

# **SALARY & BENEFITS REPORT**

2021-22

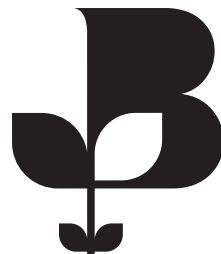


**HEWETT**  
RECRUITMENT



Herefordshire  
& Worcestershire  
Chamber of Commerce





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**Sharon Smith**  
**Chief Executive**

Herefordshire &  
Worcestershire  
Chamber of Commerce

**People are at the heart of any organisation. In the thousands of conversations that Herefordshire & Worcestershire Chamber of Commerce conduct each year, attracting and retaining people with the right skills is without doubt, one of the most challenging barriers firms continue to face as they recover from the Covid-19 pandemic.**

In our Quarterly Economic Survey for quarter 3 2021, 51% of businesses attempted to recruit in the 3 months prior to data collection, and 31% of these businesses struggled to recruit for many of their vacant roles. This trend was seen across a number of sectors, including hospitality, engineering, manufacturing and professional services.

With a tight labour market, compounded by Brexit and the loss of EU labour, businesses continue to face challenges recruiting for roles and labour competition remains fierce.

It has been a difficult year for businesses, dealing with impacts of the Covid-19 pandemic, labour shortages, general skills shortage challenges and also of those leaving the Job Retention Scheme to roles that are available. According to recent figures released by the Office for National Statistics, the number of payroll employees showed another monthly increase, up 207,000 to a record 29.2 million in September 2021, returning to pre-pandemic (February 2020) levels (Labour market overview, UK - Office for National Statistics, 2021). This shows the labour market is beginning to recover, however there are still many challenges ahead.

Job vacancies reached a record 1 million in the month to September 2021, rising by almost 35% from the previous quarter. Industries most struggling to find suitable labour are hospitality and agriculture, with many EU nationals returning home after Brexit. Business leaders remain concerned they are unable to fulfil roles, which is leading to significant wage inflation. Furthermore, the ending of the furlough scheme will likely have a negative effect on the labour market, however this will present further opportunities for people to retrain with new skills and enter new industries. Government are also supporting retraining through the Kickstart Scheme, aimed to help young people become work-ready and develop key skills.

With the dynamics of the labour market ever changing, this is a critical time for businesses to review the pay and benefits packages that they offer to staff and future employees. As the labour market continues to grapple with Covid-19 and Brexit challenges, Herefordshire & Worcestershire Chamber of Commerce will continue to provide practical advice and guidance to help businesses overcome recruitment difficulties and share best practice amongst our Members.

I am delighted to launch the 2021/2022 Salary & Benefits Report which I hope will support businesses to strengthen recruitment and continue to enable their future success.





**Laura Hewett**  
**Owner/Director**  
Hewett Recruitment

**HEWETT**  
RECRUITMENT

**We have all seen how labour shortages have affected our everyday lives in recent months, whether that is an empty petrol station or fewer products on supermarket shelves. The scale of the skills shortage cannot be explained by one factor alone but is a major challenge to businesses' ability to drive economic recovery and growth in the months and years to come.**

The latest Jobs Outlook from the Recruitment & Employment Confederation (REC) indicates that this year has seen the highest increase in staff appointments since the survey began in 1997 and the most marked reduction in permanent and temporary candidate availability. The result of this combination of factors has led to obvious pay pressures, with many sectors seeing record wage inflation.

We are seeing businesses across Herefordshire and Worcestershire stepping up to the challenge and really showing some creativity to position themselves as 'employers of choice'. Candidates know they have choice and as such are becoming much more discerning when choosing their next employer.

A recent LinkedIn Talent Drivers Survey showed that in 2021 the top 3 most important priorities for candidates were:

1. Work-life-Balance (with demand for flexible working increasing at the highest rate)
2. Compensation & Benefits
3. Colleagues & Culture

At Hewett Recruitment, we have focused on all 3 of these priorities when advising our clients in 2021 and will continue work on this as we look ahead to 2022. The first two speak for themselves and are covered in this report. The third priority around culture is more difficult to benchmark. Building a positive

company culture that doesn't just attract and retain talent, but that truly engages and inspires individuals is where we need to pitch our aspirations. A positive company culture is comprised of the following elements:

- A clear purpose (why the company exists, beyond making money)
- A foundation of trust at all levels of the organisation
- A strong set of values
- A clear reward and recognition scheme

Investing time in developing a positive culture enables businesses to build a stand-out and authentic employer brand, which of course, helps when recruiting. However, in this competitive, skills short market, it is easy to fall into the trap of recruiting someone who has the essential skills our business is so desperately needing right now... even if they are not quite the right fit. We have all seen the impact of panic-buying over the course of the pandemic - 'panic-recruiting' can be equally as unhealthy for our company culture!

A key part of company culture is diversity and inclusion. This is a new section we have included in the report this year. The LinkedIn Talent Drivers Survey showed a 7.3% increase in demand for an 'inclusive workplace' from candidates. There are so many benefits of diversity in business such as inspiring feelings of belonging; increasing profits; leading to more innovation; driving better decisions and making teams more productive. So, I hope you find it interesting by way of a 'yardstick' to benchmark where your company is on the diversity and inclusion journey. I am looking forward to being able to measure progress on this agenda across the two counties through the survey next year.

# LABOUR MARKET STATISTICS

On average,  
**61%**  
of businesses have attempted to recruit during the past year.






Of those, an average of  
**65%**  
experienced difficulties during the recruitment process.

The employment rate in the UK Labour market has remained above  
**75%**  
for the period between 2019 and 2021.

**96%**  
of those surveyed had tried to recruit staff over the past 12 months.

**27%**  
of those recruiting were seeking apprenticeships.

**5** sectors have experienced more difficulty than most when recruiting.

-  **Manufacturing** (28%)
-  **Engineering** (24%)
-  **Information Technology** (21%)
-  **Sales** (18%)
-  **Finance** (12%)

# SALARY DATA EXECUTIVE TALENT

COMPANY SIZE	AVERAGE CEO SALARY	MAXIMUM CEO SALARY
1-10	£51,000	£90,000
11-49	£86,500	£200,000
50-100	£108,800	£180,000
101-250	£147,900	£220,000
250-499	£173,300	£400,000
500+	£165,000	£336,000



“Herefordshire and Worcestershire are home to a very diverse group of businesses, and this is certainly reflected in the salary and benefits of senior management and Board Executives. From CEO positions, through to Finance, Sales, Operations and HR Directors, the wide spread of data would appear to accurately represent an economy dominated by SMEs with a small number of large “corporate” businesses. As with previous years, it isn’t just about the basic salary, with performance related incentives, share options, company car schemes and enhanced pension contributions also being particularly important.

The increase of remote working as a result of Covid has also been felt across all levels of recruitment and retention. For many, the ability to work from home for at least some of the week is an important element of any package... people’s priorities have certainly shifted over the last 18 months. Furthermore, those businesses who are open to senior team members not needing to be on site every day might open themselves up to a pool of executive talent that they would not normally have had access to.”

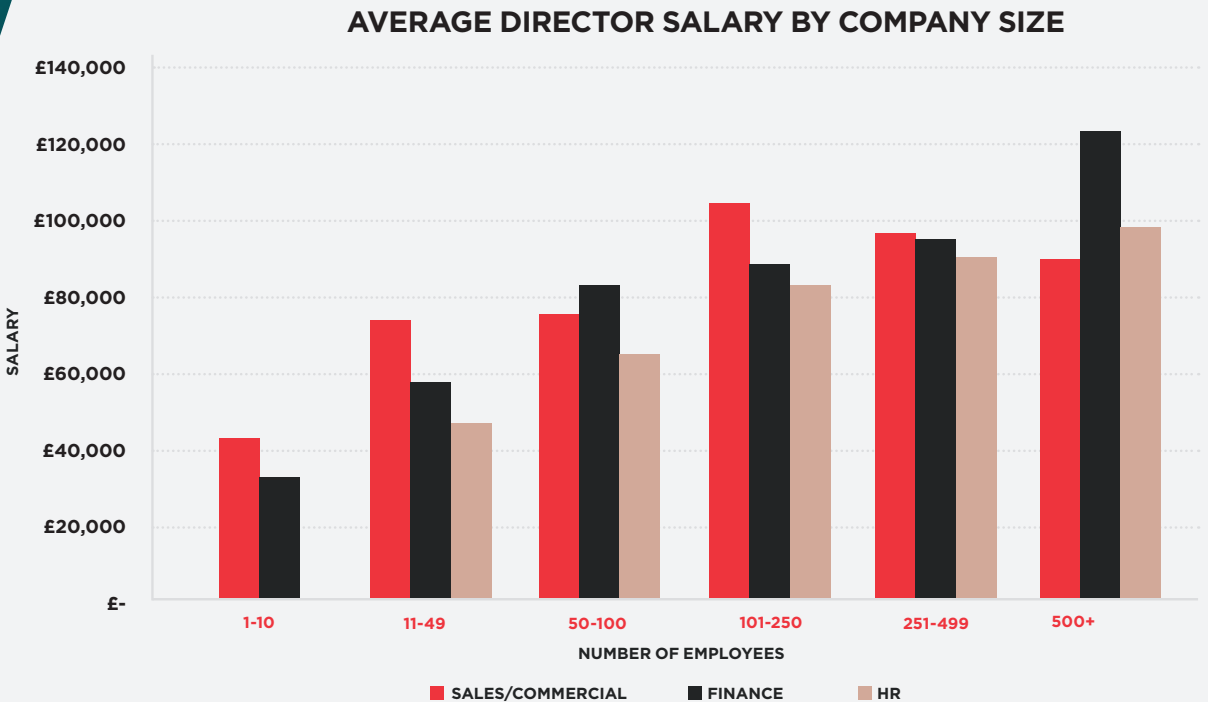


**Ben Mannion**  
Owner/  
Director



# SALARY DATA EXECUTIVE TALENT

DIRECTOR ROLES	MINIMUM	MAXIMUM	AVERAGE
MANAGING DIRECTOR/CEO	£20,000	£400,000	£107,109
ENGINEERING DIRECTOR	£40,000	£150,000	£86,548
IT/TECHNOLOGY DIRECTOR	£38,294	£220,000	£85,266
SALES/COMMERCIAL DIRECTOR	£40,000	£200,000	£84,144
OPERATIONS DIRECTOR	£45,000	£150,000	£82,756
FINANCE DIRECTOR	£25,000	£165,000	£81,087
MARKETING DIRECTOR	£40,000	£160,000	£80,765
HR DIRECTOR	£35,000	£130,000	£76,406





# SALARY DATA ENGINEERING

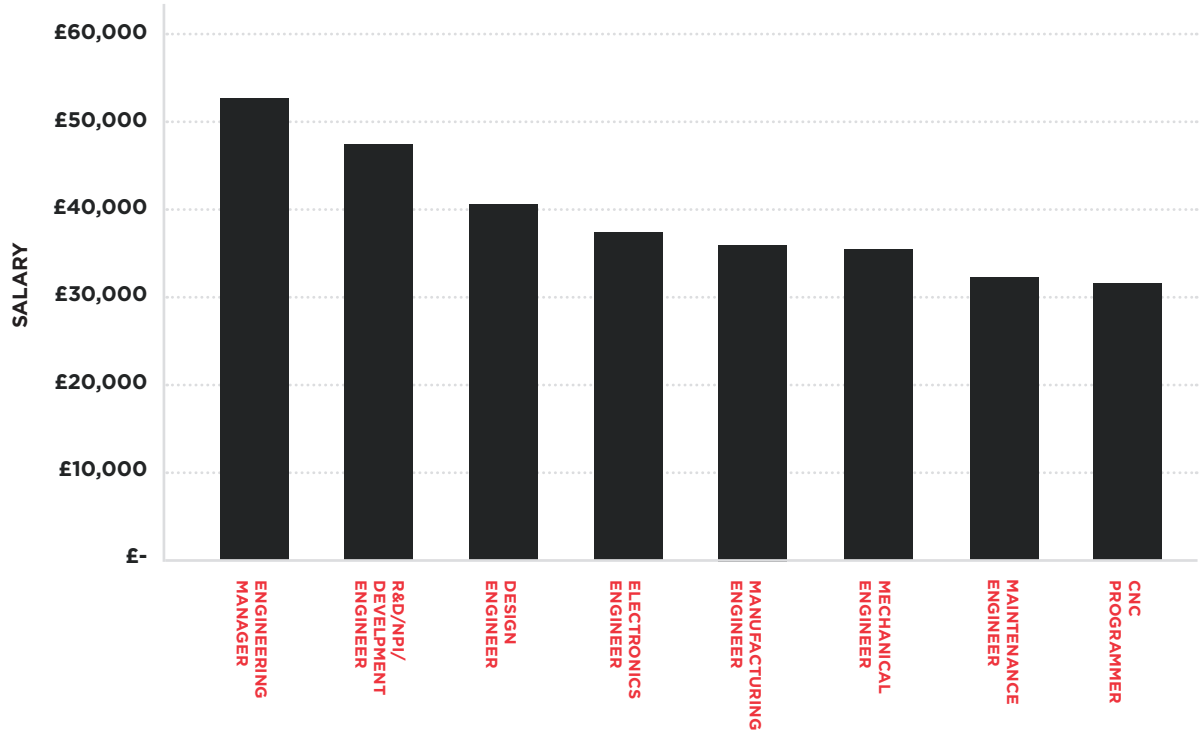
“Over the last 12 months we have seen significant growth in the number of opportunities in the local area, not only for skilled engineers, but also for general manufacturing candidates. This in combination with the skills shortage, has provided candidates with huge purchasing power. With this in mind, engineers are considering all aspects of the benefits package such as salary, annual leave allowance, progression opportunities and pension when choosing a new role. Since 2020, salary packages have increased dramatically; new shift patterns have been trialled to offer more appealing working hours, and in some cases, annual leave entitlements have been increased, where traditionally manufacturers fell behind with many offering statutory leave.

Following the pandemic, engineering and general manufacturing candidates are seeking opportunities with well-established companies without a history of layoffs and those offering a better work-life balance. Overtime, shift patterns, remote working potential and daily commute factors are brought into consideration more than ever when considering new role.”



ENGINEERING	MINIMUM	MAXIMUM	AVERAGE
ENGINEERING DIRECTOR	£40,000	£150,000	£86,548
ENGINEERING MANAGER	£28,000	£80,000	£51,905
R&D/NPI /DEVELOPMENT ENGINEER	£32,000	£67,000	£48,288
DESIGN ENGINEER	£30,000	£56,000	£40,176
ELECTRONICS ENGINEER	£19,500	£48,575	£37,653
MANUFACTURING ENGINEER	£19,500	£54,384	£36,636
MECHANICAL ENGINEER	£19,864	£46,000	£36,394
MAINTENANCE ENGINEER	£21,000	£40,000	£32,146
CNC PROGRAMMER	£22,000	£42,000	£31,800

AVERAGE SALARY - ENGINEERING

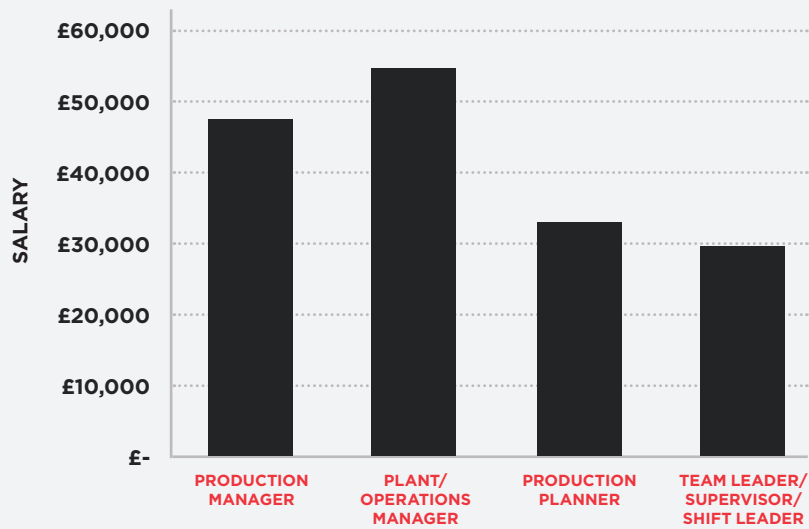


# SALARY DATA INDUSTRIAL

TRANSPORT & DISTRIBUTION	MINIMUM	MAXIMUM	AVERAGE
OPERATIONS DIRECTOR	£45,000	£150,0000	£82,756
SUPPLY CHAIN MANAGER	£32,000	£98,000	£55,748
TRANSPORT MANAGER	23,000	£55,000	£39,222
LOGISTICS MANAGER	25,000	£72,000	£39,163
LOGISTICS/TRANSPORT PLANNER	22,000	£45,000	£29,972

MANUFACTURING	MINIMUM	MAXIMUM	AVERAGE
PRODUCTION MANAGER	£20,000	£94,000	£47,729
PLANT / OPERATIONS MANAGER	£27,000	£83,028	£54,322
PRODUCTION PLANNER	£20,000	£42,000	£31,793
TEAM LEADER / SUPERVISOR / SHIFT LEADER	£21,500	£42,000	£29,938

AVERAGE SALARY - MANUFACTURING



“This year we have not included details of pay rates for warehouse or factory operatives in this report as this is where we have seen the steepest increase, making any data collected out-of-date. Pay for industrial roles normally increases every year in line with the National Living Wage and shift allowances are maintained as a set percentage for unsociable hours.

What we have found this year for the first time is that basic wages went up to £8.91 in April in line with the National Living Wage... and then have continued to rise month-on-month ever since, as a means of competing for the illusive candidates for these roles. We are now seeing base pay rates of closer to £9.50 and then shift allowances swelling as an ever larger percentage of basic pay.”

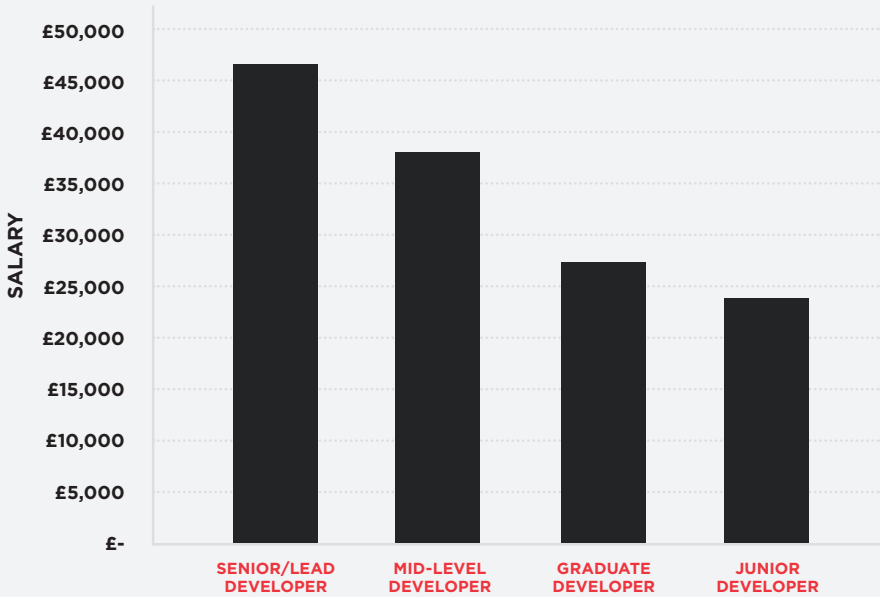


# SALARY DATA

## IT & TECHNOLOGY

IT & TECHNOLOGY	MINIMUM	MAXIMUM	AVERAGE
IT/TECHNOLOGY DIRECTOR	£38,294	£220,000	£85,266
IT/TECHNOLOGY MANAGER	£25,000	£90,000	£51,809
SENIOR/LEAD DEVELOPER	£25,000	£70,000	£46,681
PROJECT MANAGER	£30,000	£55,000	£44,273
BUSINESS ANALYST	£25,000	£68,000	£39,092
MID-LEVEL DEVELOPER	£30,500	£45,000	£37,393
JUNIOR DEVELOPER	£18,000	£35,000	£23,881
GRADUATE DEVELOPER	£20,040	£39,180	£27,699
SOFTWARE TESTER/QA	£24,000	£45,000	£31,133
1ST LINE SUPPORT	£18,500	£55,000	£27,072
2ND LINE SUPPORT	£20,000	£34,000	£27,364
3RD LINE SUPPORT	£18,000	£45,000	£31,453

AVERAGE SALARY - SOFTWARE DEVELOPER



“This year has seen the current market for IT and Technical recruitment being heavily driven by the candidate, which has not only given candidates the “pick-of-the-crop” when searching for new opportunities but has also left employers battling for talent within the market. This year, more than ever, we have seen IT candidates achieving up to 35% pay increases, either by moving to a new employer, or by accepting a ‘counter-offer’ to stay where they are.

The salaries listed in this report offer an interesting average for candidates who are currently in positions. The average salary across the majority of the listed roles has increased on that of 2020 and has only continued to grow as this calendar year has gone on. Strong IT candidates have understood that their market value has increased and continues to climb, leading to the expectations on salary being much higher.”

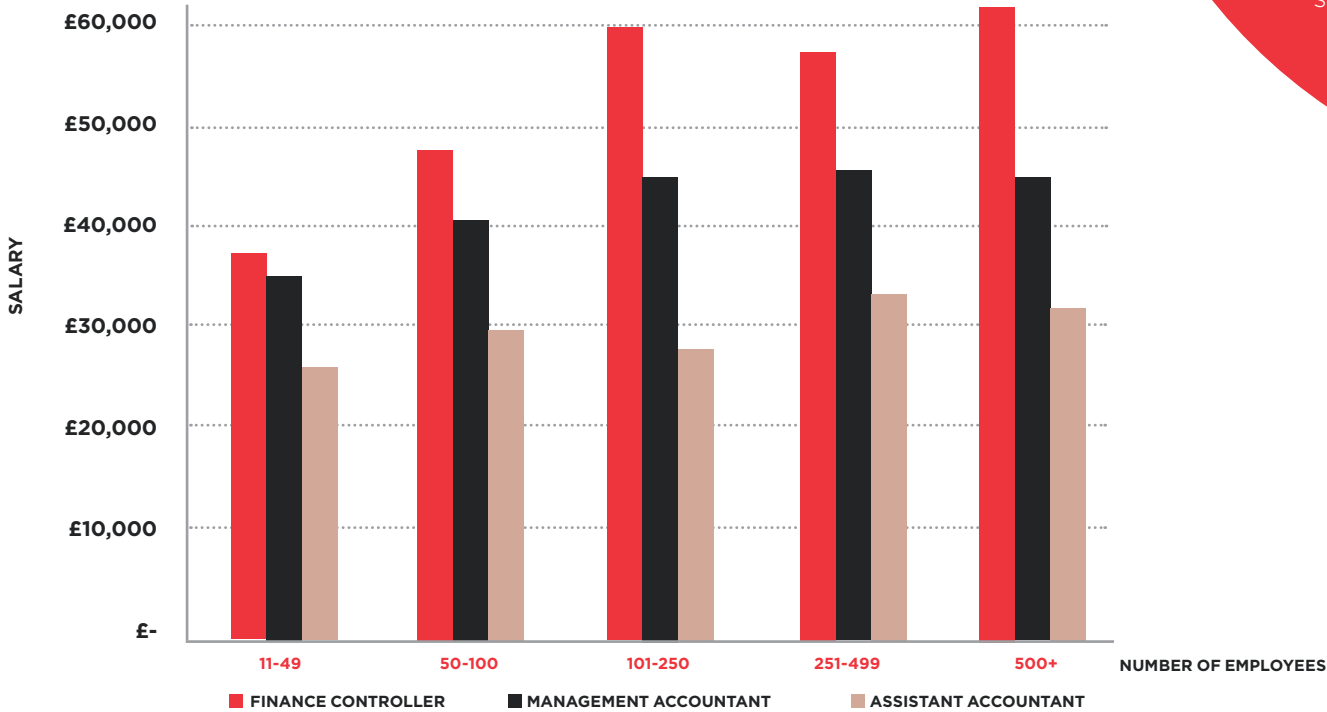


# SALARY DATA

## FINANCE

FINANCE	MINIMUM	MAXIMUM	AVERAGE
FINANCE DIRECTOR	£25,000	£165,000	£81,087
FINANCE CONTROLLER	£25,000	£85,000	£48,611
MANAGEMENT ACCOUNTANT	£26,520	£70,000	£41,865
CREDIT MANAGER	£25,000	£60,047	£35,941
PAYROLL MANAGER	£18,000	£55,000	£31,686
ASSISTANT ACCOUNTANT	£20,000	£45,000	£29,370
PAYROLL ASSISTANT	£18,000	£32,000	£25,097
CREDIT CONTROLLER	£18,000	£29,000	£24,423
ACCOUNTS ASSISTANT	£17,858	£28,562	£22,820

FINANCE SALARIES BY COMPANY SIZE



“In the last 12 months we have seen an accelerated demand for Accountancy and Finance professionals. The finance function has been fundamental in helping organisations navigate challenging market conditions. With the added demand, there has also been a noticeable skills shortage in the market, driving salary increases across the board – including Non, Part and Fully Qualified levels.

Amidst the obvious demands in the market at the moment, people from all backgrounds are taking the opportunity to upskill or gain new skills in finance to boost their employability. Accountancy and Finance is still seen as one of the most stable professions to work in, with this in mind, when speaking with potential candidates this is one of their key requirements, seeking a stable role – coupled with hybrid working opportunities.”





# SALARY DATA

## SALES

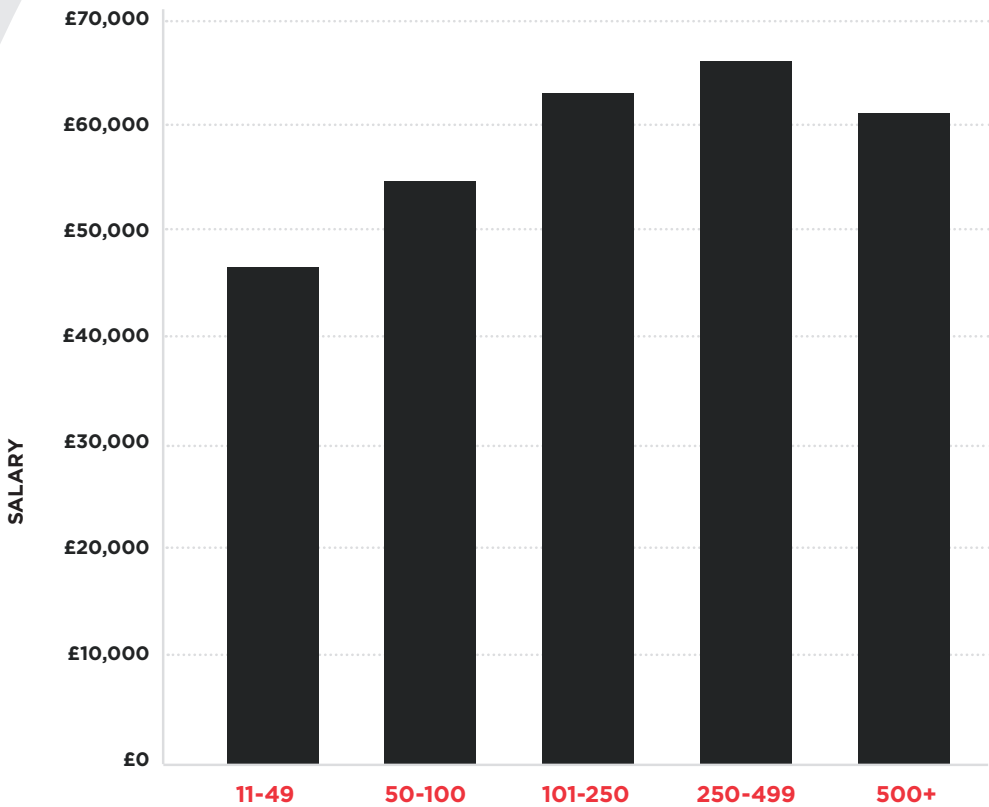
“In the last 12 months, remote and flexible working options have been in demand more than ever before, particularly within traditional office environments. Although a year-on-year increase in salaries is to be expected, the exceptionally competitive nature of the market we find ourselves in has really started to drive up salary levels.

It is important to remember, particularly when recruiting, that these survey results reflect the salaries of those currently employed. It is therefore likely that, should an Office Manager for instance, on the average salary of £32,458 decide to seek out a new opportunity, they would expect an increase on their current salary in order to move. Now that confidence in the economy is rising and more people are open to making that move, we expect to see this market “churn” drive salaries up even further.”



**Anthony Andrews**  
Senior Recruitment Consultant - Commercial

SALES / BD MANAGER BY COMPANY SIZE



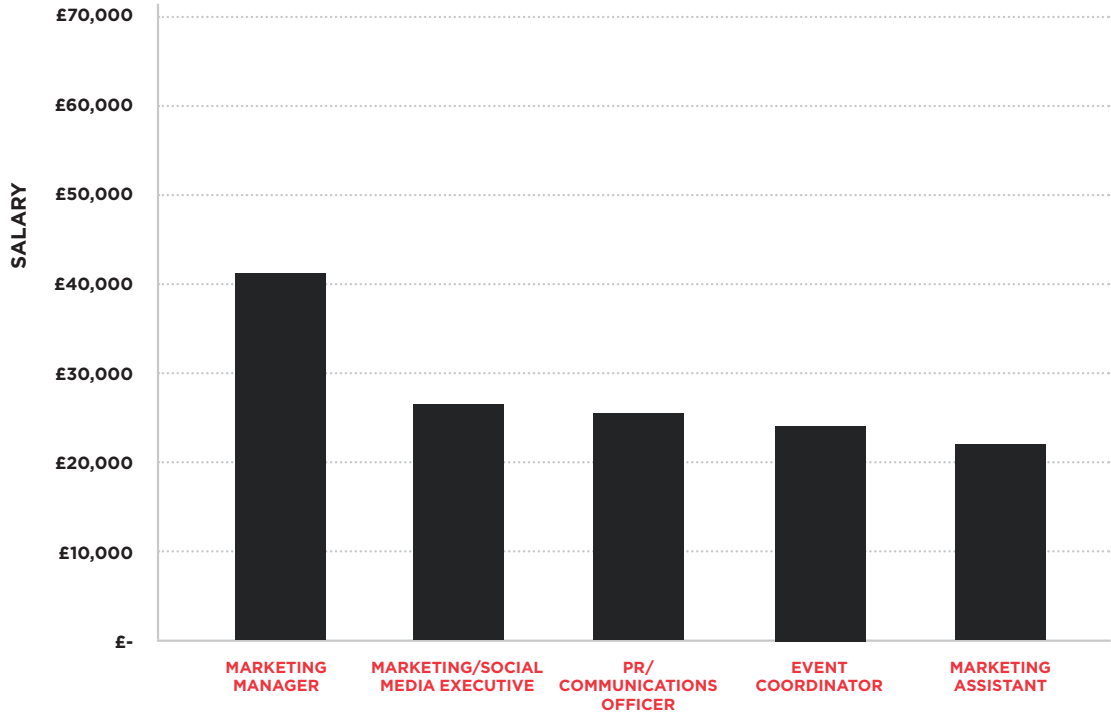
NUMBER OF EMPLOYEES			
SALES	MINIMUM	MAXIMUM	AVERAGE
SALES/COMMERCIAL DIRECTOR	£40,000	£200,000	£84,144
SALES/BUSINESS DEVELOPMENT MANAGER	£22,000	£140,000	£54,177
ACCOUNT MANAGER	£24,000	£78,000	£41,416
FIELD SALES	£25,000	£57,000	£38,143
TELESALES/INTERNAL SALES	£18,000	£41,000	£25,253
SALES ADMINISTRATOR	£17,000	£34,000	£23,123

# SALARY DATA

## 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
PR/COMMUNICATIONS OFFICER	£18,000	£43,000	£25,421
EVENT COORDINATOR	£19,000	£32,000	£24,396
MARKETING ASSISTANT	£16,000	£30,000	£21,293

MARKETING ROLES SALARY COMPARISON



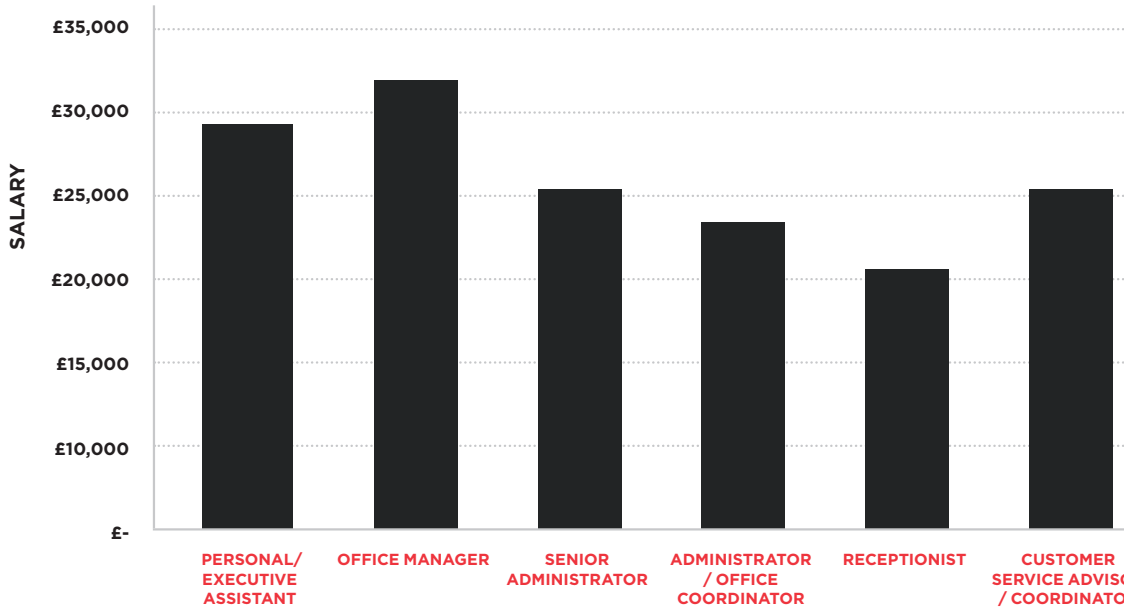


# SALARY DATA

## OFFICE MANAGEMENT

OFFICE MANAGEMENT	MINIMUM	MAXIMUM	AVERAGE
PERSONAL/EXECUTIVE ASSISTANT	£19,000	£45,000	£29,808
OFFICE MANAGER	£20,000	£53,000	£32,458
SENIOR ADMINISTRATOR	£18,000	£34,361	£25,200
ADMINISTRATOR/OFFICE COORDINATOR	£18,200	£33,000	£23,111
RECEPTIONIST	£17,832	£30,000	£20,428
CUSTOMER SERVICE ADVISOR	£18,200	£40,000	£25,326

OFFICE MANAGEMENT SALARY COMPARISON

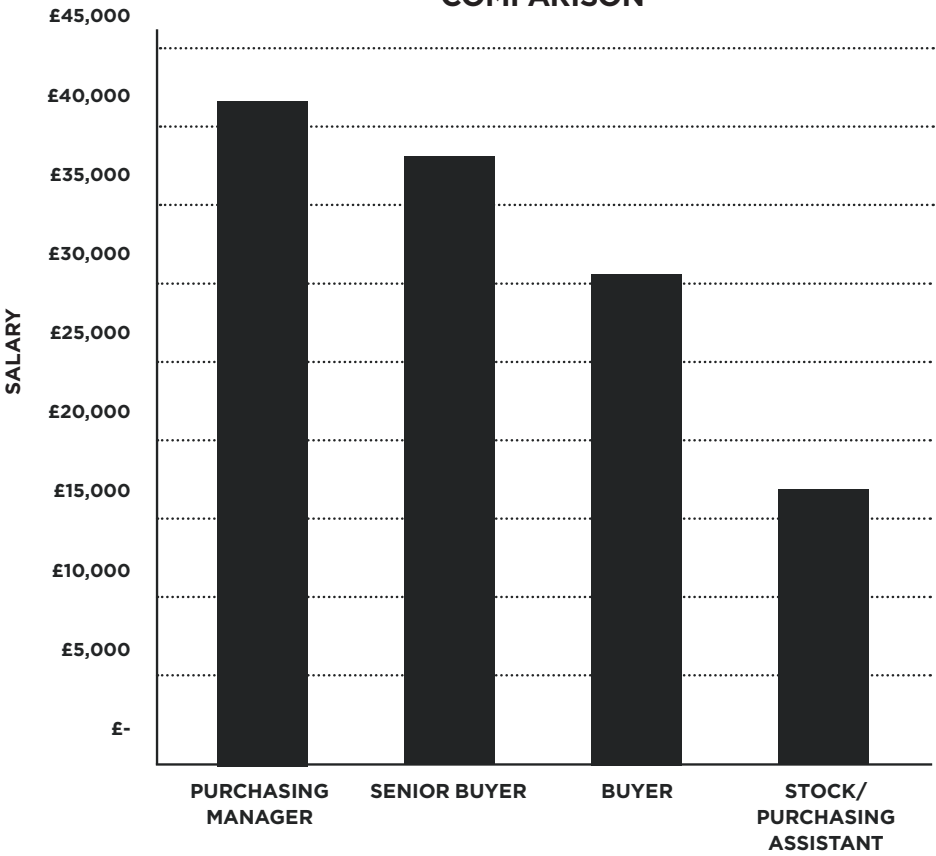


# SALARY DATA

## PROCUREMENT & SUPPLY

HR	MINIMUM	MAXIMUM	AVERAGE
PURCHASING MANAGER	£26,000	£65,000	£42,589
SENIOR BUYER	£27,288	£55,000	£38,314
BUYER	£22,000	£50,000	£30,189
STOCK/PURCHASING ASSISTANT	£18,000	£29,000	£22,804

PROCUREMENT AND SUPPLY SALARY COMPARISON





# DIVERSITY & INCLUSION

Key to building an inclusive company culture is Diversity and Inclusion (D&I). This is a new section we have included in the report this year as we know that candidates are increasingly demanding an 'Inclusive Workplace'. There are so many benefits of diversity in business such as inspiring feelings of belonging; increasing profits; leading to more innovation; driving better decisions and making teams more productive. This data is useful by way of a 'yardstick' to benchmark where your company is on the Diversity and Inclusion journey or just to give some ideas of where to start.

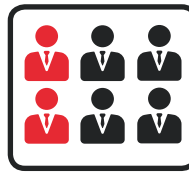
It is interesting to see that 73% of companies stated that Diversity and Inclusion is a key value or objective, however only 39% currently measure it... and only 7% have specific D&I targets for their leadership team. This represents a real opportunity as it shows that the right intentions are there, so the next step for many businesses is to implement measures and put in place specific SMART objectives to deliver an improvement... we all know that 'what gets measured gets done'!



**73%**  
of organisations had Diversity and Inclusion as a key value or objective



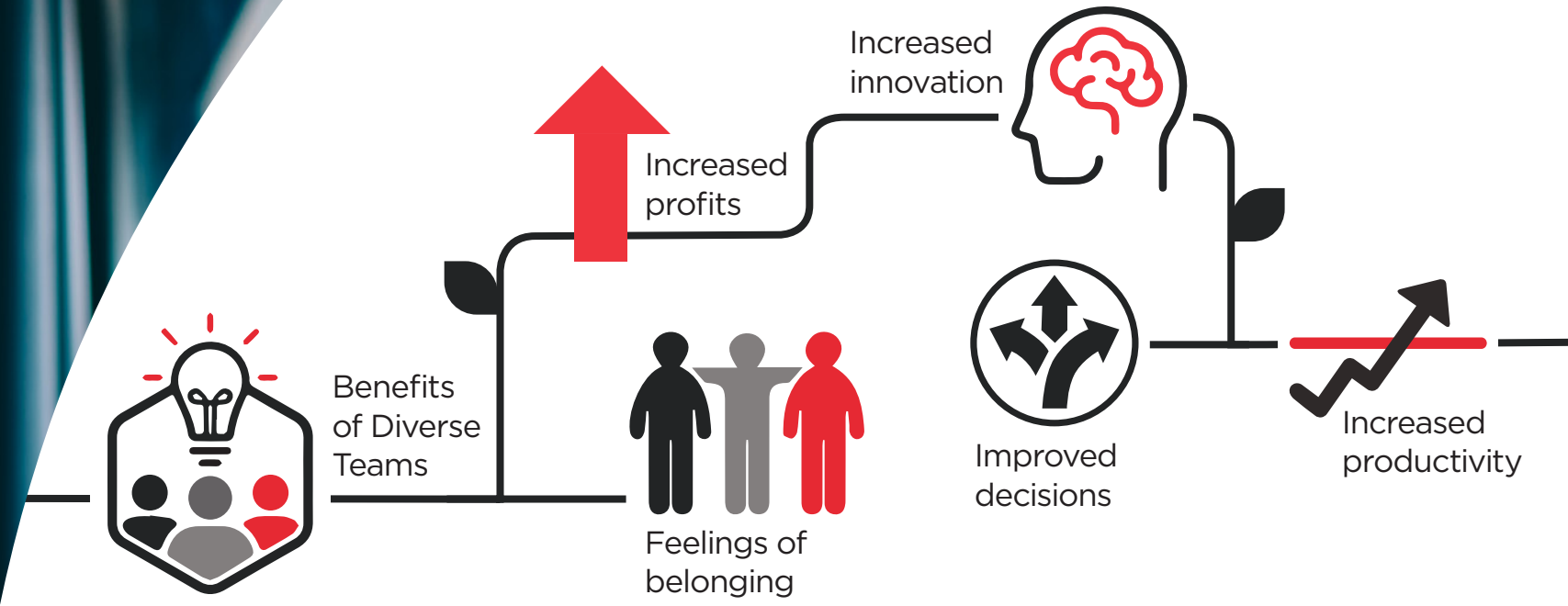
**37%**  
make Diversity and Inclusion training programmes compulsory



**39%**  
collect and monitor demographic information



**7%**  
Leaders with specific D&I targets



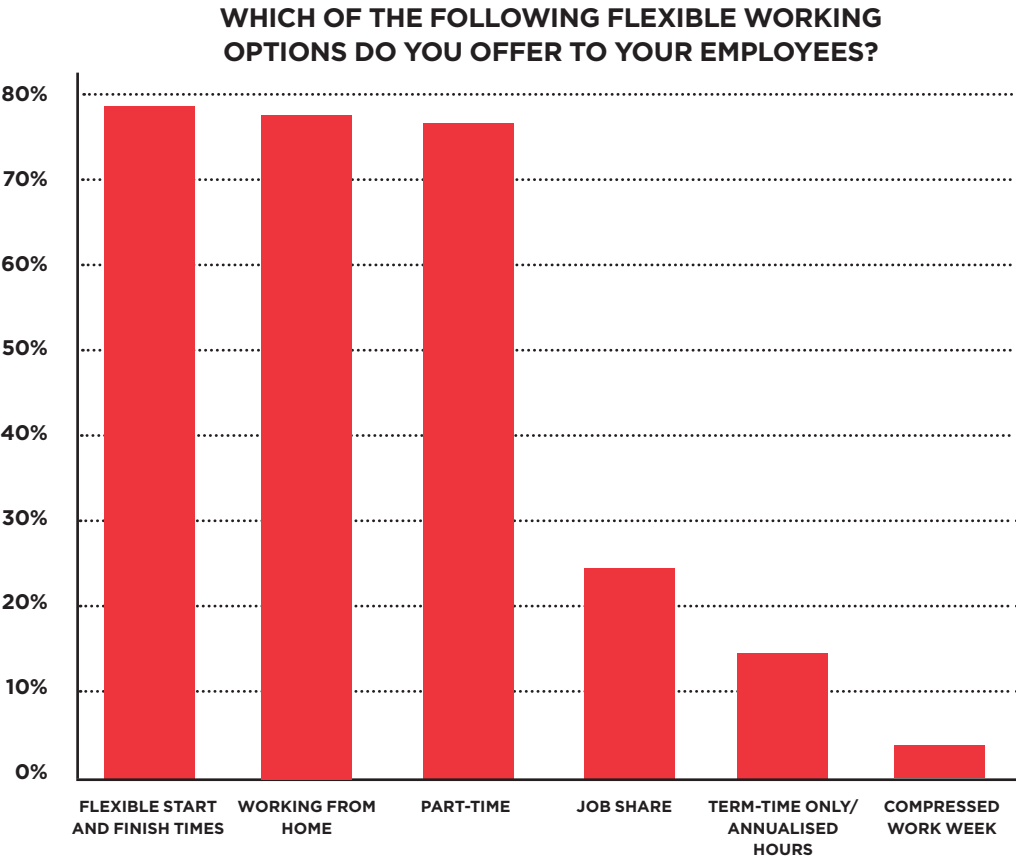
## DO YOU CARRY OUT ANY OF THE FOLLOWING DIVERSITY AND INCLUSION PRACTICES?

Diversity and Inclusion is one of my organisation's stated values and/or company objectives	73%
Communicates information about its Diversity and Inclusion policies to our employees regularly	45%
When interviewing candidates for roles we endeavour to make the interview panel as diverse as possible	45%
Collect and monitor demographic information on age, race, gender, gender identity, sexual orientation etc.	39%
Diversity and Inclusion training programmes are compulsory for everyone	37%
Blind/anonymised recruitment processes to remove identifiers which suggest age, gender, ethnicity etc.	24%
Use information about employee demographics to aid future workforce planning decisions	24%
Recruitment strategies are targeted at under-represented groups	15%
Mentoring/coaching/forums/networks to support under-represented groups	14%
Leaders are tasked with, and measured against, specific Diversity and Inclusion goals/targets	7%



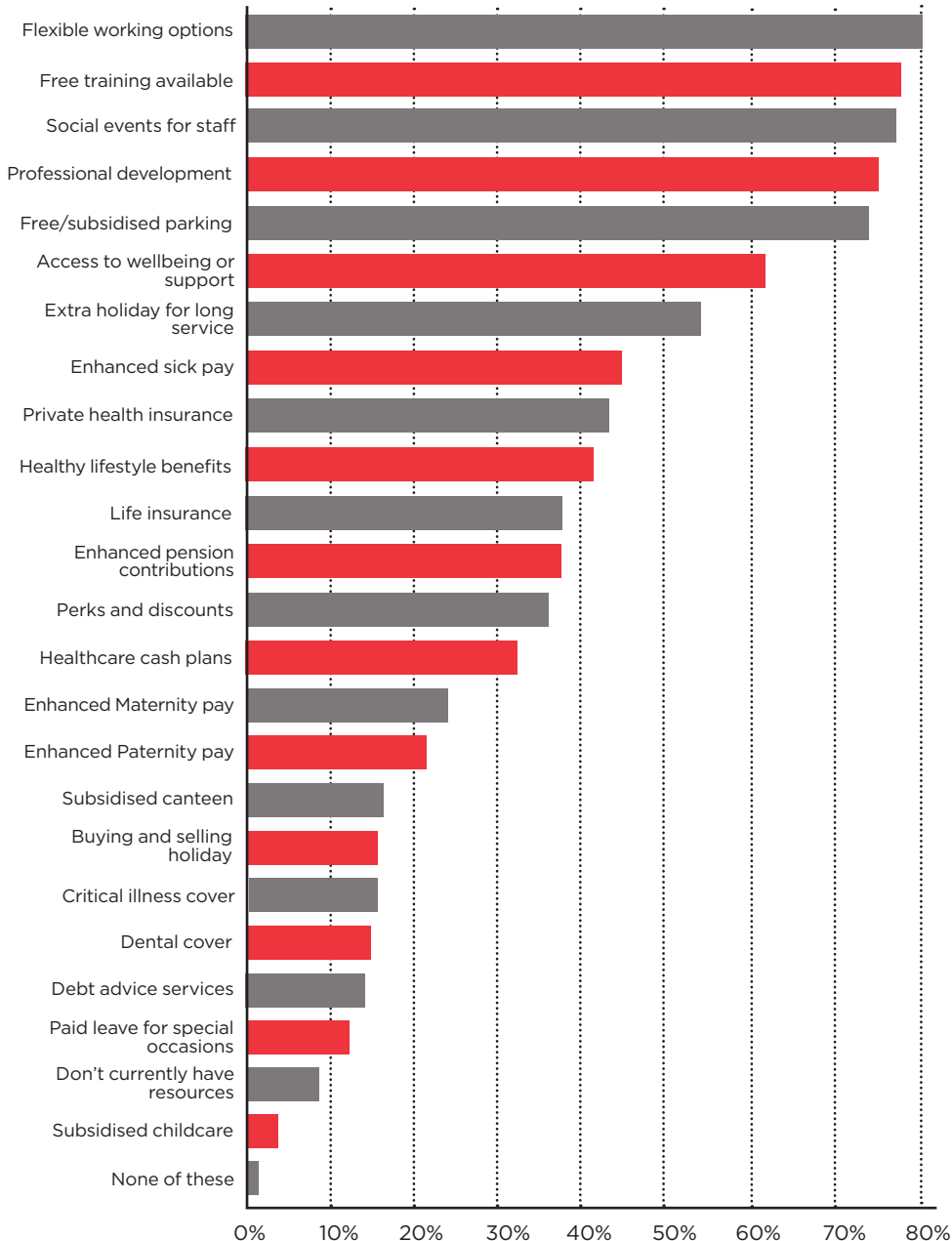
# BENEFITS DATA

## FLEXIBLE WORKING



- 80% of companies offer flexible working
- 78% of companies are offering home working, compared to 33% from the last survey
- 63% of companies are keen to increase flexible working to attract and retain employees
- 24% of companies offer enhanced maternity pay and 21% offer enhanced paternity pay
- 61% of companies offer access to wellbeing or occupational support services

### WHAT HEALTH BENEFITS DO YOU OFFER EMPLOYEES?



# BENEFITS DATA

## HEALTH BENEFITS

### Case Study: Karndean Designflooring

“At Karndean Designflooring we are proud of our success. We are now one of the largest employers in Evesham and our people are the centre of our business. It’s thanks to their commitment that we have continued to grow even through challenging times.

We recognise this hard work with a comprehensive programme of performance awards. We look to engage and empower our people through personalised development and training. This means that we are often able to promote from within and why we have an impressive track record of employees reaching key service milestones.

We have seen our people thrive and productivity increase even further since introducing additional flexible working options. Employees can achieve a good work-life balance with flexible hours and splitting working from home with office time collaborating with colleagues. As a team we look after each other. Key to this is regular communication and caring for our health and wellbeing. Our extensive employee benefits include health care cover, pension advice and discounts with local businesses.

To our customers we produce flooring that they will love for a lifetime. We aim to also be an employer that our employees will love until the day they retire.”





# KEY CONTACTS



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**For advice and support with recruitment and retention, contact Hewett Recruitment**



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If you would like to talk more about how your business might introduce flexibility to current or future roles, or for any other advice on recruitment and retention, contact one of the contributors from Hewett Recruitment using the details to the left.

If you would like advice or guidance on how to support a healthy workforce, connect with Worcestershire Works Well, similar Herefordshire projects and the Chamber of Commerce [enquiries@hwchamber.co.uk](mailto:enquiries@hwchamber.co.uk)

If you would like advice or guidance on how to become more involved in projects where business engages with education, contact Robert Elliot, Director of Business Development and Engagement [enquiries@hwchamber.co.uk](mailto:enquiries@hwchamber.co.uk)



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sponsorship opportunities and data  
collection, contact:

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 **HEWETT**  
RECRUITMENT

