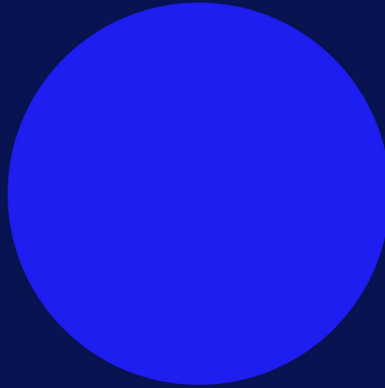
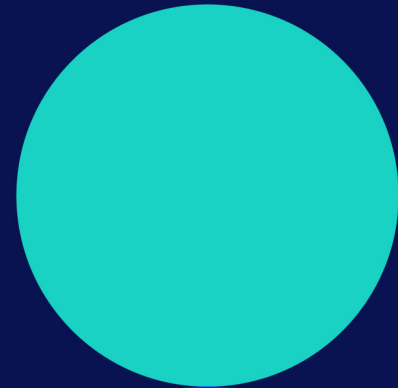


**Reed**  
...



**Salary guide**  
**2026**

**Technology**

# Navigating the new jobs landscape



**James Reed CBE**  
Chairman and CEO, Reed

Welcome to our 2026 salary guides. As we look ahead, it is clear that the UK labour market is navigating one of the most profound transformations in living memory. In my four decades in recruitment, I have never witnessed a period of such rapid and fundamental change.

Our economic landscape has defied traditional expectations. Historically, periods of economic growth have aligned with rising job vacancies, but that relationship is no longer guaranteed. Recent trends suggest a structural shift in the labour market, where vacancy levels can decline even as the economy expands. This disconnect signals deeper changes in how businesses approach hiring and workforce planning. For employers and jobseekers alike, understanding these dynamics is critical - because the old assumption that growth equals more jobs is increasingly outdated.

## The AI revolution: A white-collar recession

One of the primary drivers behind this permanent change to the jobs market, alongside policy, regulation, changing worker expectations, globalisation and supply chain pressures, I believe is artificial intelligence. The advancement and adoption of AI technologies have been breathtakingly fast, and its appetite for consuming tasks, particularly in white-collar professions, is the biggest story of our time.

AI is incredibly effective at reducing costs for employers, and it achieves this primarily by reducing the number of employees required. This is not a distant, future threat; it is happening right now. A recent survey we conducted of 500 companies revealed that 15%

were already reducing their hiring plans specifically because of the arrival of AI. Combined with other pressures, such as National Insurance increases and general hiring freezes, the overall impact on job creation has been noticeable.

We are witnessing what I term a 'white-collar recession,' which mirrors the blue-collar recession of the 1980s when automation hollowed out many industrial and manufacturing jobs. Today, it is entry-level and process-driven roles in sectors like administration, finance, and even law that are being consumed. These are the traditional gateways for many professionals starting their careers, and their rapid decline poses a significant threat to social mobility and future workforce development. The very nature of what constitutes a 'good job' is being redefined before our eyes. Roles that once seemed secure and promised a stable career path are now vulnerable to automation. This forces us, as employers and as a society, to rethink our approach to education, skills, and career progression.



The advancement and adoption of AI technologies have been breathtakingly fast, and its appetite for consuming tasks, particularly in white-collar professions, is the biggest story of our time.



## The graduate dilemma: A shrinking horizon

Nowhere is this shift more acutely felt than among our young people and recent graduates. The data is deeply concerning. Our own figures at Reed show that the number of graduate jobs advertised on Reed.co.uk has plummeted from around 180,000 just a few years ago to a mere 50,000 at the end of 2025. This represents a staggering two-thirds reduction in opportunities for those leaving higher education. Other job sites are reporting similar, sobering figures. This is not just a dip; it is a collapse in the entry-level market.

This 'graduate crunch' is creating a generation of highly educated individuals who are struggling to find a foothold in the professional world. Nearly half of all jobs lost since mid-2024 have been among those under 25, and youth unemployment has soared to its highest level in a decade, excluding the pandemic period standing at 15.3%. The UK's top 100 employers reduced their graduate hiring by 14.6% in 2024, the steepest fall since the 2009 recession.

For those who do manage to secure a role, the rewards are often diminished. We are seeing entry-level graduate jobs offering salaries that are perilously close to the minimum wage, especially when factoring in the long hours often expected of new recruits. This situation challenges the long-held assumption that a university degree is a guaranteed ticket to a prosperous career. We must encourage aspiring families and young people to broaden their horizons. While a degree remains valuable, it is no longer the only path.

The jobs that are proving most resilient to the AI wave are those that require a human touch, creativity, and manual dexterity. Roles in skilled trades, hospitality, and healthcare, for example, involve a level of nuanced interaction and physical skill that AI is far from replicating. We must guide the next generation towards developing practical, hands-on skills. Learning to do things with your hands, whether in a highly educated field like osteopathy or a skilled trade, is becoming an increasingly wise career strategy.

## Thriving through purpose: The PhilCo advantage

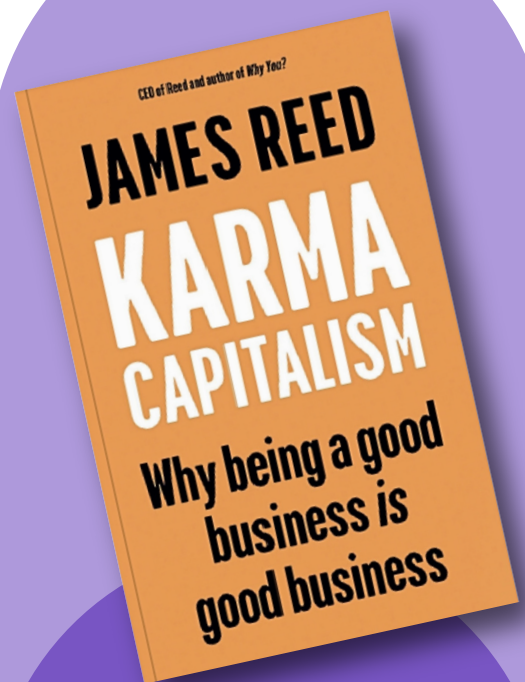
In this challenging environment, how can businesses not only survive but thrive? How can you attract and retain the talent you need when the market is so volatile? The answer, I believe, lies in purpose. Today's employees, especially the younger generation, are not just looking for a salary; they are seeking meaning and a sense of contribution from their work. This is where the concept of a philanthropic company, or PhilCo, becomes a powerful competitive advantage.

A **PhilCo** is a business that has committed a significant portion of its ownership - typically 10% or more - to a charitable foundation. At Reed, we are proud to be a PhilCo, with 18% of our company owned by the Reed Foundation. This is not just a footnote in our corporate structure; it is a

fundamental part of our identity. It means that a portion of our success is directly channelled back into the community. Our dividends help fund a wide array of good causes, many through our partnership with the Big Give, which has raised hundreds of millions for thousands of charities.

Being a PhilCo has a tangible and profound impact on our business. It is a cornerstone of our employee engagement strategy. Our team members - known as co-members - know that their hard work contributes to something larger than the bottom line. This shared purpose fosters a culture of responsibility, collaboration, and pride. It creates a powerful reason for people to join us and, just as importantly, to stay with us.

As hyper-capitalism has created vast inequalities - with the top one per cent in the UK holding more wealth than the bottom 70% - models like the PhilCo movement offer a way to transform business for good. It aligns profit with people and the planet, ensuring that corporate success contributes to societal wellbeing. This is not just corporate social responsibility; it is a sustainable and highly impactful business model for the 21st century.



Find out more about being a PhilCo in James' book 'Karma Capitalism, Why being a good business is good business'

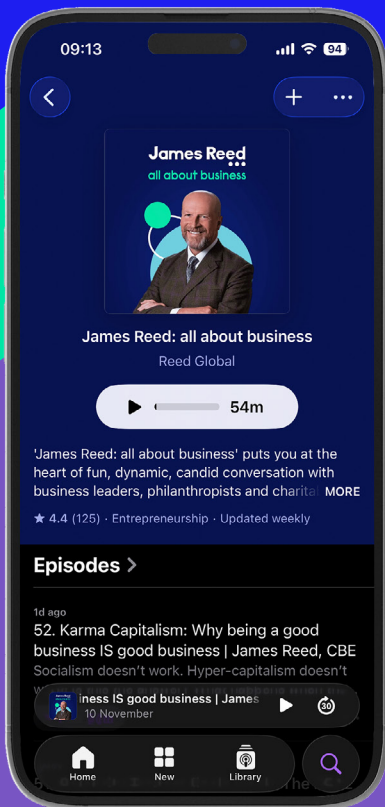
## A look to the future

The road ahead is undoubtedly challenging. The forces of AI, economic uncertainty, and shifting market dynamics require us all to be more agile, more innovative, and more people centric than ever before. For employers, this means rethinking recruitment strategies. You must look beyond traditional qualifications and focus on skills, adaptability, resilience and potential. It means investing in upskilling and reskilling your existing workforce to meet the demands of the new economy. And it means building a strong employer brand rooted in a genuine purpose that will attract the best people.

For individuals, the message is clear: continuous learning is no longer optional. Developing a diverse skill set, particularly one that blends technical knowledge with people-centric abilities like communication, empathy, and critical thinking, will be crucial. We must all become lifelong learners to stay relevant and valuable in this evolving landscape.

These salary guides are designed to provide you with the data and insights you need to navigate this complex environment. They offer a benchmark for compensation in a time of great flux, helping you make informed decisions to attract and retain the talent that will drive your organisation forward. While the headlines may be daunting, there is always opportunity in disruption. By understanding these trends and adapting proactively, we can build a more resilient, skilled, and purposeful workforce for the future.

**James Reed CBE**  
Chairman and CEO, Reed



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

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

[Listen here](#)

# Why use Reed's 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 2026.



## Unmatched data insights

This comprehensive guide draws upon a vast dataset derived from over 18 million jobs posted on [Reed.co.uk](https://www.reed.co.uk) since 2017, 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.



## 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 2017, the guide empowers you to strategically plan for the future.



## 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.

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# Embracing change: opportunities in the evolving technology job market



## Michele Smith

Managing Director - Technology, Reed

**The technology sector is undergoing rapid, but equally cautious transformation. After a period of expansion, the market is recalibrating in response to economic shifts and the accelerated adoption of artificial intelligence - marking a pivotal moment for strategic reflection. Organisations are taking time to refine their hiring plans, ensuring they invest in the right skills for the future.**

For years, tech was synonymous with growth, with demand for skilled professionals far outpacing supply. The post-Covid surge amplified this trend, as businesses raced to digitise services, driving a wave of recruitment and rising salaries. Today, the landscape looks different but no less full of promise. Organisations are now focused on sustainable growth, creating a more balanced and competitive market.

### The age of AI: redefining roles and skills

Generative AI has sparked innovation across most industries, and its influence on tech is profound. While some expected an immediate hiring boom, what we're seeing is a more thoughtful and considered approach. Organisations are exploring the possibilities of AI and automation, asking critical questions:

- Which roles will evolve?
- What new skills will emerge?
- How can teams be structured for long-term success?

This period of evaluation is paving the way for new opportunities. As businesses gain clarity, demand will shift toward professionals who can bridge traditional tech expertise with emerging AI capabilities.

Now is the time to upskill, diversify, and position yourself for the next wave of innovation. At the same time, building agile teams will ensure organisations are ready to harness the full potential of AI-driven transformation. Change is challenging, but it's also where progress begins. And those who adapt will thrive.

### A new challenge for early-career talent

One of the most significant consequences of this shift however is the diminishing number of entry-level tech roles. Tasks that once served as a gateway into the industry, such as first-line helpdesk support and manual data processes, are increasingly being handled by automation and AI-powered chatbots.

This creates a serious bottleneck for aspiring tech professionals. Education establishments have successfully encouraged more students, particularly women, to pursue STEM subjects. Yet, many graduates are now emerging with qualifications only to find that the traditional entry points have vanished. The 'start at the bottom and work your way up' path is becoming less viable.

Furthermore, the rise of remote and flexible working, while beneficial in many ways, has inadvertently impacted the development of junior talent. Effective training and mentorship for a new starter or an apprentice requires in-person supervision and the ability to shadow experienced colleagues, a dynamic that is harder to replicate in a predominantly remote setup.

However, this shift also presents an opportunity. As the industry evolves, so too must the pathways into it. Employers and educators have a chance to rethink how early-career talent is nurtured; from creating structured mentorship programmes and hybrid onboarding models to designing entry-level roles that prioritise learning and adaptability. With the right support, this next generation of tech professionals can still thrive, just via a different route.

## The skills in demand

While the overall market has seen a decline, certain areas in tech are experiencing significant growth. The demand is shifting away from entry-level positions and towards senior, highly specialised roles that can drive innovation and security.

### Key growth areas include:

- **AI and machine learning:** Unsurprisingly, anything related to AI is in high demand. Roles like AI specialists and prompt engineers are becoming more common as businesses embed generative AI into their operations.
- **Cloud computing:** Expertise in platforms like AWS and Microsoft Azure remain critical as companies continue to rely on cloud infrastructure.
- **Cyber security:** With the rising threat of cyber attacks, senior roles such as cyber security engineers and security analysts are more important than ever. Companies are investing in knowledgeable professionals in this field to protect their digital assets.
- **Data engineering:** The ability to manage and interpret vast amounts of data is fundamental to leveraging AI effectively, making skilled data engineers highly sought after.
- **Low-code/no-code development:** These platforms are opening up technology roles to individuals without traditional coding backgrounds. They allow for the rapid development of applications, and expertise in this area is becoming increasingly valuable.

Beyond technical abilities, employers are placing a much higher premium on soft skills. The 'techie' who codes in isolation is becoming a thing of the past. Today's most valuable professionals are those who can communicate complex ideas to non-technical stakeholders, collaborate across different teams, and use data to tell a compelling story. These cross-functional skills are now considered essential.

### Balancing innovation and cost: the rise of upskilling

In the current economic climate, companies are balancing the need to innovate with the pressure to be cost-efficient. Many are turning inward and focusing on upskilling and reskilling their existing workforce. This empowers existing teams with future-ready skills while preserving valuable institutional knowledge.

Many organisations are now investing in targeted development, helping employees transition from roles vulnerable to automation into emerging, tech-driven positions. Our sister company Code Nation, a Microsoft AI Cloud Partner and Microsoft Training Services Partner, has seen increased demand for bespoke programmes tailored to

an organisation's specific tech stack – a clear shift away from generic, off-the-shelf solutions.

However, internal development alone often isn't enough to meet the pace of change. That's why organisations are combining upskilling with strategic hiring, bringing in fresh expertise to complement internal capabilities and accelerate innovation.

For professionals looking for new opportunities, this trend underscores the importance of continuous learning. Those who proactively build their skills, especially in areas like AI and data, will be well-positioned to stand out in a competitive market.

### The future of work and salaries

The expectation of remote work is now firmly entrenched in the tech sector. It is no longer a perk but the norm. Companies insisting on a full-time return to the office face a significant challenge in attracting talent. In fact, many jobseekers now expect higher salaries to cover commuting costs if required to be in the office five days a week.

At the same time, we're seeing a shift in how senior talent engages with businesses. There is a growing interest in 'fractional' roles, particularly at the senior level. Fractional CTOs or consultants offer their expertise to multiple companies, providing businesses with strategic guidance without the cost of a full-time executive salary.

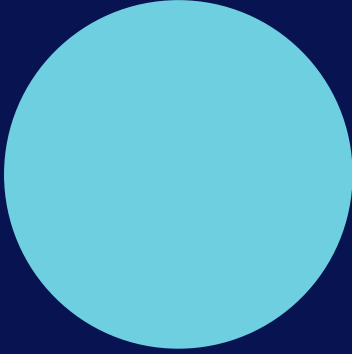
On the theme of salaries, with more professionals on the market, employers have less pressure to engage in bidding wars or make generous counteroffers. While niche, high-demand skills will always command premium pay – recent examples have seen Copilot experts commanding £2,500 a day – general salary expectations have become more realistic.

### Navigating your next step

The technology job market is more complex than it has been in years, but it is far from stagnant. The demand has not disappeared; it has just shifted.

For employers, the focus must be on strategic workforce planning. This means investing in strategic hiring, fostering internal mobility, upskilling and creating bespoke training to bridge skills gaps. For roles where the budget doesn't match market rates, or for public sector organisations that have limited flexibility in salaries, innovative solutions like our '**Train the gap**' product – hiring candidates with most of the required skills and investing in training to cover any deficit – can be highly effective.

For technology professionals, the message is clear: adapt and learn. Specialise in high-growth areas, cultivate your communication and collaboration skills, and embrace a mindset of continuous personal development. The storm will pass, and those who have used this time to build their expertise will be best positioned to thrive in the new landscape that emerges.



# Our survey says...

At the end of 2025, Reed conducted its annual snap survey of 5,000 professionals. The research asked UK workers about their current and preferred salary and benefits, their organisation's performance and priorities, how they rated their job satisfaction and career prospects, as well as the key recruitment and skills trends they're witnessing.

Here are the top trends that the survey revealed:

## 1. Financial strain is widespread

The overwhelming reason for salary dissatisfaction (52% of unhappy respondents) is that pay hasn't kept pace with the cost of living. This far outweighs other factors, such as workload or industry pay.

- **Declining affordability:** Only a quarter of the population (25%) feels they're earning more in terms of what they can afford compared to four years ago, before the cost-of-living crisis.

- **Limited disposable income:** A concerning 26% of respondents have **£100 or less leftover** each month after essential bills, with seven per cent stating their entire salary goes to essentials. This highlights a struggle for many to save or enjoy non-essential spending.

## 2. The growing 'comfort gap'

There is a stark **£11,110.38 gap** between what people are currently earning and what they say is their comfortable living wage.

- **Desired vs. current earnings:** Our research found the average current annual salary is **£40,638.35**. However, the average income people believe they need to live comfortably is **£51,748.73**.

## 3. Salary remains the dominant job motivator

To switch jobs, individuals expect a substantial average pay increase of **£12,139.55**. This is significantly higher than the average **£3,923.62** pay rise that would satisfy them at their current employer, indicating a clear financial incentive is needed to overcome the inertia of changing roles.

- **Increased importance:** A vast majority (73%) report that salary is more important now when considering new job opportunities than it was before the cost-of-living crisis - 40% even say it's "significantly more important".
- **Higher progression expectations:** Nearly half of the 5,000 people surveyed (44%) have increased their expectations for salary progression within their current role over the last four years.

#### 4. Benefits are secondary to cash

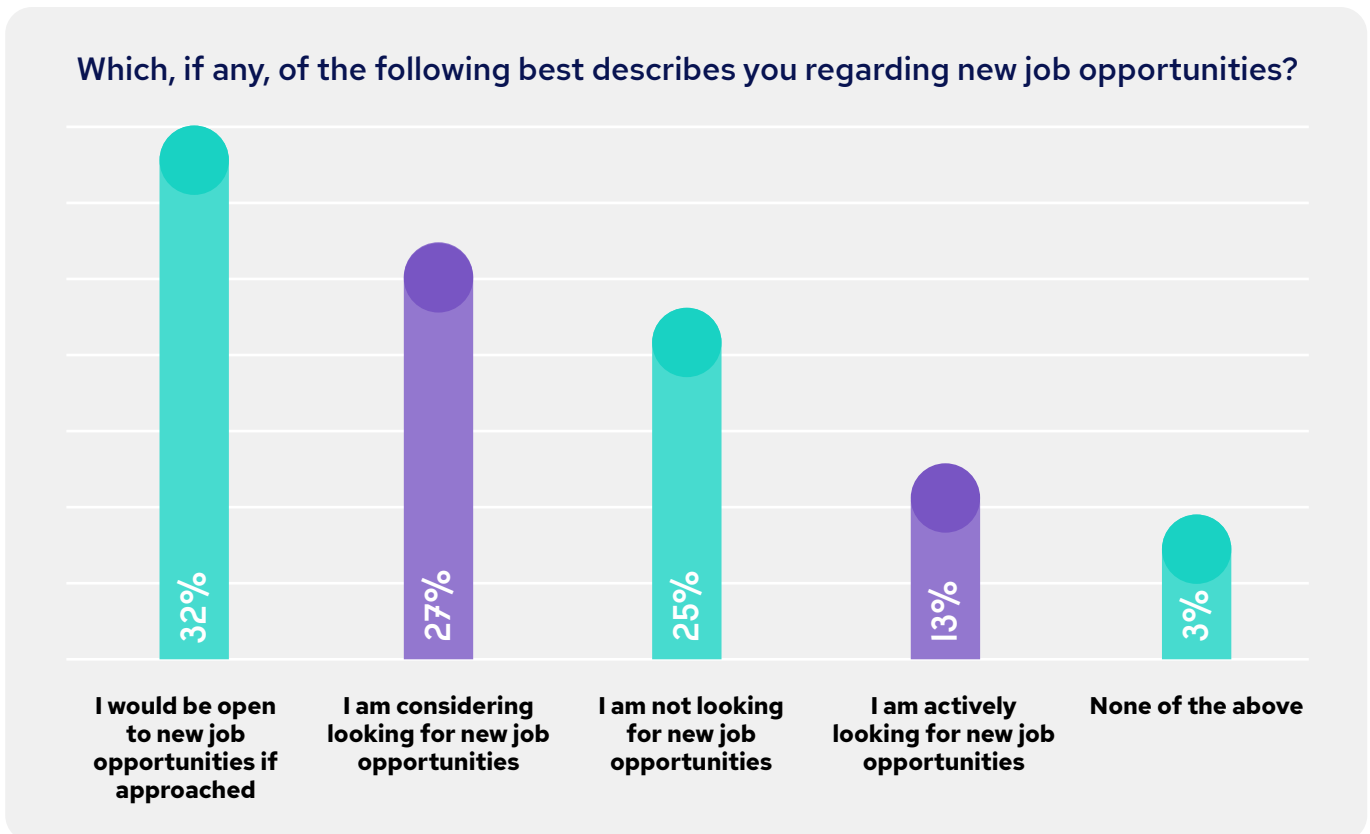
Many employees are willing to sacrifice 'soft' benefits like free refreshments (11%), cycle-to-work schemes (11%), onsite parking (eight per cent), and wellness programmes (seven per cent) for higher pay. Even some 'harder' benefits like health insurance are on the table for six per cent of those who took part.

- **Underutilised benefits:** Some commonly offered benefits, such as cycle-to-work schemes (11% unused) and the ability to purchase additional annual leave (seven per cent unused), are not being fully utilised by employees. This suggests that while benefits are appreciated, their perceived value can be lower than direct cash compensation, especially in the current financial climate.
- **Prevalence of benefits:** Common benefits include onsite parking (27%), hybrid working (23%), and Christmas shutdown (21%). However, 15% of respondents receive no benefits at all.

#### 5. A highly mobile workforce

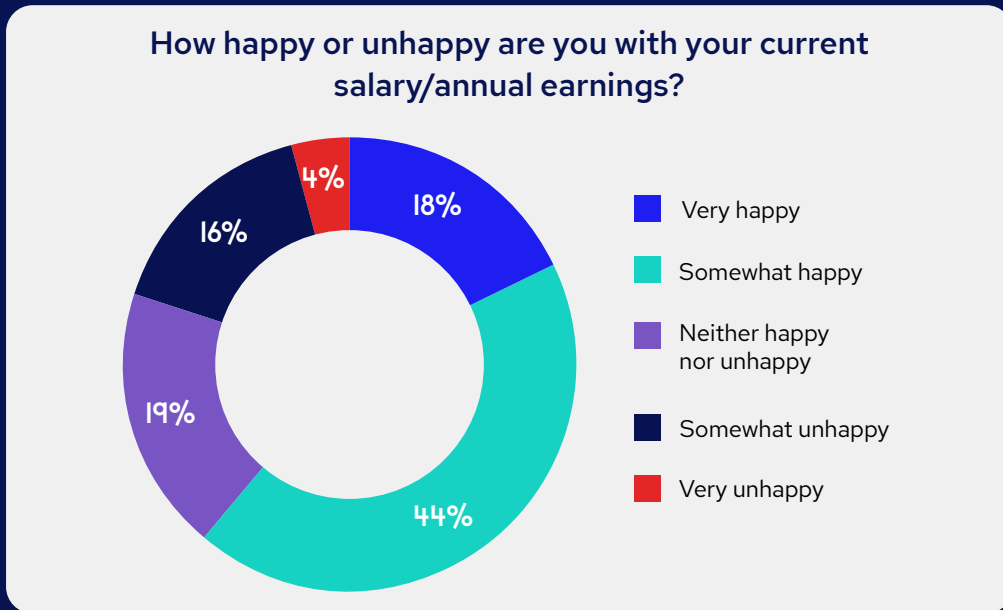
While the **average tenure is 8.54 years**, the high openness to new roles suggests that even long-serving employees are not immune to the pull of better compensation.

- **Open to new opportunities:** A significant majority (72%) of the workforce is considering a new role. A third (32%) are open to new job opportunities if approached, 27% are considering looking and 13% are actively looking. Only a quarter of employees (25%) are not looking for a new job opportunity at all.



# Money, money, money

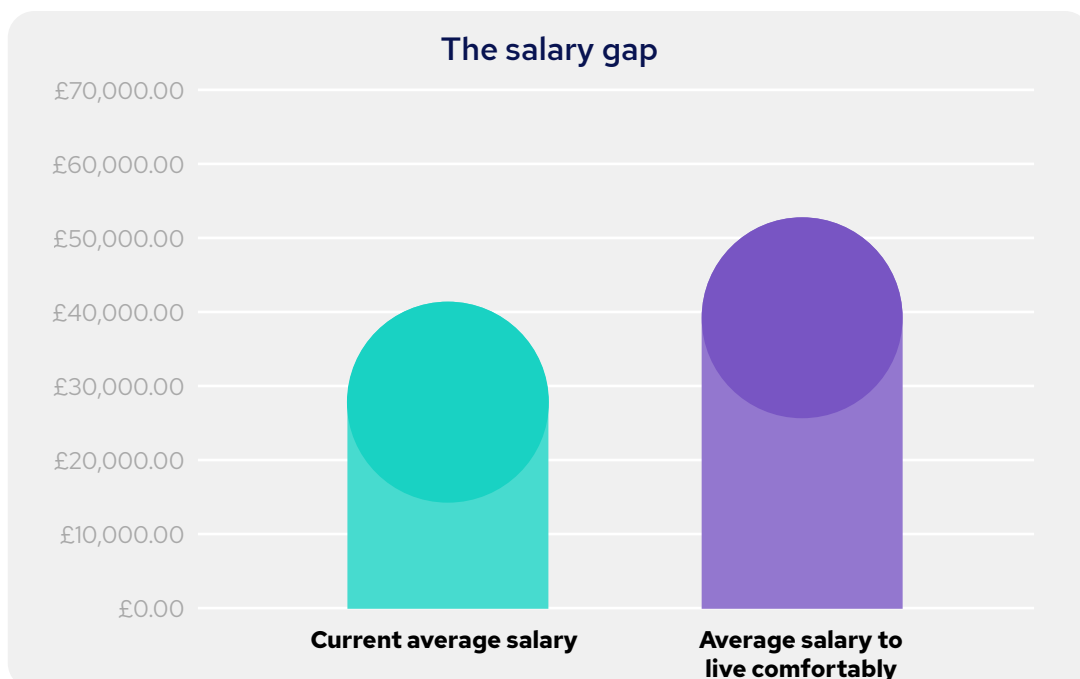
With ongoing cost-of-living challenges, salaries continue to be a huge area of discussion in the employment market, for both professionals and businesses. The data reveals the UK workforce is under significant financial pressure, with a clear and growing emphasis on salary as a primary driver of job satisfaction and career decisions.



Currently, over half (61%) of workers are happy with the pay they receive. However, that leaves a significant 20% of professionals feeling unhappy with their current salary, and another 19% feeling ambivalent (“neither happy nor unhappy”).

Of those who are unhappy, the overwhelming reason, cited by over half (52%), is that their pay hasn’t risen with the cost of living. Other key reasons include feeling they “do so much more than my job role” (39%), being “unable to save enough to meet my financial goals” (37%), and their salary “not being enough to live the lifestyle I want” (35%).

The disparity between the average current wage and the salary people would be comfortable with remains substantial. This year, the average current salary for survey respondents stands at **£40,638.35**. However, the average income people believe they need to live comfortably is **£51,748.73**, representing an average **£11,110.38 gap**. This ‘comfort gap’ indicates a widespread desire for higher earnings.



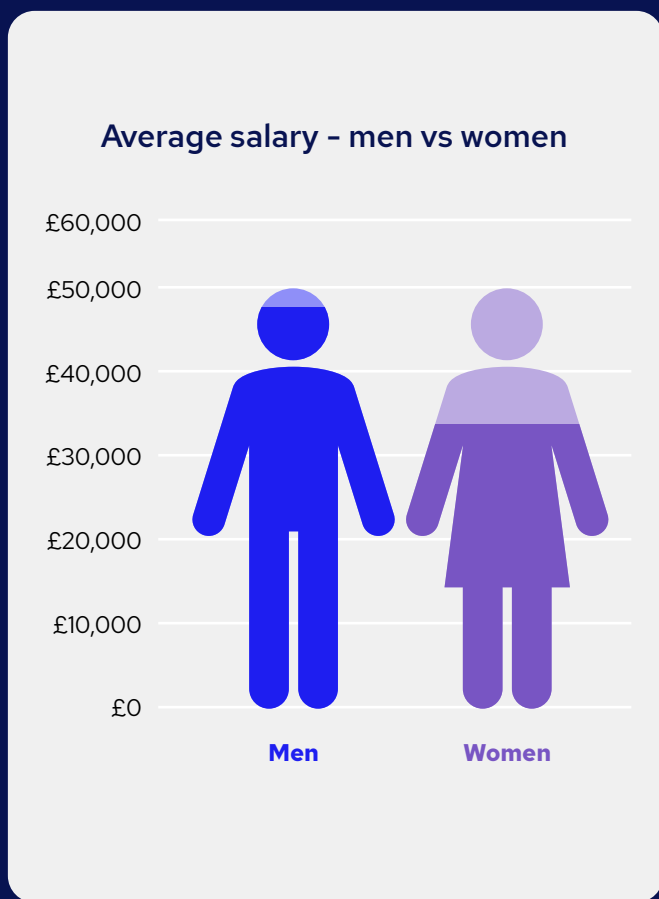
The financial strain is evident in monthly disposable income. A concerning **seven per cent of respondents have £0 leftover** each month after essential bills, with their entire salary going towards necessities. Overall, **26% have £100 or less remaining** for non-essential spending, savings, or leisure.



As a direct consequence of the financial climate as we enter 2026, 73% of professionals state that salary is more important now than it was before the cost-of-living crisis began in 2021, with 40% saying it is "significantly more important." Expectations for salary progression within the same role have also increased for 44% of workers. **To switch jobs, individuals expect a substantial average pay increase of £12,139.55.**

## A deeper dive...

- Gender pay gap:** There remains a significant gender pay gap. The survey found that on average, men earn £48,367.15, while women earn £33,852.12, **a difference of over £14,500**. This disparity extends to satisfaction: 66% of men are happy with their salary compared to 57% of women, and women are more unhappy (24%) than men (16%). Men also perceive a higher comfortable salary (£59,688.07) than women (£44,707.25).
- Disposable income gap:** Women have significantly less disposable income, with an average of £626.61 left over monthly compared to £983.38 for men. Women are also twice as likely to have £0 leftover.
- Age and earnings:** Current salaries peak in the 25-34 age group (£49,853.43), while the desired comfortable income peaks in the 25-34 age group (£65,341.10). Salary satisfaction is highest for younger workers (18-34) and lowest for the 45-54 age group, where only 51% are happy with their pay. This 45-54 age group also reports the highest percentage (nine per cent) with £0 leftover monthly.
- Job mobility:** Younger workers (18-34) are most willing to change jobs for salary increases, while older workers (55+) are significantly less likely to change jobs for more money, indicating that other factors become more important with age.



# All about the benefits

While offering a higher salary remains the most direct way to attract and retain employees, the benefits package also plays a role, especially for businesses unable to match top-tier salaries. **However, 15% of respondents currently say they receive no workplace benefits at all.**

Commonly offered benefits include onsite parking (27%), hybrid working (23%), and Christmas shutdown (21%). However, there's a noticeable disconnect between offered and desired benefits, and also a willingness to sacrifice many perks for higher pay.



## A deeper dive...

- **Sacrificing perks for pay:** Many employees are willing to sacrifice 'soft' benefits for higher pay. Free refreshments (11%) and cycle to work schemes (11%) are the benefits most employees would be willing to give up.
- **Age and benefits:** Younger workers (25-34) are most willing to sacrifice benefits for higher pay, while older workers (55+) are significantly less willing to do so, suggesting they value their existing benefits more.
- **Gender benefit gap:** Women are more likely to receive no benefits (17% vs. 12% for men) and, on average, men report receiving more benefits overall.

# Key takeaways for businesses:

Over two-thirds of professionals (72%) are currently looking or open to looking for a new job – highlighting a critical need for businesses to audit what they are offering their current and future talent. The primary drivers for this job market engagement are financial, with the cost-of-living crisis acting as a significant catalyst.



**Address the 'comfort gap':** The £11,110.38 gap between current and desired comfortable income is a major source of dissatisfaction and a driver of job mobility. Competitive salaries are no longer just about attracting talent but retaining it.



**Targeted retention:** Mid-career professionals (25-44) are a high-risk group, demanding the largest pay increases to switch jobs and showing the highest increase in salary progression expectations. Retention strategies must be robust for this segment.



**Acknowledge gender disparities:** The significant gender pay gap, lower salary satisfaction, and reduced financial flexibility for women are critical issues. Businesses must address these disparities to foster equity and retain female talent.

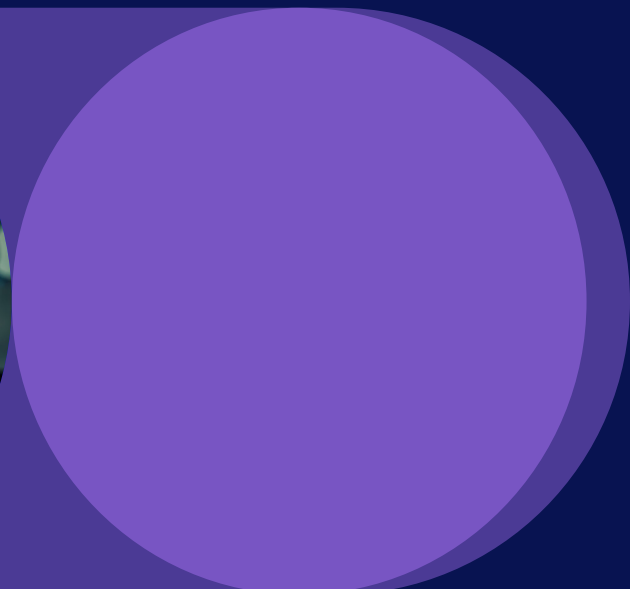


**Strategic benefits offerings:** While salary is king, benefits can still make a difference. However, businesses should evaluate the relevance and perceived value of their benefits packages. Many employees are willing to sacrifice less-valued benefits for higher pay, suggesting that resources might be better allocated to more impactful perks or direct compensation.



**Prioritise financial wellbeing:** The struggle to meet financial obligations and save for goals is widespread. Benefits that directly support financial wellbeing (e.g., better pensions, performance bonuses) are likely to be highly valued, especially when employees are willing to trade other perks for them.

The current economic climate has made salary a paramount concern for the majority of the UK workforce. Businesses that fail to recognise and adapt to these heightened financial expectations and disparities risk losing valuable talent in a highly mobile job market.





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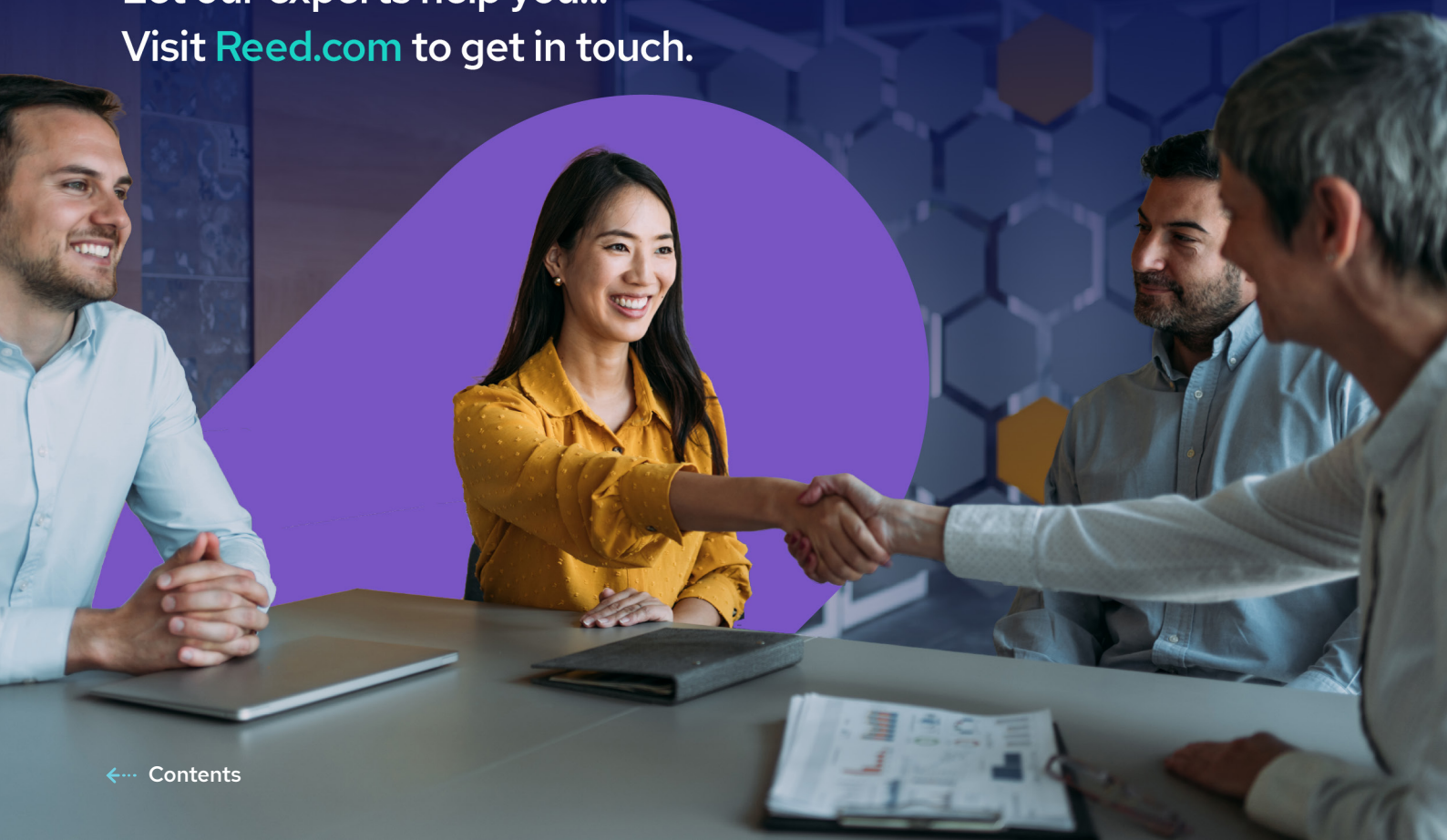


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## Chief Information Officer (CIO)

### 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	£120,000	20%	£150,000	24%	£187,000	30%
North	£135,000	23%	£165,000	28%	£205,000	36%
Scotland	£105,000	17%	£132,000	21%	£163,000	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	£95,000	30.30%	£120,000	30.30%	£155,000	30.30%
North	£111,000	30.30%	£139,500	30.30%	£175,000	30.30%
Scotland	£84,000	30.30%	£106,000	30.30%	£131,000	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	£104,000	14%	£131,000	17%	£164,000	21%
North	£115,000	16%	£141,000	20%	£176,000	25%
Scotland	£90,000	12%	£109,000	15%	£138,000	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	£83,150	30.30%	£101,657	30.30%	£127,500	30.30%
North	£96,900	30.30%	£120,690	30.30%	£150,150	30.30%
Scotland	£71,940	27.90%	£88,500	30.30%	£110,600	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%

# Strategy & Leadership



## 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	£73,500	9%	£90,500	11%	£115,250	13%
North	£87,600	10%	£108,400	13%	£133,000	16%
Scotland	£65,100	8%	£89,400	9%	£101,200	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	£59,300	27.90%	£72,400	27.90%	£89,880	30.30%
North	£68,800	27.90%	£85,400	30.30%	£106,400	30.30%
Scotland	£50,500	27.90%	£62,650	27.90%	£77,950	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	£80,300	9%	£97,240	11%	£123,000	13%
North	£74,200	10%	£91,400	13%	£117,300	16%
Scotland	£72,400	8%	£89,300	9%	£113,000	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	£52,600	27.90%	£65,800	27.90%	£97,000	30.30%
North	£50,000	27.90%	£62,500	30.30%	£91,800	30.30%
Scotland	£48,200	27.90%	£60,200	27.90%	£88,500	27.90%
South	£57,840	27.90%	£72,300	27.90%	£106,040	30.30%
Wales	£44,580	27.90%	£55,725	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	£99,500	9%	£115,000	11%	£132,000	13%
North	£95,500	10%	£109,000	13%	£126,000	16%
Scotland	£92,000	8%	£104,000	9%	£121,000	12%
South	£110,860	10%	£125,320	12%	£144,600	15%
Wales	£85,445	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	£66,300	27.90%	£70,500	27.90%	£98,000	30.30%
North	£62,900	27.90%	£67,000	30.30%	£92,500	30.30%
Scotland	£60,400	27.90%	£64,500	27.90%	£89,500	27.90%
South	£72,300	27.90%	£77,120	27.90%	£106,040	30.30%
Wales	£55,725	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	£95,000	9%	£115,500	11%	£134,000	13%
North	£90,000	10%	£110,000	13%	£127,500	16%
Scotland	£85,000	8%	£102,000	9%	£119,000	12%
South	£106,040	10%	£130,140	12%	£149,420	15%
Wales	£81,730	8%	£100,305	10%	£115,165	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	£66,200	27.90%	£74,500	27.90%	£99,000	30.30%
North	£64,000	27.90%	£70,500	30.30%	£95,500	30.30%
Scotland	£61,200	27.90%	£67,500	27.90%	£92,000	27.90%
South	£74,228	27.90%	£81,940	27.90%	£110,860	30.30%
Wales	£57,211	27.90%	£63,155	27.90%	£85,445	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	£105,000	9%	£131,000	11%	£174,000	13%
North	£98,700	10%	£122,000	13%	£164,500	16%
Scotland	£94,800	8%	£119,000	9%	£158,500	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	£87,500	27.90%	£106,500	27.90%	£155,000	30.30%
North	£82,000	27.90%	£101,000	30.30%	£149,200	30.30%
Scotland	£79,000	27.90%	£98,700	27.90%	£142,500	27.90%
South	£96,400	27.90%	£118,572	27.90%	£173,520	30.30%
Wales	£74,300	27.90%	£91,389	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	£88,000	9%	£106,000	11%	£150,000	13%
North	£82,200	10%	£98,500	13%	£146,000	16%
Scotland	£81,000	8%	£95,500	9%	£141,000	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	£92,000	27.90%	£105,000	27.90%	£122,500	30.30%
North	£87,000	27.90%	£99,500	30.30%	£115,000	30.30%
Scotland	£83,500	27.90%	£96,000	27.90%	£115,000	27.90%
South	£101,220	27.90%	£115,680	27.90%	£134,960	30.30%
Wales	£78,015	27.90%	£89,160	27.90%	£104,020	30.30%



# Strategy & leadership insight

**Steve Richardson**

Strategy and Leadership Expert, Reed

“ The traditional, purely technical IT director role is becoming a thing of the past. Today, organisations need business-focused technology leaders who can drive change, create new revenue streams, and improve efficiency. As technology becomes embedded in every function, chief information officers are taking on broader responsibilities, sometimes even managing departments like HR. This shift requires a unique blend of skills. Leaders must still be technically minded, but they also need the commercial acumen and communication skills to translate complex technical concepts into business strategy for stakeholders.

Artificial intelligence is a dominant theme in board-level conversations. However, its immediate impact is less about replacing jobs and more about enhancing capabilities. A primary concern is that automating junior roles could disrupt the talent pipeline, making it difficult to develop mid-to-senior-level managers in the future.

For now, the focus is on harnessing AI to help people do their jobs better. This starts with data. You cannot implement

effective AI without first organising internal datasets. Consequently, there's a high demand for leaders with strong data experience. Finding individuals who can bridge the gap between high-level strategy and the technical details of data and AI, remains a key challenge.

When hiring for senior tech roles, businesses face a choice between promoting internal talent and hiring externally. While succession planning is important, the critical nature of these roles often leads organisations to seek proven external experience. The risks associated with technological failure are simply too high to gamble on.

In a tight market, competitive compensation is crucial. Beyond strong salaries, performance-related bonuses and long-term incentive plans (LTIPs) are common, especially in larger commercial organisations. These packages reward performance while encouraging leaders to stay for the long term. //

# Train the gap – hire potential, build expertise

Recruiting tech talent doesn't have to break your budget. At Reed, we help organisations overcome recruitment challenges in tech by focusing on potential, not just existing technical qualifications.

Our 'Train the gap' solution identifies high-potential individuals who align with your values and salary framework, then bridges any technical skill gaps with Microsoft-accredited training delivered by our sister company, Code Nation.

Key benefits include:

- **Targeted talent sourcing** for core competencies and growth potential.
- **Role-specific upskilling** integrated into onboarding.
- **Cost control** through affordable training – funded via learning and development budgets.
- **Customised skills gap analysis** tailored to your technical needs.

Secure the professionals you need without exceeding your salary constraints.

Speak to one of our specialist consultants today and discover how 'Train the gap' can transform your next hire.

# BI & data science



## Midlands & East

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£71,000	£74,800 <span>↗</span>	£95,000	£74,000	£73,500	£77,300
BI Developer	£58,100	£62,900 <span>↗</span>	£67,600	£51,600	£53,300	£65,900
Data Analyst	£40,600	£44,800 <span>↘</span>	£48,900	£45,000	£41,700	£46,900
Data Architect	£87,000	£94,800 <span>↗</span>	£102,600	£82,600	£84,200	£99,300
Data Engineer	£60,600	£65,900 <span>↗</span>	£71,300	£62,100	£65,000	£69,000
Data Scientist	£62,500	£68,700 <span>↗</span>	£74,900	£65,700	£57,700	£72,000
Machine Learning Engineer	£66,300	£74,900 <span>↘</span>	£76,100	£89,500	£79,600	£78,700

↗ **14.8%** increase in Data Architect average salaries this year.

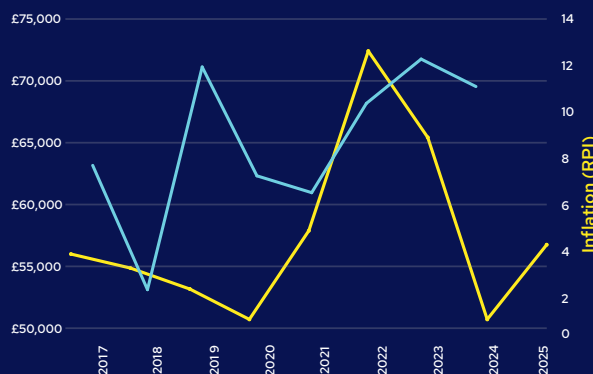
↘ **16.3%** decrease in Machine Learning Engineer average salaries this year.



# 3.4%

salary growth versus 8.4% UK average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### AI Engineer

2024	£73,500
2025	£74,000
2026	£74,800

### Data Scientist

2024	£57,700
2025	£65,700
2026	£68,700

# BI & data science



## London

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£89,600	£102,700 <span>↗</span>	£116,800	£98,000	£92,000	£106,100
BI Developer	£66,000	£73,400 <span>↗</span>	£80,900	£73,200	£72,100	£76,800
Data Analyst	£57,100	£63,100 <span>↗</span>	£69,100	£60,500	£56,500	£66,100
Data Architect	£116,800	£127,800 <span>↗</span>	£138,800	£109,600	£119,000	£133,900
Data Engineer	£74,200	£82,700 <span>↗</span>	£91,200	£82,300	£78,900	£86,600
Data Scientist	£77,000	£85,100 <span>↗</span>	£93,200	£81,400	£72,400	£89,100
Machine Learning Engineer	£97,600	£110,300 <span>↗</span>	£120,900	£93,000	£79,300	£116,400

↗ **4.3%** increase in **Data Analyst** average salaries this year.

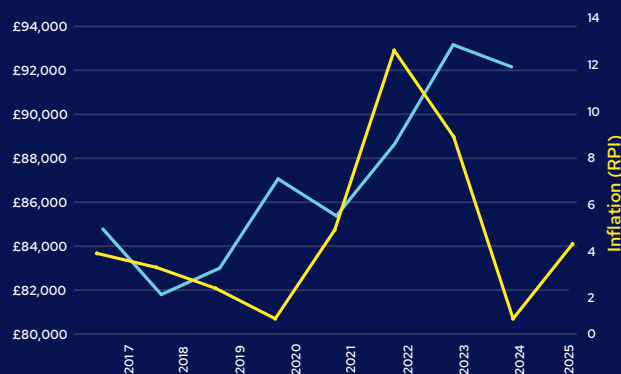
↗ **4.5%** increase in **Data Scientist** average salaries this year.



# 8%

**salary growth**  
versus 8.4% UK  
average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### AI Engineer

2024 £92,000

2025 £98,000

2026 £102,700

### Data Engineer

2024 £78,900

2025 £82,300

2026 £82,700

### Machine Learning Engineer

2024 £79,300

2025 £93,000

2026 £110,300

# BI & data science



## North

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£69,800	£81,500 ↘	£94,200	£84,800	£75,000	£84,200
BI Developer	£50,800	£54,700 ↘	£58,600	£58,400	£51,400	£57,200
Data Analyst	£43,800	£47,800 ↗	£51,900	£42,300	£41,300	£50,100
Data Architect	£88,700	£94,900 ↗	£101,200	£82,700	£88,400	£99,400
Data Engineer	£57,200	£62,600 —	£68,000	£62,600	£63,000	£65,500
Data Scientist	£59,800	£67,900 ↘	£75,900	£73,400	£59,300	£71,100
Machine Learning Engineer	£80,300	£85,900 ↗	£95,600	£73,000	£64,800	£91,200

↘ **6.3%** decrease in BI Developer average salaries this year.

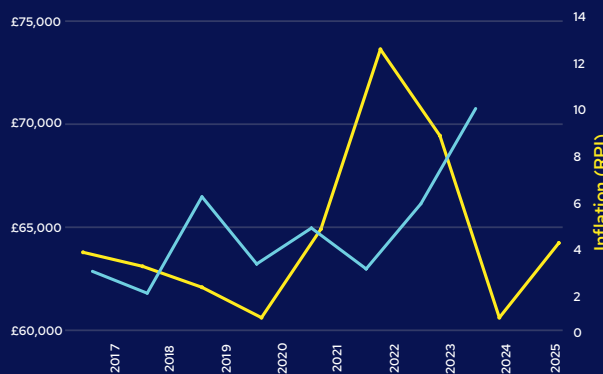
↗ **14.8%** increase in Data Architect average salaries this year.



# 3.8%

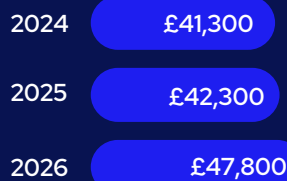
salary growth versus 8.4% UK average growth

## Average salary in region vs UK inflation rate (RPI)

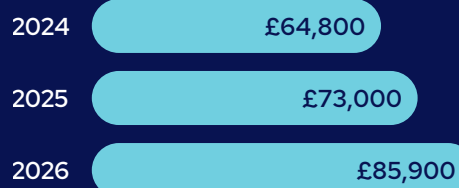


## Roles on the rise

### Data Analyst



### Machine Learning Engineer



# BI & data science



## Northern Ireland

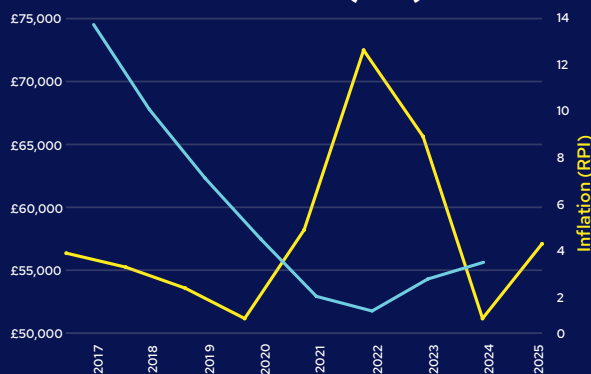
Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£65,200	£73,000 ↗	£85,200	£69,400	£66,200	£75,400
BI Developer	£38,600	£41,900 ↘	£45,300	£44,200	£41,700	£43,800
Data Analyst	£31,800	£34,800 ↘	£37,800	£36,200	£33,300	£36,400
Data Architect	£65,000	£70,400 ↗	£75,900	£65,600	£70,300	£73,700
Data Engineer	£43,600	£48,000 →	£52,400	£48,000	£37,500	£50,300
Data Scientist	£43,100	£49,100 ↗	£55,100	£56,100	£48,300	£51,400
Machine Learning Engineer	£64,800	£72,200 ↗	£79,700	£64,100	£56,100	£75,700

↗ **5.2%** increase in AI Engineer average salaries this year.

↘ **12.5%** decrease in Data Scientist average salaries this year.

↗ **1.5%** salary growth versus 8.4% UK average growth

### Average salary in region vs UK inflation rate (RPI)



### Roles on the rise

#### AI Engineer

2024	£66,200
2025	£69,400
2026	£73,000

#### Machine Learning Engineer

2024	£56,100
2025	£64,100
2026	£72,200

# BI & data science



## Scotland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£78,800	£84,400 ↑	£89,600	£75,600	£75,000	£87,200
BI Developer	£61,400	£67,000 ↑	£72,600	£61,300	£58,300	£70,200
Data Analyst	£50,600	£55,600 ↑	£60,500	£50,200	£46,700	£58,300
Data Architect	£94,100	£103,000 ↑	£112,000	£87,600	£75,400	£108,000
Data Engineer	£67,000	£71,200 ↑	£75,300	£65,900	£64,600	£74,600
Data Scientist	£68,600	£78,400 ↑	£88,300	£77,800	£67,700	£82,100
Machine Learning Engineer	£93,100	£105,800 ↑	£117,300	£88,900	£78,600	£111,900

↑ **11.6%** increase in AI Engineer average salaries this year.

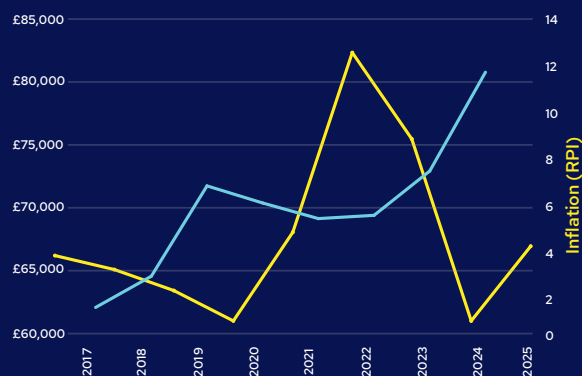
↑ **17.6%** increase in Data Architect average salaries this year.



# 11.4%

salary growth versus 8.4% UK average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### BI Developer

2024	£58,300
2025	£61,300
2026	£67,000

### Machine Learning Engineer

2024	£78,600
2025	£88,900
2026	£105,800

# BI & data science



## South

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£77,800	£84,800 ↗	£96,100	£81,200	£71,800	£87,600
BI Developer	£54,200	£58,100 ↘	£62,100	£59,600	£53,700	£60,800
Data Analyst	£45,700	£50,200 ↗	£54,600	£47,200	£46,700	£52,600
Data Architect	£96,700	£106,200 ↗	£119,800	£86,600	£90,100	£119,600
Data Engineer	£59,300	£65,100 ↘	£70,900	£67,000	£63,800	£68,100
Data Scientist	£58,400	£66,200 ↗	£73,900	£64,100	£57,800	£69,400
Machine Learning Engineer	£66,200	£72,300 ↘	£78,500	£72,700	£68,800	£75,700

↘ **2.5%** decrease in BI Developer average salaries this year.

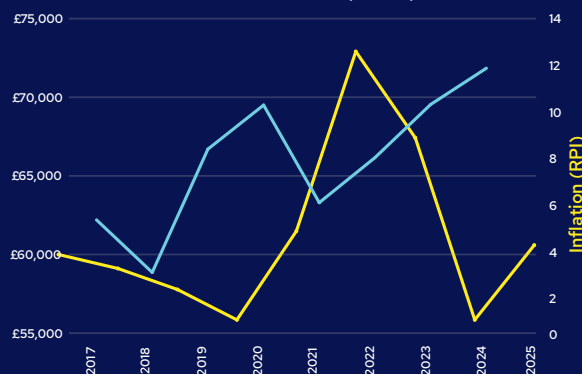
↗ **3.3%** increase in Data Scientist average salaries this year.



# 5.1%

salary growth versus 8.4% UK average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### AI Engineer

2024	£71,800
2025	£81,200
2026	£84,800

### Data Analyst

2024	£46,700
2025	£47,200
2026	£50,200

# BI & data science



## Wales

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
AI Engineer	£70,400	£77,800 <span>↗</span>	£81,000	£73,600	£67,800	£80,400
BI Developer	£65,200	£68,400 <span>↗</span>	£71,600	£56,500	£50,100	£71,800
Data Analyst	£38,600	£41,900 <span>↗</span>	£45,300	£41,700	£35,900	£42,800
Data Architect	£76,900	£82,500 <span>↗</span>	£88,100	£70,900	£76,900	£86,400
Data Engineer	£51,600	£56,200 <span>↘</span>	£60,900	£57,900	£55,700	£58,800
Data Scientist	£58,700	£63,800 <span>↗</span>	£77,200	£55,700	£63,900	£72,300
Machine Learning Engineer	£76,600	£84,600 <span>↗</span>	£92,600	£70,200	£65,400	£89,100

↗ **21.1%** increase in **BI Developer** average salaries this year.

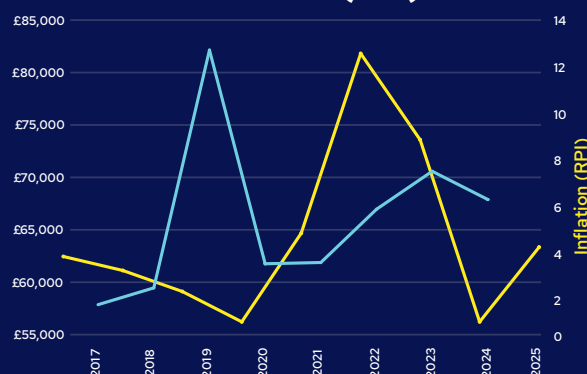
↗ **14.5%** increase in **Data Scientist** average salaries this year.



# 11.5%

salary growth  
versus 8.4% UK  
average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### AI Engineer

2024	£67,800
2025	£73,600
2026	£77,800

### Machine Learning Engineer

2024	£65,400
2025	£70,200
2026	£84,600

# BI & data science insight

**Scott Dawson**

BI and Data Science Expert, Reed



“ The demand for professionals who can transform data (often from countless sources), to create effective and actionable insight continues to be ever-present. Fast access to secure, quality data is of the utmost importance which is driving changes in the technical environment. As a result, more companies are looking to modernise their infrastructure by migrating to cloud-based systems, they are actively seeking cloud data engineers, particularly those with experience in Amazon Web Services (AWS) and Azure. This has created a significant skills shortage in the sector, as many businesses seem to prefer hiring ready-made talent rather than invest in upskilling their existing teams.

Beyond technical expertise, there is a growing emphasis on soft skills. The ability to translate complex technical concepts for non-technical colleagues is becoming a crucial requirement. Professionals who can effectively communicate and bridge the gap between technical and business stakeholders are highly valued.

Recognising this, some employers are taking proactive steps to support applicants in developing these skills. For example, rather than relying solely on on-the-spot assessments -

which often fail to reflect real-world performance - they are sharing competency-based interview questions in advance. This approach helps applicants prepare more thoroughly and demonstrate their ability to communicate and collaborate under realistic conditions.

The appreciation for well-rounded professionals is also reshaping career progression. Traditionally, top technical performers were automatically promoted into management roles, but companies are recognising that exceptional technical ability doesn't always translate into effective leadership. As a result, many organisations are creating alternative pathways that allow experts to advance into senior technical positions without being pushed into management, ensuring talent thrives where it's strongest.

When it comes to offering competitive salaries, most employers generally appreciate the value that data professionals bring. Since the impact of data-driven work can often be directly linked to return on investment, businesses are willing to offer competitive salaries to attract and retain the people they need. ”

# Development & testing



## Midlands & East

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£55,500	£59,100 ↘	£63,200	£60,800	£56,900	£61,200
DevOps Engineer	£58,000	£62,800 ↗	£67,500	£58,500	£52,700	£66,400
Front End Developer	£47,200	£52,000 ↘	£56,800	£52,500	£52,300	£54,400
Manual Test Analyst	£42,200	£43,400 ↗	£44,600	£40,200	£35,000	£45,600
Mobile Developer	£40,000	£45,000 —	£50,000	£45,000	£46,300	£47,100
Software Architect	£71,500	£76,500 ↗	£82,800	£65,300	£68,800	£82,900
Software Developer	£57,200	£62,900 ↗	£68,600	£59,400	£54,000	£64,500
Software Development Manager	£70,100	£77,600 ↗	£79,100	£68,600	£64,300	£70,700
Test Manager	£69,500	£75,000 ↘	£80,500	£84,600	£72,200	£78,500
User Experience Designer Developer	£67,800	£71,200 ↘	£75,300	£75,100	£73,500	£73,900

↗ **7.4%** increase in DevOps Engineer average salaries this year.

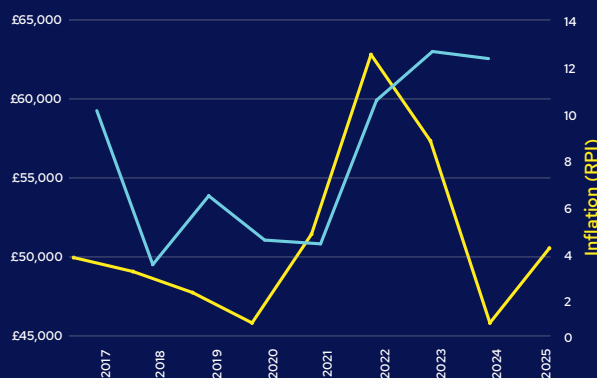
↘ **11.3%** decrease in Test Manager average salaries this year.



# 2.6%

salary growth versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Manual Test Analyst

2024 £35,000

2025 £40,200

2026 £43,400

### Software Developer

2024 £54,000

2025 £59,400

2026 £62,900

### Software Development Manager

2024 £64,300

2025 £68,600

2026 £77,600

# Development & testing



## London

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£71,500	£75,100 <span>↗</span>	£78,500	£70,000	£64,200	£78,900
DevOps Engineer	£80,500	£92,300 <span>↗</span>	£104,100	£85,100	£86,700	£95,200
Front End Developer	£61,700	£70,600 <span>↘</span>	£79,500	£75,800	£77,400	£73,800
Manual Test Analyst	£58,800	£60,700 <span>↘</span>	£62,500	£72,400	£61,200	£63,500
Mobile Developer	£80,600	£90,600 <span>↗</span>	£110,400	£79,100	£86,200	£99,600
Software Architect	£112,400	£124,600 <span>↗</span>	£136,800	£109,600	£103,900	£130,600
Software Developer	£74,900	£85,600 <span>↘</span>	£96,500	£89,200	£81,400	£87,200
Software Development Manager	£84,600	£94,400 <span>↗</span>	£104,100	£92,800	£95,500	£98,800
Test Manager	£101,800	£109,400 <span>↘</span>	£117,100	£120,000	£109,600	£114,400
User Experience Designer Developer	£89,100	£96,400 <span>↘</span>	£103,700	£113,200	£122,900	£100,700

↘ **6.9%** decrease in Front End Developer average salaries this year.

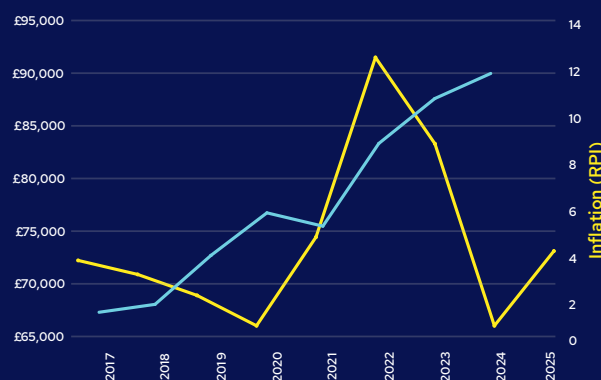
↗ **13.7%** increase in Software Architect average salaries this year.



# 0.8%

**salary decline**  
versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Automation Test Analyst



### Software Architect



# Development & testing



## North

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£50,000	£52,500 <span>↗</span>	£55,200	£48,800	£43,100	£44,400
DevOps Engineer	£56,400	£65,300 <span>↗</span>	£74,200	£59,600	£57,700	£67,800
Front End Developer	£51,200	£56,100 <span>↗</span>	£61,000	£55,100	£55,900	£58,700
Manual Test Analyst	£42,200	£43,100 <span>↗</span>	£44,100	£42,800	£35,500	£45,200
Mobile Developer	£54,300	£67,600 <span>↗</span>	£80,900	£58,000	£53,800	£71,100
Software Architect	£85,500	£90,300 <span>↗</span>	£95,000	£80,500	£78,000	£94,600
Software Developer	£52,000	£60,400 <span>↗</span>	£68,700	£57,600	£51,200	£64,300
Software Development Manager	£68,100	£74,500 <span>↗</span>	£80,900	£68,400	£71,500	£78,000
Test Manager	£67,400	£74,900 <span>↘</span>	£82,500	£88,900	£70,400	£78,400
User Experience Designer Developer	£63,400	£67,800 <span>↘</span>	£69,900	£80,300	£74,000	£69,800

↗ **16.6%** increase in Mobile Developer average salaries this year.

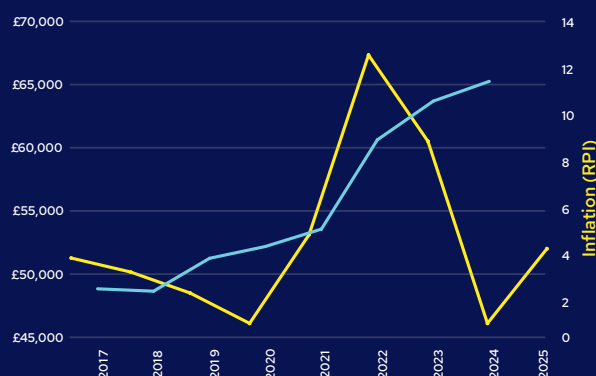
↗ **4.9%** increase in Software Developer average salaries this year.



# 2%

salary growth versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Automation Test Analyst

2024	£43,100
2025	£48,800
2026	£52,500

### DevOps Engineer

2024	£57,700
2025	£59,600
2026	£65,300

### Software Architect

2024	£78,000
2025	£80,500
2026	£90,300

# Development & testing



## Northern Ireland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£44,800	£46,700 ↗	£48,200	£41,800	£37,900	£50,200
DevOps Engineer	£54,400	£62,700 —	£72,400	£62,700	£61,900	£63,400
Front End Developer	£52,000	£55,100 ↗	£60,200	£52,000	£42,500	£56,300
Manual Test Analyst	£38,100	£39,100 ↘	£40,100	£43,300	£36,100	£40,900
Mobile Developer	£51,700	£59,800 ↘	£66,800	£67,000	£50,900	£54,200
Software Architect	£64,300	£68,600 ↗	£73,000	£59,700	£59,900	£71,900
Software Developer	£50,000	£55,000 ↗	£60,000	£51,400	£48,000	£58,000
Software Development Manager	£59,800	£63,700 ↗	£67,200	£59,600	£56,100	£66,700
Test Manager	£54,800	£59,600 ↘	£64,400	£73,500	£62,900	£62,300
User Experience Designer Developer	£56,800	£63,700 ↘	£66,800	£74,000	£64,100	£65,400

↘ **9.7%** decrease in Manual Test Analyst average salaries this year.

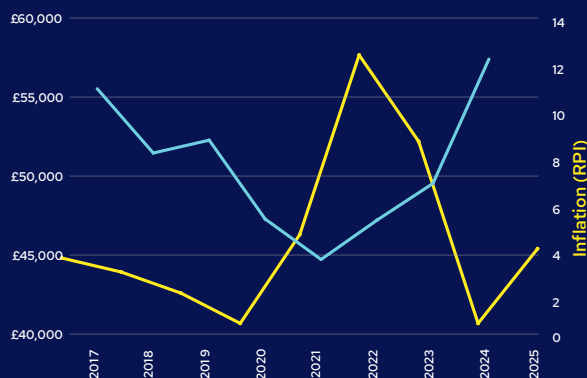
↗ **6.9%** increase in Software Development Manager average salaries this year.



# 1.9%

**salary decline**  
versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Front End Developer

2024 £42,500

2025 £52,000

2026 £55,100

### Software Developer

2024 £48,000

2025 £51,400

2026 £55,000

### Software Development Manager

2024 £56,100

2025 £59,600

2026 £63,700

# Development & testing



## Scotland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£63,400	£66,100 <span>↗</span>	£68,700	£60,100	£53,100	£69,500
DevOps Engineer	£75,600	£84,700 <span>↘</span>	£90,100	£87,300	£82,700	£85,200
Front End Developer	£78,900	£80,900 <span>↗</span>	£90,900	£69,800	£63,700	£94,300
Manual Test Analyst	£49,900	£55,600 <span>↘</span>	£58,900	£60,100	£50,600	£56,100
Mobile Developer	£61,400	£62,700 <span>↗</span>	£79,000	£55,600	£55,000	£71,700
Software Architect	£43,300	£58,300 <span>↗</span>	£73,300	£57,600	£83,800	£60,900
Software Developer	£74,200	£79,500 <span>↗</span>	£84,300	£70,500	£68,900	£82,500
Software Development Manager	£79,200	£85,800 <span>↗</span>	£92,400	£82,700	£78,500	£89,800
Test Manager	£87,200	£95,200 <span>↘</span>	£103,200	£102,000	£88,100	£99,600
User Experience Designer Developer	£78,700	£83,700 <span>↘</span>	£88,700	£102,600	£89,700	£84,200

↘ **3%** decrease in DevOps Engineer average salaries this year.

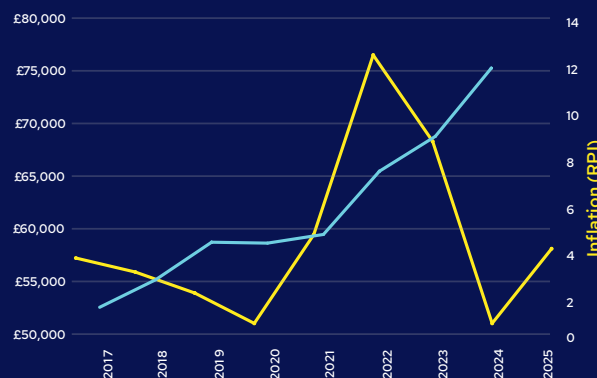
↗ **12.8%** increase in Software Developer average salaries this year.



# 0.7%

salary growth versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Front End Developer

2024 £63,700

2025 £69,800

2026 £80,900

### Mobile Developer

2024 £55,000

2025 £55,600

2026 £62,700

### Software Development

2024 £78,500

2025 £82,700

2026 £85,800

# Development & testing



## South

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£62,300	£65,200 ↗	£66,000	£55,500	£48,800	£72,000
DevOps Engineer	£65,800	£73,000 ↘	£80,400	£74,000	£71,300	£74,800
Front End Developer	£52,800	£58,200 ↘	£63,500	£59,500	£55,900	£60,900
Manual Test Analyst	£41,600	£42,700 ↘	£43,700	£53,200	£45,000	£44,600
Mobile Developer	£66,000	£73,000 ↗	£80,000	£61,900	£55,300	£87,300
Software Architect	£98,000	£102,000 ↗	£105,900	£92,800	£73,000	£106,800
Software Developer	£61,400	£68,600 ↗	£75,800	£66,200	£57,600	£72,100
Software Development Manager	£83,800	£88,600 ↗	£94,500	£87,200	£77,700	£89,900
Test Manager	£91,900	£100,000 ↗	£108,000	£90,000	£82,300	£104,800
User Experience Designer Developer	£60,200	£76,900 ↘	£80,400	£82,400	£71,400	£77,500

↗ **17.9%** increase in Mobile Developer average salaries this year.

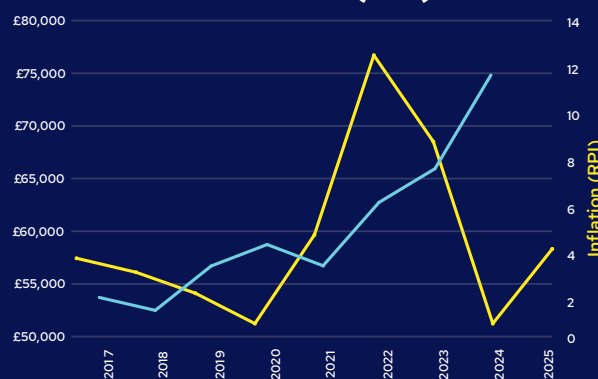
↗ **11.1%** increase in Test Manager average salaries this year.



# 3.5%

salary growth versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Automation Test Analyst

2024 £48,800

2025 £55,500

2026 £65,200

### Software Architect

2024 £73,000

2025 £92,800

2026 £102,000

### Software Development Manager

2024 £77,700

2025 £87,200

2026 £88,600

# Development & testing



## Wales

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Automation Test Analyst	£49,200	£53,000 ↗	£55,600	£48,100	£41,500	£59,800
DevOps Engineer	£54,500	£67,600 ↗	£71,600	£62,500	£65,900	£71,200
Front End Developer	£42,300	£45,800 ↘	£49,300	£47,000	£56,400	£47,900
Manual Test Analyst	£41,200	£41,900 ↘	£42,700	£46,900	£39,500	£43,900
Mobile Developer	£49,300	£60,600 ↘	£71,800	£67,800	£55,700	£63,400
Software Architect	£68,400	£70,100 ↗	£84,800	£61,400	£65,600	£84,300
Software Developer	£51,900	£57,000 ↗	£62,300	£50,200	£49,200	£60,100
Software Development Manager	£63,700	£66,900 ↗	£71,200	£64,500	£61,400	£70,200
Test Manager	£64,800	£69,800 ↘	£74,800	£79,600	£68,900	£73,000
User Experience Designer Developer	£39,900	£42,500 ↗	£50,300	£39,900	£52,500	£43,400

↘ **10.7%** decrease in Manual Test Analyst average salaries this year.

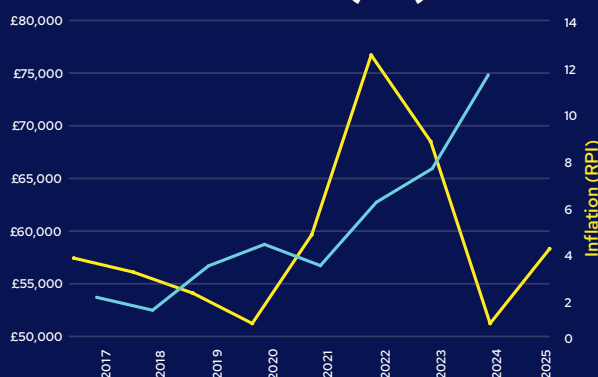
↗ **6.5%** increase in User Experience Designer Developer average salaries this year.



# 1.2%

salary growth versus 0.9% UK average decline

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Automation Test Analyst

2024	£41,500
2025	£48,100
2026	£53,000

### Software Developer

2024	£49,200
2025	£50,200
2026	£57,000

### Software Development Manager

2024	£61,400
2025	£64,500
2026	£66,900



# Development & testing insight

**Cheryl Burns**

Development and Testing Expert, Reed

“ Artificial intelligence has rapidly accelerated its influence on the sector, reshaping roles, required skills, and hiring strategies across the development and testing space.

One of the most notable impacts of AI is its absorption of more administrative, entry-level tasks, reducing the demand for junior positions. While this creates efficiency, it also presents a long-term challenge. By neglecting early-career talent development, companies may face future skills gaps and higher costs associated with hiring senior professionals who lack specific business knowledge.

The pace of change with technology has placed a greater emphasis on people’s adaptability and curiosity. Hiring managers now look for individuals who actively upskill themselves, pursue personal projects, and demonstrate an ability to embrace change. We are also seeing that employers are increasingly looking for professionals with blended skill

sets. For example, a full-stack developer may also need strong cloud and deployment skills. And soft skills, such as communication and strategic thinking, are highly valued for technical roles.

Another notable trend is the shift in how work is delivered. While outsourcing to offshore teams was once a popular cost-saving measure, many businesses are now bringing development and testing functions back in-house, resulting in new opportunities for professionals.

Fully remote roles are now hugely oversubscribed and highly competitive, with most employers favouring a model that combines office and home-based work. As a result, many organisations are now prioritising talent within their own regions to ensure stronger engagement and collaboration. This approach offers the chance to build deeper connections with local professionals and reduce hiring lead times. //

# Does your salary and benefits package help you attract and retain critical talent?

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We go beyond just benchmarking, ensuring your reward proposition supports your organisational strategy. Our salary benchmarking services provide comprehensive support to build a reward structure that attracts, retains, and motivates employees.

## We deliver:

-  Bespoke salary benchmarking reports tailored to your roles and sectors, helping with critical talent planning.
-  Salary and benefits analysis to uncover gaps and opportunities, futureproof your structures, and inform future organisational design.
-  Analysis of reward challenges to understand and address attraction and retention barrier.
-  Tailored recommendations and implementation support to strengthen your strategy.

Make sure your reward structure is fit for the future.

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# Infrastructure, support & cyber



## Midlands & East

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£25,100	£32,400 <span>↗</span>	£39,600	£28,300	£24,600	£34,000
2nd Line Support	£28,500	£30,900 <span>↗</span>	£33,400	£30,300	£29,200	£32,300
Application Security Engineer	£56,200	£62,400 <span>↘</span>	£68,400	£72,800	£77,900	£64,700
Application Support	£33,600	£37,200 <span>↗</span>	£40,800	£36,500	£37,800	£38,900
Cloud Architect	£87,400	£88,800 <span>↗</span>	£90,200	£82,500	£79,200	£93,000
Cloud Engineer	£59,700	£64,300 <span>↘</span>	£69,000	£68,700	£66,700	£67,200
Compliance Analyst	£33,500	£40,000 <span>↗</span>	£46,500	£39,900	£41,300	£41,900
Cyber Security Analyst	£47,500	£48,700 <span>↘</span>	£49,800	£55,200	£54,800	£50,900
Cyber Security Consultant	£64,300	£71,100 <span>↘</span>	£78,000	£79,500	£75,500	£74,300
Cyber Security Manager	£70,100	£76,400 <span>↔</span>	£82,800	£76,400	£70,700	£80,000
Data Governance Analyst	£61,700	£65,800 <span>↗</span>	£69,900	£59,700	£51,700	£69,000

↗ **7.6%** increase in **Cloud Architect** average salaries this year.

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

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£65,600	£68,800 <span>↘</span>	£71,900	£73,900	£66,000	£72,000
DevOps Engineer	£64,800	£69,400 <span>↘</span>	£74,000	£69,900	£72,500	£72,600
DevOps Manager	£79,200	£84,400 <span>↗</span>	£89,600	£78,800	£82,300	£88,300
GRC Manager	£63,700	£67,300 <span>↘</span>	£70,900	£71,900	£60,800	£70,400
InfoSec Manager	£60,400	£65,700 <span>↘</span>	£70,900	£70,300	£62,900	£68,700
Infrastructure Engineer	£47,600	£52,200 <span>↘</span>	£56,800	£53,100	£54,600	£54,600
IT Auditor	£58,100	£61,200 <span>↗</span>	£68,300	£53,800	£49,500	£66,300
IT Manager	£56,000	£60,800 <span>↗</span>	£65,700	£59,700	£58,100	£63,600
Linux Systems Administrator	£57,400	£67,300 <span>↗</span>	£77,000	£64,000	£63,600	£100,500
Network Consultant	£66,700	£69,300 <span>↗</span>	£75,800	£67,800	£65,200	£71,200
Network Engineer	£58,600	£63,600 <span>↗</span>	£68,600	£58,900	£59,300	£66,600

↗ **7.1%** increase in **DevOps Manager** average salaries this year.

↗ **13.8%** increase in **IT Auditor** average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£56,200	£61,700 ↘	£67,200	£62,800	£55,000	£64,600
Network Security Engineer	£40,200	£43,600 ↗	£47,000	£43,400	£45,000	£45,600
Network Security Manager	£81,700	£83,100 ↗	£93,500	£74,500	£74,700	£92,300
Penetration Tester	£61,500	£68,000 ↘	£74,500	£69,800	£53,100	£71,100
Risk Analyst	£41,500	£46,800 ↗	£52,000	£42,500	£45,800	£49,000
Security Architect	£93,300	£99,800 ↗	£106,300	£87,300	£96,200	£104,500
Security Engineer	£62,300	£69,500 ↗	£76,700	£66,700	£68,800	£72,700
Security Operations Manager	£70,100	£76,400 —	£82,800	£76,400	£70,700	£80,000
Service Delivery Manager	£68,900	£75,200 ↗	£81,200	£72,400	£70,200	£77,100
Service Desk Manager	£39,700	£40,800 ↗	£42,000	£40,200	£32,000	£42,700
Solutions Architect	£82,400	£87,900 ↘	£94,500	£88,300	£81,700	£90,100
System Administrator	£43,000	£46,300 ↗	£49,500	£41,200	£41,100	£47,400
Technical Architect	£99,800	£107,500 ↗	£116,200	£102,700	£92,700	£109,900

↘ **2.6%** decrease in Penetration Tester average salaries this year.

↗ **14.3%** increase in Security Architect average salaries this year.



**1.6%**

salary growth versus 3.9% UK average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### 1st Line Support

2024	£24,600
2025	£28,300
2026	£32,400

### IT Manager

2024	£58,100
2025	£59,700
2026	£60,800

### Service Delivery Manager

2024	£70,200
2025	£72,400
2026	£75,200

# Infrastructure, support & cyber



## London

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£34,400	£42,000 <span>↗</span>	£58,500	£36,100	£32,600	£51,500
2nd Line Support	£46,800	£50,700 <span>↗</span>	£54,600	£48,000	£32,500	£53,200
Application Security Engineer	£51,200	£69,500 <span>↘</span>	£73,800	£80,700	£99,400	£69,900
Application Support	£68,400	£70,100 <span>↗</span>	£79,900	£63,500	£58,200	£77,700
Cloud Architect	£101,600	£116,200 <span>↗</span>	£130,900	£105,200	£110,400	£121,800
Cloud Engineer	£84,500	£92,700 <span>↗</span>	£101,000	£83,700	£86,900	£97,100
Compliance Analyst	£39,600	£50,700 <span>↘</span>	£61,800	£56,700	£54,300	£53,000
Cyber Security Analyst	£59,700	£65,900 <span>↗</span>	£72,100	£63,600	£76,400	£68,900
Cyber Security Consultant	£91,000	£102,600 <span>↗</span>	£114,200	£100,400	£86,600	£107,400
Cyber Security Manager	£97,800	£106,900 <span>↘</span>	£116,000	£107,700	£105,600	£111,900
Data Governance Analyst	£89,200	£94,600 <span>↗</span>	£108,000	£82,900	£67,400	£105,400

↗ **10.8%** increase in Cloud Engineer average salaries this year.

↘ **10.6%** decrease in Compliance Analyst average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£80,000	£93,800 <span>↗</span>	£107,500	£91,900	£85,100	£98,200
DevOps Engineer	£86,500	£99,900 <span>↗</span>	£113,200	£92,300	£91,900	£104,700
DevOps Manager	£110,400	£118,000 <span>↗</span>	£125,600	£103,000	£95,300	£123,700
GRC Manager	£74,100	£88,900 <span>↗</span>	£103,700	£88,800	£84,100	£93,000
InfoSec Manager	£76,800	£85,200 <span>↘</span>	£93,600	£91,400	£86,600	£89,100
Infrastructure Engineer	£71,600	£80,900 <span>↗</span>	£90,300	£80,200	£73,800	£84,700
IT Auditor	£81,100	£84,430 <span>↗</span>	£95,700	£74,800	£74,100	£92,700
IT Manager	£70,600	£76,700 <span>↗</span>	£82,700	£75,100	£71,300	£80,300
Linux Systems Administrator	£64,000	£79,000 <span>↘</span>	£82,100	£93,900	£89,500	£80,200
Network Consultant	£78,800	£83,500 <span>↗</span>	£91,300	£77,100	£74,500	£85,100
Network Engineer	£74,100	£80,200 <span>↗</span>	£86,300	£78,000	£79,700	£83,900

↘ **6.8%** decrease in InfoSec Manager average salaries this year.

↗ **8.3%** increase in Network Consultant average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£70,600	£77,400 ↘	£84,100	£78,300	£80,700	£81,000
Network Security Engineer	£70,200	£83,200 ↗	£96,200	£82,800	£102,000	£87,000
Network Security Manager	£89,800	£96,500 ↗	£108,000	£85,000	£75,500	£109,200
Penetration Tester	£65,800	£74,300 ↗	£82,700	£72,900	£67,800	£77,700
Risk Analyst	£55,000	£61,900 ↗	£73,000	£53,900	£58,700	£67,100
Security Architect	£106,600	£117,400 ↗	£128,300	£106,800	£127,200	£122,900
Security Engineer	£75,900	£86,200 ↗	£96,500	£83,500	£86,900	£90,200
Security Operations Manager	£97,800	£106,900 ↘	£116,000	£107,700	£105,600	£111,900
Service Delivery Manager	£77,800	£83,300 ↗	£89,200	£78,900	£77,300	£85,200
Service Desk Manager	£56,100	£58,800 ↗	£61,400	£53,400	£47,300	£61,600
Solutions Architect	£100,600	£110,700 ↗	£119,800	£102,500	£108,600	£114,200
System Administrator	£55,400	£61,000 ↗	£66,800	£58,200	£54,500	£62,000
Technical Architect	£126,500	£136,500 ↗	£146,500	£131,000	£123,000	£138,400

↗ **9.9%** increase in Security Architect average salaries this year.

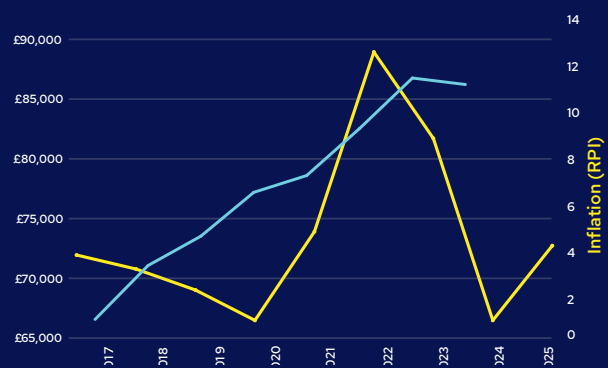
↗ **4.2%** increase in Technical Architect average salaries this year.



**4%**

salary growth versus 3.9% UK average growth

### Average salary in region vs UK inflation rate (RPI)



### Roles on the rise

#### Application Support

2024 £58,200

2025 £60,500

2026 £74,100

#### Data Governance Analyst

2024 £67,400

2025 £80,900

2026 £100,400

#### Penetration Tester

2024 £67,800

2025 £72,900

2026 £74,300

# Infrastructure, support & cyber



## North

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£31,000	£32,900 <span>↗</span>	£34,900	£29,900	£26,700	£34,500
2nd Line Support	£35,000	£36,700 <span>↗</span>	£42,300	£31,500	£28,900	£42,700
Application Security Engineer	£57,800	£64,300 <span>↘</span>	£71,200	£72,100	£78,400	£56,700
Application Support	£36,800	£41,600 <span>↗</span>	£46,400	£38,700	£38,900	£43,600
Cloud Architect	£73,600	£83,600 <span>↘</span>	£93,600	£84,800	£82,400	£87,500
Cloud Engineer	£61,200	£66,700 <span>↗</span>	£72,200	£65,600	£64,100	£69,800
Compliance Analyst	£34,300	£41,500 <span>↗</span>	£48,700	£39,500	£41,600	£43,400
Cyber Security Analyst	£46,100	£51,000 <span>↗</span>	£55,900	£49,700	£55,400	£53,400
Cyber Security Consultant	£65,900	£73,800 <span>↗</span>	£81,700	£70,500	£66,400	£77,200
Cyber Security Manager	£66,900	£71,600 <span>↗</span>	£76,400	£66,500	£68,100	£75,000
Data Governance Analyst	£59,200	£61,500 <span>↗</span>	£63,700	£55,200	£58,500	£64,400

↗ **10%** increase in 1st Line Support average salaries this year.

↗ **5.1%** increase in Compliance Analyst average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£58,200	£62,900 <span>↘</span>	£67,500	£65,900	£66,700	£65,800
DevOps Engineer	£62,000	£70,500 <span>↗</span>	£79,000	£65,400	£76,300	£73,800
DevOps Manager	£79,100	£83,900 <span>↗</span>	£88,700	£74,500	£75,000	£87,800
GRC Manager	£55,600	£59,900 <span>↘</span>	£64,100	£68,100	£63,000	£62,600
InfoSec Manager	£61,900	£68,100 <span>↘</span>	£74,300	£71,800	£63,300	£71,300
Infrastructure Engineer	£49,100	£53,700 <span>↘</span>	£58,400	£54,300	£53,100	£56,200
IT Auditor	£49,700	£52,000 <span>↗</span>	£60,000	£46,600	£56,300	£57,600
IT Manager	£58,600	£63,700 <span>↗</span>	£68,700	£57,600	£56,700	£66,700
Linux Systems Administrator	£52,800	£59,900 <span>↗</span>	£69,100	£53,000	£61,100	£71,200
Network Consultant	£61,200	£64,100 <span>↗</span>	£70,100	£62,800	£60,700	£65,700
Network Engineer	£55,000	£59,700 <span>↗</span>	£64,500	£54,000	£54,200	£62,500

↗ **12.6%** increase in DevOps Manager average salaries this year.

↘ **12%** decrease in GRC Manager average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£69,700	£75,800 ↗	£81,800	£72,800	£68,300	£79,400
Network Security Engineer	£53,500	£59,200 ↘	£64,900	£59,400	£65,100	£61,900
Network Security Manager	£82,700	£87,600 ↗	£92,600	£75,500	£73,600	£91,800
Penetration Tester	£62,600	£69,600 ↗	£76,500	£64,800	£52,300	£72,900
Risk Analyst	£41,500	£44,600 ↘	£47,800	£46,700	£45,100	£46,700
Security Architect	£98,500	£101,900 ↗	£114,800	£89,600	£101,100	£113,100
Security Engineer	£58,500	£65,300 ↗	£72,100	£61,200	£62,900	£68,400
Security Operations Manager	£66,900	£71,600 ↗	£76,400	£66,500	£68,100	£75,000
Service Delivery Manager	£64,500	£69,800 ↗	£74,400	£59,700	£59,800	£71,200
Service Desk Manager	£30,000	£31,500 ↘	£33,000	£35,800	£36,100	£32,900
Solutions Architect	£85,200	£93,400 ↘	£100,000	£95,800	£88,300	£95,100
System Administrator	£41,900	£46,200 ↗	£50,400	£43,700	£40,500	£47,400
Technical Architect	£93,000	£99,700 ↗	£114,300	£87,600	£81,500	£102,100

↗ **16%** increase in Network Security Manager average salaries this year.

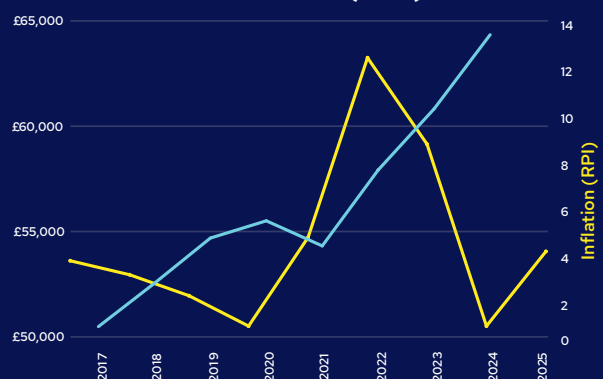
↘ **12%** decrease in Service Desk Manager average salaries this year.



**4.7%**

salary growth versus 3.9% UK average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Cyber Security Consultant

2024 £66,400

2025 £70,500

2026 £73,800

### Network Consultant

2024 £60,700

2025 £62,800

2026 £64,100

### System Administrator

2024 £40,500

2025 £43,700

2026 £46,200

# Infrastructure, support & cyber



## Northern Ireland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£24,800	£25,700 ↗	£31,700	£24,600	£21,500	£26,900
2nd Line Support	£24,800	£25,500 ↘	£27,200	£26,600	£23,900	£26,700
Application Security Engineer	£46,500	£54,600 ↘	£59,800	£63,300	£67,900	£55,400
Application Support	£32,200	£35,000 ↘	£37,800	£35,100	£31,500	£36,600
Cloud Architect	£56,600	£64,000 ↘	£71,500	£74,500	£71,400	£66,900
Cloud Engineer	£47,000	£51,100 ↘	£55,200	£51,800	£53,500	£53,500
Compliance Analyst	£26,400	£31,800 ↘	£37,200	£34,700	£36,000	£33,200
Cyber Security Analyst	£37,700	£41,200 ↘	£44,600	£43,700	£45,500	£43,100
Cyber Security Consultant	£50,700	£56,500 ↗	£62,400	£54,600	£50,800	£59,200
Cyber Security Manager	£63,300	£68,900 ↘	£74,500	£70,000	£61,400	£72,100
Data Governance Analyst	£48,700	£52,300 ↗	£55,900	£51,900	£45,100	£54,800

↘ **4.1%** decrease in 2nd Line Support average salaries this year.

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

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£46,800	£51,700 ↘	£56,700	£60,600	£53,500	£54,100
DevOps Engineer	£50,000	£57,200 ↗	£64,400	£53,400	£59,600	£59,900
DevOps Manager	£61,700	£66,100 ↗	£70,600	£58,000	£65,000	£80,000
GRC Manager	£44,800	£50,200 ↘	£55,600	£58,800	£51,500	£52,500
InfoSec Manager	£47,600	£52,200 ↘	£56,700	£60,800	£54,800	£54,600
Infrastructure Engineer	£30,000	£34,500 ↘	£36,000	£39,800	£49,900	£32,900
IT Auditor	£52,500	£55,200 ↗	£61,500	£48,600	£43,100	£59,800
IT Manager	£40,900	£44,400 ↘	£47,900	£52,200	£45,300	£46,400
Linux Systems Administrator	£42,400	£46,900 ↘	£51,400	£52,500	£56,800	£49,000
Network Consultant	£57,400	£60,200 ↗	£64,900	£58,900	£58,700	£61,900
Network Engineer	£42,300	£45,800 ↘	£49,300	£47,400	£47,000	£47,900

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

↗ **13.6%** increase in IT Auditor average salaries this year.

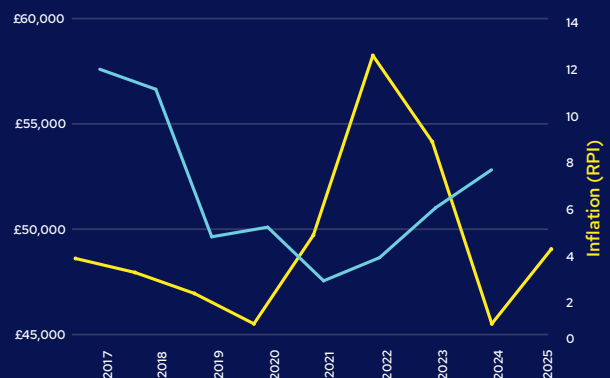
Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£39,800	£42,700 ↘	£45,700	£44,400	£50,000	£44,600
Network Security Engineer	£41,100	£45,400 ↘	£49,600	£52,100	£56,400	£47,400
Network Security Manager	£74,700	£77,400 ↗	£84,200	£68,300	£64,900	£83,200
Penetration Tester	£48,500	£54,100 ↗	£59,600	£53,700	£46,100	£56,600
Risk Analyst	£32,700	£37,200 ↗	£41,600	£36,900	£39,900	£38,900
Security Architect	£73,500	£79,300 ↗	£85,100	£75,900	£83,900	£83,000
Security Engineer	£45,000	£50,000 ↘	£55,100	£53,700	£54,500	£52,300
Security Operations Manager	£63,300	£68,900 ↘	£74,500	£70,000	£61,400	£72,100
Service Delivery Manager	£64,000	£68,700 ↗	£70,200	£63,700	£60,200	£70,200
Service Desk Manager	£31,300	£32,400 ↘	£33,600	£34,100	£27,900	£33,900
Solutions Architect	£80,500	£86,400 ↗	£92,200	£83,000	£81,700	£88,600
System Administrator	£40,000	£47,200 ↗	£50,100	£45,000	£42,300	£48,000
Technical Architect	£84,800	£90,100 ↗	£94,800	£83,700	£78,500	£92,200

↗ **4.5%** increase in Security Architect average salaries this year.

↘ **5%** decrease in Service Desk Manager average salaries this year.

↘ **1.9%**  
salary decline  
versus 3.9% UK  
average growth

Average salary in region vs UK inflation rate (RPI)



### Roles on the rise

#### 1st Line Support

2024	£21,500
2025	£24,600
2026	£25,700

#### Network Security Manager

2024	£64,900
2025	£68,300
2026	£79,400

#### System Administrator

2024	£42,300
2025	£45,000
2026	£47,200

# Infrastructure, support & cyber



## Scotland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£31,500	£41,100 <span>↗</span>	£50,800	£34,200	£30,100	£43,100
2nd Line Support	£32,700	£36,000 <span>↗</span>	£39,200	£34,900	£30,700	£37,700
Application Security Engineer	£58,000	£66,500 <span>↘</span>	£74,900	£87,900	£95,000	£69,400
Application Support	£51,200	£55,900 <span>↗</span>	£60,600	£48,700	£44,200	£58,600
Cloud Architect	£101,800	£114,400 <span>↔</span>	£120,400	£114,400	£81,300	£116,900
Cloud Engineer	£74,800	£81,600 <span>↗</span>	£88,400	£65,600	£69,000	£85,600
Compliance Analyst	£42,000	£50,800 <span>↗</span>	£59,600	£48,200	£50,400	£53,200
Cyber Security Analyst	£60,100	£65,800 <span>↗</span>	£71,400	£60,600	£63,600	£68,900
Cyber Security Consultant	£80,600	£90,300 <span>↗</span>	£100,000	£75,700	£71,100	£94,700
Cyber Security Manager	£76,700	£85,000 <span>↗</span>	£93,300	£61,900	£62,900	£89,300
Data Governance Analyst	£77,400	£83,500 <span>↗</span>	£89,600	£72,100	£63,100	£87,600

↗ **5.4%** increase in Compliance Analyst average salaries this year.

↗ **15.8%** increase in Data Governance Analyst average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£74,400	£82,600 <span>↘</span>	£90,900	£84,100	£75,000	£86,500
DevOps Engineer	£77,500	£80,700 <span>↗</span>	£101,200	£70,600	£79,800	£90,700
DevOps Manager	£78,700	£82,700 <span>↗</span>	£92,700	£72,700	£90,900	£89,700
GRC Manager	£60,100	£66,900 <span>↘</span>	£68,800	£78,700	£76,200	£67,000
InfoSec Manager	£75,800	£83,400 <span>↘</span>	£90,900	£84,300	£76,700	£87,300
Infrastructure Engineer	£62,100	£68,800 <span>↗</span>	£75,500	£64,500	£61,800	£72,100
IT Auditor	£61,700	£70,100 <span>↗</span>	£78,600	£62,200	£55,000	£76,300
IT Manager	£64,000	£69,800 <span>↗</span>	£75,600	£61,900	£69,300	£73,100
Linux Systems Administrator	£49,900	£56,400 <span>↘</span>	£63,000	£57,000	£93,800	£58,900
Network Consultant	£56,800	£61,900 <span>↗</span>	£69,000	£61,100	£58,700	£63,600
Network Engineer	£58,200	£64,600 <span>↗</span>	£71,000	£62,100	£60,300	£67,600

↘ **15%** decrease in GRC Manager average salaries this year.

↗ **4%** increase in Network Engineer average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£63,300	£68,200 ↗	£73,200	£61,600	£70,000	£71,400
Network Security Engineer	£65,500	£72,400 ↗	£79,400	£72,300	£78,900	£75,700
Network Security Manager	£95,000	£101,300 ↗	£107,600	£83,200	£82,900	£106,200
Penetration Tester	£67,700	£71,300 ↗	£85,900	£63,300	£64,600	£90,600
Risk Analyst	£52,100	£59,400 ↗	£66,600	£51,200	£55,900	£62,200
Security Architect	£117,000	£120,200 ↗	£136,300	£105,300	£117,400	£132,800
Security Engineer	£71,600	£79,900 ↗	£88,300	£74,500	£76,300	£83,700
Security Operations Manager	£76,700	£79,000 ↗	£93,300	£65,900	£62,900	£84,500
Service Delivery Manager	£66,800	£70,000 ↗	£74,700	£64,600	£64,600	£71,600
Service Desk Manager	£39,700	£41,800 ↗	£53,800	£36,800	£39,100	£49,800
Solutions Architect	£87,800	£90,100 ↗	£97,600	£87,400	£85,400	£91,900
System Administrator	£48,400	£52,500 ↗	£57,500	£51,300	£49,500	£53,700
Technical Architect	£94,700	£102,500 ↗	£116,100	£101,000	£102,100	£103,900

↗ **16%** increase in Risk Analyst average salaries this year.

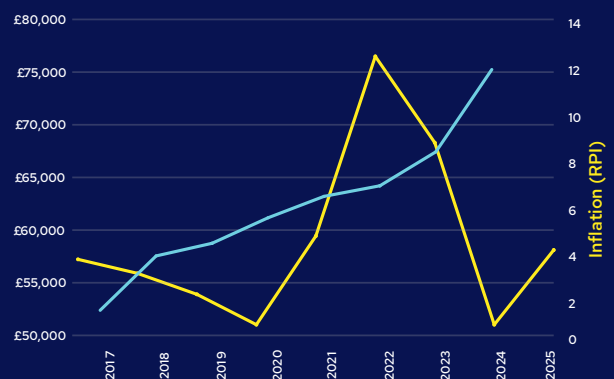
↗ **3.1%** increase in Solutions Architect average salaries this year.



**7.8%**

salary growth  
versus 3.9% UK  
average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Application Support

2024 £44,200

2025 £48,700

2026 £55,900

### Cyber Security Consultant

2024 £71,100

2025 £75,700

2026 £90,300

### IT Auditor

2024 £55,000

2025 £62,200

2026 £70,100

# Infrastructure, support & cyber



## South

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£31,100	£33,900 <span>↗</span>	£36,600	£31,500	£29,300	£35,500
2nd Line Support	£32,000	£35,200 <span>↗</span>	£38,300	£33,700	£30,000	£36,900
Application Security Engineer	£49,800	£56,300 <span>↘</span>	£62,800	£77,700	£84,500	£58,700
Application Support	£41,800	£45,000 <span>↗</span>	£48,100	£42,000	£40,100	£47,100
Cloud Architect	£115,500	£123,400 <span>↗</span>	£131,400	£101,100	£95,200	£129,400
Cloud Engineer	£64,200	£69,200 <span>↘</span>	£74,100	£70,400	£75,400	£72,300
Compliance Analyst	£36,000	£43,000 <span>↗</span>	£50,000	£42,900	£48,800	£45,000
Cyber Security Analyst	£63,400	£68,900 <span>↗</span>	£74,400	£58,300	£65,700	£72,200
Cyber Security Consultant	£69,200	£72,500 <span>↗</span>	£83,900	£62,600	£58,100	£80,300
Cyber Security Manager	£69,200	£75,200 <span>↘</span>	£81,200	£75,600	£71,700	£78,700
Data Governance Analyst	£47,700	£51,300 <span>↘</span>	£54,800	£54,500	£52,400	£53,700

↗ **18.2%** increase in **Cyber Security Analyst** average salaries this year.

↘ **5.9%** decrease in **Data Governance Analyst** average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£62,500	£65,500 <span>↘</span>	£68,500	£68,200	£61,300	£68,500
DevOps Engineer	£67,600	£78,600 <span>↗</span>	£89,600	£75,600	£74,500	£82,300
DevOps Manager	£78,100	£83,000 <span>↘</span>	£87,900	£84,900	£80,900	£86,700
GRC Manager	£62,100	£65,300 <span>↘</span>	£68,500	£70,200	£59,100	£68,300
InfoSec Manager	£78,700	£85,100 <span>↗</span>	£91,500	£74,500	£71,600	£89,200
Infrastructure Engineer	£59,700	£65,300 <span>↗</span>	£70,900	£60,500	£60,200	£68,400
IT Auditor	£57,400	£62,200 <span>↗</span>	£67,000	£52,500	£50,200	£65,200
IT Manager	£58,100	£63,500 <span>↗</span>	£68,900	£61,300	£59,900	£66,500
Linux Systems Administrator	£58,200	£64,500 <span>↗</span>	£70,800	£63,900	£75,500	£67,400
Network Consultant	£62,000	£65,100 <span>↗</span>	£68,700	£63,900	£62,400	£67,000
Network Engineer	£57,700	£62,000 <span>↗</span>	£66,200	£58,200	£58,500	£64,900

↘ **2.2%** decrease in **DevOps Manager** average salaries this year.

↗ **6.5%** increase in **Network Engineer** average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£54,300	£57,800 ↘	£61,400	£63,500	£60,200	£60,400
Network Security Engineer	£64,300	£68,000 ↘	£71,600	£70,200	£69,300	£71,100
Network Security Manager	£81,600	£84,700 ↗	£91,700	£73,800	£75,800	£90,900
Penetration Tester	£71,100	£78,700 ↗	£83,400	£68,500	£74,100	£83,900
Risk Analyst	£44,700	£50,300 ↗	£55,900	£45,300	£49,700	£52,700
Security Architect	£100,400	£107,300 ↗	£114,300	£95,800	£107,100	£112,300
Security Engineer	£65,600	£71,200 ↗	£76,800	£63,800	£64,800	£74,600
Security Operations Manager	£69,200	£75,200 ↘	£81,200	£75,600	£71,700	£78,700
Service Delivery Manager	£61,700	£67,800 ↗	£77,800	£62,700	£61,400	£69,400
Service Desk Manager	£41,500	£43,800 ↘	£46,000	£47,500	£37,900	£45,800
Solutions Architect	£93,500	£98,100 ↗	£101,300	£90,900	£88,900	£100,300
System Administrator	£47,200	£51,900 ↘	£57,100	£52,000	£47,800	£52,900
Technical Architect	£95,700	£106,300 ↘	£112,600	£108,000	£99,600	£107,700

↗ **11%** increase in Risk Analyst average salaries this year.

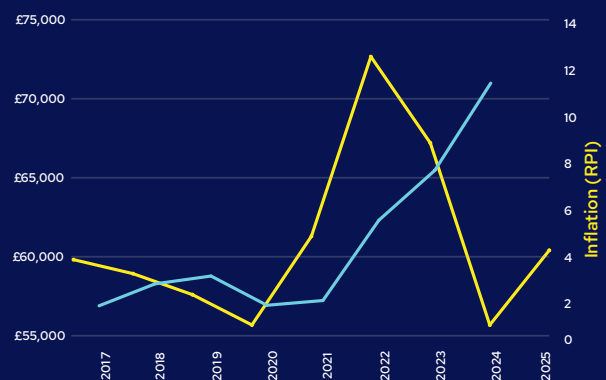
↗ **7.9%** increase in Solutions Architect average salaries this year.



**4%**

salary growth versus 3.9% UK average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### 2nd Line Support

2024	£30,000
2025	£33,700
2026	£35,200

### Cyber Security Consultant

2024	£58,100
2025	£62,600
2026	£72,500

### InfoSec Manager

2024	£71,600
2025	£74,500
2026	£85,100

# Infrastructure, support & cyber



## Wales

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
1st Line Support	£24,800	£30,100 ↗	£36,800	£26,600	£23,500	£31,600
2nd Line Support	£28,000	£29,800 ↗	£31,600	£28,800	£26,200	£31,200
Application Security Engineer	£53,100	£57,700 ↘	£60,300	£68,500	£84,500	£50,800
Application Support	£31,000	£37,400 ↘	£39,800	£43,400	£37,900	£25,000
Cloud Architect	£66,900	£75,000 ↘	£83,100	£80,600	£78,100	£78,400
Cloud Engineer	£63,600	£68,600 ↗	£73,600	£63,700	£49,300	£71,900
Compliance Analyst	£31,200	£37,200 ↘	£43,200	£37,600	£48,800	£38,900
Cyber Security Analyst	£44,600	£48,200 ↗	£51,800	£47,200	£65,700	£50,400
Cyber Security Consultant	£59,900	£66,200 ↗	£72,500	£59,000	£58,100	£69,400
Cyber Security Manager	£68,500	£73,900 ↘	£79,400	£75,500	£71,700	£77,300
Data Governance Analyst	£57,500	£61,200 ↗	£65,000	£56,200	£52,400	£64,100

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

↘ **6.9%** decrease in Cloud Architect average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Data Governance Manager	£55,300	£60,600 ↘	£65,900	£65,600	£61,300	£63,400
DevOps Engineer	£58,500	£65,600 ↗	£72,800	£56,000	£64,600	£68,700
DevOps Manager	£67,300	£71,800 ↗	£85,900	£63,700	£71,100	£85,700
GRC Manager	£52,900	£58,800 ↘	£64,600	£58,900	£59,100	£61,500
InfoSec Manager	£56,300	£61,100 ↘	£65,900	£69,400	£71,600	£63,800
Infrastructure Engineer	£43,200	£47,800 ↘	£52,300	£50,300	£61,800	£49,900
IT Auditor	£56,800	£60,100 ↗	£65,500	£52,400	£50,200	£64,000
IT Manager	£56,400	£60,800 ↗	£65,100	£58,400	£48,600	£63,700
Linux Systems Administrator	£52,600	£57,700 ↗	£62,800	£53,400	£1,05,000	£60,300
Network Consultant	£60,300	£63,000 ↗	£66,100	£61,700	£60,700	£64,800
Network Engineer	£50,000	£53,600 ↗	£57,200	£51,300	£51,400	£56,100

↗ **8.1%** increase in Linux Systems Administrator average salaries this year.

↗ **4.5%** increase in Network Engineer average salaries this year.

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Network Manager	£47,300	£50,300 ↘	£52,500	£59,500	£46,300	£52,200
Network Security Engineer	£48,600	£53,100 ↘	£57,600	£63,500	£69,300	£55,400
Network Security Manager	£80,800	£85,200 ↗	£89,600	£73,700	£75,800	£89,300
Penetration Tester	£57,300	£63,300 ↘	£69,200	£69,800	£74,100	£66,100
Risk Analyst	£38,700	£43,500 ↗	£48,300	£40,000	£49,700	£45,500
Security Architect	£86,900	£92,900 ↗	£98,800	£82,200	£1,07,100	£97,200
Security Engineer	£60,900	£67,200 ↗	£73,500	£66,000	£64,800	£70,300
Security Operations Manager	£68,500	£73,900 ↘	£79,400	£75,500	£71,700	£77,300
Service Delivery Manager	£66,900	£70,100 ↗	£74,500	£70,000	£71,000	£71,700
Service Desk Manager	£36,900	£37,900 ↘	£39,000	£43,600	£30,500	£39,600
Solutions Architect	£81,200	£84,100 ↗	£91,800	£80,200	£80,100	£86,100
System Administrator	£40,200	£46,900 ↗	£50,000	£43,000	£40,100	£48,900
Technical Architect	£77,300	£85,700 ↗	£90,200	£85,200	£83,300	£88,100

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

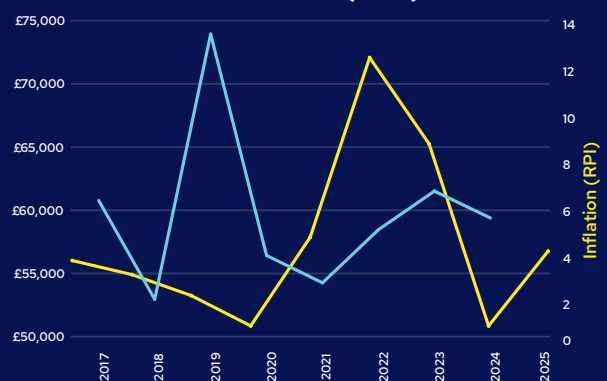
↗ **9.1%** increase in System Administrator average salaries this year.



1%

salary growth versus 3.9% UK average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Data Governance Analyst

2024	£52,400
2025	£56,200
2026	£61,200

### IT Manager

2024	£48,600
2025	£58,400
2026	£60,800

### Security Engineer

2024	£64,800
2025	£66,000
2026	£67,200



# Infrastructure, support & cyber insight

**Michael Crooks**

Infrastructure, Support and Cyber Expert, Reed

“ The landscape of technology infrastructure, support and cyber security is shifting, driven by new working models and an ever-present need for specialised skills.

Organisations are actively addressing the cyber security talent gap through a multi-faceted approach. Many are upskilling their existing workforce, providing in-house training to ensure everyone understands their role in security. Others are outsourcing to specialist providers for an extra layer of protection or hiring consultants for mock penetration testing to identify vulnerabilities.

But the most exciting trend we are seeing, is a significant move towards building fully-fledged, in-house cyber security teams, a function once considered a luxury. This shift represents a great opportunity for organisations to take control of their security posture, embed expertise within their culture, and respond faster to emerging threats. For professionals, it opens doors to dynamic career paths in a field that is not only growing but becoming mission

critical. Those who invest now, whether in talent, training, or technology, will be best positioned to thrive in an increasingly complex digital landscape.

Hybrid and remote working models continue to influence team structures. While fully remote roles exist, the dominant approach remains hybrid – typically three days in the office. This balance between flexibility and collaboration is proving the most attractive to professionals and interestingly, resistance to being in the office five days a week has eased compared to previous years.

Salaries tend to be reflective of the demand for specific expertise. Professionals with niche skills in Microsoft 365, Intune, Endpoint, and Azure can command higher salaries than generalist infrastructure engineers and can be difficult to replace if they are lured away by more lucrative, fully remote roles. //

# Transformation & change



## Midlands & East

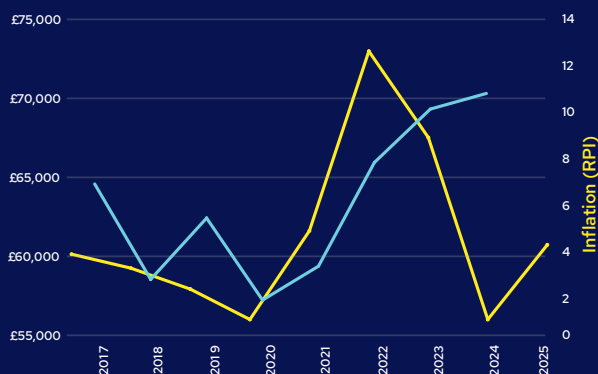
Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£52,700	£57,200 ↓	£61,600	£59,100	£57,000	£58,900
Change Manager	£52,300	£57,900 ↑	£64,300	£55,000	£59,300	£59,200
Delivery Manager	£75,900	£79,200 ↑	£83,500	£78,200	£64,100	£81,000
PMO Analyst	£51,200	£53,500 ↑	£54,900	£51,200	£52,000	£54,400
Product Manager	£60,000	£67,200 ↑	£74,400	£66,500	£65,200	£70,400
Product Owner	£57,500	£62,300 ↑	£67,200	£58,700	£58,400	£64,100
Programme Manager	£94,800	£104,000 ↑	£113,200	£101,200	£89,700	£108,900
Project Manager	£64,700	£69,700 ↑	£78,900	£63,400	£64,700	£75,200
Release Manager	£77,300	£82,800 ↑	£88,400	£81,100	£70,300	£86,700
Scrum Master	£66,000	£69,300 ↓	£72,600	£72,300	£68,300	£72,600

↑ **5.3%** increase in Change Manager average salaries this year.

↑ **6.1%** increase in Product Owner average salaries this year.

↑ **2.3%** salary growth versus 0.1% UK average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Delivery Manager

2024	£64,100
2025	£78,200
2026	£79,200

### Product Manager

2024	£65,200
2025	£66,500
2026	£67,200

### Release Manager

2024	£70,300
2025	£81,100
2026	£82,800

# Transformation & change



## London

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£86,900	£93,400 <span>↗</span>	£1,03,800	£90,800	£91,400	£95,600
Change Manager	£72,400	£78,300 <span>↘</span>	£84,600	£81,600	£79,600	£80,100
Delivery Manager	£92,100	£99,600 <span>↗</span>	£107,200	£94,800	£96,800	£102,400
PMO Analyst	£52,000	£56,900 <span>↘</span>	£60,300	£61,800	£55,800	£56,100
Product Manager	£76,900	£79,400 <span>↔</span>	£82,300	£79,400	£83,400	£81,600
Product Owner	£75,200	£85,300 <span>↗</span>	£88,200	£79,600	£78,800	£87,800
Programme Manager	£90,000	£99,200 <span>↘</span>	£108,700	£112,300	£121,600	£100,700
Project Manager	£89,200	£95,800 <span>↗</span>	£102,900	£93,300	£93,400	£102,800
Release Manager	£93,800	£98,900 <span>↗</span>	£107,200	£94,000	£93,800	£102,700
Scrum Master	£93,400	£99,900 <span>↗</span>	£106,200	£96,900	£88,100	£104,600

↘ **7.9%** decrease in PMO Analyst average salaries this year.

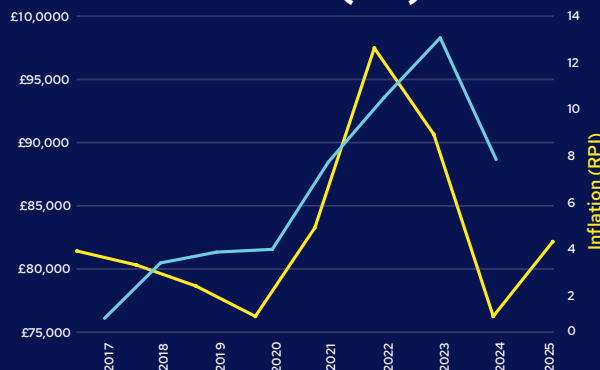
↗ **5.2%** increase in Release Manager average salaries this year.



# 0.2%

salary growth versus 0.1% UK average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Product Owner

2024 £78,800

2025 £79,600

2026 £85,300

### Release Manager

2024 £93,800

2025 £94,000

2026 £98,900

### Scrum Master

2024 £88,100

2025 £96,900

2026 £99,900

# Transformation & change



## North

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£59,300	£62,300 <span>↗</span>	£67,100	£58,500	£57,700	£64,400
Change Manager	£55,200	£59,800 <span>↗</span>	£63,100	£59,400	£60,700	£61,600
Delivery Manager	£74,600	£78,400 <span>↗</span>	£82,300	£71,900	£78,100	£80,700
PMO Analyst	£52,300	£56,600 <span>↗</span>	£60,800	£55,500	£58,000	£58,200
Product Manager	£55,600	£65,700 <span>↗</span>	£75,800	£65,200	£69,700	£68,800
Product Owner	£57,800	£60,500 <span>↗</span>	£65,300	£53,000	£51,600	£62,200
Programme Manager	£77,700	£89,900 <span>↗</span>	£102,100	£89,400	£93,300	£94,100
Project Manager	£59,500	£64,500 <span>↘</span>	£69,500	£64,800	£67,400	£67,500
Release Manager	£88,300	£98,100 <span>↗</span>	£108,000	£84,900	£82,100	£102,700
Scrum Master	£57,400	£62,300 <span>↘</span>	£67,200	£69,900	£60,700	£65,200

↗ **14.2%** increase in Product Owner average salaries this year.

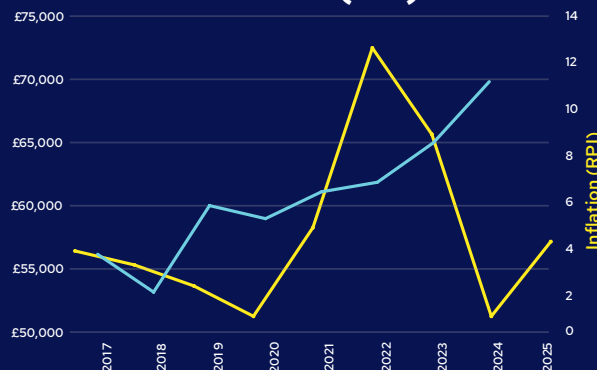
↘ **10.9%** decrease in Scrum Master average salaries this year.



# 3.7%

salary growth versus 0.1% UK average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Business Analyst

2024 £57,700

2025 £58,500

2026 £62,300

### Product Owner

2024 £51,600

2025 £53,000

2026 £60,500

### Release Manager

2024 £82,100

2025 £84,900

2026 £98,100

# Transformation & change



## Northern Ireland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£53,200	£57,400 ↘	£61,600	£62,400	£66,400	£58,900
Change Manager	£51,300	£56,700 ↗	£61,200	£56,000	£57,800	£57,800
Delivery Manager	£64,300	£68,700 ↘	£73,100	£73,100	£63,200	£70,700
PMO Analyst	£48,000	£50,700 ↗	£53,800	£49,900	£48,500	£53,200
Product Manager	£63,200	£66,500 ↘	£74,300	£67,800	£66,700	£69,000
Product Owner	£47,400	£51,400 ↘	£55,400	£57,000	£49,400	£52,600
Programme Manager	£73,600	£80,100 ↘	£86,600	£81,600	£75,900	£82,700
Project Manager	£58,900	£61,200 ↘	£65,000	£62,500	£56,500	£62,300
Release Manager	£65,000	£69,800 ↘	£74,700	£70,600	£61,300	£71,900
Scrum Master	£56,000	£59,000 ↘	£62,100	£62,900	£59,600	£60,600

↗ **1.3%** increase in Change Manager average salaries this year.

↘ **6.2%** decrease in Scrum Master average salaries this year.



# 3.4%

**salary decline**

versus 0.1% UK average growth

## Roles on the rise

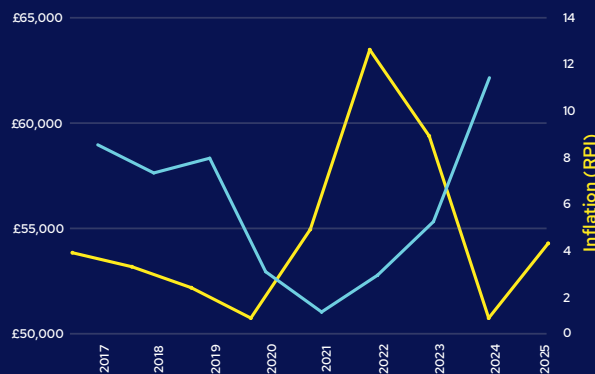
### PMO Analyst

2024 £48,500

2025 £49,900

2026 £50,700

## Average salary in region vs UK inflation rate (RPI)



# Transformation & change



## Scotland

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£60,400	£63,300 <span>↗</span>	£68,900	£58,500	£57,700	£65,200
Change Manager	£63,400	£67,200 <span>↘</span>	£71,000	£69,300	£66,100	£69,900
Delivery Manager	£59,200	£60,200 <span>↘</span>	£66,800	£61,900	£68,100	£61,400
PMO Analyst	£54,600	£57,900 <span>↗</span>	£61,100	£55,000	£52,000	£59,600
Product Manager	£58,100	£60,400 <span>↘</span>	£67,300	£65,200	£69,700	£62,800
Product Owner	£49,100	£55,700 <span>↗</span>	£62,400	£53,000	£51,600	£57,900
Programme Manager	£78,900	£87,900 <span>↘</span>	£97,200	£89,400	£93,300	£89,700
Project Manager	£54,200	£63,700 <span>↘</span>	£73,200	£64,800	£67,400	£66,200
Release Manager	£77,000	£85,100 <span>↗</span>	£93,300	£84,900	£82,100	£88,500
Scrum Master	£62,800	£67,900 <span>↘</span>	£73,000	£69,900	£60,700	£70,600

↗ **8.2%** increase in Business Analyst average salaries this year.

↘ **7.4%** decrease in Product Manager average salaries this year.

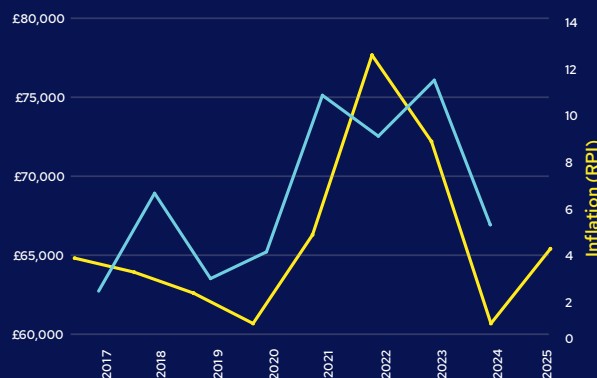


# 0.4%

**salary decline**

versus 0.1% UK average growth

Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Business Analyst

2024 £57,700

2025 £58,500

2026 £63,300

### PMO Analyst

2024 £52,000

2025 £55,000

2026 £57,900

### Product Owner

2024 £51,600

2025 £53,000

2026 £55,700

# Transformation & change



## South

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£61,900	£66,900 ↗	£68,200	£64,300	£63,800	£68,900
Change Manager	£52,600	£59,500 ↘	£64,400	£62,300	£61,400	£61,200
Delivery Manager	£83,100	£87,600 ↘	£92,200	£89,800	£89,000	£91,700
PMO Analyst	£51,200	£55,700 ↗	£60,100	£51,200	£50,000	£56,900
Product Manager	£56,800	£62,100 ↗	£68,200	£60,300	£65,600	£65,500
Product Owner	£59,300	£64,200 ↘	£69,100	£69,900	£61,500	£67,200
Programme Manager	£82,200	£87,700 ↘	£93,200	£94,000	£87,800	£89,500
Project Manager	£65,200	£68,900 ↘	£73,700	£72,200	£65,600	£73,700
Release Manager	£83,200	£89,100 ↗	£95,000	£82,300	£76,300	£93,300
Scrum Master	£79,600	£83,200 ↗	£86,800	£78,100	£89,300	£87,100

↘ **4.5%** decrease in Change Manager average salaries this year.

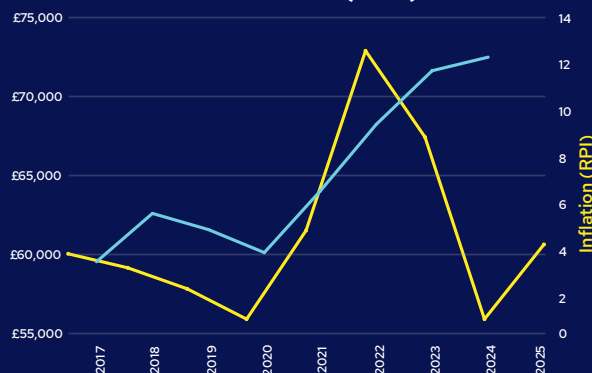
↗ **8.3%** increase in Release Manager average salaries this year.



# 0.1%

salary growth versus 0.1% UK average growth

## Average salary in region vs UK inflation rate (RPI)



## Roles on the rise

### Business Analyst

2024	£63,800
2025	£64,300
2026	£66,900

### PMO Analyst

2024	£50,000
2025	£51,200
2026	£55,700

### Release Manager

2024	£76,300
2025	£82,300
2026	£89,100

# Transformation & change



## Wales

Role	2026			2025	2024	2027
	Min	Average	Max	Average	Average	Projection
Business Analyst	£55,100	£58,400 ↗	£61,700	£57,500	£56,500	£60,300
Change Manager	£54,000	£56,900 ↘	£59,800	£57,500	£51,200	£58,000
Delivery Manager	£71,300	£75,800 ↘	£80,300	£79,100	£69,100	£79,400
PMO Analyst	£48,600	£51,700 ↘	£54,800	£52,500	£48,500	£53,000
Product Manager	£40,800	£48,100 ↘	£55,400	£51,900	£54,800	£50,400
Product Owner	£51,300	£55,500 ↘	£59,700	£61,700	£54,000	£58,100
Programme Manager	£78,700	£82,700 ↗	£86,700	£72,600	£75,900	£84,600
Project Manager	£60,500	£64,300 ↗	£68,100	£56,700	£61,100	£67,300
Release Manager	£72,100	£77,100 ↗	£82,100	£65,600	£67,000	£80,700
Scrum Master	£61,500	£64,400 ↘	£67,400	£68,000	£65,200	£67,400

↘ **7.3%** decrease in Product Manager average salaries this year.

↗ **13.4%** increase in Project Manager average salaries this year.



# 1.9%

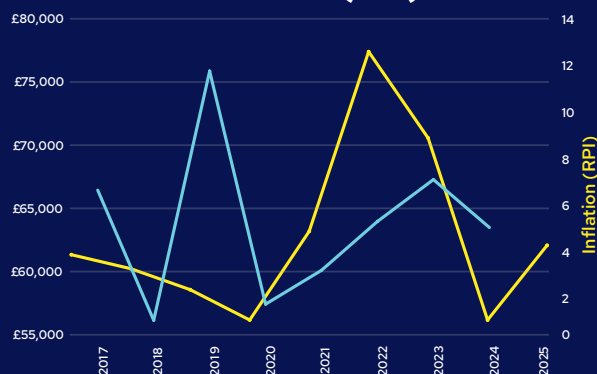
salary growth versus 0.1% UK average growth

## Roles on the rise

### Business Analyst

- 2024 £56,500
- 2025 £57,500
- 2026 £58,400

## Average salary in region vs UK inflation rate (RPI)





# Transformation & change insight

**Neil Cogswell**

Transformation and Change Expert, Reed

“ Entering 2026, the transformation and change sector is experiencing a phase of cautious progress. While digital transformation remains an ongoing priority for many organisations, the pace of initiating large-scale new projects has moderated over the past year. This caution is partly influenced by economic uncertainty and a desire to understand the long-term impact of emerging technologies like AI before committing significant resources.

This has created a candidate-rich market for project and change management roles. Many professionals who previously worked on a contract basis are now seeking permanent positions, creating heightened competition. For those looking to stand out, certifications in Agile and PRINCE2 are highly sought after and can provide a clear advantage.

In this climate, hiring priorities for both businesses and professionals are shifting. For companies, the sheer volume of applications for a single role can be overwhelming for internal talent teams. This highlights the value of partnering with specialist recruiters who can effectively filter and identify the best professionals.

For professionals, job stability is becoming a more significant factor than it has been in recent years. Many are now willing to consider roles with a slightly lower salary if the position offers better long-term career prospects, stability, or valuable learning and development opportunities. This indicates a move away from chasing the highest offer towards making more strategic, long-term career decisions. ”

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