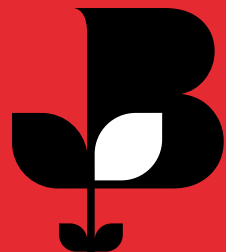


A close-up photograph of a person's hands working on a smartphone motherboard. The person is using a small tool to manipulate components on the green circuit board. The background is blurred, showing various tools and equipment in a workshop or repair shop. The image is partially obscured by a large red curved shape on the right side of the page.

SALARY & BENEFITS REPORT

2019-20



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Sharon Smith
Chief Executive

Herefordshire &
Worcestershire
Chamber of Commerce

People are at the heart of any business. In the thousands of discussions that Herefordshire & Worcestershire Chamber of Commerce conduct each year, attracting and retaining people with the right skills is without doubt the most significant barriers to growth.

43% of businesses identified skills (attracting and retaining appropriately skilled workers) as their top priority during 2019. With the addition of salary analysis by business size and the largest sample we have ever engaged with, this report will prove an invaluable tool for businesses operating in the midst of a national skills shortage.

It has been a difficult year for businesses, that are not only juggling unprecedented levels of uncertainty associated with the ongoing EU exit negotiations, but that are also operating in the context of a tight labour market. Unemployment rates have been falling for the last six years, with record high employment rates reported throughout 2019. At the same time, vacancies hit record highs during the first few months of the year, with 861,000 reported during the period November 2018 to January 2019 (Office for National Statistics, October 2019).

Greater competition for staff continues to push up starting salaries. Estimated annual growth in average weekly earnings for employees has started to climb (ONS, October 2019). In real terms (after adjusting for inflation), annual growth in total pay was estimated to be 1.9% and annual growth in regular pay was estimated to be 2.0% (ONS, October 2019). The rate of pay growth has migrated upwards since March to May 2017 and is now increasing at the highest nominal pay growth rate since 2008 (ONS, October 2019).

As we approach the tail end of 2019 however, there are signs that employment growth has softened. The unemployment to vacancy ratio has increased slightly during the latter part of 2019, which may suggest that businesses have weathered the peak and that the labour market tightness may now begin to level out. Vacancies have dropped to 813,000 at last count, which may be symptomatic of business concerns for the future economic relationship with our European neighbours. It is unsurprising that economic and political uncertainties are impacting the hiring intentions of firms. As unemployment remains historically low and wage growth persists, only time will tell if this is a moment of brief relief or the beginning of a more protracted cooling off of the UK labour market.

With the dynamics of the labour market ever changing, it has never been more important for businesses to review the pay and benefits packages they offer their staff. Increased competition, an ageing population and uncertainty around the UK's withdrawal from the EU are only likely to exacerbate recruitment challenges. As businesses continue to demonstrate relentless resilience in the midst of historic political uncertainty, and in the context of a national skills shortage, the Chamber of Commerce will continue to provide practical advice and guidance, like the data produced by this report, to alleviate barriers to growth for businesses. I am delighted to launch the 2019/20 Salary and Benefits report which I hope will support businesses to review the packages they currently offer staff and thus bolster both recruitment and retention success.

We are delighted that 350 businesses from across Herefordshire and Worcestershire took part in this year's Salary & Benefits Report, making it the most robust yet. With the Office for National Statistics data demonstrating that wages are growing at the fastest rate for over 10 years, it is an important time to see how you stack up against the competition.

The employment rate in the UK remains at a joint record high of 76.1%. At the same time, the latest Jobs Outlook from the Recruitment & Employment Confederation (REC) indicates that, despite increasing concerns regarding overall economic conditions, 35% of employers in the Midlands plan to increase their permanent headcount in the coming months, with only 1% reporting plans to reduce headcount. When this demand is combined with the continuing skills shortage and the reduced movement by candidates - who have their own concerns about the impact of Brexit - the lack of surplus workforce capacity begins to bite. Analysis of the local area reveals some promising trends, the REC's recent regional job growth data places Worcestershire second in the UK, whilst Herefordshire came out top when looking at job creation across the Marches area.

This labour market context only adds to the importance and significance of the various skills initiatives and programmes happening across the two counties. The New Model in Technology and Engineering (NMITE) will become Britain's first wholly new, purpose built UK university in 40 years. Located in Hereford, NMITE is due to get its first cohort studying an integrated MSc in Engineering during spring 2020. In Worcestershire, the Careers Hub has quickly become one of the best performing programmes in the country, driving forward careers guidance and helping deliver more employer encounters and work experience than ever before. Both of these fantastic developments are designed

to meet the long term needs of our two counties. Inspiring and engaging the next generation of talent will facilitate the personal development of young people who need to be ready to make an immediate contribution to the world of work.

Although it's great to see long term initiatives linking schools and businesses creating a future workforce with the right skills, businesses will need shorter term solutions to meet their immediate needs in terms of people and skills. Introducing flexibility into working patterns and work life is an area that Hewett Recruitment has been working closely with businesses to introduce into the workplace.

Despite the fact that 9 in 10 UK employees either currently work flexibly or would like to, only 11% of jobs are advertised with any type of flexibility. These figures were reaffirmed by the local data reported by the Timewise Foundation. For highly skilled candidates who need or want to work flexibly, the shortage of "flexible roles" represents a significant barrier to entering work or moving jobs to progress their careers. Introducing flexible work practices into the workplace is just one way to work around the current skills shortage and to attract skilled candidates who are currently put off by the rigidity of traditional working hours.

As employers, we need to be open to reimagining our hiring process to ensure that we are not locking out local talent. Flexible working can mean many things, not just part-time hours, and considering the measurable outputs of a role, rather than just the hours that someone will clock in, could expose your business to a hitherto untapped pool of candidates. From advice on revising hiring policies to boosting staff retention, we're keen to support local businesses in managing and expanding their workforce to ensure local businesses and people thrive.

LABOUR MARKET STATISTICS

On average,
52%
of businesses have attempted to recruit during the past year.

Of those, an average of
60%
experienced difficulties during the recruitment process.

The employment rate in the UK labour market has remained above
75%
for the entirety of 2019 (ONS, 2019).



On average,
13%
of businesses have sought to increase their workforce during the past year.

This suggests that the majority of businesses are recruiting for existing positions as opposed to expanding their organisational structure.



90%
of those surveyed had tried to recruit staff over the past 12 months.

During 2019, the unemployment rate in the UK Labour market has been historically low, alternating between
3.8% & 3.9%
(ONS, 2019)



5

sectors have experienced more difficulty than most when recruiting.

- Public/Voluntary Sector** (50%)
- Wholesale & Retail** (50%)
- Manufacturing** (44%)
- IT & Cyber Security** (44%)
- Construction & Property** (44%)

3

types of role were particularly difficult to recruit for: Sales (21%), Engineering (18%) and Technology/IT (13%).

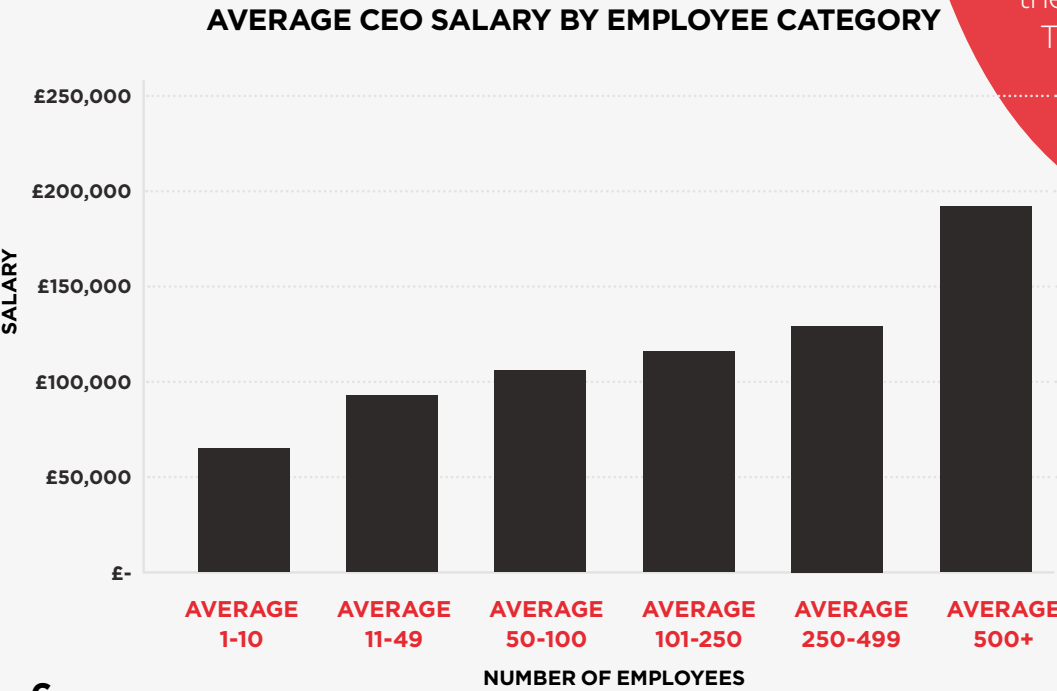


Laura Hewett
Director
Hewett Recruitment



SALARY DATA EXECUTIVE TALENT

| CEO SALARY IN RELATION TO THE NUMBER OF EMPLOYEES | AVERAGE SALARY |
|---|----------------|
| AVERAGE 1-10 | £69,290 |
| AVERAGE 11-49 | £90,507 |
| AVERAGE 50-100 | £104,427 |
| AVERAGE 101-250 | £116,161 |
| AVERAGE 250-499 | £126,554 |
| AVERAGE 500+ | £192,091 |
| AVERAGE | £93,783 |



“When it comes to senior positions within organisations it really isn’t just about the basic salary. Candidates would expect some form of performance related bonus given the direct impact that their role has on the success and profitability of a business. It is also normal practice for there to be an enhanced benefits package, including higher than standard pension contributions, healthcare/insurance and car allowance.

Companies looking to recruit at this level need to consider all the various elements of the package on offer in order to ensure that they are positioning themselves appropriately against their competitors. This may include the potential for equity in the business longer term as individuals look for the security this provides. It can have the added benefit of boosting engagement of key individuals as their own success becomes interlinked with that of the business.”

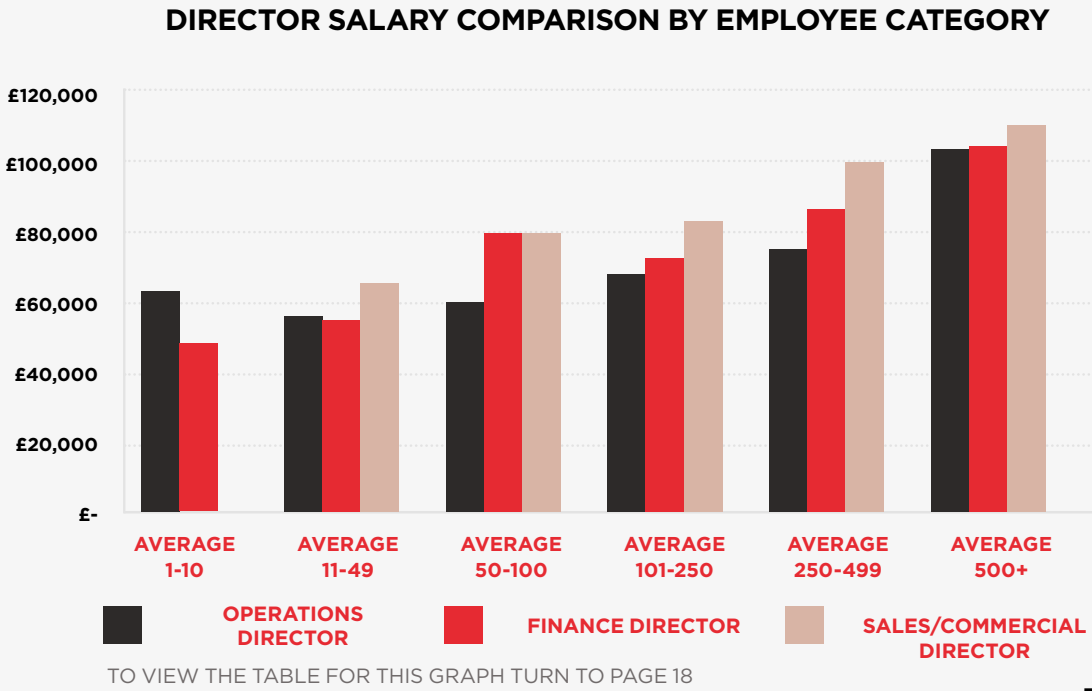


Ben Mannion
Director



SALARY DATA EXECUTIVE TALENT

| DIRECTOR ROLES | MINIMUM | MAXIMUM | AVERAGE |
|---------------------------|---------|----------|---------|
| MANAGING DIRECTOR/CEO | £25,000 | £500,000 | £93,783 |
| FINANCE DIRECTOR | £20,000 | £150,000 | £74,101 |
| SALES/COMMERCIAL DIRECTOR | £35,000 | £180,000 | £74,617 |
| IT/TECHNOLOGY DIRECTOR | £33,000 | £150,000 | £72,909 |
| MARKETING DIRECTOR | £26,250 | £145,000 | £61,399 |
| HR DIRECTOR | £32,000 | £105,000 | £61,183 |
| ENGINEERING DIRECTOR | £50,000 | £118,000 | £67,118 |
| OPERATIONS DIRECTOR | £35,000 | £194,000 | £65,714 |



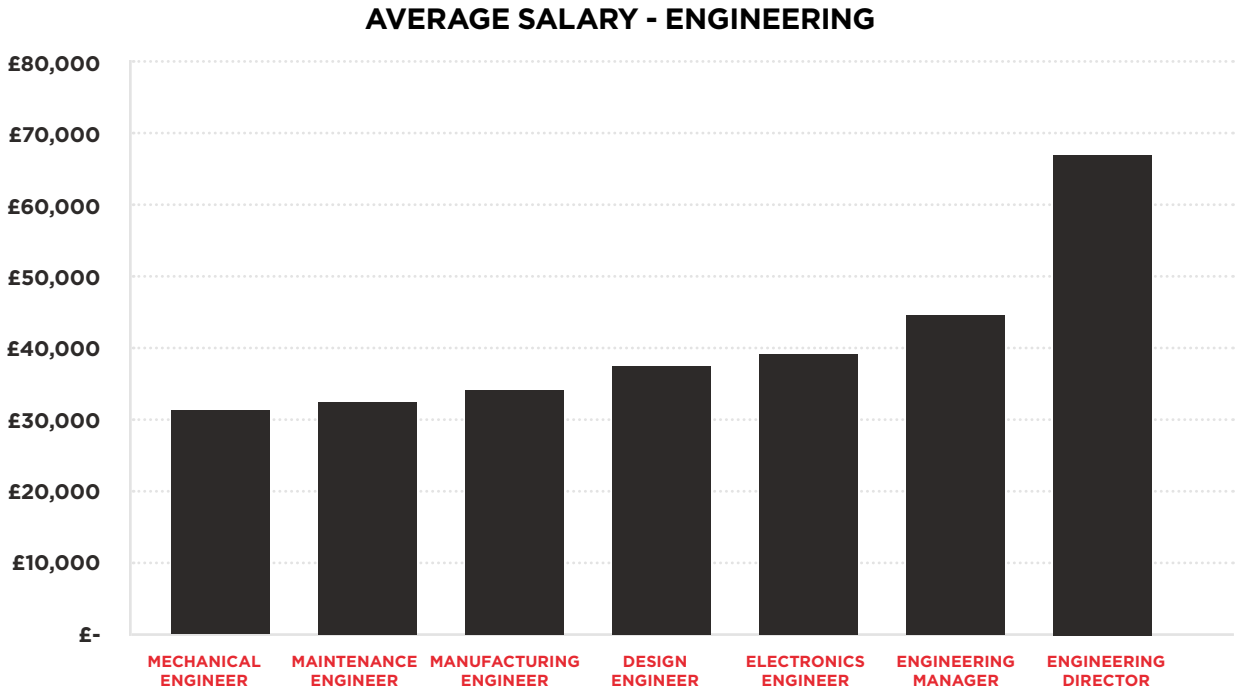
SALARY DATA ENGINEERING

“The local engineering skills shortage gives candidates huge purchasing power. Due to the range of vacancies available, candidates look at all the benefits on offer including salary, annual leave allowances, progression opportunities and pension when choosing a role. Engineers are generally keen to work for a well-established business without a history of lay-offs, something that the current economic climate has particularly highlighted.

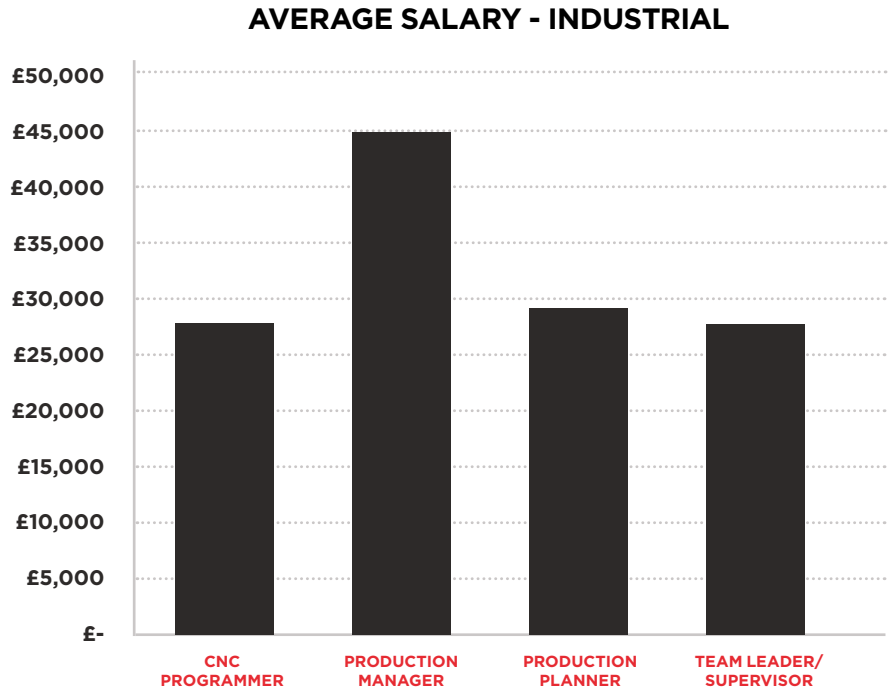
One of the biggest considerations for engineering candidates is shift patterns. Systems such as continental and night shift patterns can be difficult to recruit for, due to their impact on work-life balance. Maintenance Engineers are particularly affected by shift patterns and frequently state favourable shift patterns as their reason for accepting one role over another, as opposed to salary.”



| ENGINEERING | MINIMUM | MAXIMUM | AVERAGE |
|------------------------|---------|----------|---------|
| ENGINEERING DIRECTOR | £50,000 | £118,000 | £67,118 |
| ENGINEERING MANAGER | £25,000 | £94,250 | £46,219 |
| PRODUCTION MANAGER | £24,000 | £73,000 | £44,867 |
| ELECTRONICS ENGINEER | £21,000 | £45,000 | £39,356 |
| DESIGN ENGINEER | £20,000 | £60,000 | £36,355 |
| MANUFACTURING ENGINEER | £20,000 | £50,000 | £34,485 |
| MAINTENANCE ENGINEER | £19,767 | £45,000 | £32,255 |
| MECHANICAL ENGINEER | £18,000 | £44,000 | £31,671 |
| PRODUCTION PLANNER | £19,000 | £37,000 | £29,268 |
| CNC PROGRAMMER | £18,000 | £39,686 | £27,636 |
| TEAM LEADER/SUPERVISOR | £19,000 | £44,300 | £27,485 |



| TRANSPORT & DISTRIBUTION | MINIMUM | MAXIMUM | AVERAGE |
|--------------------------|---------|----------|---------|
| OPERATIONS DIRECTOR | £35,000 | £194,000 | £65,714 |
| SUPPLY CHAIN MANAGER | £20,964 | £82,725 | £42,116 |
| PLANNER | £20,000 | £40,000 | £27,576 |
| INDUSTRIAL | MINIMUM | MAXIMUM | AVERAGE |
| PRODUCTION MANAGER | £24,000 | £73,000 | £44,867 |
| PRODUCTION OPERATIVE | £16,000 | £28,000 | £19,369 |
| WAREHOUSE OPERATIVE | £12,288 | £28,000 | £19,507 |
| FORKLIFT TRUCK DRIVER | £16,000 | £28,000 | £20,174 |



SALARY DATA INDUSTRIAL

“There has been significant change in the Industrial Division during the past 20 years. The National Living Wage (NLW) has been a great positive for temporary workers. The majority of companies have chosen to implement the NLW for all over 18s, rather than sticking with the legal requirement of over 25s only.

With unemployment at such a low level, finding high-quality temporary workers who are immediately available is a significant obstacle for businesses. Similarly to the highly skilled permanent labour market, competition for reliable and hard-working people with the right attitude is widespread. Businesses have to strive to be ‘the best’ to attract and retain these vital people, and to tempt them out of other temporary positions.

More and more manufacturers are offering perks to temporary workers such as modern rest areas with pool tables or games consoles. Flexible working is also a focus, so as to create a positive work-life balance. I have increasingly seen companies offer part time rota’s and make strides towards making shift work more family friendly and accessible, whilst keeping business productive.”

SALARY DATA

IT & TECHNOLOGY

| IT & TECHNOLOGY | MINIMUM | MAXIMUM | AVERAGE |
|---------------------------|---------|----------|---------|
| IT/TECHNOLOGY DIRECTOR | £33,000 | £150,000 | £72,909 |
| IT/TECHNOLOGY MANAGER | £16,000 | £75,000 | £46,442 |
| SENIOR/LEAD DEVELOPER | £18,000 | £70,000 | £43,164 |
| PROJECT MANAGER | £25,500 | £60,000 | £43,094 |
| BUSINESS ANALYST | £23,040 | £70,867 | £37,569 |
| 3RD LINE SUPPORT | £20,000 | £44,000 | £34,286 |
| MID-LEVEL DEVELOPER | £20,000 | £52,000 | £33,969 |
| SOFTWARE TESTER/QA | £23,000 | £45,000 | £32,860 |
| 2ND LINE SUPPORT | £20,500 | £35,000 | £26,880 |
| 1ST LINE SUPPORT | £14,000 | £39,000 | £23,399 |
| JUNIOR/GRADUATE DEVELOPER | £15,000 | £35,000 | £23,139 |

“The current software development market (and largely technical recruitment in general) has become much more candidate centric, giving the candidate the luxury of choice and leaving employers in a fierce competition for talent.

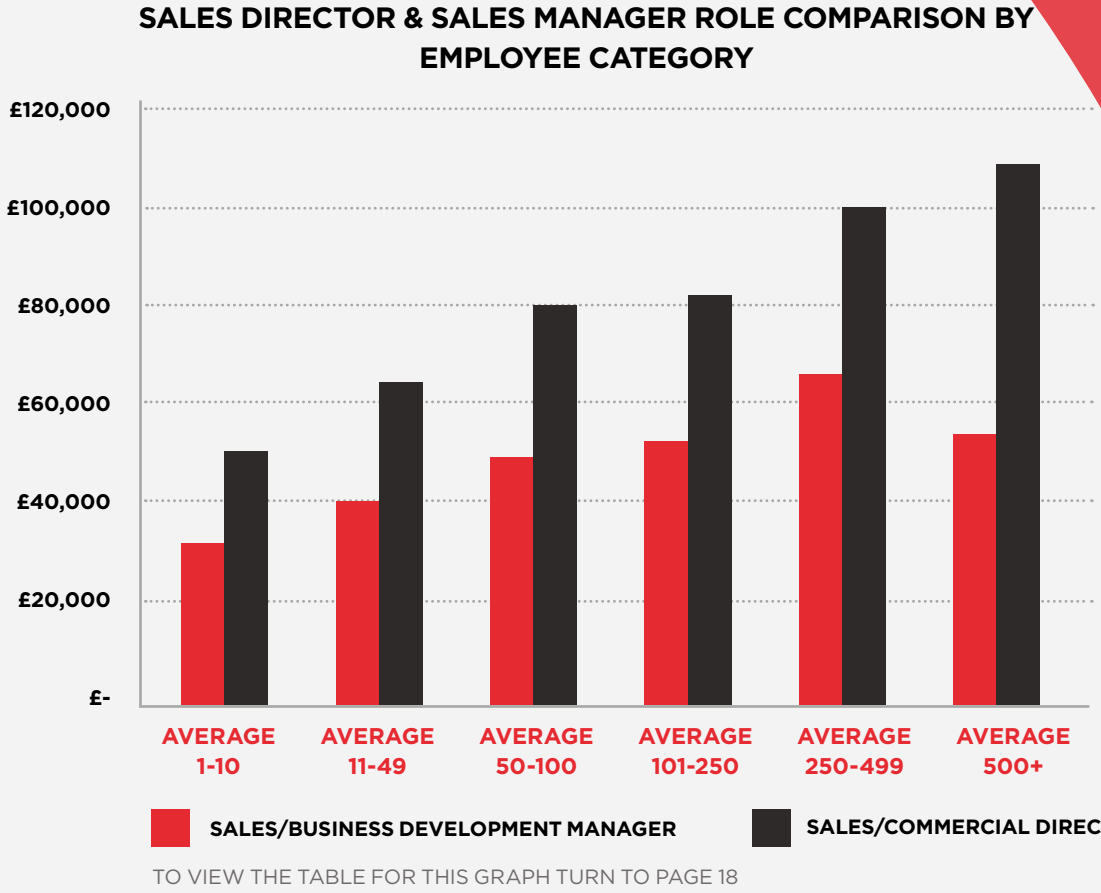
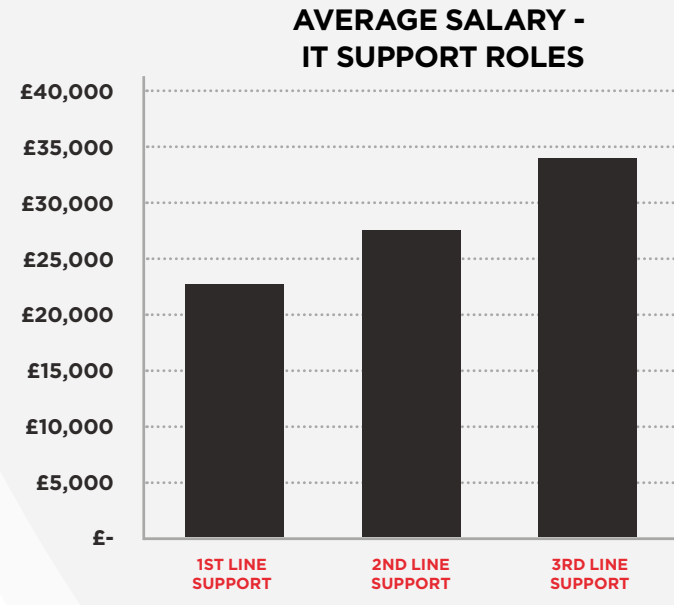
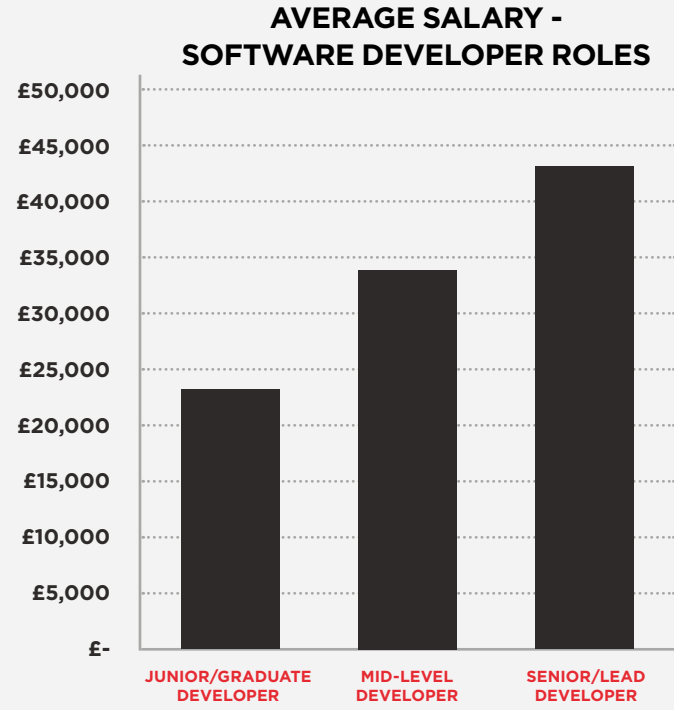
The salaries listed here are a good average for candidates already in these positions. It is likely however, that candidates entering the market will quickly realise that they can achieve at least a £5,000 raise when moving to a new role, due to significant competition and the subsequent pay inflation.

Pay sensitivity, technology attractiveness and experience levels all play a large part in desirability of roles. Technologists will always be interested in working with the latest and greatest; a modern agile (scrum) development environment is a strong pull factor, while a stop-start development process is a massive sticking point for a lot of developers choosing to leave their current roles.”

Sam Birtwistle
Senior Software Development Recruitment Consultant







| SALES | MINIMUM | MAXIMUM | AVERAGE |
|------------------------------------|---------|----------|---------|
| SALES/COMMERCIAL DIRECTOR | £35,000 | £180,000 | £74,617 |
| SALES/BUSINESS DEVELOPMENT MANAGER | £23,000 | £80,000 | £48,236 |
| ACCOUNT MANAGER | £20,000 | £65,000 | £36,698 |
| FIELD SALES | £23,000 | £57,500 | £35,472 |
| TELESALES/INTERNAL SALES | £16,000 | £39,500 | £21,984 |
| SALES ADMINISTRATOR | £16,000 | £34,500 | £21,558 |

COMMERCIAL SALES

“Unlike specialist IT and Engineering positions, average salaries for Manager-level Commercial roles increase with company size; the bigger the company, the bigger the pay packet as the remit of the roles naturally increase with scale. When it comes to recruitment, increasing salaries is a simple solution to guaranteeing more interest in a vacancy, but candidates are looking for more than salary as a reason for moving to a new role.

Investing time and effort into ensuring we are retaining great people within our businesses is where the most significant wins are to be had. Our case studies show real-life examples of local employers who have really thought about how they treat and develop their people, creating a much more positive environment, improving wellbeing and enhancing productivity. When I talk openly to candidates about their reasons for looking for a new job, most will tell me they would like to be working in a positive environment, be supported and have opportunities to continue to learn and develop.”



Anthony Andrews
Senior Commercial Recruitment Consultant



COMMERCIAL OFFICE SUPPORT

| OFFICE SUPPORT | MINIMUM | MAXIMUM | AVERAGE |
|--------------------------|---------|---------|---------|
| EXECUTIVE ASSISTANT | £15,000 | £45,000 | £26,900 |
| OFFICE MANAGER | £14,000 | £61,500 | £29,258 |
| ADMINISTRATOR | £14,000 | £34,500 | £20,119 |
| RECEPTIONIST | £7,098 | £27,000 | £18,671 |
| CUSTOMER SERVICE ADVISOR | £14,200 | £45,000 | £20,662 |

COMMERCIAL FINANCE

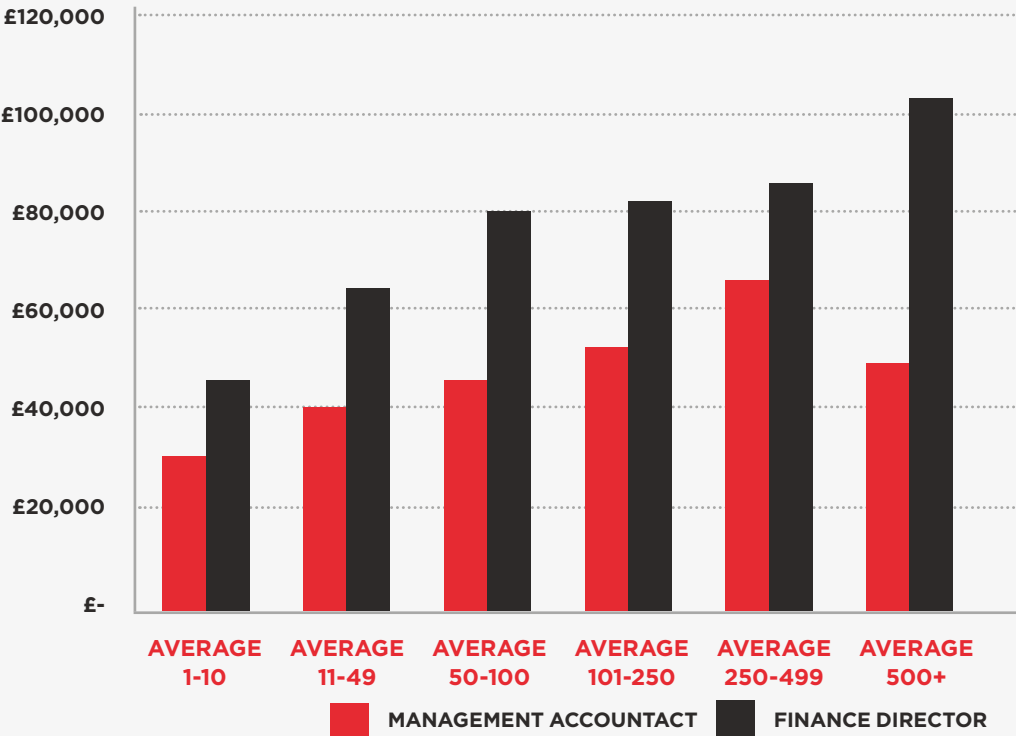
| FINANCE | MINIMUM | MAXIMUM | AVERAGE |
|-----------------------|---------|----------|---------|
| FINANCE DIRECTOR | £20,000 | £150,000 | £74,101 |
| MANAGEMENT ACCOUNTANT | £18,000 | £80,000 | £40,343 |
| PAYROLL MANAGER | £21,000 | £55,000 | £32,332 |
| PAYROLL ASSISTANT | £11,000 | £33,000 | £22,501 |
| CREDIT CONTROLLER | £15,000 | £36,720 | £23,298 |
| ACCOUNTS ASSISTANT | £13,000 | £35,000 | £20,863 |

FINANCE DIRECTOR AND MANAGER ROLE COMPARISON BY
EMPLOYEE CATEGORY

| NUMBER OF EMPLOYEES | MANAGEMENT ACCOUNTANT | FINANCE DIRECTOR |
|---------------------|-----------------------|------------------|
| AVERAGE 1-10 | £37,642 | £62,200 |
| AVERAGE 11-49 | £30,446 | £56,661 |
| AVERAGE 50-100 | £43,364 | £79,474 |
| AVERAGE 101-250 | £46,070 | £74,830 |
| AVERAGE 250-499 | £39,174 | £87,019 |
| AVERAGE 500+ | £43,394 | £105,099 |



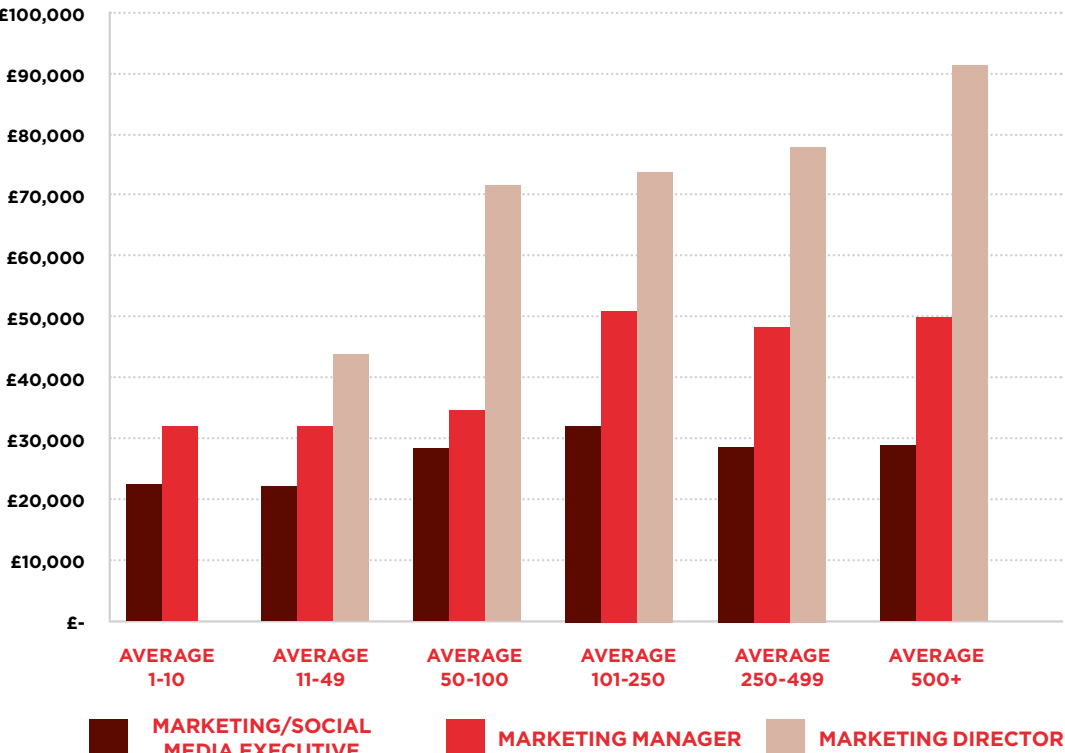
FINANCE DIRECTOR AND MANAGER ROLE COMPARISON
BY EMPLOYEE CATEGORY



COMMERCIAL PR & MARKETING

| PR & MARKETING | MINIMUM | MAXIMUM | AVERAGE |
|----------------------------------|---------|----------|---------|
| MARKETING DIRECTOR | £26,250 | £145,000 | £61,399 |
| MARKETING MANAGER | £24,000 | £86,631 | £40,831 |
| MARKETING/SOCIAL MEDIA EXECUTIVE | £18,000 | £65,137 | £26,511 |
| EVENT COORDINATOR | £19,000 | £32,000 | £24,396 |
| PR/COMMUNICATIONS OFFICER | £18,000 | £43,000 | £25,421 |
| MARKETING ASSISTANT | £16,000 | £30,000 | £21,293 |

MARKETING ROLES COMPARISON BY EMPLOYEE CATEGORY

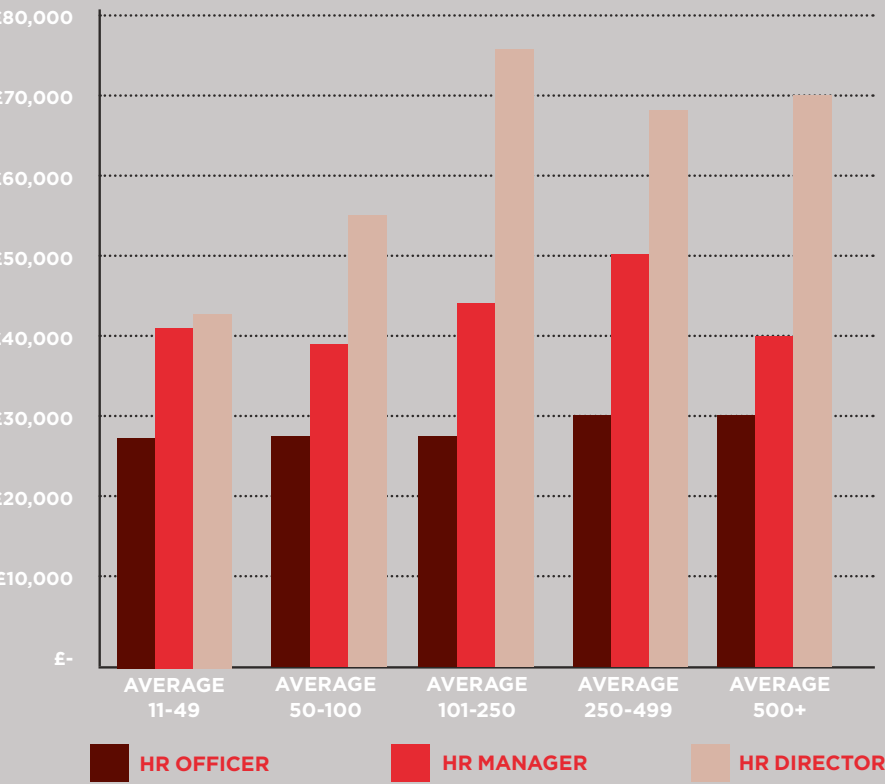


TO VIEW THE TABLE FOR THIS GRAPH TURN TO PAGE 18

COMMERCIAL HR

| HR | MINIMUM | MAXIMUM | AVERAGE |
|--------------|---------|----------|---------|
| HR DIRECTOR | £32,000 | £105,000 | £61,183 |
| HR MANAGER | £25,000 | £66,000 | £43,490 |
| HR OFFICER | £20,000 | £45,000 | £28,765 |
| HR ASSISTANT | £15,000 | £29,000 | £22,167 |

HR ROLES COMPARISON BY EMPLOYEE CATEGORY



TO VIEW THE TABLE FOR THIS GRAPH TURN TO PAGE 18

BENEFITS DATA

ANNUAL LEAVE

To attract the right talent, companies should pay close attention to the benefits package they are offering as well as offering competitive salaries.



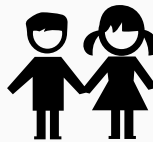
On average, a permanent new starter receive 23 days of annual leave



43% of companies offer 25 days or more, 32% of companies offer additional holiday with long service



8% of companies offer the opportunity to buy and sell additional holiday



6% of companies offer paid leave for specific special occasions e.g. birthday, child's first day at school, etc.

Case study: Titania

“At Titania we recognise that our team are our most valuable asset and pivotal to our success. We love to ask our team what benefits would make the biggest difference to them. As a result we have designed a benefits package that supports our team’s needs and boosts their health, both physically and mentally.

We have recently invested in a large communal breakout space with a pool table, arcade games, an Xbox and relaxation area (pictured behind this text). The fantastic thing about this space is that it allows us to provide a free breakfast club where our team can come together and enjoy a range of cereals, toast, pancakes, juices and hot drinks every morning. Throughout the working day our team can get away from their screens and enjoy the facilities, allowing them to recuperate and mentally recharge. These breaks give the opportunity for clarity and reflection which in turn increases our productivity.”



BENEFITS DATA FLEXIBLE WORKING

Case Study: Southco

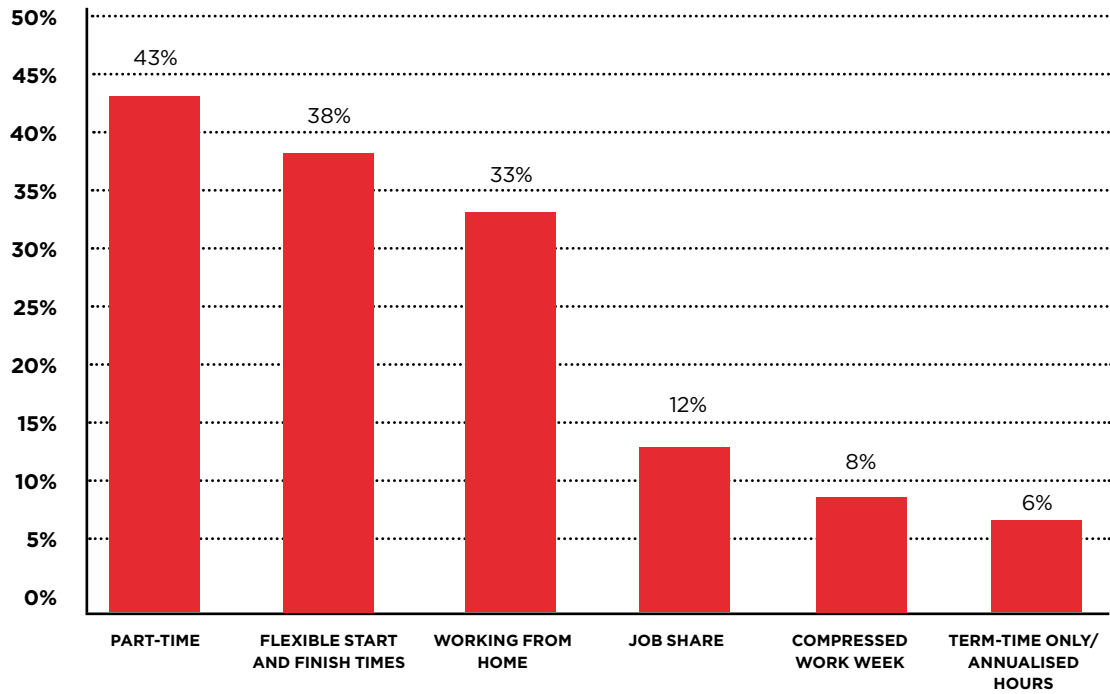
“At Southco we provide competitive compensation and a wide range of employee benefits. This is key for attracting new talent and retaining employees. We believe that how we treat and develop our people is a big part of the Southco success story that spans for almost a century. Caring about the development and wellbeing of our employees is something that is deeply rooted in the culture at Southco.

Our employees spend a substantial proportion of their daily lives at work; we can play a vital role in improving their health and wellbeing by raising awareness of particular health issues and supporting our employees to make healthier lifestyle choices. Improved employee health and wellbeing has been shown repeatedly to improve profitability and productivity of businesses. We firmly believe this contributes to our remarkably low absence figures which are well below the national average.

We also want people to stay at Southco and build a career with us. That’s why we are committed to developing our employees and providing opportunities that help them see progression and opportunity in their work. At Southco we are a truly global community who value people as the key to a great business.”

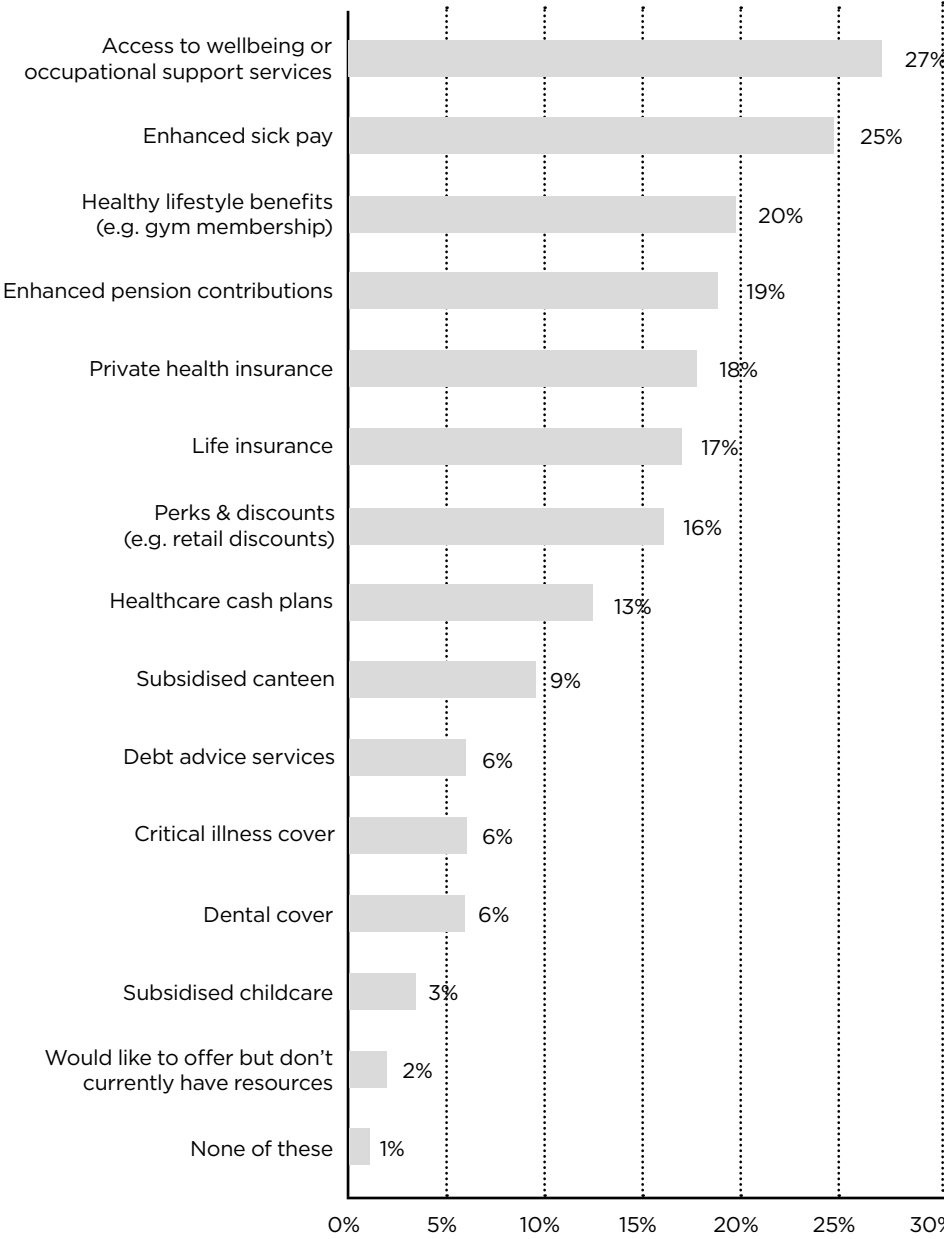


WHICH OF THE FOLLOWING FLEXIBLE WORKING
OPTIONS DO YOU OFFER TO YOUR EMPLOYEES?



- 38% of companies offer flexible working
- 33% of companies are offering home working compared to 24% from last years survey
- 63% of companies are keen to increase flexible working to attract and retain employees
- 11% of companies offer enhanced maternity pay and 10% offer enhanced paternity pay
- 46% of companies offer at least one health benefit

WHAT HEALTH BENEFITS DO YOU OFFER EMPLOYEES?



BENEFITS DATA HEALTH BENEFITS

Case Study: Vision Labs

“Vision Labs is committed to a long-term partnership with its employees. Our aim is to deliver high quality benefits that provide real value, together with more light-hearted matters that promote health, wellbeing and a real sense of team work and engagement. We strive to be ‘a great place to work’.

Significant importance is placed on training and developing our teams, which is vital to our success through bespoke leadership, technical and lean training as well as vocational apprenticeships. There’s something for everyone!

Our reward package incorporates the usual core benefits as well as individual rewards for our valued employees including long service days, eye care vouchers, reward statements, recognition on their birthday etc. Through our increased focus on wellbeing, we are shifting our mindset. Our Employee Assistance program offers 24/7 assistance and advice to our colleagues and their families. We are proud to have a dedicated team of Mental Health First Aiders available on all shifts to offer support.

Our local community matters greatly to us. Our employees actively nominate charities that they care about. Last year we raised over £9,000 for national and local causes, with our annual Specsavers inter-site quiz being a huge success!”



SALARY TABLES

BY EMPLOYEE CATEGORY

SALES DIRECTOR AND MANAGER ROLE COMPARISON BY EMPLOYEE CATEGORY

| EMPLOYEES | SALES/BUSINESS DEVELOPMENT MANAGER | SALES/COMMERCIAL DIRECTOR |
|-----------------|------------------------------------|---------------------------|
| AVERAGE 1-10 | £33,000 | £50,000 |
| AVERAGE 11-49 | £40,225 | £64,220 |
| AVERAGE 50-100 | £47,313 | £80,280 |
| AVERAGE 101-250 | £54,107 | £81,216 |
| AVERAGE 250-499 | £66,607 | £100,238 |
| AVERAGE 500+ | £51,333 | £109,708 |

HR ROLES COMPARISON BY EMPLOYEE CATEGORY

| EMPLOYEES | HR OFFICER | HR MANAGER | HR DIRECTOR |
|-----------------|------------|------------|-------------|
| AVERAGE 11-49 | £27,750 | £40,500 | £42,000 |
| AVERAGE 50-100 | £28,596 | £39,500 | £55,000 |
| AVERAGE 101-250 | £28,207 | £45,904 | £75,475 |
| AVERAGE 250-499 | £29,922 | £50,022 | £68,740 |
| AVERAGE 500+ | £29,515 | £39,719 | £70,283 |

MARKETING ROLES COMPARISON BY EMPLOYEE CATEGORY

| EMPLOYEES | MARKETING/SOCIAL MEDIA EXECUTIVE | MARKETING MANAGER | MARKETING DIRECTOR |
|-----------------|----------------------------------|-------------------|--------------------|
| AVERAGE 1-10 | £23,000 | £32,000 | N/A |
| AVERAGE 11-49 | £22,318 | £31,800 | £44,071 |
| AVERAGE 50-100 | £27,500 | £35,483 | £71,000 |
| AVERAGE 101-250 | £30,800 | £50,800 | £72,500 |
| AVERAGE 250-499 | £28,735 | £49,400 | £77,500 |
| AVERAGE 500+ | £27,663 | £50,384 | £91,750 |

DIRECTOR SALARY COMPARISON BY EMPLOYEE CATEGORY

| EMPLOYEES | OPERATIONS DIRECTOR | FINANCE DIRECTOR | SALES/COMMERCIAL DIRECTOR |
|-----------------|---------------------|------------------|---------------------------|
| AVERAGE 1-10 | N/A | £62,200 | £50,000 |
| AVERAGE 11-49 | £57,143 | £56,661 | £64,220 |
| AVERAGE 50-100 | £59,400 | £79,474 | £80,280 |
| AVERAGE 101-250 | £67,875 | £74,830 | £81,216 |
| AVERAGE 250-499 | £75,324 | £87,019 | £100,238 |
| AVERAGE 500+ | £104,425 | £105,099 | £109,708 |



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To discuss introducing flexible working to current or future roles contact us.



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If you would like advice or guidance on how to support a healthy workforce get in touch with Worcestershire Works Well on: wwwadmin@worcestershire.gov.uk

KEY CONTACTS

Herefordshire & Worcestershire Chamber of Commerce has a range of products and services available to address staff retention, wellbeing in the workplace and skill shortages.

The Chamber deliver over 230 training days a year, including our specialised Leadership Development Series for senior management teams and business leaders. We also offer bespoke in-house training days which can meet the unique requirements of your whole team.

Our skills focussed events range from HR conferences for HR professionals to our TYRO event series for young staff new to networking and professional working environments. At our HR forums a confidential network of HR professionals hear from guest speakers and discuss common challenges and opportunities in this field. Forums take place in Worcester, Redditch and Hereford through the year. The Chamber's bi-annual HR training provides employment law updates to HR professionals.

Get in touch to find out more about the solutions we can offer your

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