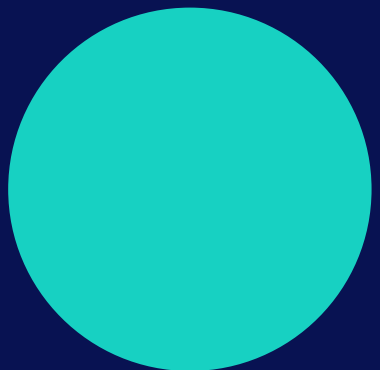




Salary guide 2025

Technology

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.

Alarming, 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.

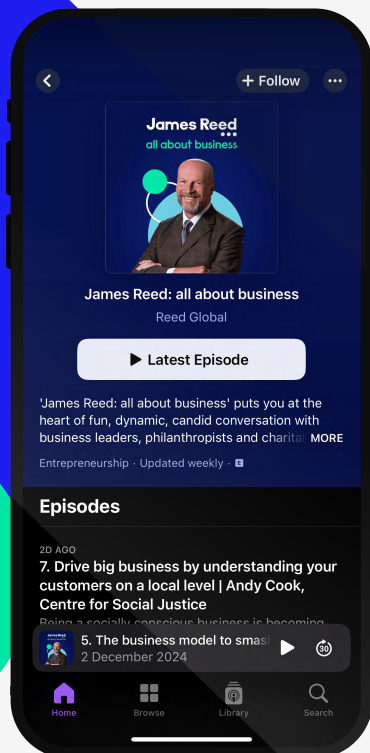
It has never been more important to ensure you have a strong team around you. Our salary guides are a tool to help you do just that.

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.

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.

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Why use Reed's technology 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.

Contents

→ Introduction	5
→ Salary and benefits reveal	7
→ Why Reed?	12
→ Strategy & leadership	13
→ BI & data science	18



Unmatched data insights

This comprehensive guide draws upon a vast dataset derived from over 21 million jobs posted on **Reed.co.uk** since 2016, solidifying its status as the most trusted salary guide in existence. The analysis of such an extensive volume of data offers an unparalleled view of the sector, ensuring accuracy and reliability.



Insider insights

Get ready for a masterclass in industry know-how. Our team of technology experts provide you with the latest practice insights – from development and testing to infrastructure and security. It's not just advice – it's hands-on, real-world wisdom tailored just for you.



Evolving landscapes and emerging trends

Explore technology roles in five vibrant technology practices across the UK. Our graphics showcase trends and developments, illustrating the key salary shifts over the past year. With four years' worth of data, including next year's projections and average salary snapshots since 2016, the guide empowers you to strategically plan for the future.

→ Development & testing	26
→ Is your package winning top talent?	41
→ Infrastructure & security	42
→ Transformation & change	57
→ Looking for employee screening?	65

Tech talent trends:

navigating the shifting labour market

Michele Smith

Managing Director, Technology, Reed



As we reached the close of 2024, the technology labour market faced a landscape marked by volatility, economic pressures, and shifting priorities in workforce dynamics. Yet, amid these challenges lie emerging opportunities and trends that could redefine how businesses and professionals approach technology roles in 2025 and beyond.

A post-Covid correction

The tech job market experienced a boom during the Covid-19 pandemic due to rapid digitisation and remote work, and has since experienced a significant correction. Post-pandemic overinvestment in IT infrastructure, combined with economic headwinds such as high inflation, rising interest rates, and political uncertainty, has slowed job growth. So much so that many companies towards the end of 2024 adopted a 'wait and see' approach, pausing large-scale hiring or transformation initiatives.

Sector-specific trends

Cyber security and AI: the growth engines

Despite the broader slowdown, cyber security, artificial intelligence (AI), and process automation remain areas of high demand. Businesses increasingly recognise the necessity of robust cyber security frameworks, though hiring in this field often skews toward senior roles with significant experience. AI and process automation, meanwhile, are driving transformations in business operations, particularly in streamlining processes and enhancing decision-making capabilities.

However, these fields also illustrate the growing need for upskilling across non-technical teams. For example, cyber security awareness is no longer confined to IT departments - it's becoming essential knowledge across all operational teams. Organisations that invest in broader employee training may gain a competitive edge in safeguarding their digital assets.

Development, infrastructure, and data

Traditional development roles, particularly those requiring

full-stack skills, remain steady but are increasingly overshadowed by the demand for cloud technologies and data management expertise. Platforms such as Azure, AWS, and GCP are now core infrastructure components, and businesses need talent capable of navigating these ecosystems. Similarly, data governance has become a priority, especially as companies explore AI-driven solutions. Poor-quality data, combined with ungoverned AI adoption, risks creating significant operational challenges.

Infrastructure hiring has been relatively stable, though roles requiring VMware, storage, and Azure expertise face skills shortages. Employers are increasingly forced to train less experienced tech personnel, a time- and cost-intensive process, or rely on fixed-term contracts and consultancy arrangements to meet immediate project needs.

Transformation and change

The transformation and change sector exemplifies the shifting nature of the technology job market. While 'transformation' has become a buzzword, many initiatives are closer to traditional projects than fundamental business overhauls. Product management has gained prominence as organisations mature in their approach to putting customers at the centre of operations. Agile methodologies also remain essential, though their application is becoming more flexible to fit organisational needs.

Remote working, a hallmark of the pandemic, is now firmly on the decline. Hybrid models dominate, requiring professionals to be within commutable distance of their offices, even if the

required in-office days are minimal. This shift has effectively reduced talent pools, with geography once again playing a significant role in hiring decisions.

Economic pressures and the rise of interim roles

Economic uncertainty and rising costs, including the planned increase in employer National Insurance contributions, are forcing many organisations to reevaluate their workforce strategies. While some organisations may freeze headcounts or reduce full-time roles, the market is expecting an increase in interim hires, consultancy, and fixed-term contracts. These options offer greater flexibility, allowing businesses to tackle critical projects without long-term commitments.

However, this reliance on temporary arrangements underscores a broader challenge: the struggle to balance cost control with the need for innovation and transformation. For businesses, maintaining competitiveness across the tech space means retaining key talent and investing in strategic initiatives, even during leaner times.

Retaining talent in a candidate-rich market

While employers currently hold more bargaining power, the potential for a market rebound later in 2025 could lead to increased candidate mobility. Many professionals are cautiously staying in their roles due to the uncertain market but remain open to new opportunities. If job volumes recover, organisations may face a surge in resignations and heightened salary competition.

To retain employees, businesses must focus on more than just financial incentives. Hybrid and flexible working arrangements remain non-negotiable for most employees, but culture, work-life balance, and professional development opportunities are becoming equally important. Investment in learning and development, particularly for emerging technologies like AI and process automation, will be crucial

for employee retention. Employees who feel supported in their career growth are more likely to remain loyal, even in a competitive market.

Diversity and upskilling

Diversity and inclusion remain significant challenges in the technology sector. While HR teams and forward-thinking organisations have made progress through initiatives such as women in tech programmes, hiring manager biases often hinder broader diversity efforts. Tackling this issue requires mandatory bias training and a willingness to look beyond traditional qualifications.

Upskilling and reskilling also represent key opportunities, particularly for roles impacted by automation and AI. Progressive organisations are identifying professionals within their existing workforces who can be retrained for new roles, creating a sustainable talent pipeline while addressing skills gaps.

Looking ahead: a changing technology landscape

As 2025 unfolds, the technology labour market will likely pivot toward emerging skills and roles. Organisations that embrace innovation, invest in upskilling, and adapt to changing employee expectations will be best positioned to thrive. While economic pressures may continue to influence hiring patterns, the demand for technology professionals will persist, particularly in high-impact areas like cyber security, AI, and data management.

For employers, the challenge lies in balancing immediate cost-saving measures with long-term strategic goals. For professionals, staying relevant in the tech field requires a commitment to lifelong learning. Despite its current challenges, the technology labour market remains a dynamic and essential part of the global economy, offering both organisations and professionals significant opportunities for growth and transformation.





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

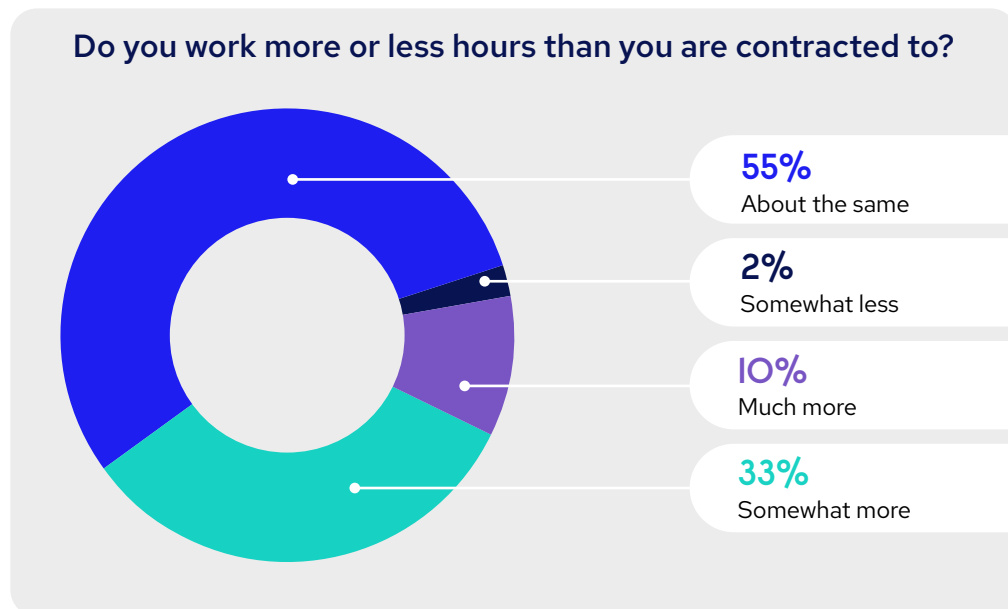
also appears to be an expectation or need for them to work additional hours on top – often without being paid.

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?

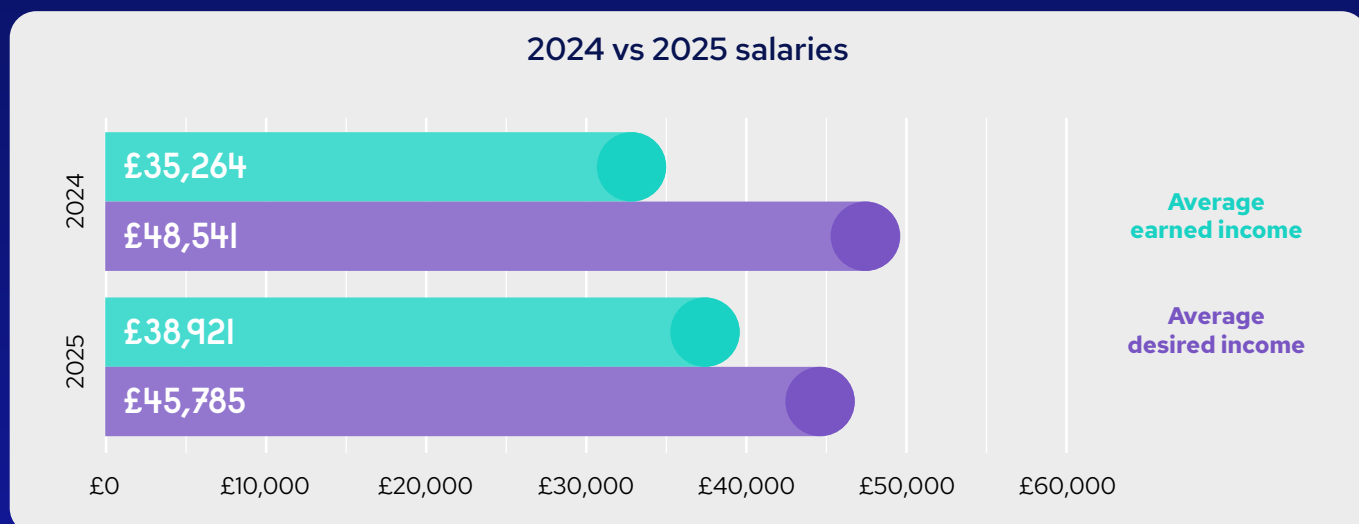
Nearly half of workers are unhappy with their salaries, according to our findings, with only 54% saying they are 'somewhat happy' or 'very happy' with how much they are paid. As we see the cost-of-living crisis continuing to bite, 60% of unhappy workers say their dissatisfaction is because this isn't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

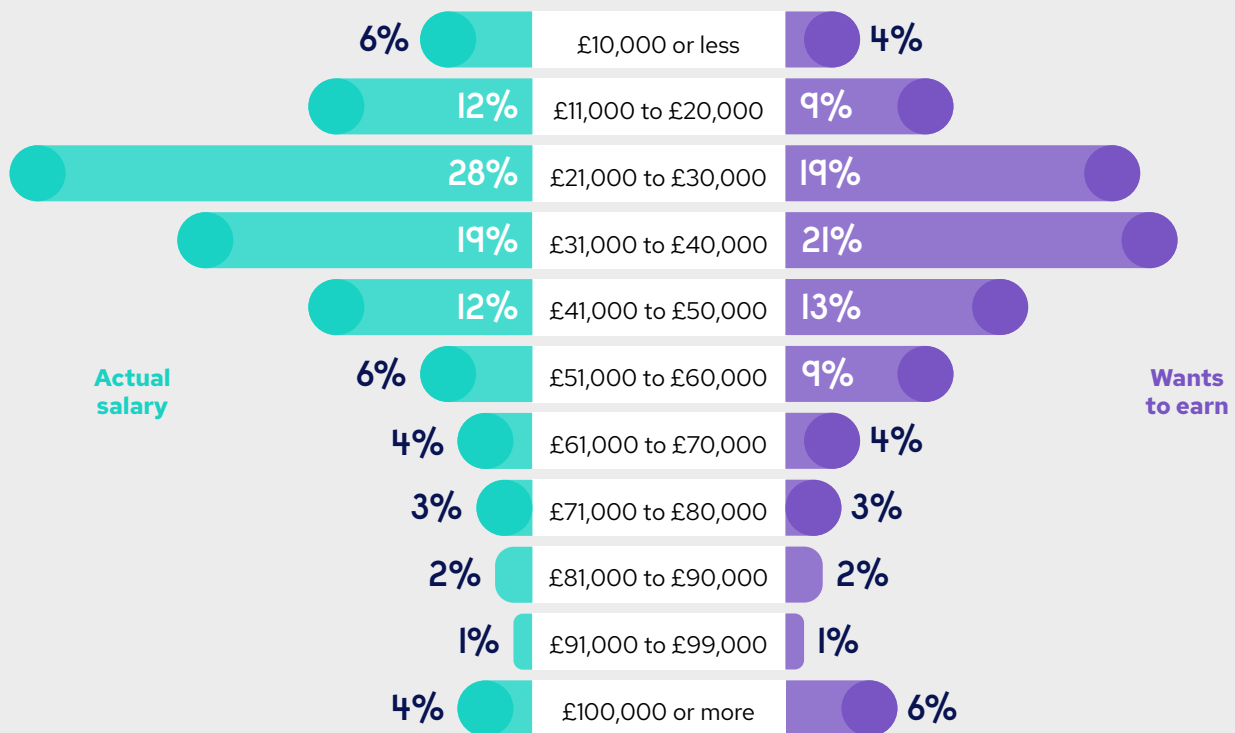
Currently, over half (56%) of workers are happy with the pay they receive, a slight incline from the results of last year's survey (54%). Although, that does leave around one-in-four (26%) professionals feeling unhappy with their current salary, a two per cent increase on last year's dissatisfied workers.

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.



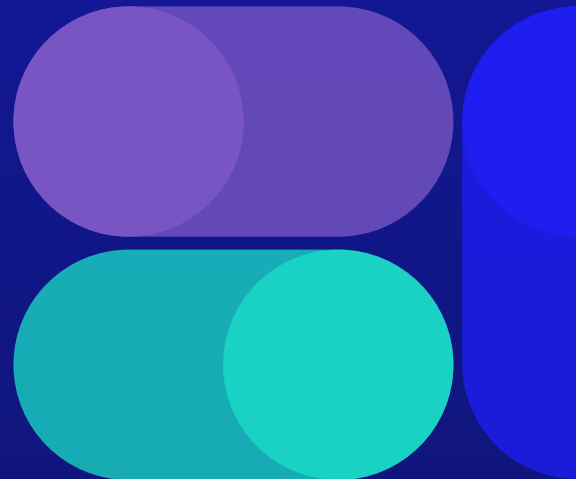
Current salary vs desired salary



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

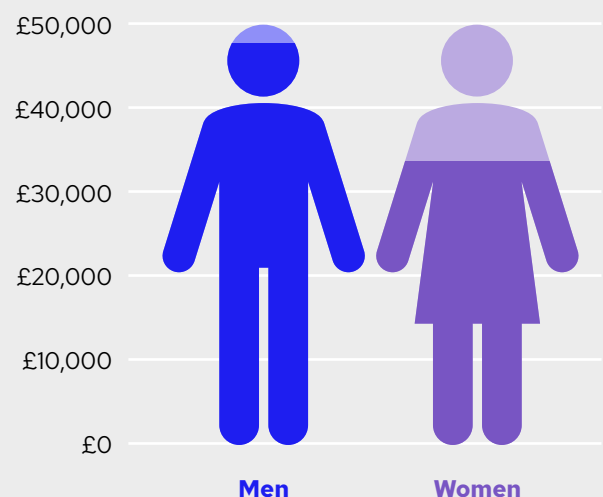
Nearly a fifth (19%) of those surveyed stated they were earning higher tax band salaries of more than £50,000, but we're still seeing a significant gender gap in salaries, with 30% of male respondents reporting a salary of £50,000 and above, while only 11% of female respondents report a similar salary.

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

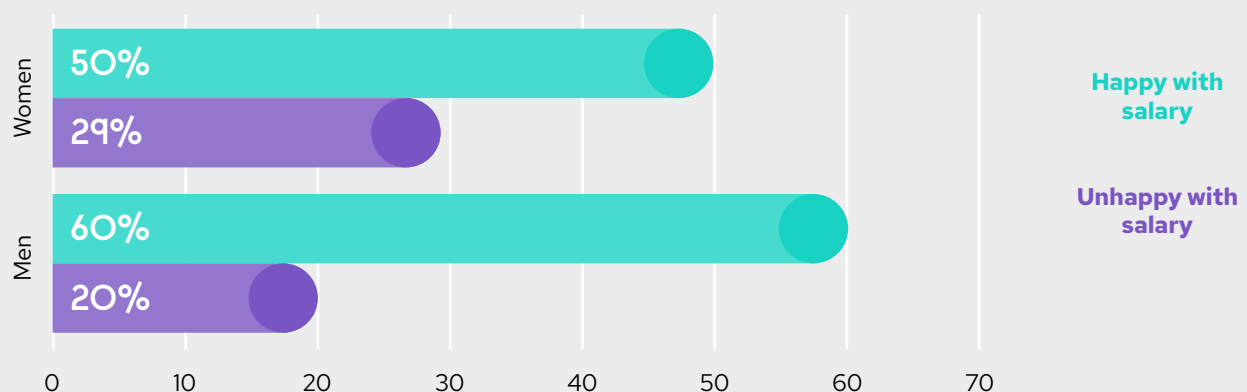
Unsurprisingly, when it comes to dissatisfaction with their salaries, 29% of women are 'somewhat unhappy' or 'very unhappy', compared to just 20% of men. Similarly, 60% of men in the survey say they are 'happy' or 'very happy' with their salaries, compared to just 50% of women.

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

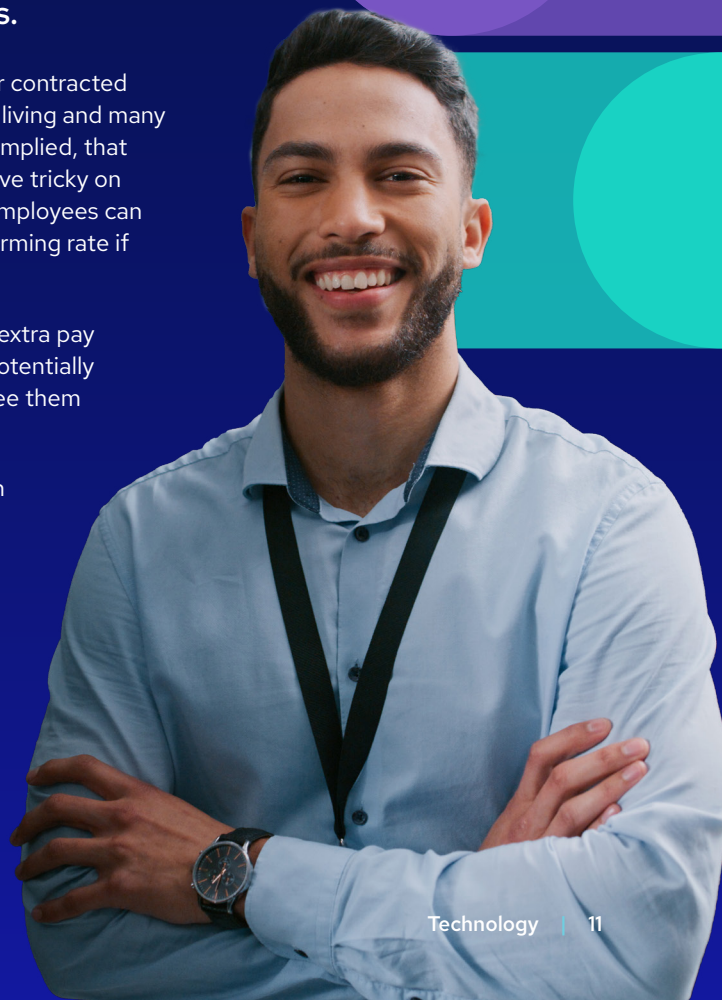
This year's survey gives us an up-to-date, accurate snapshot of the UK's workforce, their roles and how they feel about their jobs. However, there are two significant findings from the survey that need to be addressed by employers.

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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CIO

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£158,480	27%	£195,050	33%	£243,810	41%
Midlands and East	£117,470	20%	£144,060	24%	£179,530	30%
North	£137,420	23%	£169,560	28%	£211,660	36%
Scotland	£100,850	17%	£124,120	21%	£155,150	26%
South	£131,870	22%	£161,800	27%	£201,700	34%
Wales	£109,720	18%	£135,200	23%	£168,440	28%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£125,670	30.30%	£155,240	30.30%	£193,250	30.30%
Midlands and East	£92,940	30.30%	£114,050	30.30%	£142,560	30.30%
North	£108,770	30.30%	£134,120	30.30%	£167,910	30.30%
Scotland	£80,260	30.30%	£99,270	30.30%	£123,560	30.30%
South	£104,550	30.30%	£127,780	30.30%	£160,520	30.30%
Wales	£86,590	30.30%	£106,660	30.30%	£134,120	30.30%

IT Director

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£137,420	19%	£168,440	23%	£210,560	29%
Midlands and East	£100,850	14%	£124,120	17%	£155,150	21%
North	£118,580	16%	£146,290	20%	£182,860	25%
Scotland	£87,550	12%	£107,500	15%	£134,100	18%
South	£113,040	15%	£139,640	19%	£173,990	24%
Wales	£95,310	13%	£116,360	16%	£145,180	20%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£108,770	30.30%	£134,120	30.30%	£167,910	30.30%
Midlands and East	£80,260	30.30%	£98,220	30.30%	£123,560	30.30%
North	£93,990	30.30%	£116,160	30.30%	£144,680	30.30%
Scotland	£69,710	27.90%	£85,540	30.30%	£106,660	30.30%
South	£89,760	30.30%	£110,880	30.30%	£138,340	30.30%
Wales	£74,980	27.90%	£92,920	30.30%	£115,110	30.30%



Head of IT

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£97,530	12%	£119,680	14%	£148,500	18%
Midlands and East	£70,930	9%	£87,550	11%	£109,720	13%
North	£84,230	10%	£103,070	13%	£128,550	16%
Scotland	£62,060	8%	£76,460	9%	£95,310	12%
South	£79,790	10%	£98,630	12%	£123,010	15%
Wales	£66,500	8%	£82,010	10%	£103,070	12%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£77,090	27.90%	£95,050	30.30%	£118,280	30.30%
Midlands and East	£57,030	27.90%	£69,710	27.90%	£86,590	30.30%
North	£66,540	27.90%	£82,370	30.30%	£102,440	30.30%
Scotland	£48,580	27.90%	£60,190	27.90%	£74,980	27.90%
South	£63,360	27.90%	£78,150	27.90%	£98,220	30.30%
Wales	£52,810	27.90%	£65,480	27.90%	£81,320	30.30%

Head of Infrastructure

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£90,000	12%	£110,000	14%	£140,000	18%
Midlands and East	£76,500	9%	£93,500	11%	£119,000	13%
North	£72,630	10%	£88,770	13%	£112,980	16%
Scotland	£69,750	8%	£85,250	9%	£108,500	12%
South	£86,760	10%	£106,040	12%	£134,960	15%
Wales	£66,870	8%	£81,730	10%	£104,020	12%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£60,000	27.90%	£75,000	30.30%	£110,000	30.30%
Midlands and East	£51,000	27.90%	£63,750	27.90%	£93,500	30.30%
North	£48,420	27.90%	£60,530	30.30%	£88,770	30.30%
Scotland	£46,500	27.90%	£58,130	27.90%	£85,250	27.90%
South	£57,840	27.90%	£72,300	27.90%	£106,040	30.30%
Wales	£44,580	27.90%	£55,720	27.90%	£81,730	30.30%



Head of Software Development / Head of Engineering

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£115,000	12%	£130,000	14%	£150,000	18%
Midlands and East	£97,750	9%	£110,500	11%	£127,500	13%
North	£92,810	10%	£104,910	13%	£121,050	16%
Scotland	£89,120	8%	£100,750	9%	£116,250	12%
South	£110,860	10%	£125,320	12%	£144,600	15%
Wales	£85,450	8%	£96,590	10%	£111,450	12%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£75,000	27.90%	£80,000	30.30%	£110,000	30.30%
Midlands and East	£63,750	27.90%	£68,000	27.90%	£93,500	30.30%
North	£60,530	27.90%	£64,560	30.30%	£88,770	30.30%
Scotland	£58,130	27.90%	£62,000	27.90%	£85,250	27.90%
South	£72,300	27.90%	£77,120	27.90%	£106,040	30.30%
Wales	£55,720	27.90%	£59,440	27.90%	£81,730	30.30%

Head of Data

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£110,000	12%	£135,000	14%	£155,000	18%
Midlands and East	£93,500	9%	£114,750	11%	£131,750	13%
North	£88,770	10%	£108,950	13%	£125,090	16%
Scotland	£85,250	8%	£104,620	9%	£120,130	12%
South	£106,040	10%	£130,140	12%	£149,420	15%
Wales	£81,730	8%	£100,310	10%	£115,170	12%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£77,000	27.90%	£85,000	30.30%	£115,000	30.30%
Midlands and East	£65,450	27.90%	£72,250	27.90%	£97,750	30.30%
North	£62,140	27.90%	£68,590	30.30%	£92,810	30.30%
Scotland	£59,680	27.90%	£65,880	27.90%	£89,130	27.90%
South	£74,230	27.90%	£81,940	27.90%	£110,860	30.30%
Wales	£57,210	27.90%	£63,160	27.90%	£85,450	30.30%



Head of Information Security (CISO)

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£120,000	12%	£150,000	14%	£200,000	18%
Midlands and East	£102,000	9%	£127,500	11%	£170,000	13%
North	£96,840	10%	£121,050	13%	£161,400	16%
Scotland	£93,000	8%	£116,250	9%	£155,000	12%
South	£115,680	10%	£144,600	12%	£192,800	15%
Wales	£89,160	8%	£111,450	10%	£148,600	12%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£100,000	27.90%	£123,000	30.30%	£180,000	30.30%
Midlands and East	£85,000	27.90%	£104,550	27.90%	£153,000	30.30%
North	£80,700	27.90%	£99,260	30.30%	£145,260	30.30%
Scotland	£77,500	27.90%	£95,330	27.90%	£139,500	27.90%
South	£96,400	27.90%	£118,570	27.90%	£173,520	30.30%
Wales	£74,300	27.90%	£91,390	27.90%	£133,740	30.30%

Head of Programme Management

Private sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Bonus	Salary	Bonus	Salary	Bonus
London	£100,000	12%	£120,000	14%	£180,000	18%
Midlands and East	£85,000	9%	£102,000	11%	£153,000	13%
North	£80,700	10%	£96,840	13%	£145,260	16%
Scotland	£77,500	8%	£93,000	9%	£139,500	12%
South	£96,400	10%	£115,680	12%	£173,520	15%
Wales	£74,300	8%	£89,160	10%	£133,740	12%

Public sector

Under 1k employees			1 - 10k employees		Over 10k employees	
	Salary	Pension	Salary	Pension	Salary	Pension
London	£105,000	27.90%	£120,000	30.30%	£140,000	30.30%
Midlands and East	£89,250	27.90%	£102,000	27.90%	£119,000	30.30%
North	£84,740	27.90%	£96,840	30.30%	£112,980	30.30%
Scotland	£81,370	27.90%	£93,000	27.90%	£108,500	27.90%
South	£101,220	27.90%	£115,680	27.90%	£134,960	30.30%
Wales	£78,020	27.90%	£89,160	27.90%	£104,020	30.30%



Strategy & leadership insight

Steve Richardson

Strategy and Leadership Expert, Reed

“ In 2024, strategy and leadership faced a stagnant job market, particularly where senior roles such as CIOs and IT directors were concerned. A combination of high interest rates, inflation, political uncertainty, and rising employment costs, including National Insurance hikes, created a ‘perfect storm’ that left many organisations hesitant to invest in leadership positions. As a result, experienced professionals in these roles faced prolonged unemployment, with fewer opportunities available and intense competition for existing vacancies. The focus for many companies was on maintaining operational stability rather than driving ambitious new strategies.

One area where companies have looked to invest in leadership talent is to hire for roles related to data management and AI. With AI gaining prominence, companies prioritised improving the quality and governance of their data to avoid inefficiencies or risks associated with poorly implemented AI systems. This trend highlighted a pressing need for leaders capable of balancing innovation with robust processes, particularly in curbing shadow spending on ungoverned technologies. Other areas where there has been a consistent amount of activity are software development, specifically mobile and security.

Looking to 2025, the sector is expected to gradually rebound, particularly as new financial years begin, and economic conditions stabilise. However, I feel companies will remain

cautious and rely on interim leadership positions or using consultancy for specific projects rather than committing to full-time hires. This shift reflects a preference for leveraging CapEx budgets for transformation initiatives while minimising headcount growth that impacts OpEx budgets.

Emerging trends this year will include a continued emphasis on AI-driven efficiency improvements and tighter data governance. Public sector and non-profit organisations are particularly active in leveraging technology to streamline operations and reduce costs. For instance, IoT solutions are being used to enable proactive maintenance and improve resource management. In the private sector, companies are increasingly exploring offshoring and automation as cost-saving measures, though this approach has raised concerns about its long-term impact on the UK economy and workforce.

Flexibility remains a top priority for leaders, with hybrid working widely accepted as the norm. Non-monetary benefits such as the freedom to work autonomously and the opportunity to tackle meaningful challenges are crucial for attracting the best tech leaders. While salaries have become more negotiable in the current market, companies offering compelling projects and a degree of operational independence are best positioned to secure high-calibre professionals. ”

BI & data science



Midlands & East

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
BI Analyst	£41,500	£45,000 ↗	£48,500	£41,700	£43,600	£47,200
BI Developer	£46,300	£51,600 ↘	£56,900	£53,300	£58,500	£54,100
BI Manager	£56,000	£63,200 ↗	£70,400	£54,600	£64,800	£66,400
Data Architect	£69,300	£82,600 ↘	£95,900	£84,200	£86,400	£86,600
Data Engineer	£52,200	£62,100 ↘	£71,900	£65,000	£68,300	£65,100
Data Scientist	£53,300	£65,700 ↗	£78,100	£57,700	£62,700	£69,000
Data Warehouse Developer	£55,000	£57,500 ↘	£60,000	£58,000	£55,600	£60,300
Database Developer	£52,900	£55,700 ↗	£58,500	£44,900	£46,500	£59,000
Machine Learning Engineer	£69,300	£89,500 ↗	£109,600	£79,600	£67,000	£94,100

↘ **3.2%** decrease in BI Developer average salaries this year.

↗ **12.4%** increase in Machine Learning Engineer average salaries this year.



Most growth:
24.1%
increase this year

Database Developer
£55,700



6.3%
Salary growth
versus 3.5% UK
average growth

Average salary in region vs UK inflation rate (RPI)



BI & data science



London

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Database Developer	£77,900	£82,000 ↗	£86,100	£66,300	£44,700	£86,300
Machine Learning Engineer	£82,000	£93,000 ↗	£104,000	£79,300	£88,000	£97,700
BI Manager	£71,900	£85,600 ↗	£99,200	£74,900	£79,800	£89,900
Data Scientist	£70,800	£81,400 ↗	£92,100	£72,400	£79,600	£85,500
BI Analyst	£56,900	£60,500 ↗	£64,400	£56,500	£76,500	£63,400
Data Engineer	£73,400	£82,300 ↗	£91,200	£78,900	£88,000	£86,300
BI Developer	£66,500	£73,200 ↗	£79,900	£72,100	£71,500	£76,800
Data Architect	£96,900	£109,600 ↘	£122,400	£119,000	£131,800	£114,900
Data Warehouse Developer	£68,100	£78,400 ↘	£81,300	£82,000	£87,300	£81,900

↗ **12.4%** increase in Data Scientist average salaries this year.

↘ **7.9%** decrease in Data Architect average salaries this year.

↗ **Most growth:**
23.7%
increase this year

Database Developer
£82,000

Roles on the rise

BI Developer

2023 £71,500

2024 £72,100

2025 £73,200

↗ **6.4%**
Salary growth
versus 3.5% UK
average growth

Average salary in region vs UK inflation rate (RPI)



BI & data science



North

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Database Developer	£50,700	£55,100 ↗	£56,700	£45,200	£46,900	£58,600
Machine Learning Engineer	£60,500	£73,000 ↗	£85,300	£64,800	£65,200	£76,700
Data Scientist	£66,100	£73,400 ↗	£84,200	£69,200	£65,100	£74,300
BI Manager	£67,000	£69,700 ↗	£77,000	£64,500	£66,200	£70,800
BI Analyst	£39,200	£42,300 ↗	£45,300	£41,300	£41,300	£44,400
Data Engineer	£54,800	£62,600 ↘	£70,400	£63,000	£63,200	£65,700
BI Developer	£52,500	£58,400 ↗	£60,500	£51,400	£50,500	£58,900
Data Architect	£64,500	£82,700 ↘	£100,900	£88,400	£80,400	£86,800
Data Warehouse Developer	£49,800	£57,700 ↗	£61,400	£52,500	£52,100	£59,500

↗ **12.7%** increase in Machine Learning Engineer average salaries this year.

↘ **6.4%** decrease in Data Architect average salaries this year.



6.5%

Salary growth
versus 3.5% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Data Warehouse Developer

2023	£52,100
2024	£52,500
2025	£57,700

BI Developer

2023	£50,500
2024	£51,400
2025	£58,400

Data Scientist

2023	£65,100
2024	£69,200
2025	£73,400

BI & data science



Northern Ireland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Database Developer	£45,100	£48,000 ↗	£49,900	£42,900	£43,600	£50,400
Data Engineer	£47,100	£48,000 ↗	£49,400	£42,500	£48,200	£50,000
Data Scientist	£51,200	£56,100 ↗	£61,300	£48,300	£47,800	£59,000
BI Manager	£50,700	£55,000 ↗	£59,500	£47,600	£50,700	£57,800
Machine Learning Engineer	£58,400	£64,100 ↗	£70,000	£56,100	£52,100	£67,400
BI Analyst	£34,800	£36,200 ↗	£37,900	£33,300	£40,800	£38,000
BI Developer	£42,200	£44,200 ↗	£46,500	£41,700	£36,500	£46,400
Data Architect	£59,200	£65,600 ↘	£72,000	£70,300	£70,200	£68,800
Data Warehouse Developer	£42,100	£43,000 ↘	£43,700	£43,500	£46,500	£44,900

↗ **11.9%** increase in Database Developer average salaries this year.

↘ **6.7%** decrease in Data Architect average salaries this year.

Roles on the rise

BI Developer

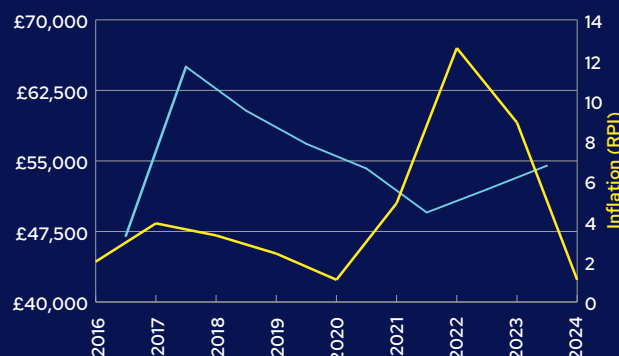
2023	£36,500
2024	£41,700
2025	£44,200

Machine Learning Engineer

2023	£52,100
2024	£56,100
2025	£64,100

↗ **7.8%**
Salary growth
versus 3.5% UK
average growth

Average salary in region vs UK inflation rate (RPI)



BI & data science



Scotland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Database Developer	£52,800	£56,700 ↗	£58,300	£50,300	£49,400	£58,900
Data Architect	£78,600	£87,600 ↗	£96,600	£75,400	£97,500	£92,000
Data Scientist	£70,900	£77,800 ↗	£85,000	£67,700	£70,400	£81,700
BI Manager	£70,200	£76,200 ↗	£82,600	£66,600	£74,700	£80,000
Machine Learning Engineer	£80,900	£88,900 ↗	£97,200	£78,600	£81,300	£93,400
BI Analyst	£48,200	£50,200 ↗	£52,600	£46,700	£60,100	£52,700
BI Developer	£58,400	£61,300 ↗	£64,600	£58,300	£57,600	£64,400
Data Engineer	£57,800	£65,900 ↗	£74,100	£64,600	£57,200	£69,200
Data Warehouse Developer	£54,800	£55,200 ↘	£56,900	£60,900	£68,600	£57,700

↗ **14.4%** increase in BI Manager average salaries this year.

↘ **9.4%** decrease in Data Warehouse Developer average salaries this year.



9%

Salary growth
versus 3.5% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Data Engineer

2023	£57,200
2024	£64,600
2025	£65,900

BI Developer

2023	£57,600
2024	£58,300
2025	£61,300

Database Developer

2023	£49,400
2024	£50,300
2025	£56,700

BI & data science



South

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Database Developer	£52,600	£57,600 ↗	£58,800	£50,100	£48,200	£60,300
Data Scientist	£61,200	£64,100 ↗	£66,000	£57,800	£62,600	£67,300
BI Developer	£53,700	£59,600 ↗	£65,600	£53,700	£56,100	£62,600
Machine Learning Engineer	£62,700	£72,700 ↗	£82,600	£68,800	£68,100	£76,300
Data Engineer	£59,900	£67,000 ↗	£74,100	£63,800	£65,400	£70,300
BI Manager	£59,300	£63,200 ↗	£67,200	£62,100	£78,400	£66,300
BI Analyst	£42,800	£47,200 ↗	£51,600	£46,700	£49,600	£49,500
Data Architect	£74,000	£86,600 ↘	£99,100	£90,100	£85,700	£90,800
Data Warehouse Developer	£55,700	£68,500 ↗	£77,700	£62,100	£62,100	£69,800

↗ **5%** increase in Data Engineer average salaries this year.

↘ **3.9%** decrease in Data Architect average salaries this year.



5.7%

Salary growth versus 3.5% UK average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Data Developer

2023 £48,200

2024 £50,100

2025 £57,600

Machine Learning Engineer

2023 £68,100

2024 £68,800

2025 £72,700

Database Warehouse Developer

2023 £62,100

2024 £62,100

2025 £68,500

BI & data science



Wales

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Database Developer	£46,000	£48,600 ↗	£50,100	£46,600	£44,600	£51,000
BI Analyst	£37,200	£41,700 ↗	£46,200	£35,900	£41,800	£43,800
BI Manager	£56,000	£59,500 ↗	£63,300	£52,000	£65,900	£62,500
BI Developer	£52,900	£56,500 ↗	£60,100	£50,100	£50,100	£59,400
Data Engineer	£54,900	£57,900 ↗	£61,400	£55,700	£66,100	£60,700
Data Architect	£65,500	£70,900 ↘	£76,600	£76,900	£91,400	£74,300
Data Scientist	£50,600	£55,700 ↘	£60,800	£63,900	£66,000	£58,400
Data Warehouse Developer	£41,500	£42,800 ↘	£43,700	£47,600	£56,200	£44,000
Machine Learning Engineer	£52,200	£55,900 ↘	£58,200	£56,500	£57,500	£58,100

↗ **14.4%** increase in BI Manager average salaries this year.

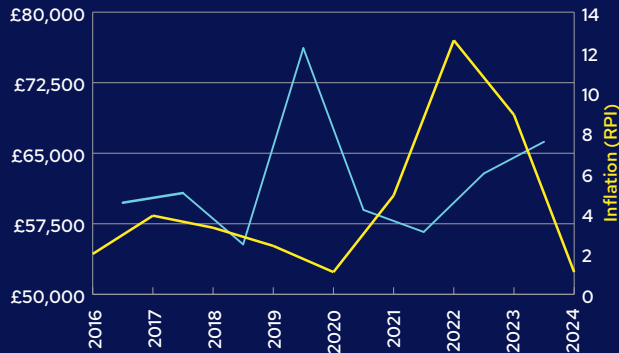
↘ **12.8%** decrease in Data Scientist average salaries this year.



0.9%

Salary growth
versus 3.5% UK
average growth

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

BI Developer

2023	£44,600
2024	£46,600
2025	£48,600

Database Developer

2023	£50,100
2024	£50,100
2025	£56,500



BI & data science insight

Scott Dawson

BI and Data Expert, Reed

“ In 2024, we saw heightened demand for cloud data engineering skills as companies increasingly migrated to platforms like Azure, AWS, and GCP. This shift created a competitive environment, with consultancies thriving due to their ability to monopolise scarce talent. The trend underscored a growing skills gap as cloud experience dominated the sector – certifications were no longer as relevant, as companies desired professionals with hands-on knowledge and proven expertise. The lack of people with significant commercial experience posed a major challenge, as while there is a demand for cloud development opportunities from professionals, many were apprehensive when it came to supporting legacy environments. Consequently, companies wanted the flexibility, reliability and security of cloud systems, but needed to engage with third parties to oversee migration projects.

Tech professionals faced increasing scrutiny, with employers often emphasising specific tools over transferable data skills. Despite the pressure to align with precise technical requirements, some forward-thinking employers began focusing on core competencies and the broader value new hires could bring, rather than insisting on like-for-like experience. Tailored CVs and clear demonstrations of relevant expertise became crucial for standing out in

a crowded field, as applicant numbers surged but genuine talent availability remained tight.

This year, the market will continue to reflect the ongoing shift toward hybrid working models. Fully remote roles are increasingly rare as companies prioritise in-person stakeholder collaboration. Four-day workweeks and enhanced benefits like pensions and healthcare are increasingly popular, but flexibility remains the dominant factor driving jobseeker decisions.

Looking ahead, the BI and data sector is expected to balance internal team growth with reliance on third-party support. Accurate data remains vital for business optimisation, ensuring the demand for skilled professionals continues. However, fears persist about over-reliance on outsourcing, which could stifle in-house team development and long-term innovation. Employers who invest in training and supporting their teams will likely find better success navigating these trends.

The sector remains vibrant, but its future depends on aligning employee expectations with evolving market needs while addressing the persistent skills gap in cloud technologies and advanced data engineering. ”

Development & testing



Midlands & East

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£44,700	£52,500 ↘	£60,300	£53,200	£52,700	£55,100
Automation Test Analyst	£66,100	£68,800 ↗	£70,100	£56,900	£54,600	£72,900
Front End Developer	£47,200	£52,500 ↗	£57,900	£52,300	£57,100	£55,100
FullStack Developer	£47,400	£57,600 ↘	£67,700	£60,600	£54,600	£60,500
Head of Software Development/Engineering	£61,900	£90,200 ↗	£118,400	£73,100	N/A	£94,700
Java Developer	£58,400	£70,000 ↗	£81,500	£62,700	£62,500	£73,500
Java Script Developer	£65,900	£71,900 ↗	£77,900	£53,900	£56,500	£75,700
Manual Test Analyst	£37,800	£40,200 ↗	£41,800	£35,000	£31,700	£42,200
Mobile Developer	£40,000	£45,000 ↘	£50,000	£46,300	£55,900	£47,200

↘ **5%** decrease in Full Stack Developer average salaries this year.

↗ **11.6%** increase in Java Developer average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£37,300	£42,300 ↘	£47,300	£47,500	£45,400	£44,300
Python Developer	£64,900	£74,600 ↗	£84,200	£72,300	N/A	£78,300
Software Architect	£55,500	£65,300 ↘	£75,000	£68,800	£70,300	£68,500
Software Development Manager	£62,000	£68,600 ↗	£75,200	£64,300	£68,900	£72,000
Software Engineer	£45,700	£59,800 ↗	£74,000	£59,000	N/A	£62,800
Solution Architect	£80,600	£89,400 ↗	£98,300	£89,000	N/A	£93,900
Test Manager	£78,100	£84,600 ↗	£91,200	£72,200	£71,500	£88,900
User Experience Designer Developer	£75,100	£85,100 ↗	£95,100	£73,500	£68,700	£89,500

↗ **3.2%** increase in Python Developer average salaries this year.

↗ **6.7%** increase in Software Development Manager average salaries this year.



7.5%

Salary growth
versus 3.5% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Java Developer

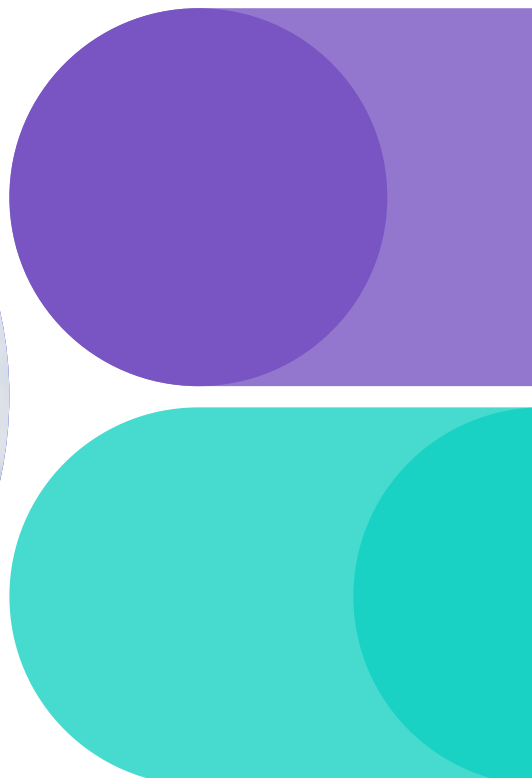
2023	£62,500
2024	£62,700
2025	£70,000

Manual Test Analyst

2023	£31,700
2024	£35,000
2025	£40,200

User Experience Designer Developer

2023	£68,700
2024	£73,500
2025	£85,100



Development & testing



London

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£78,400	£87,100 ↘	£95,800	£88,700	£91,400	£91,400
Automation Test Analyst	£65,700	£70,000 ↗	£73,500	£64,200	£68,000	£74,000
Front End Developer	£67,900	£75,800 ↘	£83,600	£77,400	£80,900	£79,500
FullStack Developer	£42,500	£73,300 ↘	£104,100	£80,000	£89,200	£77,000
Head of Software Development/Engineering	£103,900	£113,400 ↘	£160,300	£119,800	N/A	£118,400
Java Developer	£91,000	£105,800 ↗	£120,600	£94,900	£98,700	£111,100
Java Script Developer	£74,900	£87,100 ↗	£99,200	£81,600	£87,800	£91,400
Manual Test Analyst	£67,800	£72,400 ↗	£77,500	£61,200	£53,400	£76,100
Mobile Developer	£73,500	£79,100 ↘	£84,700	£86,200	£83,900	£81,800

↗ **9%** increase in Automation Test Analyst average salaries this year.

↗ **11.5%** increase in Java Developer average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£56,700	£63,500 ↗	£70,200	£61,900	£61,800	£66,600
Python Developer	£83,300	£94,400 ↘	£105,600	£96,500	N/A	£99,100
Software Architect	£84,200	£109,600 ↗	£135,000	£103,900	£86,900	£115,200
Software Development Manager	£82,100	£92,800 ↘	£103,400	£95,500	£92,000	£95,400
Software Engineer	£70,900	£83,100 ↗	£95,400	£82,600	N/A	£87,300
Solution Architect	£92,400	£111,500 ↘	£130,500	£113,300	N/A	£117,100
Test Manager	£109,900	£120,000 ↗	£130,100	£109,600	£98,900	£126,100
User Experience Designer Developer	£96,200	£113,200 ↘	£130,300	£122,900	£95,600	£118,800

↘ **2.2%** decrease in Python Developer average salaries this year.

↘ **7.9%** decrease in User Experience Designer Developer average salaries this year.

Roles on the rise

Test Manager

2023	£98,900
2024	£109,600
2025	£120,000

Software Architect

2023	£86,900
2024	£103,900
2025	£109,600

PHP Developer

2023	£61,800
2024	£61,900
2025	£63,500



0.8%

Salary growth
versus 3% UK
average growth

Average salary in region
vs UK inflation rate (RPI)



Development & testing



North

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£46,000	£54,100 ↘	£62,300	£54,200	£56,800	£56,700
Automation Test Analyst	£45,000	£48,800 ↗	£52,500	£43,100	£46,900	£51,200
Front End Developer	£49,000	£55,100 ↘	£61,100	£55,900	£56,300	£57,800
FullStack Developer	£52,300	£58,400 ↗	£64,400	£54,000	£55,300	£64,400
Head of Software Development/Engineering	£72,100	£94,000 ↗	£115,900	£78,000	N/A	£98,700
Java Developer	£59,700	£72,100 ↗	£84,300	£70,400	£71,000	£75,700
Java Script Developer	£52,600	£59,800 ↗	£66,900	£55,900	£60,000	£62,800
Manual Test Analyst	£41,600	£42,800 ↗	£43,900	£35,500	£32,800	£45,000
Mobile Developer	£48,700	£53,000 ↗	£59,400	£48,300	£57,500	£56,180

↗ **13.2%** increase in Automation Test Analyst average salaries this year.

↘ **1.4%** decrease in Front End Developer average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£40,700	£46,400 ↘	£52,200	£46,600	£47,200	£48,700
Python Developer	£64,800	£73,800 ↗	£82,800	£71,500	N/A	£77,500
Software Architect	£70,900	£80,500 ↗	£90,000	£78,000	£82,000	£84,500
Software Development Manager	£60,500	£68,400 ↘	£76,300	£71,500	£71,400	£71,700
Software Engineer	£48,300	£57,400 ↘	£66,500	£59,000	N/A	£60,300
Solution Architect	£85,300	£91,900 ↗	£98,600	£87,000	N/A	£96,500
Test Manager	£83,700	£88,900 ↗	£94,100	£70,400	£71,800	£93,500
User Experience Designer Developer	£70,300	£84,300 ↗	£97,900	£74,000	£67,200	£88,600

↗ **3.2%** increase in Python Developer average salaries this year.

↗ **5.6%** increase in Solution Architect average salaries this year.



7.3%

Salary growth
versus 3% UK
average growth

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

Manual Test Analyst

2023 £32,800

2024 £35,500

2025 £42,800

User Experience Designer Developer

2023 £67,200

2024 £74,000

2025 £84,300



Development & testing



Northern Ireland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£45,000	£47,500 ↘	£50,000	£51,100	£41,500	£49,900
Automation Test Analyst	£39,900	£41,800 ↗	£43,000	£37,900	£36,300	£44,400
Front End Developer	£44,000	£52,000 ↗	£60,000	£42,500	£38,300	£54,700
FullStack Developer	£22,100	£48,700 ↗	£73,600	£48,000	£46,100	£51,100
Head of Software Development/Engineering	£55,500	£68,900 ↗	£81,900	£65,400	N/A	£72,300
Java Developer	£48,300	£60,800 ↗	£73,300	£57,500	£46,900	£63,900
Java Script Developer	£49,100	£53,400 ↗	£57,900	£49,800	£47,200	£56,100
Manual Test Analyst	£43,000	£43,300 ↗	£44,200	£36,100	£28,400	£45,600
Mobile Developer	£66,800	£67,000 ↗	£67,900	£50,900	£44,700	£70,600

↘ **7%** decrease in .Net Developer average salaries this year.

↗ **10.3%** increase in Automation Test Analyst average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£36,600	£41,500 ↗	£46,500	£40,500	£33,900	£43,600
Python Developer	£60,100	£65,100 ↗	£70,500	£63,900	N/A	£68,400
Software Architect	£50,200	£56,700 ↘	£63,400	£59,900	£55,000	£59,500
Software Development Manager	£56,000	£59,600 ↗	£63,500	£56,100	£53,800	£62,600
Software Engineer	£52,500	£57,500 ↗	£62,500	£53,300	N/A	£60,400
Solution Architect	£65,000	£68,600 ↗	£72,500	£57,100	N/A	£72,300
Test Manager	£70,600	£73,500 ↗	£77,000	£62,900	£55,800	£77,300
User Experience Designer Developer	£67,900	£74,000 ↗	£80,400	£64,100	£53,700	£77,800

↗ **7.9%** increase in Software Engineer average salaries this year.

↗ **16.9%** increase in Test Manager average salaries this year.



9.1%

Salary growth
versus 3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

FullStack Developer

2023	£46,100
2024	£48,000
2025	£48,700

Java Script Developer

2023	£47,200
2024	£49,800
2025	£53,400

Software Development Manager

2023	£53,800
2024	£56,100
2025	£59,600



Development & testing



Scotland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£48,300	£57,400 ↗	£66,600	£55,800	£60,500	£60,200
Automation Test Analyst	£56,700	£60,100 ↗	£62,300	£53,100	£53,400	£63,100
Front End Developer	£54,000	£63,600 ↗	£73,200	£59,700	£50,600	£66,800
FullStack Developer	£45,900	£70,800 ↗	£95,700	£57,100	£58,500	£74,300
Head of Software Development/Engineering	£51,000	£99,300 ↗	£147,700	£72,500	N/A	£104,300
Java Developer	£60,800	£70,200 ↘	£79,600	£72,900	£77,700	£73,600
Java Script Developer	£45,000	£55,000 ↘	£65,000	£59,500	£56,500	£57,700
Manual Test Analyst	£59,700	£60,100 ↗	£61,200	£50,600	£41,900	£63,200
Mobile Developer	£41,200	£45,600 ↗	£50,000	£45,000	£50,000	£47,900

↗ **13.2%** increase in Automation Test Analyst average salaries this year.

↘ **7.6%** decrease in Java Script Developer average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£45,100	£52,100 ↘	£59,100	£54,800	£47,100	£54,700
Python Developer	£61,500	£73,700 ↘	£85,900	£75,600	N/A	£77,400
Software Architect	£40,000	£57,600 ↘	£75,200	£83,800	£79,400	£60,300
Software Development Manager	£77,700	£82,700 ↗	£88,200	£78,500	£79,300	£86,800
Software Engineer	£43,400	£56,600 ↘	£69,700	£58,500	N/A	£59,400
Solution Architect	£106,400	£114,300 ↗	£122,100	£102,100	N/A	£120,000
Test Manager	£97,900	£102,000 ↗	£106,900	£88,100	£82,300	£107,200
User Experience Designer Developer	£94,100	£102,600 ↗	£111,600	£89,700	£79,100	£107,900

↘ **4.9%** decrease in PHP Developer average salaries this year.

↗ **11.9%** increase in Solution Architect average salaries this year.

Roles on the rise

Test Manager

2023	£82,300
2024	£88,100
2025	£102,000

User Experience Designer Developer

2023	£79,100
2024	£89,700
2025	£102,600

Front End Developer

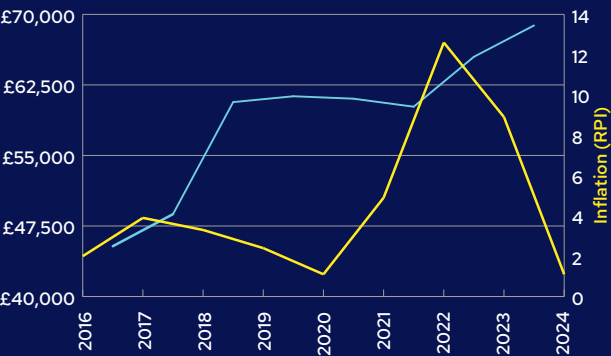
2023	£50,600
2024	£59,700
2025	£63,600



5.7%

Salary growth
versus 3% UK
average growth

Average salary in region
vs UK inflation rate (RPI)



Development & testing



South

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£52,900	£59,300 ↗	£65,700	£58,300	£56,700	£61,200
Automation Test Analyst	£47,100	£50,500 ↗	£52,800	£48,800	£61,400	£53,600
Front End Developer	£53,000	£59,500 ↗	£66,100	£55,900	£59,300	£62,400
FullStack Developer	£53,700	£60,400 ↗	£66,700	£60,300	£61,000	£62,900
Head of Software Development/Engineering	£90,400	£98,700 ↗	£124,700	£98,600	N/A	£99,900
Java Developer	£63,500	£72,400 ↘	£81,400	£76,700	£74,200	£75,900
Java Script Developer	£60,300	£67,400 ↘	£74,500	£69,800	£68,500	£70,700
Manual Test Analyst	£52,500	£53,200 ↗	£54,100	£45,000	£38,000	£56,000
Mobile Developer	£57,200	£61,900 ↗	£66,900	£55,300	£56,300	£64,900

↗ **6.4%** increase in **Front End Developer** average salaries this year.

↘ **5.6%** decrease in **Java Developer** average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£44,000	£50,100 -	£56,300	£50,100	£50,700	£52,600
Python Developer	£72,100	£80,700 ↗	£89,200	£76,000	N/A	£84,700
Software Architect	£83,800	£92,800 ↗	£101,900	£84,500	£78,100	£95,900
Software Development Manager	£78,300	£87,200 ↗	£96,200	£77,700	£79,400	£91,600
Software Engineer	£54,900	£62,900 ↗	£70,800	£62,500	N/A	£66,000
Solution Architect	£92,100	£100,000 ↗	£107,800	£95,000	N/A	£105,000
Test Manager	£80,100	£90,000 ↗	£99,800	£82,300	£81,500	£94,500
User Experience Designer Developer	£97,000	£102,700 ↗	£108,300	£71,400	£68,500	£108,200

↗ **12.2%** increase in **Software Development Manager** average salaries this year.

↗ **5.3%** increase in **Solution Architect** average salaries this year.

Roles on the rise

User Experience Designer Developer

2023	£68,500
2024	£71,400
2025	£102,700

Software Architect

2023	£78,100
2024	£84,500
2025	£92,800

.Net Developer

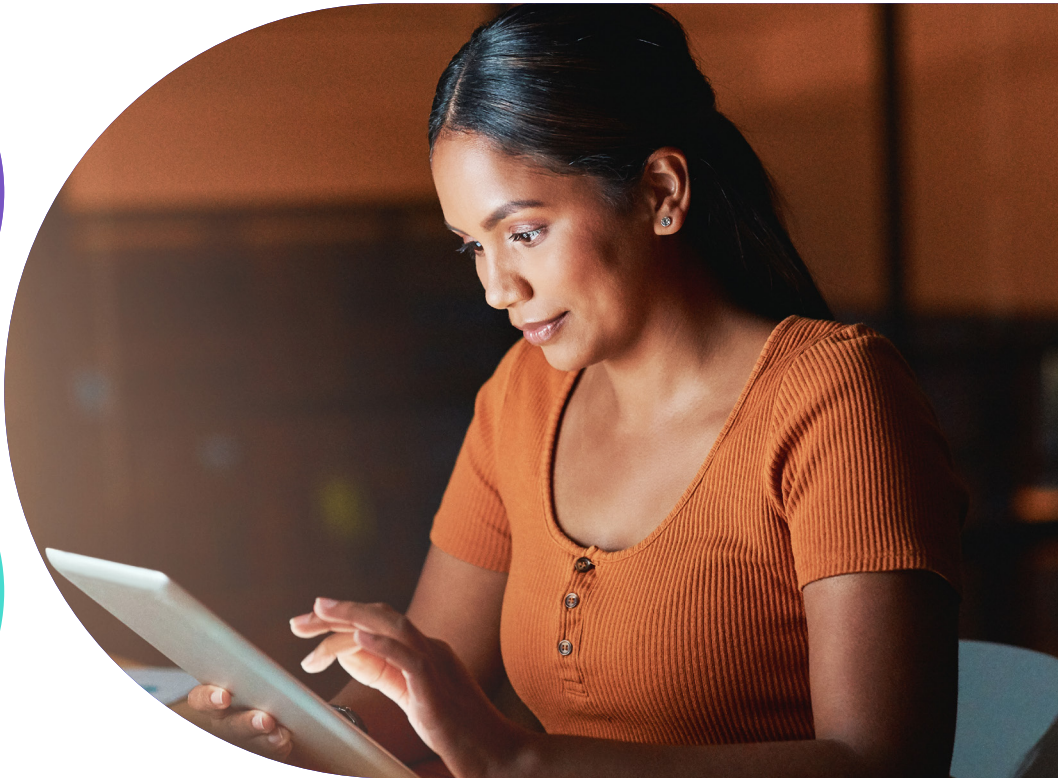
2023	£56,700
2024	£58,300
2025	£59,300



7%

Salary growth
versus 3% UK
average growth

Average salary in region
vs UK inflation rate (RPI)



Development & testing



Wales

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
.Net Developer	£46,000	£53,200 ↘	£60,300	£53,600	£57,200	£55,800
Automation Test Analyst	£44,100	£48,100 ↗	£50,700	£41,500	£43,300	£50,500
Front End Developer	£42,100	£47,000 ↘	£51,800	£56,400	£58,100	£49,200
FullStack Developer	£47,400	£54,000 -	£60,600	£54,000	£57,200	£56,700
Head of Software Development/Engineering	£61,400	£74,600 ↗	£87,100	£71,600	N/A	£78,300
Java Developer	£63,700	£68,500 ↗	£73,600	£66,800	£73,900	£71,900
Java Script Developer	£31,700	£39,200 ↘	£46,700	£59,900	£57,900	£41,000
Manual Test Analyst	£45,800	£46,900 ↗	£48,800	£39,500	£37,000	£49,300
Mobile Developer	£58,700	£67,800 ↗	£85,400	£55,700	£38,300	£69,500

↘ **0.7%** decrease in .Net Developer average salaries this year.
 ↗ **4.2%** increase in Head of Software Development/Engineering average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
PHP Developer	£40,800	£44,900 ↘	£49,000	£51,400	£55,000	£47,000
Python Developer	£70,000	£76,300 ↗	£83,600	£68,100	N/A	£79,200
Software Architect	£55,500	£61,400 ↘	£67,400	£65,600	£71,500	£64,400
Software Development Manager	£61,900	£64,500 ↗	£67,600	£61,400	£70,000	£67,700
Software Engineer	£45,600	£52,900 ↗	£60,200	£50,300	N/A	£55,500
Solution Architect	£88,500	£101,100 ↗	£113,800	£89,400	N/A	£104,500
Test Manager	£78,100	£79,600 ↗	£81,900	£68,900	£72,700	£83,600
User Experience Designer Developer	£39,900	£40,100 ↘	£40,200	£52,500	£47,500	£41,800

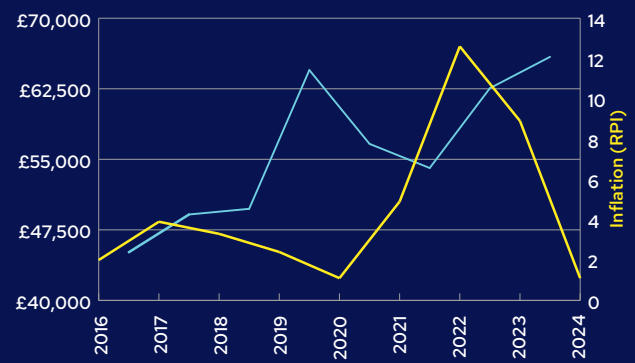
↘ **12.6%** decrease in PHP Developer average salaries this year.
 ↗ **15.5%** increase in Test Manager average salaries this year.



1.4%

Salary growth
versus 3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Manual Test Analyst

2023 £37,000

2024 £39,500

2025 £46,900

Mobile Developer

2023 £38,300

2024 £55,700

2025 £67,800





Development & testing insight

Cheryl Burns

Development and Testing Expert, Reed

“ The development and testing labour market experienced significant shifts in 2024, reflecting broader economic and industry trends. Job availability declined compared to previous years, pushing employers to prioritise hiring well-rounded developers with full-stack expertise over specialists in either front-end or back-end development.

This shift, paired with an increased number of jobseekers, allowed companies to be more selective, focusing on those individuals who brought broader value to their organisations rather than those who checked a narrow list of technical skills. However, the most successful employers adopted a more flexible and open-minded approach, valuing soft skills and adaptability alongside technical expertise.

Hybrid working arrangements also evolved in 2024, with many roles requiring more in-office days than in prior years. While this change aligned with stricter company policies, the most attractive employers remained those offering flexibility in schedules and location, which tended to draw higher-calibre candidates.

Skill demands remained steady, with C#, .NET, SQL Server, and JavaScript frameworks (e.g., React, Angular, Vue) in high demand. Companies willing to cross-train people rather than adhering rigidly to specific framework experience saw better hiring outcomes. The emphasis on multitasking and broader

roles, driven by cost-saving measures, also increased, leading to a preference for professionals who could bridge multiple disciplines.

As 2025 progresses, the market reflects cautious optimism. Stability is returning, and although economic conditions remain a concern, software development and testing are recognised as indispensable functions across industries. Public sector clients and consultancies face challenges diversifying, but the sector as a whole shows resilience.

The ethical use of AI in development is an emerging topic, with debates around its impact on coding practices and recruitment processes. For example, AI-assisted job applications and code-writing tools are changing how applicants are evaluated, with some employers favouring practical code-reading exercises over traditional tests.

Upskilling remains a key theme in 2025, driven primarily by candidates' intrinsic motivation rather than employer initiatives. Developers, often hobbyists, are eager to learn new technologies, and companies offering innovation time or support for learning attract the best talent. Retention strategies increasingly focus on nurturing environments where employees can explore and grow within their roles, keeping pace with the tech landscape. ”

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Infrastructure & security



Midlands & East

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£26,100	£28,300 ↗	£30,600	£24,600	£25,600	£29,700
2nd Line Support	£28,900	£30,300 ↗	£31,800	£29,200	N/A	£31,800
Application Security Engineer	£65,000	£72,800 ↘	£80,700	£77,900	£72,000	£76,400
Application Support	£32,600	£36,500 ↘	£40,400	£37,800	£35,600	£38,300
Cloud Architect	£77,100	£82,500 ↗	£87,900	£79,200	£87,800	£86,600
Cloud Engineer	£59,800	£68,700 ↗	£77,600	£66,700	£75,900	£70,600
Compliance Analyst	£33,100	£39,900 ↘	£46,700	£41,300	£43,700	£41,800
Cyber Security Analyst	£50,500	£55,200 ↗	£60,000	£54,800	£50,500	£57,900
Cyber Security Consultant	£70,700	£79,500 ↗	£84,700	£75,500	£58,400	£82,300
Cyber Security Engineer	£53,500	£58,500 ↗	£63,500	£55,500	£53,300	£60,100
Cyber Security Manager	£69,400	£76,400 ↗	£83,400	£70,700	£79,000	£80,200

↗ **15%** increase in 1st Line Support average salaries this year.

↘ **6.5%** decrease in Application Security Engineer average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£54,200	£59,700 ↗	£65,300	£51,700	£48,800	£62,700
Data Governance Manager	£67,800	£73,900 ↗	£80,100	£66,000	£64,400	£77,600
DevOps Engineer	£47,600	£69,900 ↘	£79,400	£72,500	£71,800	£72,000
DevOps Manager	£68,900	£78,800 ↘	£84,200	£82,300	£81,700	£80,500
GRC Manager	£65,700	£71,900 ↗	£78,100	£60,800	£60,900	£75,600
Head of Infrastructure	£39,300	£90,900 ↗	£141,800	£76,100	N/A	£95,400
InfoSec Manager	£60,900	£70,300 ↗	£79,900	£62,900	£72,300	£73,400
Infrastructure Engineer	£47,100	£53,100 ↘	£59,100	£54,600	£52,500	£55,700
IT Auditor	£48,100	£53,000 ↗	£57,900	£49,500	£55,500	£55,600
IT Manager	£54,000	£59,700 ↗	£65,500	£58,100	N/A	£62,700
Linux Systems Administrator	£49,500	£54,000 ↘	£58,500	£63,600	£57,300	£56,600

↗ **12%** increase in Data Governance Manager average salaries this year.

↘ **4.3%** decrease in DevOps Manager average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Consultant	£65,000	£67,800 ↗	£75,600	£65,200	£63,100	£69,800
Network Engineer	£53,500	£58,900 ↘	£64,300	£59,300	£53,500	£61,800
Network Manager	£57,500	£62,800 ↗	£68,100	£55,000	£58,700	£66,000
Network Security Engineer	£39,400	£43,400 ↘	£47,300	£45,000	£54,500	£45,500
Network Security Manager	£70,600	£74,500 ↘	£78,500	£74,700	£78,300	£78,100
Penetration Tester	£61,900	£69,800 ↗	£77,800	£69,400	£70,600	£71,900
Risk Analyst	£36,000	£42,500 ↘	£48,900	£45,800	£48,000	£44,600
Security Architect	£76,400	£87,300 ↘	£98,300	£96,200	£97,300	£91,500
Security Engineer	£57,600	£66,700 ↘	£75,900	£68,800	£68,400	£70,000
Security Operations Manager	£69,400	£76,400 ↗	£83,400	£70,700	£79,000	£80,200
Service Desk Manager	£35,100	£40,200 ↗	£45,200	£39,300	£39,200	£41,800

↘ **9.3%** decrease in Security Architect average salaries this year.

↗ **8.1%** increase in Security Operations Manager average salaries this year.

↗ **2.6%**
Salary growth
versus 1.2% UK
average decline

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

Service Desk Manager

2023 £39,200

2024 £39,300

2025 £40,200

Data Governance Manager

2023 £64,400

2024 £66,000

2025 £73,900

Cyber Security Consultant

2023 £58,400

2024 £75,500

2025 £79,500

Infrastructure & security



London

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£33,400	£36,100 ↗	£38,800	£32,600	£40,800	£37,900
2nd Line Support	£44,500	£48,000 ↗	£51,500	£32,500	N/A	£50,400
Application Security Engineer	£74,400	£82,700 ↘	£91,000	£99,400	£92,000	£86,700
Application Support	£55,100	£60,500 ↗	£65,800	£58,200	£59,600	£63,500
Cloud Architect	£96,400	£105,200 ↘	£113,900	£110,400	£111,900	£110,400
Cloud Engineer	£76,500	£83,700 ↘	£91,000	£86,900	£91,800	£87,800
Compliance Analyst	£45,800	£56,700 ↗	£67,600	£54,300	£54,400	£59,500
Cyber Security Analyst	£54,600	£63,600 ↘	£72,500	£76,400	£76,500	£66,600
Cyber Security Engineer	£77,600	£85,000 ↘	£92,400	£86,800	£84,100	£88,100
Cyber Security Consultant	£79,300	£100,400 ↗	£121,500	£86,600	£77,700	£105,600
Cyber Security Manager	£95,800	£107,700 ↗	£119,600	£105,600	£117,200	£113,000

↗ **10.7%** increase in 1st Line Support average salaries this year.

↘ **4.7%** decrease in Cloud Architect average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£71,500	£80,900 ↗	£90,300	£67,400	£68,900	£85,000
Data Governance Manager	£80,700	£91,900 ↗	£103,000	£85,100	£93,600	£96,500
DevOps Engineer	£58,000	£82,300 ↘	£106,600	£91,900	£95,800	£86,200
DevOps Manager	£79,700	£95,000 ↘	£110,300	£95,300	£102,300	£99,600
GRC Manager	£78,600	£88,800 ↗	£99,000	£84,100	£93,500	£93,200
Head of Infrastructure	£101,200	£116,000 ↗	£199,000	£97,800	N/A	£121,800
InfoSec Manager	£73,000	£91,400 ↗	£109,800	£86,600	£95,600	£95,900
Infrastructure Engineer	£67,800	£80,200 ↗	£92,600	£73,800	£72,200	£84,200
IT Auditor	£66,500	£74,800 ↗	£83,100	£74,100	£82,400	£78,400
IT Manager	£64,900	£75,100 ↗	£85,300	£71,300	N/A	£78,900
Linux Systems Administrator	£81,700	£93,900 ↗	£106,100	£89,500	£77,400	£98,600

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

↗ **5.3%** increase in IT Manager average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Consultant	£73,600	£77,100 ↗	£84,600	£74,500	£69,000	£79,300
Network Engineer	£68,700	£78,000 ↘	£87,200	£79,700	£70,800	£81,900
Network Manager	£65,200	£78,300 ↘	£91,500	£80,700	£84,300	£82,100
Network Security Engineer	£71,400	£82,800 ↘	£94,100	£102,000	£87,300	£86,800
Network Security Manager	£80,000	£85,000 ↗	£90,000	£75,500	£77,800	£89,300
Penetration Tester	£65,400	£72,900 ↗	£80,400	£67,800	£85,600	£75,300
Risk Analyst	£40,700	£53,900 ↘	£67,100	£58,700	£60,500	£56,500
Security Architect	£88,400	£106,800 ↘	£125,200	£127,200	£124,500	£111,900
Security Engineer	£72,000	£83,500 ↘	£95,000	£86,900	£92,300	£87,600
Security Operations Manager	£95,800	£107,700 ↗	£119,600	£105,600	£117,200	£113,000
Service Desk Manager	£49,600	£53,400 ↗	£57,100	£51,900	£51,200	£55,600

↗ **7.5%** increase in Penetration Tester average salaries this year.

↘ **8.2%** decrease in Risk Analyst average salaries this year.

Roles on the rise

Linux Systems Administrator

2023	£77,400
2024	£89,500
2025	£93,900

Network Consultant

2023	£69,000
2024	£74,500
2025	£77,100

Infrastructure Engineer

2023	£72,200
2024	£73,800
2025	£80,200

↗ **0.8%**
Salary growth
versus 1.2% UK
average decline

Average salary in region vs UK inflation rate (RPI)



Infrastructure & security



North

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£27,800	£29,900 ↗	£32,000	£26,700	£25,000	£31,400
2nd Line Support	£29,500	£31,500 ↗	£33,500	£28,900	N/A	£33,100
Application Security Engineer	£60,900	£72,100 ↘	£83,100	£78,400	£70,400	£75,600
Application Support	£35,200	£38,700 ↘	£42,100	£38,900	£36,900	£40,600
Cloud Architect	£74,000	£84,800 ↗	£95,100	£82,400	£83,600	£89,000
Cloud Engineer	£53,600	£65,600 ↗	£73,500	£64,100	£68,400	£67,100
Compliance Analyst	£31,000	£39,500 ↘	£48,100	£41,600	£42,700	£41,400
Cyber Security Analyst	£44,500	£49,700 ↘	£54,900	£55,400	£45,000	£52,200
Cyber Security Consultant	£65,400	£70,500 ↗	£75,600	£66,400	£67,400	£74,000
Cyber Security Engineer	£53,500	£58,900 ↗	£64,200	£56,500	£55,500	£60,800
Cyber Security Manager	£62,800	£66,500 ↘	£70,200	£68,100	£79,000	£69,700

↗ **9%** increase in 2nd Line Support average salaries this year.

↘ **10.3%** decrease in Cyber Security Analyst average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£51,800	£55,200 ↘	£58,700	£58,500	£48,400	£57,900
Data Governance Manager	£60,900	£65,900 ↘	£71,000	£66,700	£62,600	£69,200
DevOps Engineer	£45,200	£65,400 ↘	£107,900	£76,300	£74,500	£68,500
DevOps Manager	£67,100	£74,500 ↘	£81,200	£75,000	£83,000	£77,400
GRC Manager	£64,300	£68,100 ↗	£75,700	£63,000	£63,300	£69,300
Head of Infrastructure	£70,000	£70,000 ↗	£70,000	£69,900	N/A	£73,500
InfoSec Manager	£64,000	£71,800 ↗	£79,900	£70,700	£70,600	£72,600
Infrastructure Engineer	£49,100	£54,300 ↗	£59,600	£53,100	£53,400	£57,000
IT Auditor	£38,800	£46,600 ↘	£54,500	£56,300	£50,800	£48,800
IT Manager	£52,400	£57,600 ↗	£62,800	£56,700	N/A	£60,500
Linux Systems Administrator	£45,000	£51,000 ↘	£57,000	£61,100	£62,200	£53,400

↘ **5.6%** decrease in Data Governance Analyst average salaries this year.

↗ **8.1%** increase in GRC Manager average salaries this year.

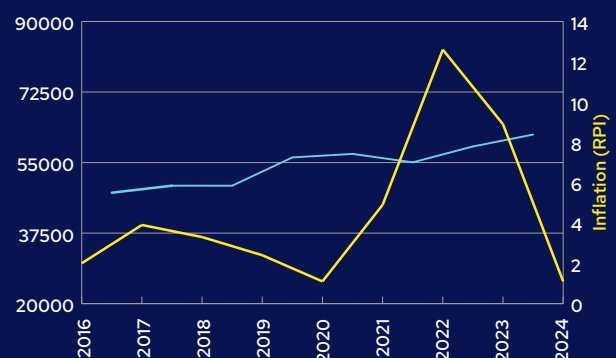
Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Engineer	£46,700	£54,000 ↗	£61,000	£54,200	£46,200	£56,700
Network Consultant	£61,000	£62,800 ↗	£64,300	£60,700	£60,400	£64,200
Network Manager	£67,200	£72,800 ↗	£78,300	£68,300	£58,900	£76,500
Network Security Engineer	£50,300	£59,400 ↘	£68,200	£65,100	£60,200	£62,300
Network Security Manager	£71,300	£75,500 ↗	£79,800	£73,600	£76,300	£79,200
Penetration Tester	£61,200	£64,800 ↗	£67,000	£62,300	£62,100	£67,100
Risk Analyst	£43,100	£46,700 ↗	£50,400	£45,100	£41,700	£49,000
Security Architect	£72,600	£86,600 ↘	£100,600	£101,100	£90,800	£90,800
Security Engineer	£50,200	£61,200 ↘	£72,000	£62,900	£62,100	£64,200
Security Operations Manager	£62,800	£66,500 ↘	£70,200	£68,100	£79,000	£69,700
Service Desk Manager	£32,400	£35,800 ↘	£38,600	£36,100	£35,400	£37,200

↗ **6.6%** increase in Network Manager average salaries this year.

↘ **8.8%** decrease in Network Security Engineer average salaries this year.

↘ **1.9%**
Salary decline
versus 1.2% UK
average decline

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

1st Line Support

2023	£25,000
2024	£26,700
2025	£29,900

Cyber Security Engineer

2023	£55,500
2024	£56,500
2025	£58,900

Risk Analyst

2023	£41,700
2024	£45,100
2025	£46,700

Infrastructure & security



Northern Ireland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£23,600	£24,600 ↗	£25,900	£21,500	£20,000	£25,900
2nd Line Support	£25,900	£26,600 ↗	£27,600	£23,900	N/A	£27,900
Application Security Engineer	£58,800	£63,300 ↘	£68,200	£67,900	£56,300	£66,400
Application Support	£33,400	£35,100 ↗	£37,100	£31,500	£28,700	£36,900
Cloud Architect	£71,500	£74,500 ↗	£78,000	£71,400	£66,800	£78,200
Cloud Engineer	£48,200	£51,800 ↘	£55,700	£53,500	£51,200	£54,300
Compliance Analyst	£30,000	£34,700 ↘	£39,500	£36,000	£34,200	£36,400
Cyber Security Analyst	£40,400	£43,700 ↘	£47,100	£45,500	£36,400	£45,900
Cyber Security Consultant	£48,500	£54,600 ↗	£60,700	£50,800	£54,000	£57,300
Cyber Security Engineer	£50,300	£57,800 ↗	£60,100	£56,900	£51,800	£59,300
Cyber Security Manager	£63,400	£70,000 ↗	£76,600	£61,400	£71,500	£73,500

↗ **14.4%** increase in 1st Line Support average salaries this year.

↘ **6.8%** decrease in Application Security Engineer average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£49,000	£51,900 ↗	£55,200	£45,100	£38,100	£54,600
Data Governance Manager	£56,700	£60,600 ↗	£64,800	£53,500	£52,600	£63,700
DevOps Engineer	£40,000	£53,400 ↘	£75,400	£59,600	£55,100	£56,000
DevOps Manager	£45,700	£51,000 ↘	£84,100	£65,000	£66,400	£53,400
GRC Manager	£54,800	£58,800 ↗	£63,000	£51,500	£52,500	£61,800
Head of Infrastructure	£35,600	£79,100 ↗	£119,800	£66,300	N/A	£83,100
InfoSec Manager	£54,100	£60,800 ↗	£67,500	£54,800	£56,500	£63,800
Infrastructure Engineer	£36,300	£39,800 ↘	£43,400	£49,900	£40,300	£41,700
IT Auditor	£44,000	£48,600 ↗	£53,200	£43,100	£50,300	£51,000
IT Manager	£48,800	£52,200 ↗	£55,400	£45,300	N/A	£54,900
Linux Systems Administrator	£48,500	£52,500 ↘	£56,700	£56,800	£45,200	£55,100

↘ **10.4%** decrease in DevOps Engineer average salaries this year.

↗ **14.2%** increase in GRC Manager average salaries this year.

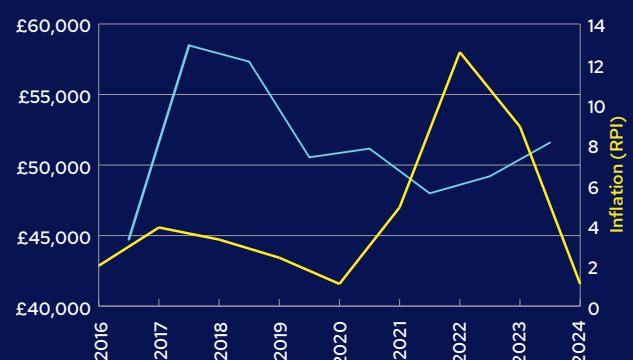
Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Consultant	£52,400	£58,900 ↗	£61,200	£58,700	£59,000	£60,100
Network Engineer	£45,100	£47,400 ↗	£50,100	£47,000	£36,900	£49,800
Network Manager	£41,900	£44,400 ↘	£47,200	£50,000	£41,600	£46,600
Network Security Engineer	£48,500	£52,100 ↘	£56,000	£56,400	£48,100	£54,700
Network Security Manager	£64,400	£68,300 ↗	£72,100	£64,900	£70,900	£71,700
Penetration Tester	£51,200	£53,700 ↗	£56,000	£46,100	£47,700	£54,800
Risk Analyst	£32,500	£36,900 ↘	£41,300	£39,900	£37,500	£38,700
Security Architect	£69,100	£75,900 ↘	£83,000	£83,900	£76,000	£79,600
Security Engineer	£48,500	£53,700 ↘	£59,100	£54,500	£49,700	£56,400
Security Operations Manager	£63,400	£70,000 ↗	£76,600	£61,400	£71,500	£73,500
Service Desk Manager	£32,500	£34,100 ↗	£38,200	£32,500	£31,100	£35,000

↘ **11.2%** decrease in Network Manager average salaries this year.

↗ **14%** increase in Security Operations Manager average salaries this year.

↗ **3.9%**
Salary growth
versus 1.2% UK
average decline

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

Application Support

2023	£28,700
2024	£31,500
2025	£35,100

Data Governance Analyst

2023	£38,100
2024	£45,100
2025	£51,900

Network Engineer

2023	£36,900
2024	£47,000
2025	£47,400

Infrastructure & security



Scotland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£32,600	£34,200 ↗	£35,900	£30,100	£29,500	£35,900
2nd Line Support	£32,100	£34,900 ↗	£37,700	£30,700	N/A	£36,600
Application Security Engineer	£81,400	£87,900 ↘	£94,700	£95,000	£82,900	£92,200
Application Support	£46,300	£48,700 ↗	£51,500	£44,200	£42,300	£51,200
Cloud Architect	£99,400	£114,400 ↗	£129,400	£81,300	£81,600	£120,500
Cloud Engineer	£55,200	£65,600 ↘	£76,100	£69,000	£69,600	£68,800
Compliance Analyst	£41,500	£48,200 ↘	£54,800	£50,400	£50,400	£50,600
Cyber Security Analyst	£56,100	£60,600 ↘	£65,300	£63,600	£53,800	£63,600
Cyber Security Consultant	£67,200	£75,700 ↗	£84,300	£71,100	£79,600	£79,400
Cyber Security Engineer	£51,200	£55,700 ↗	£58,900	£51,400	£50,200	£57,500
Cyber Security Manager	£50,700	£61,900 ↘	£73,100	£62,900	£65,800	£64,900

↘ **7.5%** decrease in Application Security Engineer average salaries this year.

↗ **6.5%** increase in Cyber Security Consultant average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£67,900	£72,100 ↗	£76,600	£63,100	£56,200	£75,800
Data Governance Manager	£78,600	£84,100 ↗	£90,000	£75,000	£77,500	£88,300
DevOps Engineer	£54,300	£60,600 ↘	£66,900	£61,200	£60,500	£61,200
DevOps Manager	£65,000	£70,700 ↘	£73,500	£90,900	£97,800	£75,200
GRC Manager	£69,800	£78,700 ↗	£81,700	£76,200	£68,200	£81,300
Head of Infrastructure	£49,300	£109,700 ↗	£166,300	£92,800	N/A	£115,200
InfoSec Manager	£75,000	£84,300 ↗	£93,700	£76,700	£83,200	£88,500
Infrastructure Engineer	£60,300	£64,500 ↗	£69,100	£61,800	£59,200	£67,700
IT Auditor	£56,200	£59,200 ↗	£62,600	£55,000	£63,800	£62,100
IT Manager	£56,400	£61,900 ↘	£67,500	£69,300	N/A	£65,000
Linux Systems Administrator	£49,700	£57,000 ↘	£64,300	£93,800	£59,600	£59,700

↗ **9.9%** increase in InfoSec Manager average salaries this year.

↘ **10.7%** decrease in IT Manager average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Engineer	£56,000	£62,100 ↗	£68,300	£60,300	£54,900	£65,200
Network Manager	£58,100	£61,600 ↘	£65,600	£70,000	£61,400	£64,600
Network Security Engineer	£67,200	£72,300 ↘	£77,700	£78,900	£70,900	£75,800
Network Consultant	£58,700	£61,100 ↗	£64,300	£58,700	£59,000	£62,300
Network Security Manager	£82,300	£83,200 ↗	£84,900	£82,900	£83,700	£87,300
Penetration Tester	£57,900	£63,300 ↘	£68,800	£64,600	£70,300	£66,400
Risk Analyst	£45,100	£51,200 ↘	£57,400	£55,900	£55,300	£53,700
Security Architect	£95,700	£105,300 ↘	£115,300	£117,400	£112,000	£110,400
Security Engineer	£67,200	£74,500 ↘	£82,000	£76,300	£73,200	£78,200
Security Operations Manager	£59,100	£61,900 ↘	£73,100	£62,900	£65,800	£64,900
Service Desk Manager	£36,500	£36,800 ↘	£37,400	£39,100	N/A	£38,600

↗ **3%** increase in Network Engineer average salaries this year.

↘ **10.3%** decrease in Security Architect average salaries this year.



5.2%

Salary growth
versus 1.2% UK
average decline

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

Application Support

2023	£42,300
2024	£44,200
2025	£48,700

Infrastructure Engineer

2023	£59,200
2024	£61,800
2025	£64,500

Network Engineer

2023	£54,900
2024	£60,300
2025	£62,100

Infrastructure & security



South

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£28,100	£31,500 ↗	£35,500	£29,300	£30,000	£32,400
2nd Line Support	£32,000	£33,700 ↗	£36,200	£31,100	£30,200	£34,300
Application Security Engineer	£69,800	£77,700 ↘	£85,800	£84,500	£77,300	£81,500
Application Support	£38,100	£42,000 ↗	£45,900	£40,100	£37,900	£44,100
Cloud Architect	£91,800	£101,100 ↗	£110,400	£95,200	£80,200	£106,200
Cloud Engineer	£62,400	£70,400 ↘	£78,500	£75,400	£64,100	£73,900
Compliance Analyst	£35,700	£42,900 ↘	£49,900	£44,700	£39,200	£43,800
Cyber Security Analyst	£52,200	£58,300 ↘	£64,400	£65,700	£54,900	£61,200
Cyber Security Consultant	£53,700	£62,600 ↗	£71,500	£58,100	£72,900	£65,700
Cyber Security Engineer	£51,800	£56,900 ↘	£61,900	£59,800	£55,200	£57,600
Cyber Security Manager	£69,200	£75,600 ↗	£82,100	£71,700	£79,100	£79,300

↘ **11.3%** decrease in Cyber Security Analyst average salaries this year.

↗ **7.7%** increase in Cyber Security Consultant average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£49,100	£54,500 ↗	£59,800	£52,400	£51,100	£57,200
Data Governance Manager	£60,600	£68,200 ↗	£75,800	£61,300	£68,400	£71,600
DevOps Engineer	£59,300	£75,600 ↗	£91,800	£74,500	£75,800	£79,300
DevOps Manager	£69,600	£84,900 ↗	£100,900	£80,900	£88,600	£87,100
GRC Manager	£62,100	£70,200 ↗	£78,300	£59,100	£68,800	£73,700
Head of Infrastructure	£78,000	£85,300 ↗	£92,500	£67,500	N/A	£89,600
InfoSec Manager	£71,500	£74,500 ↗	£82,700	£71,600	£81,600	£76,800
Infrastructure Engineer	£55,400	£60,500 ↗	£65,600	£60,200	£60,300	£63,500
IT Auditor	£48,000	£52,500 ↗	£57,000	£50,200	£55,600	£55,100
IT Manager	£55,500	£61,300 ↗	£67,000	£59,900	N/A	£64,400
Linux Systems Administrator	£55,900	£63,900 ↘	£71,900	£75,500	£67,200	£67,000

↗ **11.3%** increase in Data Governance Manager average salaries this year.

↗ **18.8%** increase in GRC Manager average salaries this year.

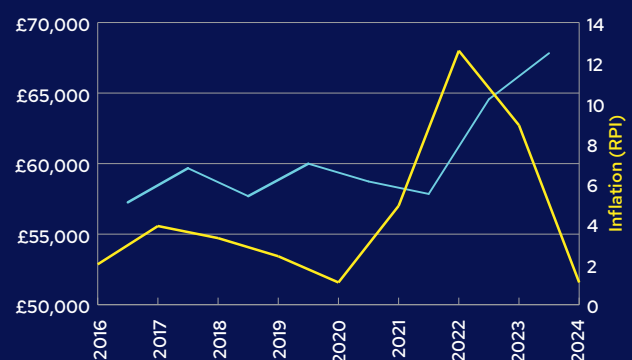
Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Consultant	£61,700	£63,900 ↗	£65,200	£62,400	£61,000	£65,000
Network Engineer	£53,500	£58,200 ↘	£62,900	£58,500	£49,300	£61,100
Network Manager	£58,900	£63,500 ↗	£65,700	£60,200	£54,400	£64,900
Network Security Engineer	£61,300	£70,200 ↗	£79,100	£69,300	£61,000	£73,700
Network Security Manager	£70,400	£73,800 ↘	£77,300	£75,800	£78,400	£77,400
Penetration Tester	£65,000	£68,500 ↘	£72,000	£74,100	£66,000	£69,300
Risk Analyst	£38,600	£45,300 ↘	£52,000	£49,700	£50,100	£47,500
Security Architect	£82,200	£95,800 ↘	£105,000	£107,100	£109,200	£99,900
Security Engineer	£56,300	£63,800 ↘	£71,300	£64,800	£65,800	£66,900
Security Operations Manager	£69,200	£75,600 ↗	£82,100	£71,700	£79,100	£79,300
Service Desk Manager	£44,600	£47,500 ↗	£50,400	£44,900	£43,200	£48,500

↘ **10.6%** decrease in Security Architect average salaries this year.

↗ **5.8%** increase in Service Desk Manager average salaries this year.

↗ **3.8%**
Salary growth
versus 1.2% UK
average decline

Average salary in region
vs UK inflation rate (RPI)



Roles on the rise

Cloud Architect

2023	£80,200
2024	£95,200
2025	£101,100

2nd Line Support

2023	£30,200
2024	£31,100
2025	£33,700

Data Governance Analyst

2023	£51,100
2024	£52,400
2025	£54,500

Infrastructure & security



Wales

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
1st Line Support	£26,000	£26,600 ↗	£27,500	£23,500	£26,000	£27,900
2nd Line Support	£28,600	£28,800 ↗	£29,400	£26,200	N/A	£30,200
Application Security Engineer	£65,000	£68,500 ↘	£72,600	£84,500	£73,200	£71,800
Application Support	£30,000	£43,400 ↗	£56,900	£37,900	£32,000	£45,600
Cloud Architect	£79,000	£80,600 ↗	£83,000	£78,100	£87,000	£84,600
Cloud Engineer	£57,500	£63,700 ↗	£69,800	£49,300	£74,300	£66,900
Compliance Analyst	£33,100	£37,600 ↘	£42,000	£48,800	£44,500	£39,400
Cyber Security Analyst	£44,700	£47,200 ↘	£50,100	£65,700	£47,400	£49,500
Cyber Security Consultant	£53,600	£59,000 ↗	£64,600	£58,100	£70,300	£61,900
Cyber Security Engineer	£51,200	£55,700 ↗	£58,900	£51,400	£50,200	£57,500
Cyber Security Manager	£69,700	£75,500 ↗	£81,400	£71,700	£73,200	£79,200

↗ **13.2%** increase in 1st Line Support average salaries this year.

↗ **14.5%** increase in Application Support average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Data Governance Analyst	£54,200	£56,200 ↗	£58,700	£52,400	£49,600	£59,000
Data Governance Manager	£62,700	£65,600 ↗	£69,000	£61,300	£68,400	£68,800
DevOps Engineer	£37,600	£56,000 ↘	£74,400	£64,600	£64,600	£58,700
DevOps Manager	£54,200	£58,200 ↘	£62,300	£71,100	£86,400	£59,900
GRC Manager	£56,700	£58,900 ↘	£61,200	£59,100	£60,300	£59,600
Head of Infrastructure	£54,700	£85,500 ↗	£97,700	£72,600	N/A	£89,800
InfoSec Manager	£63,400	£69,400 ↘	£71,400	£71,600	£54,600	£70,400
Infrastructure Engineer	£46,000	£50,300 ↘	£54,700	£61,800	£55,400	£52,700
IT Auditor	£48,400	£52,400 ↗	£56,500	£50,200	£51,500	£55,000
IT Manager	£51,300	£58,400 ↗	£65,500	£48,600	N/A	£61,300
Linux Systems Administrator	£47,800	£53,400 ↘	£59,000	£58,800	£48,000	£55,900

↘ **13.3%** decrease in DevOps Engineer average salaries this year.

↘ **9.2%** decrease in Linux Systems Administrator average salaries this year.

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Network Consultant	£59,800	£61,700 ↗	£65,200	£60,700	£60,400	£63,000
Network Engineer	£49,800	£51,300 ↘	£53,200	£51,400	£59,700	£53,800
Network Manager	£54,900	£59,500 ↗	£65,000	£46,300	£54,000	£62,500
Network Security Engineer	£61,400	£63,500 ↘	£66,700	£69,300	£62,600	£59,100
Network Security Manager	£70,900	£73,700 ↘	£76,700	£75,800	£72,600	£77,300
Penetration Tester	£61,900	£69,800 ↗	£77,800	£69,400	£70,600	£71,900
Risk Analyst	£36,000	£40,000 ↘	£44,000	£49,700	£48,800	£41,900
Security Architect	£76,400	£82,200 ↘	£88,300	£107,100	£98,900	£86,100
Security Engineer	£57,900	£66,000 ↗	£74,100	£64,800	£63,400	£69,300
Security Operations Manager	£69,700	£75,500 ↗	£81,400	£71,700	£73,200	£79,200
Service Desk Manager	£39,600	£43,600 ↗	£50,100	£43,100	£43,200	£44,500

↗ **3.5%** increase in Network Consultant average salaries this year.

↗ **5.8%** increase in Service Desk Manager average salaries this year.



1%

Salary decline

versus 1.2% UK average decline

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Cyber Security Engineer

2023 £50,200

2024 £51,400

2025 £55,700

Data Governance Analyst

2023 £49,600

2024 £52,400

2025 £56,200

Security Engineer

2023 £63,400

2024 £64,800

2025 £66,000



Infrastructure & security insight

Hayley Bee

Infrastructure and Security Expert, Reed Technology

“ In 2024, the infrastructure and security job markets continued to diverge, reflecting the increasing specialisation of these fields. The cyber security sector experienced explosive growth, driven by rising security threats and more stringent standards. Roles like cyber security consultants and information security managers commanded high salaries, with demand outstripping supply. Many businesses struggled with their initial hires in these areas, often outsourcing to managed service providers to offset costs before gradually building in-house capabilities. Flexibility, remote work, and ongoing training were top priorities for cyber security professionals, though fewer companies offered formal development opportunities compared to previous years, slowing talent mobility.

Infrastructure hiring, by contrast, remained stable, particularly in first- and second-line IT support, where demand and supply were balanced. In third-line roles and infrastructure engineering, however, skills shortages emerged, particularly in VMware, storage solutions, and Azure. Professionals with these skills were already well-compensated, and companies offering only market-average salaries struggled to attract talent. This led some employers to hire less experienced people and invest in training. While demand for infrastructure roles plateaued after the surge caused by the Covid-19 pandemic, project-based hiring for cost-saving and profit-generating initiatives remained consistent.

Hybrid working has become the norm across both fields, with fully remote roles now rare. Cyber security and infrastructure professionals expect flexibility, with hybrid arrangements typically involving one-to-three in-office days. For junior roles, however, onsite work is more common. Despite a preference for flexibility, companies increasingly prioritise in-person collaboration for stakeholder communication and project efficiency.

This year, infrastructure and security hiring is expected to focus on project-based needs, natural attrition, and roles tied to clear cost-saving initiatives. There is also a likelihood of increased reliance on consultancy to address gaps in expertise without committing to internal hires. Fixed-term contracts will likely gain traction, providing companies with more flexibility in uncertain economic conditions.

Training and development will remain a key factor for attracting and retaining cyber security talent, but the sector's rapid evolution makes it difficult for companies to keep pace.

While employers have increased salaries for cyber roles, to stay ahead of the curve and attract the best people, this also needs to be the pattern in transformation. However, it doesn't just stop there, professionals aren't just looking for top-tier salaries, they desire project work they can get their teeth into, a hybrid working model and rewards and benefits that enhance their wellbeing and lifestyle. ”

Transformation & change



Midlands & East

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£53,300	£59,100 ↗	£64,900	£57,000	£56,600	£62,100
Delivery Manager	£69,100	£78,200 ↗	£87,300	£64,100	£64,400	£82,100
PMO Analyst	£34,400	£38,000 ↘	£41,700	£52,000	£44,100	£39,900
Product Manager	£56,500	£66,500 ↗	£76,500	£65,200	£61,800	£69,800
Product Owner	£54,900	£58,700 ↗	£62,500	£58,400	£60,100	£61,600
Programme Manager	£91,800	£101,200 ↗	£110,700	£89,700	£82,000	£106,300
Project Manager	£57,500	£63,400 ↘	£69,300	£64,700	£63,900	£66,600
Release Manager	£76,600	£81,100 ↗	£85,900	£70,300	£70,500	£85,200
Scrum Master	£66,600	£72,300 ↗	£78,100	£68,300	£64,000	£75,900

↗ **12.8%** increase in Programme Manager average salaries this year.

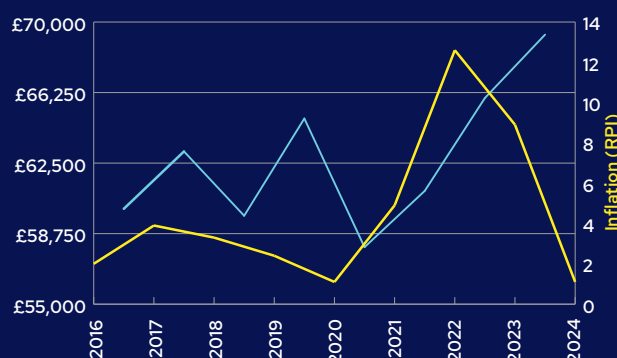
↗ **15.4%** increase in Release Manager average salaries this year.



4.9%

Salary growth
versus 5.3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Business Analyst

2023	£56,600
2024	£57,000
2025	£59,100

Product Manager

2023	£61,800
2024	£65,200
2025	£66,500

Scrum Master

2023	£64,000
2024	£68,300
2025	£72,300

Transformation & change



London

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£82,900	£90,800 ↘	£98,600	£91,400	£87,000	£93,500
Delivery Manager	£78,300	£94,800 ↘	£109,800	£96,800	£100,600	£98,200
PMO Analyst	£52,800	£61,800 ↗	£70,900	£55,800	£55,500	£64,900
Product Manager	£63,700	£87,500 ↗	£111,400	£83,400	£80,200	£91,900
Product Owner	£74,300	£79,600 ↗	£90,600	£78,800	£75,900	£83,100
Programme Manager	£109,600	£122,000 ↗	£134,400	£121,600	£110,000	£128,100
Project Manager	£78,500	£93,300 ↘	£101,300	£93,400	£90,200	£96,800
Release Manager	£85,900	£104,600 ↗	£110,100	£103,800	£101,200	£107,200
Scrum Master	£86,600	£96,900 ↗	£107,100	£88,100	£87,500	£101,700

↘ **2.1%** decrease in Delivery Manager average salaries this year.

↗ **10.8%** increase in PMO Analyst average salaries this year.

Roles on the rise

PMO Analyst

2023	£55,500
2024	£55,800
2025	£61,800



2.2%

Salary growth
versus 5.3% UK
average growth

Product Manager

2023	£80,200
2024	£83,400
2025	£87,500

Programme Manager

2023	£110,000
2024	£121,600
2025	£122,000

Average salary in region vs UK inflation rate (RPI)



Transformation & change



North

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£53,700	£58,500 ↗	£63,300	£57,700	£53,600	£61,400
Delivery Manager	£64,900	£71,900 ↘	£78,900	£78,100	£63,800	£75,500
PMO Analyst	£31,700	£37,100 ↘	£42,500	£42,300	£39,600	£39,000
Product Manager	£56,000	£65,200 ↘	£74,400	£69,700	£63,600	£63,600
Product Owner	£50,000	£53,000 ↗	£56,000	£51,600	£54,200	£55,700
Programme Manager	£84,100	£89,400 ↘	£94,700	£93,300	£73,700	£93,900
Project Manager	£59,700	£64,800 ↘	£70,000	£67,400	£64,400	£68,000
Release Manager	£81,100	£84,900 ↗	£88,600	£82,100	£76,200	£89,100
Scrum Master	£64,900	£69,900 ↗	£74,800	£60,700	£60,400	£73,400

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

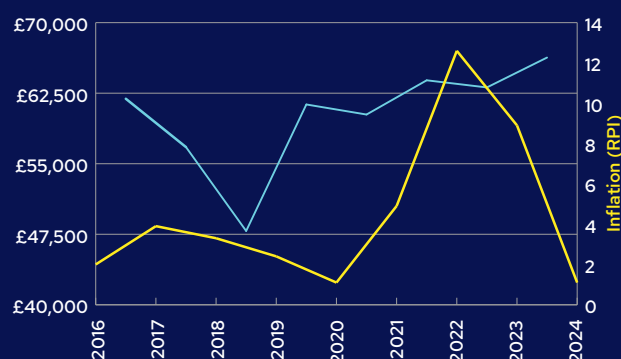
↗ **15.2%** increase in Scrum Master average salaries this year.



1.3%

Salary decline
versus 5.3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Business Analyst

2023	£53,600
2024	£57,700
2025	£58,500

Release Manager

2023	£76,200
2024	£82,100
2025	£84,900

Scrum Master

2023	£60,400
2024	£60,700
2025	£69,900

Transformation & change



Northern Ireland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£65,000	£67,500 ↗	£70,000	£72,200	£68,500	£60,100
Delivery Manager	£66,000	£73,100 ↗	£80,500	£63,200	£53,400	£76,800
PMO Analyst	£30,600	£32,600 ↗	£34,900	£36,600	£32,400	£34,200
Product Owner	£49,500	£57,000 ↗	£64,500	£49,400	£43,900	£59,900
Programme Manager	£78,100	£81,600 ↗	£85,600	£75,900	£62,500	£85,700
Project Manager	£50,000	£62,500 ↗	£75,000	£56,500	£51,400	£65,600
Release Manager	£69,200	£70,600 ↗	£72,500	£61,300	£55,600	£74,100
Scrum Master	£60,200	£62,900 ↗	£66,000	£59,600	£50,500	£66,000

↗ **15.7%** increase in Delivery Manager average salaries this year.

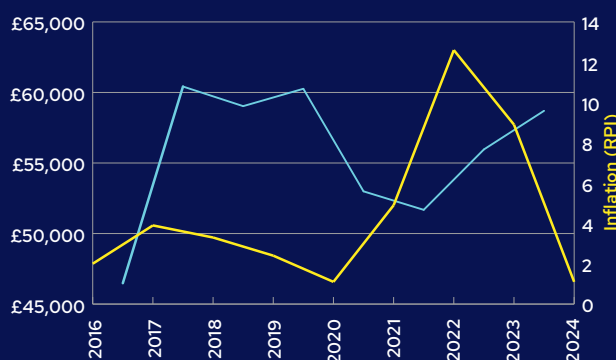
↗ **15.4%** increase in Product Owner average salaries this year.



7.1%

Salary growth
versus 5.3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Delivery Manager

2023	£53,400
2024	£63,200
2025	£73,100

Programme Manager

2023	£62,500
2024	£75,900
2025	£81,600

Project Manager

2023	£51,400
2024	£56,500
2025	£62,500

Transformation & change



Scotland

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£53,700	£58,500 ↗	£63,300	£57,700	£53,600	£61,400
Delivery Manager	£64,900	£71,900 ↘	£78,900	£78,100	£63,800	£75,500
PMO Analyst	£31,700	£37,100 ↘	£42,500	£42,300	£39,600	£39,000
Product Manager	£56,000	£65,200 ↘	£74,400	£69,700	£63,600	£63,600
Product Owner	£50,000	£53,000 ↗	£56,000	£51,600	£54,200	£55,700
Programme Manager	£84,100	£89,400 ↘	£94,700	£93,300	£73,700	£93,900
Project Manager	£59,700	£64,800 ↘	£70,000	£67,400	£64,400	£68,000
Release Manager	£81,100	£84,900 ↗	£88,600	£82,100	£76,200	£89,100
Scrum Master	£64,900	£69,900 ↗	£74,800	£60,700	£60,400	£73,400

↘ **7.9%** decrease in Delivery Manager average salaries this year.

↗ **15.2%** increase in Scrum Master average salaries this year.



1.3%

Salary decline

versus 5.3% UK average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Release Manager

2023	£76,200
2024	£82,100
2025	£84,900

Scrum Master

2023	£60,400
2024	£60,700
2025	£69,900

Business Analyst

2023	£53,600
2024	£57,700
2025	£58,500

Transformation & change



South

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£58,700	£64,300 ↗	£69,900	£63,800	£60,500	£67,500
Delivery Manager	£80,300	£89,800 ↗	£95,500	£89,000	£72,700	£93,500
PMO Analyst	£38,700	£48,000 ↘	£50,300	£56,500	£45,600	£49,900
Product Manager	£61,100	£68,000 ↗	£74,900	£65,600	£64,200	£71,400
Product Owner	£58,800	£69,900 ↗	£81,100	£61,500	£57,800	£73,400
Programme Manager	£95,500	£104,000 ↗	£112,600	£87,800	£82,200	£109,200
Project Manager	£66,200	£72,200 ↗	£78,200	£65,600	£64,200	£75,800
Release Manager	£73,600	£82,300 ↗	£90,100	£76,300	£73,200	£86,200
Scrum Master	£71,600	£78,100 ↘	£84,500	£89,300	£73,000	£82,000

↗ **10.1%** increase in Project Manager average salaries this year.

↗ **7.9%** increase in Release Manager average salaries this year.

Roles on the rise

Delivery Manager

2023	£72,700
2024	£89,000
2025	£89,800

Product Manager

2023	£64,200
2024	£65,600
2025	£68,000

Programme Manager

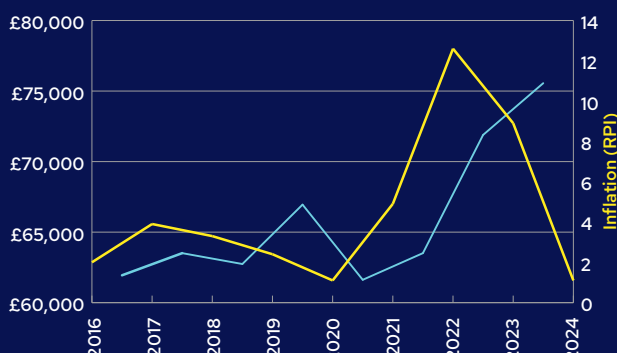
2023	£82,200
2024	£87,800
2025	£104,000



3.3%

Salary growth
versus 5.3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Transformation & change



Wales

Role	2025			2024	2023	2026
	Min	Average	Max	Average	Average	Projection
Business Analyst	£53,700	£57,500 ↗	£61,200	£56,500	£53,300	£60,400
Delivery Manager	£72,900	£79,100 ↗	£85,600	£69,100	£68,600	£83,100
PMO Analyst	£36,500	£40,100 →	£43,700	£40,100	£41,600	£42,100
Product Manager	£53,000	£56,500 ↘	£59,900	£64,800	£66,900	£59,300
Product Owner	£54,700	£61,700 ↗	£68,600	£54,000	£56,400	£64,800
Programme Manager	£70,400	£72,600 ↘	£78,900	£75,900	£62,200	£75,000
Project Manager	£53,900	£56,700 ↘	£59,600	£61,100	£58,800	£59,500
Release Manager	£60,100	£65,600 ↘	£67,750	£67,000	£71,400	£68,200
Scrum Master	£66,500	£68,000 ↗	£70,200	£65,200	£64,800	£71,400

↗ **14.5%** increase in Delivery Manager average salaries this year.

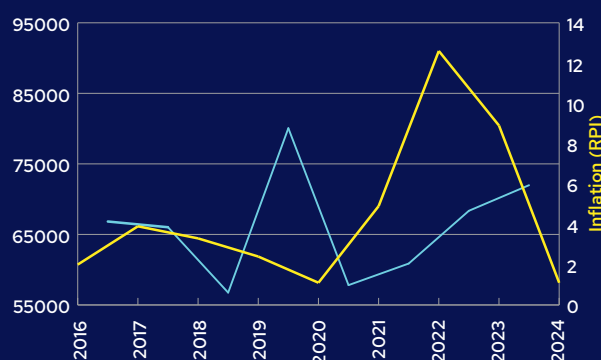
↘ **7.2%** decrease in Project Manager average salaries this year.



0.8%

Salary growth
versus 5.3% UK
average growth

Average salary in region vs UK inflation rate (RPI)



Roles on the rise

Delivery Manager

2023	£68,600
2024	£69,100
2025	£79,100

Business Analyst

2023	£53,300
2024	£56,500
2025	£57,500

Scrum Master

2023	£64,800
2024	£65,200
2025	£68,000

Transformation & change insight

Jaimie Hill

Transformation and Change Expert, Reed



“ By the end of 2024, the transformation and change sector had become increasingly competitive, with a clear distinction emerging between large applicant pools and the actual availability of qualified professionals. While the market appeared to be candidate heavy, many applicants displayed a ‘can-do’ attitude but lacked the depth of experience or specific sector expertise needed to address complex transformation projects effectively. Employers increasingly sought prospective employees with proven success in similar roles, valuing those who could provide actionable insights and lessons learned.

Also last year, remote working, a hallmark of the Covid-19 era, began to wane in favour of hybrid models. Most roles now require some in-office presence, ranging from once a month to several days a week, depending on the organisation. This shift highlighted the importance of commutable distance in hiring decisions, with jobseekers needing to realistically manage travel commitments. While hybrid working remains standard, fully remote roles have become rare, and employers are less likely to accommodate potential candidates with impractical commutes.

In terms of in-demand skills, product management gained prominence, reflecting the growing maturity of businesses in prioritising customer-centric approaches.

Agile methodologies continued to underpin transformation efforts, but with a more flexible application tailored to organisational needs rather than rigid adherence to principles. Those looking to recruit also looked for tech professionals with specific technology expertise, such as Salesforce, as well as those with experience managing large-scale, genuinely transformative projects rather than isolated system upgrades.

Going into 2025, the market shows signs of stabilisation, with hybrid working solidifying as the norm and salaries across regions becoming more consistent. Organisations are moving away from relying heavily on contractors, focusing instead on fixed-term contracts or clearly defined project roles to manage costs. This approach aligns with the broader trend of companies seeking efficient, outcome-driven transformation efforts rather than open-ended arrangements.

Non-monetary benefits, including flexibility and meaningful work, are now crucial for attracting and retaining talent. Employers must also differentiate themselves through unique perks, as competitive salaries and hybrid working are now baseline expectations. The market’s focus remains on hiring professionals who can bring specific expertise and drive true change, with a continued emphasis on balancing agility with strategic planning. ”

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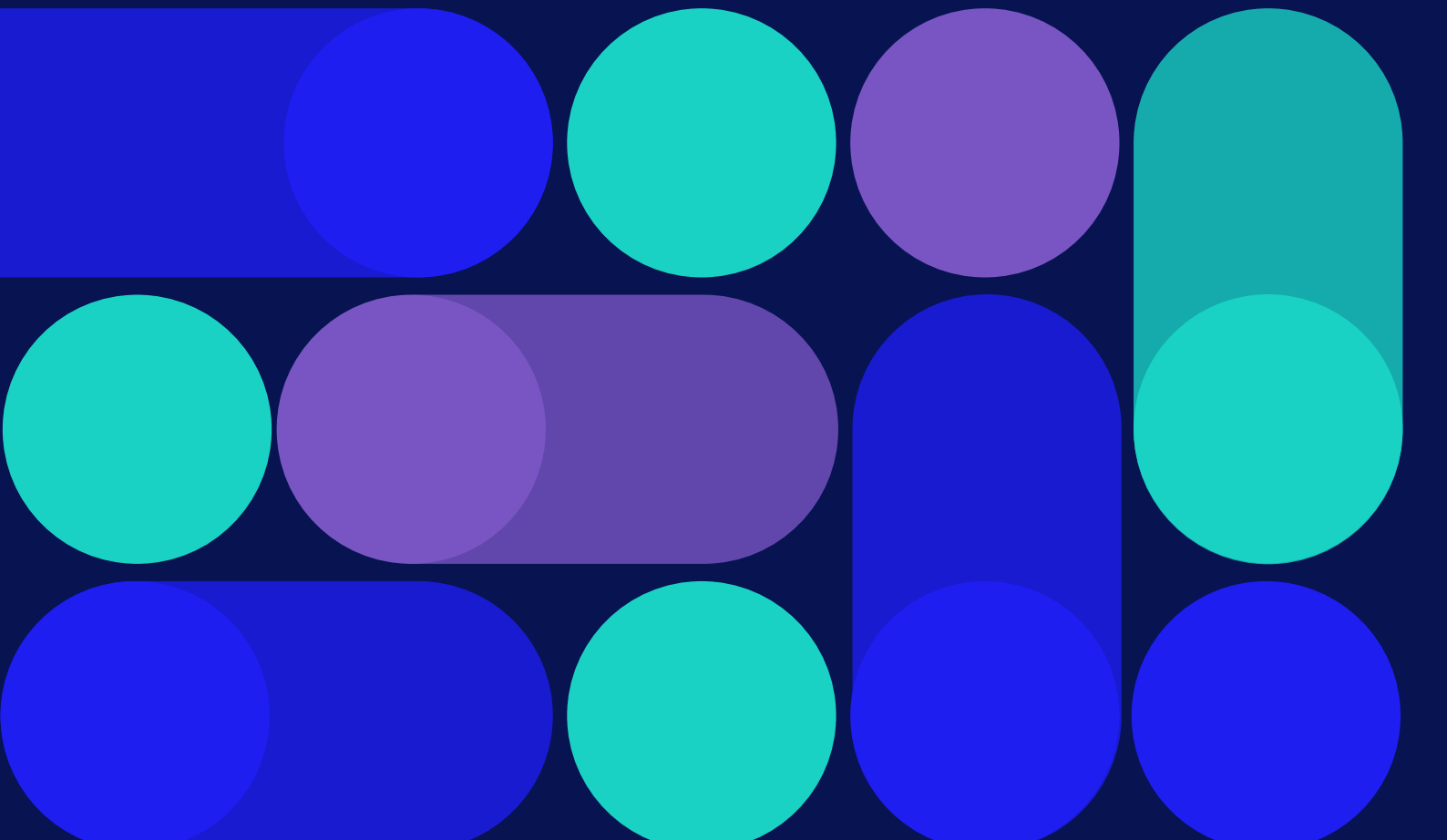
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