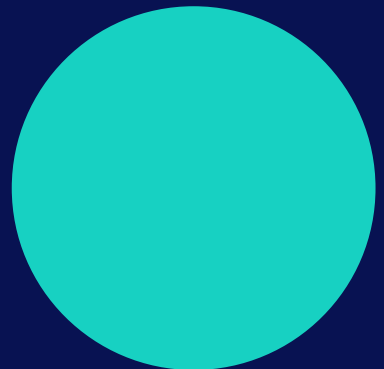


Reed
...



Salary guide 2025

Procurement, supply chain
& warehousing



Getting Britain working in 2025: an employers imperative



The need to reinvigorate Britain's workforce and address the pressing issue of low labour force participation is now more urgent than ever. Figures released at the end of last year by the Office for National Statistics reveal that more than nine million people in the UK are economically inactive – for every three working-age adults in employment, one is inactive.

This imbalance is unsustainable if we are to build a thriving economy. Without a significant shift in the labour participation rate, the rising trend of unemployment threatens not only our economic prosperity, but also the social fabric of our nation.

The path forward is clear: policymakers, businesses, and communities must work together to prioritise employment and ensure that no one is left behind. Reed in Partnership, has supported over 300,000 individuals in transitioning from unemployment into work and we have seen firsthand the human cost of joblessness. Beyond economic metrics, unemployment undermines individual confidence, mental health, and long-term potential. The societal duty to combat this trend is both practical and moral.

To build an economy in which work is accessible, rewarding, and inclusive, we must embrace bold and innovative solutions as employers.

Work has often been framed as the less desirable side of 'work-life balance,' a narrative that discourages engagement. To shift perceptions, we must actively market the many positives of employment – financial independence, personal growth, skill acquisition, and social life and contribution. People should be inspired to see work not as a burden, but as an opportunity to shape their futures and to give their lives added meaning.

For many young people, and especially for those who do not attend university, the transition from education to employment can feel daunting and uncertain. Reintroducing traineeships for 16-to-24-year-olds would offer a structured pathway into the workforce. These programmes can provide essential skills and hands-on experience, and instil confidence in young individuals, enabling them to take their first steps into employment.



It has never been more important to ensure you have a strong team around you. Our salary guides are a tool to help you do just that. And it's no exaggeration to say that the difference between having the right people in your team over the wrong people will be the difference between night and day.



By investing in such initiatives, we can bridge the gap between education and work, ensuring that more young people are prepared for the demands of the modern labour market.

On top of this, apprenticeships have been in decline and, if we are to put them back on track, we must make the system more employer-friendly, reducing bureaucracy and offering greater flexibility to businesses. By aligning apprenticeship programmes more closely with the needs of employers, we can create opportunities that are mutually beneficial.

We must also continue to remember the value a diverse workforce brings. Ageism, for example, remains a persistent barrier in the workplace, and yet older workers bring a wealth of skills, experience, and resilience. Encouraging multigenerational participation in the workforce is not just fair - it is necessary, if we are to have a sustainable and dynamic economy.

Our research with 5,000 people in employment, used to provide insight further [in this guide](#), highlights the importance of taking employee wellbeing into consideration, with 43% of people saying they work more hours than they are paid to.

Alarmingly, when asked why, 40% of those employees said they have too much work to do in the hours they are paid to work. If this issue goes unaddressed, we could see valuable colleagues

walk out the door or fall into long-term sickness due to burnout. By promptly addressing this issue, you can create a healthier, more productive, and more sustainable work environment which, in the current climate, will assist your employee value proposition considerably.

It looks likely that this year will be challenging – not only for organisations, but for professionals, too. As well as strategies to attract new talent into your organisation, it is important to assess the situation internally at the same time and to focus attention holding on to your best people.

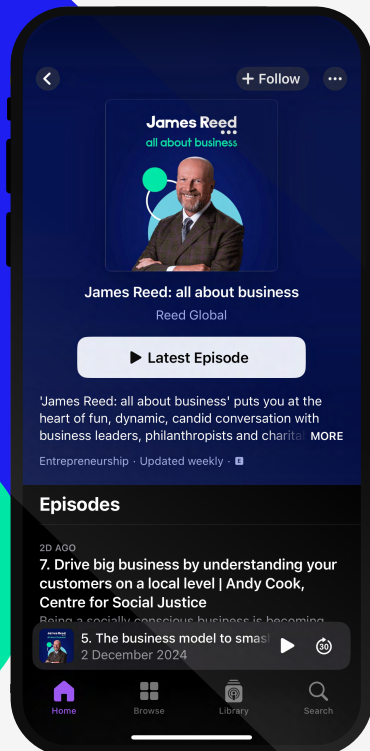
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And it's no exaggeration to say that the difference between having the right people in your team over the wrong people will be the difference between night and day.

I wish you all the very best for the year ahead.

James Reed CBE

Chairman and Chief Executive, Reed



Listen to James Reed's podcast 'all about business'.

Hosted by **James Reed CBE**, the Chairman and CEO of Reed Group, you'll hear the highs and lows of what it means to be a true business leader to empower you to implement smarter, more meaningful strategy in your business or career.

[Listen here](#)

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 2025.



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 and 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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The growing importance of digitalisation in procurement, supply chain and warehousing

Hugh Meatyard

Procurement, Supply Chain and Warehousing Expert, Reed



The UK's procurement, supply chain, and warehousing sectors continue to navigate complex economic and operational challenges, with rising inflation, post-Brexit regulatory changes, and the growing importance of digitalisation shaping the job market. As we progress forward, it is apparent that companies need to adapt their processes to attract and retain the best people for their teams.

Current trends across procurement

The procurement sector, in particular, is poised to see continued demand and growth, driven by complex economic dynamics and evolving employer and candidate expectations. Businesses must be agile, especially in today's competitive job market, where the right talent can be pivotal in meeting cost-efficiency goals and overcoming logistical challenges.

One of the most notable trends is the escalating demand for skilled procurement professionals, especially in the public sector. With tightened budgets and a mandate to cut costs, public sector employers are increasingly seeking specialists, such as category managers, who can optimise spending and ensure compliance with new regulations. IT, cyber security, and AI procurement are particularly high-demand areas, as organisations focus on technological transformation. Consequently, public sector salaries have risen, creating fierce competition for talent.

The impact of the new Procurement Act

The new Procurement Act is set to revolutionise procurement practices for the public sector, across the UK, by emphasising transparency, efficiency, and sustainability. This legislation will mandate stricter compliance and reporting standards, which will drive organisations to adopt more robust procurement processes and technologies. As the public sector and those private companies involved in procurement within the sector come to terms with the act, there will be a heightened demand for professionals skilled in digital procurement tools and data analytics, leading to a significant shift in recruitment within the sector.

Companies will need to seek individuals who not only understand traditional procurement but also possess the ability to navigate and implement advanced systems that align with the new regulatory framework. This shift will likely result in a more dynamic and competitive job market, with a focus on continuous learning and adaptability.

Challenges facing supply chain, logistics and warehousing

In supply chain and logistics, however, the work environment has become more challenging post-Brexit. Increased customs and compliance requirements have added layers of complexity, making logistics roles more demanding. This has resulted in some leaving the sector, especially in junior roles, where workloads have grown without proportional salary increases.

The UK's economic landscape has intensified the need for supply chain expertise. Inflation, the aftermath of Brexit, and the push for local sourcing have all increased the workload and complexity for professionals. The emphasis on cutting logistics costs and sourcing sustainably has kept the sector busy, with new opportunities in areas focused on cost optimisation. In response to these pressures, organisations are also embracing more localised supply chains and exploring innovative methods to streamline operations.

In warehousing, existing employees and candidates are craving flexibility. Many companies are struggling to get their heads around how to implement this in their current working environment. In this case, employers may benefit from implementing shift flexibility and paid overtime as strategies to improve work conditions - as working from home simply isn't possible.

The need for streamlined attraction and retention tactics

To attract high-calibre talent, particularly in procurement and supply chain, employers must regularly evaluate and adjust salary benchmarks. Salary expectations have been rising, and professionals are often choosing between multiple job opportunities. In this environment, companies should conduct market research to ensure their compensation packages remain competitive. In areas where budgets are limited, focusing on broader benefits like hybrid work, flexible hours, and strong career development opportunities, can provide a competitive edge.

Flexible work arrangements, including hybrid and remote options, continue to be a high priority for jobseekers in procurement. Employers who offer flexible work environments not only increase their appeal but also retain current employees who value work-life balance.

Focus on skills development and career progression

The procurement and supply chain sectors are increasingly tech-oriented, with skills in AI, data analytics, and category management in high demand. Upskilling initiatives can be an effective recruitment tool and a valuable retention strategy. Companies can benefit from establishing apprenticeship programmes, particularly for public sector procurement, which faces talent shortages. Career progression paths are also essential, as employees who see a clear future within their organisation are less likely to seek opportunities elsewhere. Employers are encouraged to engage in transparent discussions with their staff about potential career growth and support employees in developing relevant technical skills.

Addressing tech integration and digital transformation

With advancements in AI and other digital tools, companies need to stay updated on how best to incorporate new technologies within their procurement and supply chain operations. The transformation to digital-first operations requires employees who are not only skilled in traditional

procurement but also knowledgeable about emerging tech. In the public sector, concerns around GDPR compliance when using tools like AI have slowed adoption, but private sector employers are making strides. To stay competitive, companies need to invest in upskilling current employees in the relevant technology for their roles.

Creating a positive workplace culture

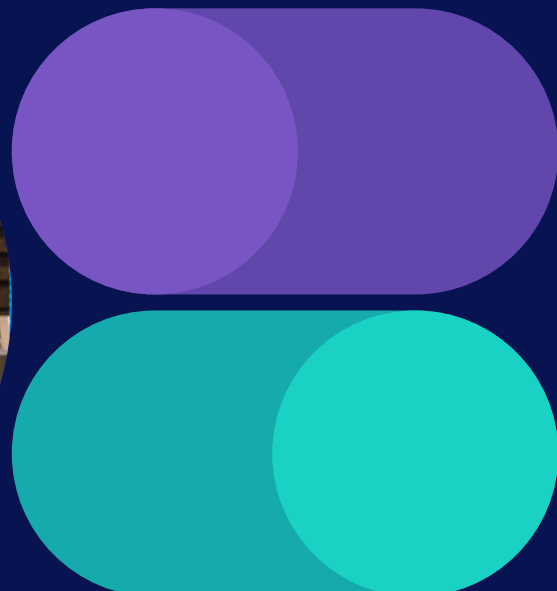
Jobseeker expectations have evolved, with more attention to company reputation and workplace culture. In warehousing, where onsite presence is required, building a supportive culture can be a significant retention tool. Acknowledging hard work, recognising employee contributions, and creating an environment that prioritises wellbeing can help offset some of the location-related limitations for warehousing professionals.

Outlook for 2025

We expect to see the job market remain strong, with a growing demand for digital skills and AI expertise shaping job opportunities. While the public sector continues to recruit procurement specialists for cost-saving initiatives and compliance with new regulations, the private sector is maintaining a focus on resilient supply chains, especially as economic uncertainty persists.

For jobseekers, 2025 offers substantial opportunities to advance, especially for those willing to develop niche skills in category management, digital procurement, and logistics optimisation. Professionals in warehousing and logistics will find that organisations with clear paths for career growth and competitive pay will likely offer the most stable and rewarding roles. The market's continued emphasis on flexibility and skills development suggests that those entering the sector will find employers increasingly willing to invest in their long-term growth.

In a sector marked by rapid change, a strategic approach to compensation, workplace policies, and career progression will ensure businesses remain competitive and resilient.





The great UK salary and benefits reveal: **5,000 voices**

This year, we asked 5,000 employed working adults in the UK how they feel about their salary, benefits, role and responsibilities. Additionally, the survey captured information about the industries the professionals work in, their working hours, overtime, and overall job satisfaction. Here's what we found out...

Work, work, work

The majority of respondents (65%) are contracted to work between 31 and 40 hours per week, averaging 34.7 hours, and just over a tenth (12%) were contracted to work more than 40 hours per week. However, from the responses, workers said that their actual hours far exceed those they are paid to work, with 44% saying they actually work 41-50 hours weekly.

This significant disparity between hours paid to work versus actual hours worked is exacerbating the already-tense situation for many workers who say their current pay doesn't cover their everyday expenses and the rising cost of living.

Not only are employees feeling they're not being well compensated for the roles and hours they do, but there

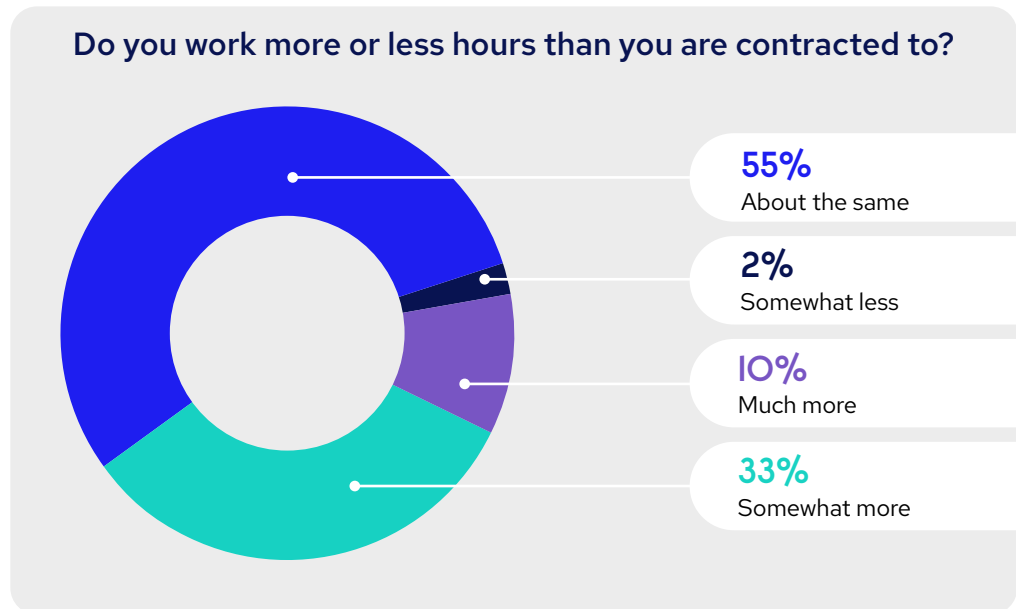
also appears to be an expectation or need for them to work additional hours on top – often without being paid.

The reasons for working additional hours include having too much work to do in the hours they are paid for (40%), roles and responsibilities require it (40%), having tight deadlines to meet (29%), enjoying their job (26%), or being unable to switch off (20%).

In the current climate, with the rising cost of living and the challenging employment market, 16% of workers said they are trying to prove their commitment or demonstrate that their salary should be reviewed in line with their roles and responsibilities.

For the 90% who work up to 10 hours over their contracted hours, that's a staggering 20% of a full-time employee's working week added to their existing hours. And more than a third (36%), said they aren't paid for this additional work.

Only 28% are financially compensated for the time they work in addition to their contracted hours, while 20% hope that it's reflected in their performance bonuses.



Lower salary expectations?

Nearly half of workers are unhappy with their salaries, according to our findings, with only 54% saying they are 'somewhat happy' or 'very happy' with how much they are paid. As we see the cost-of-living crisis continuing to bite, 60% of unhappy workers say their dissatisfaction is because this isn't reflected in salaries, and they're undoubtedly feeling the pinch.

Outside of external economic pressures, other reasons workers are unhappy with their salary include recognising that their chosen sector isn't well paid (38%) and that they do far more than outlined in their job description (37%).

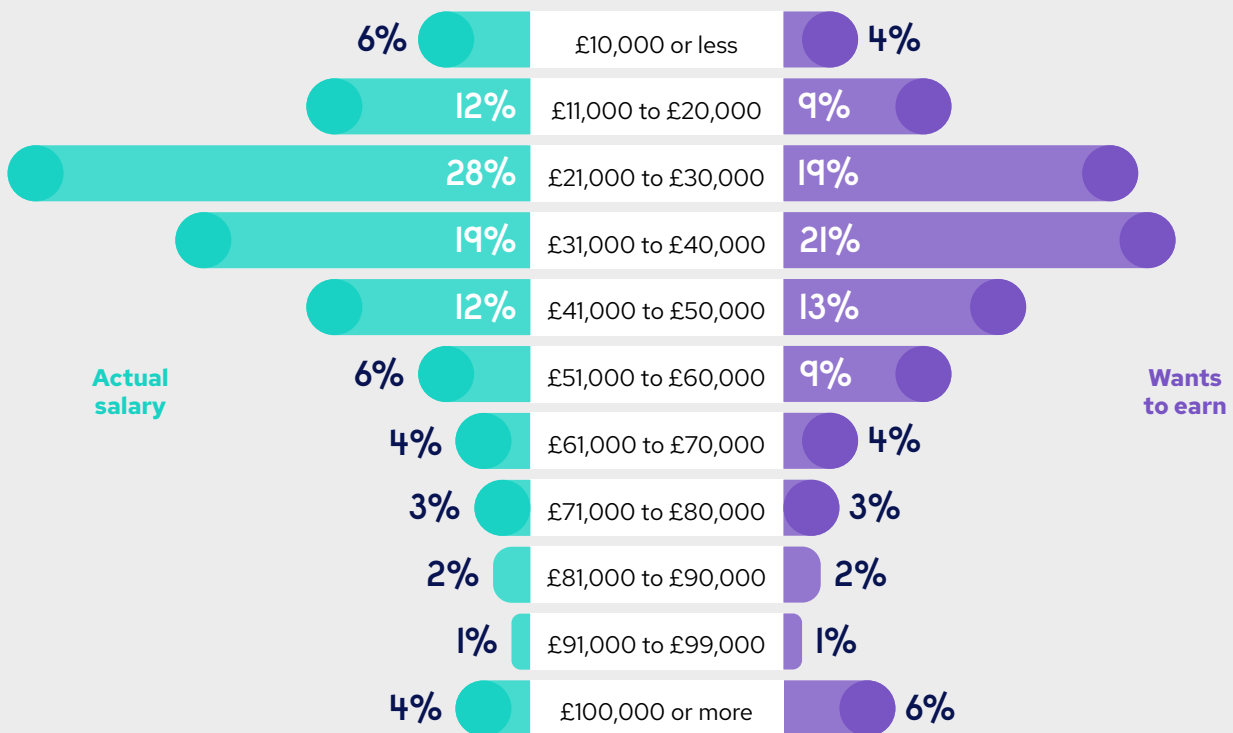
Currently, over half (56%) of workers are happy with the pay they receive, a slight incline from the results of last year's survey (54%). Although, that does leave around one-in-four (26%) professionals feeling unhappy with their current salary, a two per cent increase on last year's dissatisfied workers.

The disparity between the average wage and the salary people would be comfortable with remains quite large. The average salary in last year's salary guide survey was reportedly £35,264, while the average salary respondents said they'd be happy with was £48,541 - a 37.6% salary increase. In 2025, the average reported salary has increased by 10% to £38,921, while the target salary for workers is lower, at £45,785 - a 17% desired increase in salary.

This year's lower target salary could be a result of workers recognising the challenging job market and cost-of-living crisis and tempering their expectations. Previously, higher salaries may have been desired, whereas going into 2025, workers have slightly more realistic expectations of salary increases.



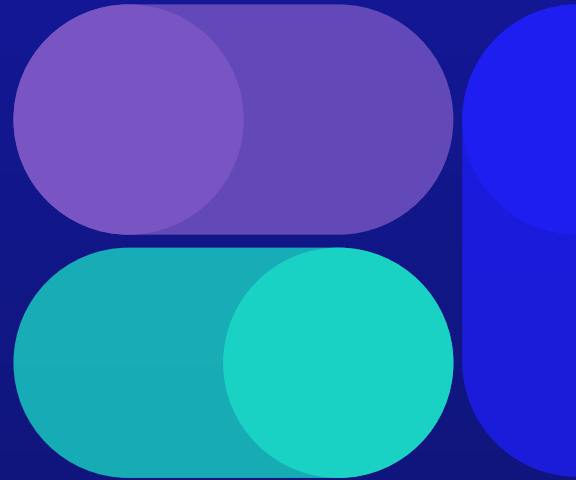
Current salary vs desired salary



However, as expected, continued increases in inflation and bills have put many under mounting financial pressures. More than half (60%) of those who aren't satisfied with their salary shared that this is because it hasn't risen with the cost of living, nearly a third (31%) say it's not enough for them to live the lifestyle they want, and 36% feel they're unable to save enough money to meet their financial goals. Worryingly, one-fifth (20%) say they feel unable to meet their financial obligations, such as their mortgage and bills, on their current salary.

Why workers are unhappy with their salaries





An ever-present gender pay gap

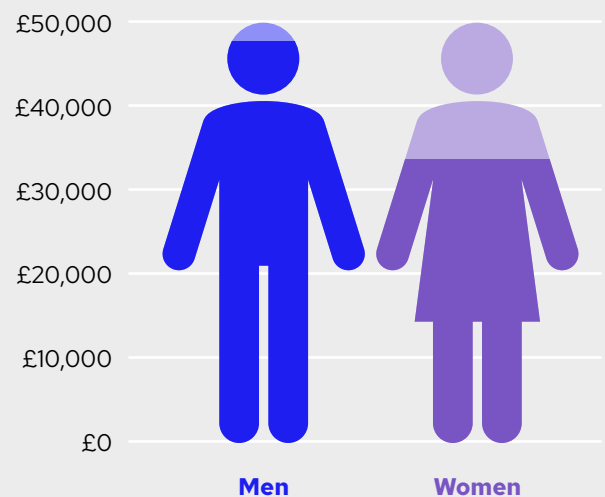
Nearly a fifth (19%) of those surveyed stated they were earning higher tax band salaries of more than £50,000, but we're still seeing a significant gender gap in salaries, with 30% of male respondents reporting a salary of £50,000 and above, while only 11% of female respondents report a similar salary.

According to the survey, women earn, on average, £32,700, while their male counterparts earn £47,000, a gender pay gap of 43%.

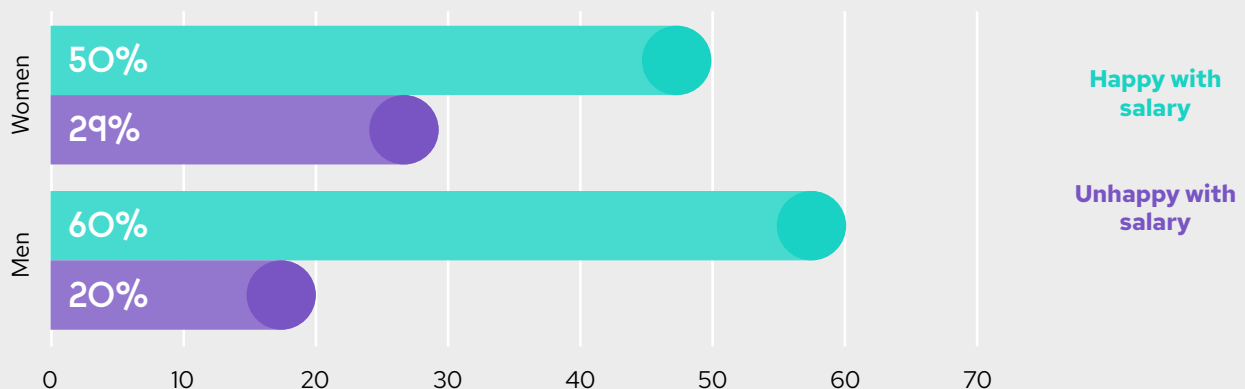
Unsurprisingly, when it comes to dissatisfaction with their salaries, 29% of women are 'somewhat unhappy' or 'very unhappy', compared to just 20% of men. Similarly, 60% of men in the survey say they are 'happy' or 'very happy' with their salaries, compared to just 50% of women.

In recent years, there's been more focus on the gender pay gap, but these results show that very little progress has been made to close it, leaving women feeling dissatisfied with their salaries and, likely, their roles. When asked how satisfied they were in their roles, 14% of women reported to be 'unhappy' or 'very unhappy', compared to just 10% of men. When asked how valued they felt, only 70% of women reported feeling valued, compared to 79% of their male peers.

Average salary - men vs women



How happy/unhappy are men vs women with current salary?



Benefits as a form of appreciation

With salary pressures on both workers and organisations, benefits remain a differentiator when it comes to employee rewards. The company benefits offered marry up almost exactly with the benefits employees make use of, with onsite parking, hybrid working, Christmas shutdown and free refreshments ranking as the top received and used benefits. Ranked fifth for offered and utilised benefits is annual salary increments, with 21% of workers receiving this.

Salary increases remain the most significant action to make workers feel more valued, with 59% of respondents ranking it at the top. However, 31% said that additional benefits would make them feel valued by their employers, with 30% wanting recognition for their achievements, 22% wanting more thanks from leadership, 22% wanting more flexible hours, and 19% wanting clearer career progression.

In fact, more than a quarter (26%) of workers say they don't feel valued by their employer, demonstrating room for improvement when it comes to employee relations that won't necessarily require additional budget from employers.

Only 12% say they are unhappy in their job, suggesting employers have a largely engaged workforce looking for additional recognition. There's an opportunity here for employers who invest time into their employees to retain and attract the top talent in their field.

We're seeing potentially unexplored opportunities for organisations to increase staff satisfaction and contentment within their roles that doesn't relate to a transactional salary increase. In challenging financial times, utilising benefits and strengthening workplace relationships may offer both staff and employers the opportunity to thrive.

Changes for 2025

This year's survey gives us an up-to-date, accurate snapshot of the UK's workforce, their roles and how they feel about their jobs. However, there are two significant findings from the survey that need to be addressed by employers.

The first is the worrying trend of employees regularly working over their contracted hours, often for no additional pay or reward. With the increased cost of living and many employees struggling financially, the requirement - whether explicit or implied, that employees need to work additional hours without being paid, could prove tricky on both sides. Organisations that routinely expect additional hours from employees can develop a negative reputation or find themselves losing talent at an alarming rate if competitors offer more reasonable working contracts.

Similarly, staff getting into the habit of working additional hours for no extra pay can find themselves more burnt-out or mentally exhausted. This also potentially undermines their requests for salary increases, when their employers see them fulfilling additional hours already - at no cost.

The second significant finding is the gender pay gap that shows no sign of closing. The pay gap of 43% between genders is alarming, with women routinely paid less, leading to increased job dissatisfaction and reportedly feeling less valued than their male counterparts.

To forge any kind of shift change, organisations need to make considered and conscious efforts to pay their staff a fairer, more equal, wage to close the gender pay gap for current workers and for the workforce of the future.



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Leadership



Chief Procurement Officer

Company turnover	Private sector				Public sector		
	£0-£10M	£10M-£50M	£50M-£100M	£100M+	Min	Average	Max
London	£154,960	£190,320	£210,080	£224,640	£114,450	£148,050	£233,100
Midlands and East	£120,640	£148,720	£164,320	£174,720	£89,250	£115,500	£181,650
North	£118,560	£146,640	£162,240	£172,640	£88,200	£113,400	£179,550
Scotland	£117,520	£144,560	£160,160	£170,560	£86,100	£112,350	£177,450
South	£126,880	£156,000	£172,640	£184,080	£93,450	£120,750	£191,100
Wales	£115,440	£142,480	£158,080	£168,480	£85,050	£110,250	£175,350
Northern Ireland	£114,400	£140,400	£156,000	£166,400	£84,000	£109,200	£172,200

Procurement Director

Company turnover	Private sector				Public sector		
	£0-£10M	£10M-£50M	£50M-£100M	£100M+	Min	Average	Max
London	£126,880	£137,280	£168,480	£208,000	£93,450	£103,950	£112,350
Midlands and East	£98,800	£107,120	£132,080	£162,240	£72,450	£80,850	£88,200
North	£97,760	£106,080	£130,000	£160,160	£72,450	£79,800	£87,150
Scotland	£95,680	£104,000	£127,920	£157,040	£71,400	£78,750	£85,050
South	£104,000	£112,320	£138,320	£170,560	£76,650	£85,050	£92,400
Wales	£94,640	£102,960	£126,880	£156,000	£70,350	£77,700	£84,000
Northern Ireland	£93,600	£101,920	£124,800	£153,920	£69,300	£76,650	£82,950

Head of Procurement

Company turnover	Private sector				Public sector		
	£0-£10M	£10M-£50M	£50M-£100M	£100M+	Min	Average	Max
London	£84,240	£96,720	£120,640	£137,280	£79,800	£84,000	£94,500
Midlands and East	£65,520	£74,880	£93,600	£107,120	£61,950	£65,100	£73,500
North	£64,480	£74,880	£92,560	£106,080	£60,900	£65,100	£72,450
Scotland	£64,480	£73,840	£91,520	£104,000	£59,850	£64,050	£71,400
South	£68,640	£79,040	£98,800	£112,320	£65,100	£69,300	£77,700
Wales	£63,440	£72,800	£90,480	£102,960	£59,850	£63,000	£71,400
Northern Ireland	£62,400	£71,760	£89,440	£101,920	£58,800	£61,950	£70,350



Leadership insight

Sam Proctor

Procurement, Supply Chain & Warehousing Leadership Expert, Reed

// The job market for senior leadership positions across these sectors is evolving, shaped by a heightened focus on cost-saving, transformation, and compliance. At the director, head of, and chief procurement officer levels, the demand for leaders with a mix of strategic, technical, and change management skills is substantial, though the movement within these roles remains limited due to the specificity and high-impact nature of these positions.

Throughout 2025, opportunities for senior procurement and supply chain leaders will likely expand, especially as companies emphasise transformation projects, ESG, and risk management. Roles at the director and head of level will see heightened demand for expertise in systems transformation and process automation – particularly as more businesses adopt procure-to-pay and technology-driven procurement systems like Coupa. Experience with these systems is important, as is familiarity with supplier risk management and sustainability, with procurement leaders expected to ensure compliance across supply chain.

To attract the best people to your organisation, employers must address candidate priorities, which include competitive compensation, flexible work arrangements, and opportunities to drive meaningful change. Leaders in procurement and supply chain management increasingly seek roles that allow them to influence high-level decisions and implement transformative projects. Thus, offering roles where senior professionals can directly impact strategic goals – whether through cost-saving initiatives, sustainability practices,

or systems transformation – enhances a role's appeal. Additionally, companies must recognise the importance of maintaining updated salary structures and a flexible working environment to retain the best people in what is a competitive market.

Procurement's role as a business advisor is becoming integral, especially as economic pressures increase. As a key driver of cost savings, procurement leaders are often tasked with identifying areas to reduce spending and improve efficiency. In many organisations, procurement is now central to broader transformation efforts, advising on spend management, digital systems integration, and ESG compliance. This aligns with a growing trend of procurement as a strategic function, helping organisations navigate economic challenges and regulatory demands.

The Procurement Act will further impact the public sector, compelling organisations to enhance contract management and supplier relationship functions. The act mandates greater transparency and compliance, necessitating expanded contract management and supplier relationship management teams. Organisations in the public sector will need to adapt quickly, making senior procurement leaders critical in ensuring compliance, managing supplier risks, and aligning with regulatory expectations. This legislative change underscores the strategic importance of procurement, positioning it as a fundamental element in organisational resilience and accountability. //

Procurement



London

South East

Role	Min	Average	Max	Min	Average	Max
Assistant Buyer	£28,180	£29,850	£31,620	£27,350	£29,020	£30,680
Bid Manager	£53,040	£57,100	£79,040	£49,920	£54,600	£59,280
Bid Writer	£40,350	£45,760	£51,170	£40,140	£43,990	£47,740
Buyer	£40,460	£44,820	£49,190	£35,460	£38,900	£42,220
Category Manager	£60,630	£66,350	£72,070	£51,790	£56,580	£61,460
Category Specialist	£52,000	£62,400	£72,800	£46,800	£56,160	£65,520
Commercial Manager	£57,200	£67,600	£78,000	£51,480	£60,840	£70,200
Contracts Manager	£45,760	£53,040	£74,880	£58,030	£59,590	£61,150
ESG Procurement Manager	£74,880	£86,320	£98,800	£67,390	£77,690	£88,920
Operations Manager	£57,620	£64,900	£72,180	£47,220	£52,420	£57,720
Procurement Analyst	£63,440	£70,620	£77,790	£40,660	£45,140	£49,610
Procurement Assistant	£41,700	£44,510	£47,220	£26,310	£28,080	£29,740
Procurement Manager	£66,770	£72,900	£79,040	£54,080	£58,760	£63,440
Procurement Officer	£50,440	£53,660	£56,890	£40,870	£44,300	£47,840
Procurement Specialist	£45,970	£49,820	£53,660	£44,620	£48,150	£51,580
Procurement/Purchasing Manager	£66,460	£72,380	£78,420	£53,460	£58,550	£63,650
Purchasing Manager	£52,000	£57,200	£67,600	£46,800	£51,480	£60,840
Senior Buyer	£60,630	£68,430	£76,230	£38,900	£43,680	£48,570
Senior Category Manager	£65,000	£70,100	£75,190	£52,100	£58,970	£65,830
Sourcing Manager	£57,200	£67,600	£78,000	£51,480	£60,840	£70,200
Strategic Procurement Manager	£72,800	£83,200	£93,600	£65,520	£74,880	£84,240
Supplier Relationship Manager	£63,860	£70,510	£77,170	£48,460	£54,080	£59,800

Procurement



South West

East Midlands

Role	Min	Average	Max	Min	Average	Max
Assistant Buyer	£26,000	£29,220	£31,200	£23,790	£26,180	£28,790
Bid Manager	£52,000	£65,100	£72,800	£39,420	£42,950	£46,280
Bid Writer	£36,400	£41,390	£46,800	£31,510	£35,670	£39,940
Buyer	£36,400	£44,200	£46,800	£31,510	£34,940	£38,380
Category Manager	£48,670	£53,460	£58,550	£47,320	£51,790	£56,260
Category Specialist	£41,700	£50,340	£59,070	£40,560	£48,670	£56,780
Commercial Manager	£45,860	£54,500	£63,340	£44,620	£52,730	£60,840
Contracts Manager	£46,800	£53,040	£57,200	£30,580	£33,700	£36,920
ESG Procurement Manager	£60,110	£69,580	£80,180	£58,450	£67,290	£77,060
Operations Manager	£46,280	£52,310	£58,550	£44,930	£50,650	£56,260
Procurement Analyst	£36,400	£42,640	£46,800	£49,500	£55,120	£60,630
Procurement Assistant	£28,080	£33,800	£36,400	£32,550	£34,740	£36,820
Procurement Manager	£53,560	£58,760	£64,170	£52,100	£56,890	£61,670
Procurement Officer	£40,460	£43,260	£46,180	£39,310	£41,810	£44,410
Procurement Specialist	£36,920	£40,140	£43,580	£35,880	£38,900	£41,810
Procurement/Purchasing Manager	£53,350	£58,340	£63,650	£51,790	£56,470	£61,150
Purchasing Manager	£41,700	£46,070	£54,910	£40,560	£44,620	£52,730
Senior Buyer	£48,670	£55,120	£61,880	£47,320	£53,350	£59,490
Senior Category Manager	£52,210	£56,470	£67,600	£50,750	£54,700	£58,660
Sourcing Manager	£45,860	£54,500	£67,600	£44,620	£52,730	£60,840
Strategic Procurement Manager	£58,450	£67,080	£76,020	£56,780	£64,900	£73,010
Supplier Relationship Manager	£51,270	£56,890	£62,610	£49,820	£55,020	£60,220

Procurement



West Midlands

East Anglia

Role	Min	Average	Max	Min	Average	Max
Assistant Buyer	£24,650	£25,900	£30,370	£23,800	£26,770	£30,420
Bid Manager	£39,940	£43,680	£47,110	£47,840	£50,750	£53,560
Bid Writer	£31,930	£36,300	£40,660	£32,550	£36,710	£41,600
Buyer	£31,930	£35,570	£39,100	£34,740	£38,480	£46,800
Category Manager	£47,940	£52,620	£57,200	£47,110	£51,060	£55,020
Category Specialist	£41,080	£49,500	£57,820	£46,800	£52,000	£57,200
Commercial Manager	£45,240	£53,660	£61,980	£52,000	£64,480	£72,800
Contracts Manager	£30,990	£34,320	£37,540	£48,050	£50,960	£53,870
ESG Procurement Manager	£59,180	£68,430	£78,420	£64,480	£72,800	£83,200
Operations Manager	£45,550	£51,480	£57,300	£47,530	£55,120	£67,600
Procurement Analyst	£50,130	£56,060	£61,780	£39,420	£43,680	£47,940
Procurement Assistant	£32,970	£35,260	£37,440	£26,000	£27,560	£29,120
Procurement Manager	£52,730	£57,820	£62,710	£47,630	£57,200	£67,600
Procurement Officer	£39,830	£42,540	£45,140	£33,070	£35,050	£36,920
Procurement Specialist	£36,300	£39,520	£42,640	£45,030	£56,370	£67,700
Procurement/Purchasing Manager	£52,520	£57,410	£62,300	£47,320	£57,200	£67,600
Purchasing Manager	£41,080	£45,340	£53,660	£41,600	£57,200	£67,600
Senior Buyer	£47,940	£54,290	£60,530	£41,600	£49,920	£57,200
Senior Category Manager	£51,380	£55,640	£59,700	£52,000	£62,400	£72,800
Sourcing Manager	£45,240	£53,660	£61,980	£52,000	£57,200	£65,520
Strategic Procurement Manager	£57,510	£66,040	£74,360	£52,000	£58,240	£72,800
Supplier Relationship Manager	£50,440	£55,950	£61,260	£42,540	£45,660	£48,670

Procurement



North East

North West

Role	Min	Average	Max	Min	Average	Max
Assistant Buyer	£23,790	£26,180	£28,920	£23,790	£26,180	£28,920
Bid Manager	£38,900	£42,330	£45,760	£41,910	£45,660	£49,300
Bid Writer	£31,100	£35,260	£39,420	£33,490	£37,960	£42,430
Buyer	£31,200	£34,530	£37,860	£33,590	£37,230	£40,870
Category Manager	£46,700	£51,060	£55,540	£50,340	£55,120	£59,800
Category Specialist	£40,040	£48,050	£56,060	£43,160	£51,790	£60,420
Commercial Manager	£44,100	£52,100	£60,110	£47,530	£56,160	£64,790
Contracts Manager	£30,160	£33,280	£36,400	£32,550	£35,880	£39,310
ESG Procurement Manager	£57,620	£66,460	£76,130	£62,190	£71,660	£82,060
Operations Manager	£44,410	£49,920	£55,540	£47,840	£53,870	£59,900
Procurement Analyst	£48,880	£54,390	£59,900	£52,620	£58,660	£64,580
Procurement Assistant	£32,140	£34,320	£36,400	£34,630	£36,920	£39,210
Procurement Manager	£51,380	£56,160	£60,840	£55,430	£60,530	£65,620
Procurement Officer	£38,790	£41,290	£43,780	£41,910	£44,510	£47,220
Procurement Specialist	£35,360	£38,380	£41,290	£38,170	£41,390	£44,510
Procurement/Purchasing Manager	£51,170	£55,740	£60,420	£55,120	£60,110	£65,100
Purchasing Manager	£40,040	£44,100	£52,100	£43,160	£47,530	£56,160
Senior Buyer	£46,700	£52,730	£58,660	£50,340	£56,780	£63,230
Senior Category Manager	£50,020	£53,980	£57,930	£53,980	£58,140	£62,400
Sourcing Manager	£44,100	£52,100	£60,110	£47,530	£56,160	£64,790
Strategic Procurement Manager	£56,060	£64,060	£72,070	£60,420	£69,060	£77,690
Supplier Relationship Manager	£49,190	£54,290	£59,380	£53,040	£58,550	£64,060

Procurement



Yorkshire & Humberside

Northern Ireland

Role	Min	Average	Max	Min	Average	Max
Assistant Buyer	£23,790	£26,180	£28,940	£23,800	£26,160	£28,910
Bid Manager	£39,730	£43,160	£46,590	£36,920	£40,140	£43,370
Bid Writer	£31,720	£35,880	£40,140	£29,430	£33,380	£37,340
Buyer	£31,720	£35,150	£38,580	£29,540	£32,760	£35,880
Category Manager	£47,630	£52,100	£56,580	£44,300	£48,460	£52,620
Category Specialist	£40,870	£48,980	£57,200	£37,960	£45,550	£53,140
Commercial Manager	£44,930	£53,040	£61,260	£41,810	£49,400	£56,990
Contracts Manager	£30,780	£34,010	£37,130	£28,600	£31,620	£34,530
ESG Procurement Manager	£58,760	£67,810	£77,580	£54,700	£63,020	£72,180
Operations Manager	£45,240	£50,960	£56,680	£42,020	£47,420	£52,730
Procurement Analyst	£49,820	£55,430	£61,050	£46,280	£51,580	£56,780
Procurement Assistant	£32,760	£34,940	£37,020	£30,470	£32,450	£34,420
Procurement Manager	£52,420	£57,200	£62,090	£48,460	£53,250	£57,720
Procurement Officer	£39,620	£42,120	£44,620	£36,820	£39,210	£41,500
Procurement Specialist	£36,090	£39,100	£42,120	£33,590	£36,400	£39,210
Procurement/Purchasing Manager	£52,210	£56,780	£61,570	£48,460	£52,830	£57,200
Purchasing Manager	£40,870	£44,930	£53,040	£37,960	£41,810	£49,400
Senior Buyer	£47,630	£53,770	£59,800	£44,300	£49,920	£55,640
Senior Category Manager	£51,060	£55,020	£59,070	£47,420	£51,170	£54,910
Sourcing Manager	£44,930	£53,040	£61,260	£41,810	£49,400	£56,990
Strategic Procurement Manager	£57,200	£65,310	£73,530	£53,140	£60,740	£68,330
Supplier Relationship Manager	£50,130	£55,330	£60,530	£46,590	£51,480	£56,370

Procurement



Scotland

Wales

Role	Min	Average	Max	Min	Average	Max
Assistant Buyer	£23,800	£26,710	£30,100	£23,790	£26,150	£29,040
Bid Manager	£39,210	£43,680	£48,150	£38,380	£41,810	£45,140
Bid Writer	£31,300	£36,400	£41,500	£30,680	£34,740	£38,900
Buyer	£31,410	£35,670	£39,830	£31,200	£34,110	£39,520
Category Manager	£47,010	£52,730	£58,450	£46,070	£50,440	£54,810
Category Specialist	£40,350	£49,610	£58,970	£39,520	£47,420	£55,330
Commercial Manager	£44,410	£53,770	£63,230	£43,470	£51,380	£59,280
Contracts Manager	£30,470	£34,420	£38,380	£29,850	£32,860	£35,980
ESG Procurement Manager	£58,140	£68,640	£80,080	£56,890	£65,620	£75,090
Operations Manager	£44,720	£51,580	£58,450	£43,780	£49,300	£54,810
Procurement Analyst	£49,190	£56,160	£63,020	£48,260	£53,660	£59,070
Procurement Assistant	£32,340	£35,360	£38,270	£31,720	£33,800	£35,880
Procurement Manager	£51,790	£57,930	£64,060	£50,750	£55,430	£62,400
Procurement Officer	£39,100	£42,640	£46,070	£38,380	£40,770	£43,260
Procurement Specialist	£35,670	£39,620	£43,470	£34,940	£37,860	£40,770
Procurement/Purchasing Manager	£51,580	£57,510	£63,540	£50,540	£55,020	£59,590
Purchasing Manager	£40,350	£45,450	£54,810	£39,520	£43,470	£51,380
Senior Buyer	£47,010	£54,390	£61,780	£46,070	£52,000	£57,930
Senior Category Manager	£50,440	£55,740	£60,940	£49,400	£53,250	£57,100
Sourcing Manager	£44,410	£53,770	£63,230	£43,470	£51,380	£59,280
Strategic Procurement Manager	£56,470	£66,140	£75,820	£55,330	£63,230	£71,140
Supplier Relationship Manager	£49,500	£56,060	£62,500	£48,570	£53,560	£58,660



Procurement insight

Daniel Paul

Procurement Expert, Reed

// The procurement sector has seen several transformative trends that are now reshaping the job market. Key among these is the heightened focus on sustainability, where businesses now want procurement professionals to align with environmental and social governance standards – with those jobseekers adept in green technology, data analytics, and regulatory compliance in high demand. As companies strive to meet ambitious ESG goals, they are seeking procurement experts who can lead purpose-driven, socially responsible initiatives and bring transparency and resilience to complex procurement needs.

Amid these shifts, employers must continue to adapt their talent acquisition strategies to widen the talent pool. Salary competitiveness remains critical, however, with budgets tightening, organisations might need to balance salaries with robust benefits packages, including flexible working options, healthcare, and performance bonuses, to enhance their appeal to jobseekers.

Skills in technology, AI, and automation are highly valued as organisations aim to optimise procurement processes

through data-driven insights and process transparency. Professionals equipped with cyber security awareness and fraud detection capabilities are particularly valuable in the current landscape of global procurement volatility. Moreover, as procurement roles grow more strategic, there's a rising demand for soft skills like leadership, negotiation, and relationship management – particularly for more senior positions.

The Procurement Act, set to come into play at the end of February 2025, will further reshape the sector, intensifying the need for compliance and social value integration moving forward. This legislation is pushing organisations to adopt more rigorous practices, offering SMEs better access to contracts, thereby promoting a more inclusive marketplace.




In the coming months, procurement roles will increasingly appeal to professionals seeking purposeful work in socially responsible organisations. Employers who proactively support skill development, offer competitive compensation, and prioritise a culture of sustainability and innovation will be best positioned to attract and retain talent. //

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Supply chain



London

South East

Role	London			South East		
	Min	Average	Max	Min	Average	Max
Demand Planner	£37,960	£43,580	£49,090	£34,220	£39,210	£44,200
Demand Planning Manager	£50,960	£56,780	£75,920	£46,380	£51,690	£69,060
Head of Supply Chain	£64,480	£82,160	£99,840	£58,030	£73,940	£89,860
Inventory Analyst	£35,570	£40,040	£43,580	£32,030	£35,980	£39,210
Inventory Control Manager	£39,520	£43,990	£46,800	£35,570	£39,620	£42,120
Inventory Planner	£40,660	£44,720	£47,530	£36,610	£40,250	£42,740
Merchandise Planner	£30,784	£39,420	£48,150	£27,660	£35,460	£43,370
Merchandiser	£33,280	£46,380	£62,400	£24,650	£32,340	£41,180
Operations Manager	£64,480	£70,820	£78,520	£58,030	£63,750	£70,720
Production Lead	£34,320	£37,440	£40,560	£30,890	£33,700	£36,500
Production Manager	£52,620	£62,820	£73,110	£47,320	£56,580	£65,830
Production Planner	£45,340	£48,150	£50,960	£40,770	£43,370	£45,860
Supply Chain Analyst	£37,020	£42,540	£48,150	£33,280	£38,270	£43,370
Supply Chain Coordinator	£28,810	£32,450	£35,980	£25,900	£29,220	£32,340
Supply Chain Director	£100,050	£112,420	£124,800	£90,060	£101,190	£112,320
Supply Chain Manager	£61,570	£67,600	£73,630	£55,430	£60,840	£66,250
Supply Chain Planner	£35,050	£37,960	£40,870	£31,510	£34,220	£36,820
Supply Chain Project Manager	£46,800	£55,120	£62,400	£42,120	£49,610	£56,160
Supply Manager	£60,220	£66,040	£71,860	£54,180	£59,490	£64,690
Vendor Manager	£42,220	£62,710	£78,000	£37,960	£56,470	£70,200

Supply chain



South West

East Midlands

Role	Min	Average	Max	Min	Average	Max
Demand Planner	£36,400	£40,140	£43,680	£29,640	£34,010	£38,270
Demand Planning Manager	£43,780	£48,880	£65,210	£39,730	£44,200	£59,180
Head of Supply Chain	£57,200	£65,940	£80,080	£50,340	£64,060	£77,900
Inventory Analyst	£31,200	£34,220	£36,400	£27,770	£31,200	£34,010
Inventory Control Manager	£36,400	£38,690	£41,600	£30,780	£34,320	£36,500
Inventory Planner	£32,660	£35,880	£38,170	£31,720	£34,840	£37,020
Merchandise Planner	£28,080	£31,620	£38,580	£24,020	£30,780	£37,540
Merchandiser	£31,200	£33,900	£36,710	£23,800	£26,890	£30,650
Operations Manager	£51,790	£56,780	£63,020	£50,340	£55,220	£61,260
Production Lead	£31,200	£34,320	£36,400	£26,730	£29,220	£31,620
Production Manager	£42,220	£50,440	£58,660	£41,080	£48,980	£56,990
Production Planner	£36,400	£38,690	£40,870	£35,360	£37,540	£39,730
Supply Chain Analyst	£31,200	£38,270	£41,600	£28,910	£33,180	£37,540
Supply Chain Coordinator	£26,000	£28,080	£31,200	£23,790	£25,270	£28,080
Supply Chain Director	£80,290	£90,170	£100,150	£78,000	£87,670	£97,340
Supply Chain Manager	£49,400	£54,290	£59,070	£48,050	£52,730	£57,410
Supply Chain Planner	£31,200	£37,650	£41,600	£27,350	£29,640	£31,930
Supply Chain Project Manager	£37,540	£44,200	£50,020	£36,500	£42,950	£48,670
Supply Manager	£48,360	£53,040	£57,720	£47,010	£51,480	£56,060
Vendor Manager	£33,900	£50,340	£62,610	£32,970	£48,880	£60,840

Supply chain



West Midlands

East Anglia

Role	Min	Average	Max	Min	Average	Max
Demand Planner	£29,950	£34,420	£38,790	£31,100	£35,780	£43,680
Demand Planning Manager	£40,250	£44,820	£59,900	£40,770	£45,450	£60,740
Head of Supply Chain	£50,960	£64,900	£78,830	£52,830	£67,390	£81,850
Inventory Analyst	£28,080	£31,620	£34,420	£29,220	£32,760	£35,670
Inventory Control Manager	£31,200	£34,740	£37,020	£32,450	£36,090	£38,380
Inventory Planner	£32,140	£35,260	£37,540	£33,380	£36,610	£39,000
Merchandise Planner	£24,340	£31,200	£38,060	£29,120	£35,360	£39,520
Merchandiser	£23,800	£27,120	£30,980	£23,800	£27,010	£31,070
Operations Manager	£50,960	£55,950	£61,980	£52,830	£58,030	£67,600
Production Lead	£27,140	£29,540	£32,030	£33,280	£36,400	£39,620
Production Manager	£41,600	£49,610	£57,720	£49,920	£56,160	£62,400
Production Planner	£35,780	£38,060	£40,250	£32,760	£39,520	£41,810
Supply Chain Analyst	£29,220	£33,590	£38,060	£36,190	£41,600	£46,800
Supply Chain Coordinator	£24,650	£25,900	£30,370	£28,080	£32,760	£36,400
Supply Chain Director	£79,040	£88,820	£98,590	£82,060	£92,140	£114,400
Supply Chain Manager	£48,670	£53,460	£58,140	£50,440	£55,430	£62,400
Supply Chain Planner	£27,660	£29,950	£32,240	£31,200	£33,490	£35,670
Supply Chain Project Manager	£37,020	£43,580	£49,300	£43,680	£49,920	£57,200
Supply Manager	£47,530	£52,210	£56,780	£49,400	£54,180	£62,400
Vendor Manager	£33,380	£49,500	£61,670	£34,630	£51,480	£63,960

Supply chain



North East

North West

Role	Min	Average	Max	Min	Average	Max
Demand Planner	£29,220	£33,590	£37,750	£31,510	£36,190	£40,770
Demand Planning Manager	£38,270	£42,540	£56,890	£41,180	£45,970	£61,460
Head of Supply Chain	£49,610	£63,230	£76,860	£53,560	£68,220	£82,890
Inventory Analyst	£27,350	£30,780	£33,490	£29,540	£33,180	£36,190
Inventory Control Manager	£30,470	£33,900	£36,090	£32,760	£36,500	£38,900
Inventory Planner	£31,300	£34,420	£36,610	£33,800	£37,130	£39,420
Merchandise Planner	£26,420	£30,370	£37,020	£25,480	£32,760	£39,940
Merchandiser	£23,800	£27,660	£35,260	£25,970	£29,850	£37,960
Operations Manager	£49,610	£54,500	£60,420	£53,560	£58,760	£65,210
Production Lead	£26,420	£28,810	£31,200	£28,500	£31,100	£33,700
Production Manager	£40,560	£48,360	£56,260	£43,680	£52,100	£60,630
Production Planner	£34,940	£37,130	£39,210	£37,650	£39,940	£42,330
Supply Chain Analyst	£28,500	£32,760	£37,130	£30,680	£35,260	£39,940
Supply Chain Coordinator	£23,790	£24,960	£27,660	£23,920	£26,940	£29,850
Supply Chain Director	£77,060	£86,530	£96,100	£82,990	£93,290	£103,580
Supply Chain Manager	£47,420	£52,100	£56,680	£51,060	£56,160	£61,150
Supply Chain Planner	£26,940	£29,220	£31,510	£29,120	£31,510	£33,900
Supply Chain Project Manager	£36,090	£42,430	£48,050	£38,900	£45,760	£51,800
Supply Manager	£46,380	£50,860	£55,330	£50,020	£54,810	£59,700
Vendor Manager	£32,550	£48,260	£60,110	£35,050	£52,100	£64,800

Supply chain



Yorkshire & Humberside

Northern Ireland

Role	Min	Average	Max	Min	Average	Max
Demand Planner	£29,850	£34,220	£38,580	£27,660	£31,820	£35,880
Demand Planning Manager	£39,730	£44,200	£59,180	£36,610	£40,870	£54,700
Head of Supply Chain	£50,650	£64,480	£78,420	£47,110	£60,010	£72,900
Inventory Analyst	£27,980	£31,410	£34,220	£26,000	£29,220	£31,820
Inventory Control Manager	£30,990	£34,530	£36,710	£28,810	£32,140	£34,220
Inventory Planner	£31,930	£35,050	£37,340	£29,640	£32,660	£34,630
Merchandise Planner	£24,130	£30,990	£37,750	£24,490	£28,810	£35,150
Merchandiser	£25,180	£28,290	£35,880	£24,210	£26,310	£33,380
Operations Manager	£50,650	£55,640	£61,670	£47,110	£51,690	£57,300
Production Lead	£26,940	£29,430	£31,820	£25,060	£27,350	£29,640
Production Manager	£41,290	£49,300	£57,410	£38,380	£45,860	£53,350
Production Planner	£35,570	£37,750	£40,040	£33,070	£35,150	£37,230
Supply Chain Analyst	£29,020	£33,380	£37,750	£27,040	£31,100	£35,150
Supply Chain Coordinator	£23,800	£25,480	£28,290	£23,800	£26,180	£29,580
Supply Chain Director	£78,520	£88,300	£97,970	£73,010	£82,060	£91,100
Supply Chain Manager	£48,360	£53,040	£57,820	£44,930	£49,400	£53,770
Supply Chain Planner	£27,560	£29,850	£32,140	£25,580	£27,660	£29,850
Supply Chain Project Manager	£36,710	£43,260	£48,980	£34,220	£40,250	£45,550
Supply Manager	£47,320	£51,790	£56,370	£43,990	£48,260	£52,420
Vendor Manager	£33,180	£49,190	£61,260	£30,780	£45,760	£56,990

Supply chain



Scotland

Wales

Role	Min	Average	Max	Min	Average	Max
Demand Planner	£29,430	£33,800	£38,060	£28,390	£32,550	£36,710
Demand Planning Manager	£41,500	£46,280	£61,460	£46,800	£50,960	£57,200
Head of Supply Chain	£50,020	£63,750	£77,480	£62,400	£67,600	£74,880
Inventory Analyst	£27,560	£30,990	£33,800	£26,620	£29,950	£32,550
Inventory Control Manager	£30,680	£34,220	£36,300	£29,540	£32,970	£35,050
Inventory Planner	£31,510	£34,630	£36,820	£30,370	£33,380	£35,570
Merchandise Planner	£23,820	£30,580	£37,340	£26,880	£29,540	£35,980
Merchandiser	£24,340	£27,980	£35,460	£24,520	£26,940	£34,220
Operations Manager	£50,020	£54,910	£60,940	£48,260	£52,940	£58,760
Production Lead	£26,620	£29,020	£31,510	£25,690	£27,980	£30,370
Production Manager	£40,870	£48,780	£56,780	£39,310	£47,010	£54,700
Production Planner	£35,150	£37,340	£39,520	£33,900	£35,980	£38,060
Supply Chain Analyst	£28,700	£32,970	£37,340	£27,660	£31,820	£35,980
Supply Chain Coordinator	£23,800	£25,170	£27,980	£23,800	£26,180	£28,790
Supply Chain Director	£77,690	£87,260	£96,820	£74,880	£84,030	£93,290
Supply Chain Manager	£47,740	£52,420	£57,100	£49,920	£55,120	£62,400
Supply Chain Planner	£27,250	£29,430	£31,720	£26,210	£28,390	£30,580
Supply Chain Project Manager	£36,300	£42,740	£48,460	£35,050	£41,180	£46,700
Supply Manager	£46,700	£51,270	£55,740	£45,030	£49,400	£53,770
Vendor Manager	£32,760	£48,670	£60,530	£31,620	£46,900	£58,340



Supply chain insight

Zehra Suleyman
Supply Chain Expert, Reed

“ UK supply chain is currently undergoing a buoyant period shaped by emerging technologies, sustainability goals, and shifting talent demands. Companies are increasingly adopting advanced digital solutions – such as generative AI, data analytics, automation, and blockchain – to improve visibility, transparency, and resilience in their supply chains. As companies focus on fleet electrification and low-code platforms to meet sustainability targets, they’re actively seeking talent with specialised skills to support these initiatives.

To attract and retain skilled professionals, employers need to focus on comprehensive compensation packages, including flexible work arrangements and competitive salaries. Additionally, many organisations are investing in upskilling and professional development to ensure that their workforce can keep pace with the sector’s rapid technological changes. Certified professionals are highly valued, often earning up to 25% more than their

uncertified peers. As sustainability and ethical practices become more central to supply chain operations, companies that emphasise these values in their workplace culture will have a competitive edge in the talent market.

For jobseekers, 2025 brings strong opportunities, particularly for those with expertise in data analytics, automation, and supply chain risk management. Jobseekers can enhance their appeal by pursuing relevant certifications and gaining experience with advanced planning systems and sustainability practices.

Professionals who demonstrate an understanding of digital transformation and a commitment to sustainable practices are well-positioned to meet employers’ evolving needs. As companies continue to seek talent that can navigate complex supply chain environments, jobseekers equipped with both technical skills and an ethical focus will find themselves in high demand. ”

Logistics



London

South East

Role	Min	Average	Max	Min	Average	Max
Customs Clerk	£40,980	£45,140	£49,300	£28,810	£31,620	£34,320
Distribution Manager	£48,570	£52,000	£55,430	£45,140	£48,150	£51,270
Export Coordinator	£28,080	£30,260	£35,360	£25,270	£28,080	£34,320
Head of Customs & Trade Compliance	£70,720	£73,840	£83,200	£63,650	£66,460	£74,880
Import / Export Clerk	£31,200	£32,760	£38,480	£28,080	£31,200	£36,400
Import / Export Manager	£41,600	£46,800	£55,120	£37,440	£44,200	£52,000
Import Coordinator	£30,160	£32,660	£37,440	£27,140	£36,400	£39,520
Logistics Analyst	£49,090	£53,040	£57,000	£36,400	£39,000	£41,600
Logistics Coordinator	£29,120	£32,240	£35,260	£27,350	£28,910	£30,580
Logistics Director	£61,780	£76,960	£90,480	£55,640	£69,260	£81,430
Logistics Manager	£55,640	£61,980	£68,330	£50,130	£47,740	£51,900
Shipping Coordinator	£31,930	£34,940	£37,860	£28,700	£29,430	£31,620
Transport Coordinator	£38,690	£41,180	£43,580	£34,840	£38,690	£40,770
Transport Manager	£42,950	£47,320	£51,690	£38,690	£43,990	£47,630

South West

East Midlands

Role	Min	Average	Max	Min	Average	Max
Customs Clerk	£26,830	£30,470	£34,010	£26,100	£28,390	£30,680
Distribution Manager	£41,600	£48,360	£52,000	£37,860	£43,780	£49,820
Export Coordinator	£23,800	£24,540	£28,600	£23,810	£24,800	£27,560
Head of Customs & Trade Compliance	£57,300	£59,800	£67,390	£55,120	£57,620	£64,900
Import / Export Clerk	£25,270	£26,520	£31,200	£24,340	£25,580	£30,060
Import / Export Manager	£33,700	£37,960	£44,620	£32,450	£36,500	£42,950
Import Coordinator	£24,440	£26,420	£36,400	£24,460	£25,480	£29,220
Logistics Analyst	£35,570	£42,950	£46,180	£33,800	£36,400	£39,000
Logistics Coordinator	£24,960	£28,180	£31,200	£27,040	£28,500	£29,950
Logistics Director	£50,020	£62,300	£73,320	£48,150	£60,010	£70,620
Logistics Manager	£45,030	£50,230	£55,330	£43,370	£48,360	£53,250
Shipping Coordinator	£25,900	£28,290	£30,680	£24,860	£27,250	£29,540
Transport Coordinator	£31,300	£33,380	£35,260	£30,160	£32,140	£34,010
Transport Manager	£34,840	£38,380	£52,000	£37,020	£40,460	£43,780

Logistics



West Midlands

East Anglia

Role	Min	Average	Max	Min	Average	Max
Customs Clerk	£26,210	£28,600	£30,990	£24,650	£27,980	£31,410
Distribution Manager	£51,790	£56,990	£62,090	£43,060	£48,360	£53,870
Export Coordinator	£24,650	£25,900	£30,370	£28,080	£32,240	£34,320
Head of Customs & Trade Compliance	£55,850	£58,340	£65,730	£58,030	£60,530	£68,220
Import / Export Clerk	£24,650	£25,900	£30,370	£25,580	£26,830	£31,510
Import / Export Manager	£32,860	£37,020	£43,580	£34,110	£38,380	£45,240
Import Coordinator	£24,650	£25,900	£30,370	£29,120	£32,240	£35,360
Logistics Analyst	£29,640	£30,780	£31,930	£30,470	£32,860	£35,150
Logistics Coordinator	£26,100	£27,350	£28,700	£28,290	£29,640	£30,990
Logistics Director	£48,780	£60,840	£71,450	£50,650	£63,130	£74,150
Logistics Manager	£43,990	£48,980	£53,980	£45,660	£50,860	£56,060
Shipping Coordinator	£25,270	£27,560	£29,950	£26,210	£28,700	£30,990
Transport Coordinator	£26,830	£27,770	£28,600	£31,720	£33,800	£35,780
Transport Manager	£38,690	£45,030	£51,480	£35,570	£39,310	£43,160

North East

North West

Role	Min	Average	Max	Min	Average	Max
Customs Clerk	£23,800	£25,790	£27,870	£26,830	£30,060	£33,180
Distribution Manager	£36,920	£40,560	£44,300	£48,360	£53,870	£59,280
Export Coordinator	£23,790	£24,800	£27,250	£23,800	£25,170	£29,330
Head of Customs & Trade Compliance	£54,500	£56,890	£64,060	£58,660	£61,260	£69,060
Import / Export Clerk	£24,020	£25,270	£29,640	£25,900	£27,140	£31,930
Import / Export Manager	£32,030	£36,090	£42,430	£34,530	£38,900	£45,760
Import Coordinator	£23,800	£25,060	£28,810	£25,060	£27,040	£31,100
Logistics Analyst	£28,290	£30,260	£32,240	£33,900	£37,020	£40,040
Logistics Coordinator	£27,560	£29,330	£30,990	£25,380	£26,830	£28,390
Logistics Director	£47,530	£59,280	£69,680	£51,270	£63,860	£75,090
Logistics Manager	£42,850	£47,740	£52,620	£46,180	£51,480	£56,680
Shipping Coordinator	£24,540	£26,940	£29,120	£26,520	£29,020	£31,410
Transport Coordinator	£30,180	£32,120	£32,660	£30,160	£32,240	£33,280
Transport Manager	£32,970	£36,300	£39,620	£39,420	£43,060	£46,700

Logistics



Yorkshire & Humberside

Role	Min	Average	Max	Min	Average	Max
Customs Clerk	£32,140	£35,460	£38,690	£23,800	£24,440	£26,940
Distribution Manager	£38,170	£40,870	£43,470	£34,320	£38,580	£42,740
Export Coordinator	£23,990	£24,990	£27,770	£23,790	£26,180	£28,790
Head of Customs & Trade Compliance	£55,540	£57,930	£65,310	£49,500	£51,690	£58,240
Import / Export Clerk	£24,540	£25,690	£30,160	£24,310	£25,590	£26,940
Import / Export Manager	£32,660	£36,710	£43,260	£29,120	£32,760	£38,580
Import Coordinator	£24,300	£25,580	£29,430	£24,150	£24,900	£26,210
Logistics Analyst	£31,820	£33,800	£35,880	£26,420	£28,700	£31,100
Logistics Coordinator	£25,690	£27,250	£28,910	£24,110	£26,520	£29,170
Logistics Director	£48,460	£60,420	£71,030	£43,260	£53,870	£63,340
Logistics Manager	£43,680	£48,670	£53,660	£39,000	£43,370	£47,840
Shipping Coordinator	£25,060	£27,460	£29,740	£23,800	£24,440	£26,520
Transport Coordinator	£24,540	£26,940	£29,330	£27,040	£28,810	£30,470
Transport Manager	£40,460	£44,200	£48,050	£30,060	£33,070	£36,190

Northern Ireland

Scotland

Role	Min	Average	Max	Min	Average	Max
Customs Clerk	£27,040	£30,680	£34,320	£26,620	£29,740	£32,860
Distribution Manager	£34,630	£37,340	£40,040	£41,600	£46,800	£52,100
Export Coordinator	£23,800	£26,180	£28,790	£24,320	£25,600	£27,900
Head of Customs & Trade Compliance	£54,910	£56,160	£57,300	£52,940	£53,140	£53,350
Import / Export Clerk	£24,230	£24,750	£25,270	£23,800	£26,250	£28,610
Import / Export Manager	£32,240	£33,070	£33,700	£31,100	£31,200	£31,300
Import Coordinator	£23,800	£24,020	£24,440	£23,940	£24,430	£26,870
Logistics Analyst	£32,340	£36,090	£39,620	£31,930	£34,940	£37,860
Logistics Coordinator	£27,350	£30,260	£33,180	£23,820	£26,830	£29,850
Logistics Director	£47,940	£49,090	£50,130	£46,180	£46,380	£46,590
Logistics Manager	£43,060	£48,460	£53,770	£42,430	£47,010	£51,480
Shipping Coordinator	£24,650	£27,140	£29,540	£25,380	£28,180	£30,890
Transport Coordinator	£25,580	£27,980	£30,370	£25,170	£27,140	£29,020
Transport Manager	£37,750	£43,260	£48,670	£37,230	£41,910	£46,590

Wales

Logistics insight

Ashley Turner

Logistics Expert, Reed



“ The logistics function of supply chain is experiencing a resurgence in hiring, with a particular emphasis on operational roles. Employers are seeing increased demand for customs, imports and exports specialists, as the sector faces ongoing logistical challenges, reflecting the response to fluctuating freight rates. However, finding skilled talent remains a challenge, especially as fewer new professionals enter the field, and current employees increasingly report burnout due to sector stresses.

To attract and retain talent, employers need to focus on flexibility, a top priority for jobseekers. While some companies, particularly larger ones, offer hybrid work arrangements, many SMEs struggle to provide flexibility, impacting their ability to attract the staff they need. It’s worth noting that flexibility initiatives, even if limited to occasional remote work or adaptable hours for personal commitments, can make a significant difference. It is also imperative to support employee

development with pathways to certifications – especially in customs and compliance – as this will help retain talent and attract those seeking career growth.

For jobseekers, logistics offers ample opportunities, particularly in operational roles like customs clerks and export specialists. Professionals with skills in data entry, customs knowledge, and supply chain operations will find that they gradually become more in demand. Staying updated with industry trends, such as advancements in green shipping technologies, can also be advantageous, and those looking for their next career move should highlight their adaptability and willingness to embrace new technologies and sustainable practices, which are becoming more prominent. Highlighting adaptability and a commitment to professional development can help professionals stand out, as employers increasingly seek individuals with both technical knowledge and a readiness to navigate evolving industry challenges. ”

Warehousing



London

South East

Role	Min	Average	Max	Min	Average	Max
Forklift Operator	£26,000	£27,040	£28,180	£24,750	£25,690	£26,620
Stock Controller	£37,130	£40,660	£44,200	£26,520	£29,020	£31,620
Warehouse Assistant	£23,990	£25,130	£26,260	£23,800	£26,310	£30,680
Warehouse Manager	£37,340	£40,040	£48,880	£33,380	£35,880	£46,800
Warehouse Operations Manager	£48,570	£53,770	£59,070	£34,220	£37,230	£40,350
Warehouse Operative	£24,230	£25,380	£26,520	£24,800	£26,100	£29,540
Warehouse Supervisor	£29,540	£31,510	£33,380	£28,600	£30,060	£31,410

South West

East Midlands

Role	Min	Average	Max	Min	Average	Max
Forklift Operator	£23,800	£24,540	£29,640	£24,020	£25,480	£26,940
Stock Controller	£26,000	£27,870	£31,200	£25,230	£26,000	£27,770
Warehouse Assistant	£23,860	£25,380	£29,020	£23,870	£24,860	£27,660
Warehouse Manager	£36,400	£44,200	£46,800	£33,070	£36,610	£40,040
Warehouse Operations Manager	£46,800	£49,920	£57,200	£32,860	£37,540	£42,330
Warehouse Operative	£25,180	£27,980	£29,120	£24,300	£25,580	£28,600
Warehouse Supervisor	£26,520	£28,700	£33,280	£27,560	£29,850	£32,240

West Midlands

East Anglia

Role	Min	Average	Max	Min	Average	Max
Forklift Operator	£23,820	£25,270	£26,620	£25,380	£26,210	£26,940
Stock Controller	£24,650	£27,040	£29,540	£27,140	£30,440	£32,350
Warehouse Assistant	£23,800	£26,180	£28,790	£24,020	£24,860	£25,580
Warehouse Manager	£34,420	£36,300	£38,060	£32,140	£33,800	£35,570
Warehouse Operations Manager	£38,900	£42,120	£45,340	£42,950	£45,240	£51,330
Warehouse Operative	£23,880	£24,750	£27,040	£24,090	£24,960	£27,250
Warehouse Supervisor	£28,500	£30,370	£32,340	£28,290	£29,950	£31,620

Warehousing



North East

Role
Forklift Operator
Stock Controller
Warehouse Assistant
Warehouse Manager
Warehouse Operations Manager
Warehouse Operative
Warehouse Supervisor

Min	Average	Max
£23,870	£24,230	£25,480
£23,800	£26,180	£28,790
£23,810	£26,190	£28,810
£29,220	£34,010	£38,690
£37,130	£41,180	£45,240
£24,500	£25,790	£29,220
£27,980	£29,220	£30,470

North West

Min	Average	Max
£24,170	£24,540	£25,900
£24,430	£27,140	£30,990
£23,800	£26,180	£28,800
£32,140	£34,420	£36,610
£30,680	£32,550	£34,320
£23,820	£24,130	£26,210
£27,660	£28,700	£29,640

Yorkshire & Humberside

Role
Forklift Operator
Stock Controller
Warehouse Assistant
Warehouse Manager
Warehouse Operations Manager
Warehouse Operative
Warehouse Supervisor

Min	Average	Max
£23,810	£25,060	£26,520
£24,750	£26,100	£27,460
£23,800	£24,900	£26,210
£32,550	£35,050	£37,540
£33,070	£34,530	£35,980
£23,870	£24,230	£26,310
£28,390	£30,680	£32,970

Northern Ireland

Min	Average	Max
£23,980	£24,340	£25,580
£23,920	£27,140	£30,160
£24,010	£24,750	£28,390
£34,420	£36,090	£37,750
£23,800	£27,140	£30,370
£24,120	£26,530	£29,190
£27,660	£28,500	£29,430

Scotland

Role
Forklift Operator
Stock Controller
Warehouse Assistant
Warehouse Manager
Warehouse Operations Manager
Warehouse Operative
Warehouse Supervisor

Min	Average	Max
£23,800	£24,860	£26,100
£24,440	£27,660	£30,780
£24,010	£25,270	£29,020
£35,150	£36,820	£38,480
£24,230	£27,660	£30,990
£23,830	£24,440	£27,140
£28,180	£29,120	£30,060

Wales

Min	Average	Max
£24,100	£24,340	£25,060
£24,130	£26,730	£29,430
£23,950	£24,440	£27,770
£34,740	£36,190	£37,540
£46,800	£49,200	£54,810
£23,870	£26,520	£30,680
£30,470	£30,890	£31,300

Warehousing insight

Hannah Green

Warehousing Expert, Reed

// The UK's warehousing sector is still grappling with high workforce. With the continual rise of eCommerce and same-day delivery, part of a growing consumer trend, businesses are prioritising efficiency, agility, and technological integration in their operations. High-demand roles include warehouse supervisors, logistics coordinators, forklift operators, and automation technicians, as companies increasingly rely on advanced systems to streamline workflows.

Sustainability is another emerging trend, with employers exploring eco-friendly practices such as energy-efficient facilities and green supply chain strategies. Warehousing professionals who can contribute to these initiatives are highly valued.

The biggest talent attraction challenges appear to be for companies in rural locations, with a smaller pool of local talent to choose from. Although, businesses in large cities like Manchester, Birmingham and Newcastle have a deeper talent pool to recruit from, competition for people is intense. Employers are prioritising professionals with technical proficiency in warehouse management systems and inventory control – with additional soft skills like problem-solving, communication, and team management

also sought after by hiring managers, particularly in supervisory roles. As automation reshapes the industry, familiarity with robotics, automated picking systems, and IT troubleshooting is becoming indispensable for warehousing professionals.

To attract and retain the right employees, employers must offer competitive salaries and benefits – with salaries having risen drastically in recent years, due to high demand and workforce shortages. Non-financial incentives, such as flexible shifts, training programmes, and clear career progression opportunities, are equally important – with warehousing professionals happy with longer working hours if they are flexible and accommodating shift patterns. Employees also value workplace stability and supportive environments, particularly in a sector known for physical demands and fast-paced work.

The next 12 months will see an increased focus on sustainability, rather than growth. Retention strategies are increasingly focused on skill development, with many companies offering training in health and safety, equipment operation, and leadership development. By investing in their workforce, businesses can address the skills gap and create a sense of loyalty among employees. //

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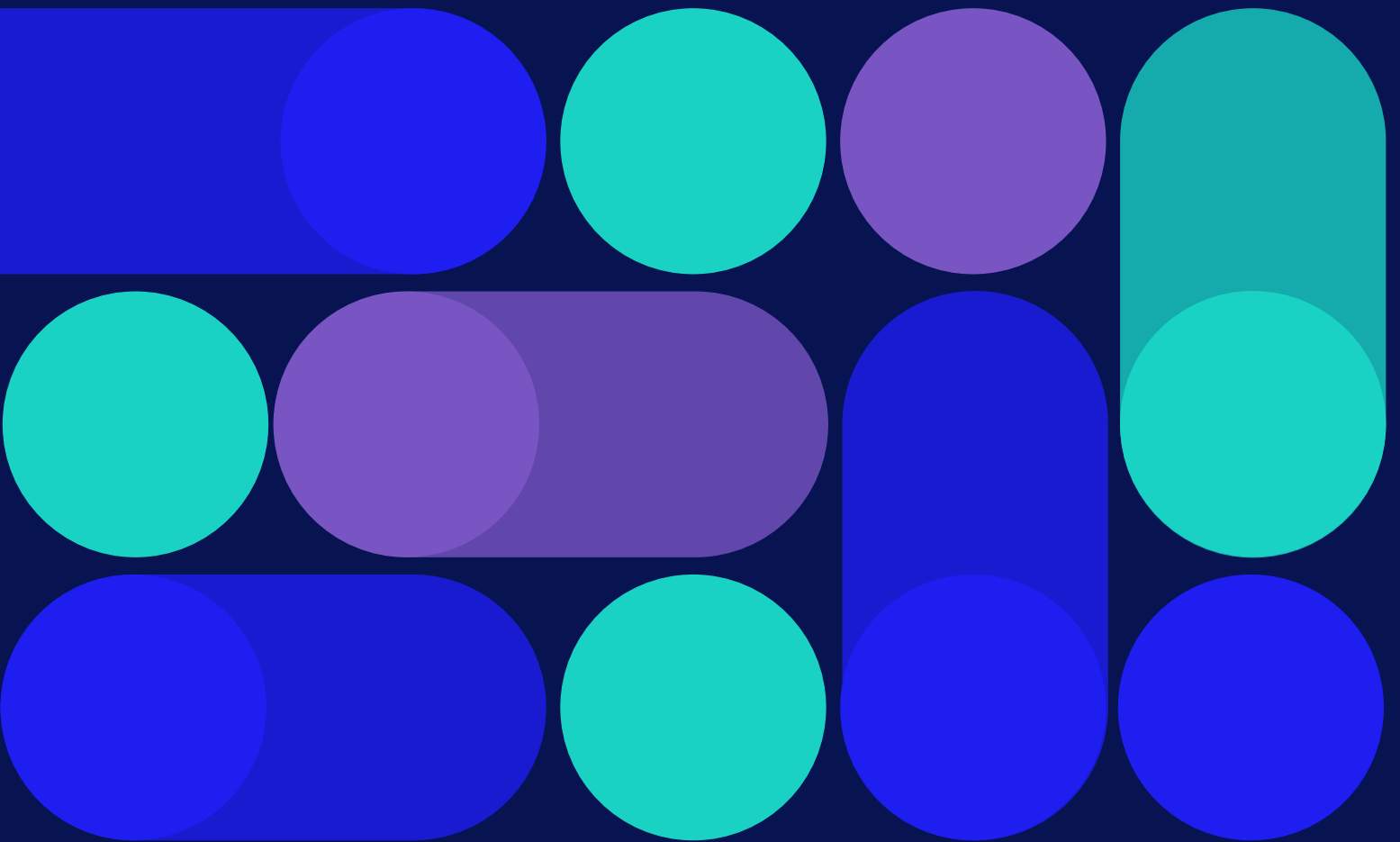
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