, temporary workers offer businesses the flexibility to scale their workforces based on fluctuating demand where workloads spike in peak seasons. ”

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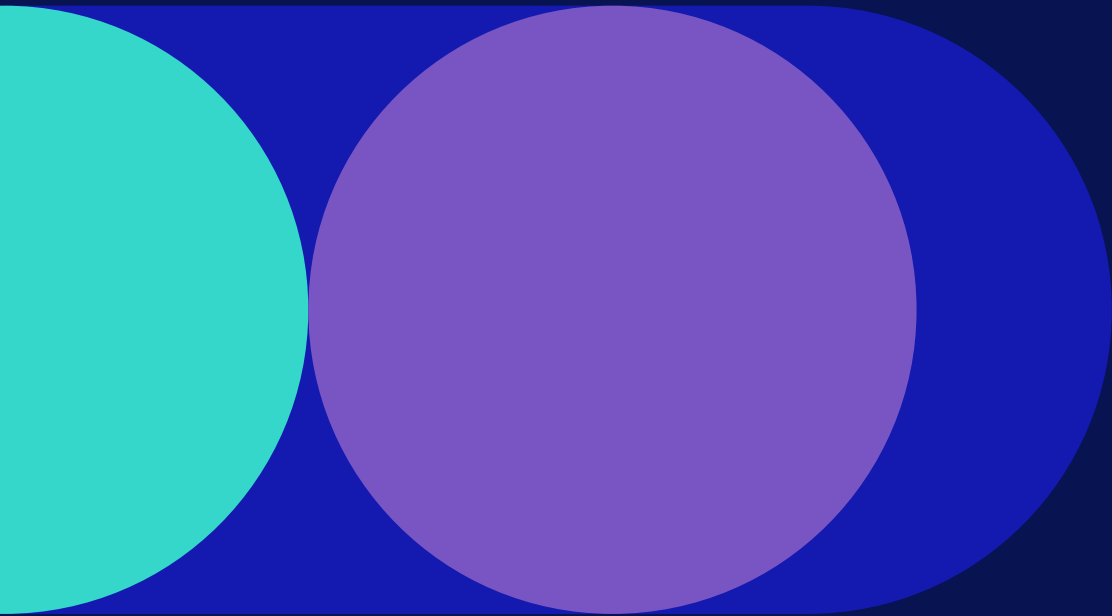
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