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Olive Recruit

SALARY

GUIDE

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TABLE OF CONTENTS

1

An Introduction From Leona

2

The purpose of this guide

3-4

Impact of General Election Results on Wage Growth And Hiring Efforts

5-8

How Will The New Government Affect The Freelance And Gig Economy

9-14

The Evolution of Remote Work

15-17

Salary Negotiation in a Dynamic Economy

17-21

Minimum Wage Policies In The UK

22-25

Regional Salary Differences

25-28

Public Sector vs Private Sector Salary Trends

29-37

Salary Guide-Regions Salaries

An Introduction From Leona

The current economic climate presents significant challenges for both employers and job seekers, a trend that is expected to persist throughout 2025, particularly in relation to salary expectations.

In this uncertain job market, candidates are carefully evaluating their options, while employers are becoming more discerning in their hiring decisions, focusing on addressing immediate business needs. Despite these hurdles, we anticipate a highly competitive demand for talent as companies continue their transformation journeys and seek to fill emerging roles. At the same time, candidates remain on the lookout for new opportunities, with rising salary expectations.

Across the UK, job seekers are increasingly prioritising a better work-life balance, skill development, and career progression. In response, organisations must go beyond the numbers to create environments that offer security, motivation, and a sense of belonging. In 2025, hiring professionals who align with your company's goals and contribute to its success will be more important than ever. To achieve this, understanding how to navigate these uncertain times is essential.

With the easing of the skills shortage and a reduction in inflation, employees are eager to seize opportunities for learning and development, advancing their careers while contributing to their employers' success. So, how can you, as an employer, support this?

As experts in permanent staffing solutions, we believe trust is essential in attracting and retaining top talent. Building and nurturing trust with both employees and job seekers unlocks their full potential, driving your organisation toward its goals. Our 2025 Salary Guide offers invaluable insights into key opportunities for optimising your workforce. By leveraging this reliable data, you can refine your hiring and retention strategies to secure the best talent.

Our team of expert consultants is ready to help you navigate these evolving conditions, ensuring your organisation stays competitive and future-ready. Contact us today to start the conversation.

LEONA BLENMAN
Client Services Operations Manager



THE PURPOSE OF THIS GUIDE

For both employers and job-seekers, Olive Recruit created this salary guide as an invaluable tool that offers unparalleled insight in salary data that will keep you well-informed throughout 2025.



Extensive overview:

Our guide covers a wide range of salary data across the **HEALTH, CARE, EDUCATION, FOSTERING SECTORS** and **CORPORATE SERVICE**.



Detailed insight:

The data in this salary guide provides reliable insight into the job landscape at a much deeper level which means you can get a unique perspective on the market that is not available elsewhere.



Helping you stay ahead of the curve:

The data in this guide is based on latest salary information that can help steer your decisions and help you make informed choices when it comes to offering competitive salaries to employees. Our salary guide can help you stay up to date with the latest trends and developments across **HEALTH AND SOCIAL CARE, EDUCATION, FOSTERING SECTORS** and **CORPORATE SERVICES**.

Key Features:

- **Comprehensive Overview:** Our guide covers a broad spectrum of salary data across the **HEALTH, CARE, EDUCATION, and FOSTERING SECTORS**.
- **In-Depth Insights:** This guide offers detailed and reliable data that gives you a unique perspective on the job market—information not readily available elsewhere.
- **Staying Ahead:** With the latest salary information, our guide equips you to make informed decisions, helping you offer competitive salaries and stay ahead in the market.

Our salary guide ensures you stay up to date with the latest trends and developments in the **HEALTH AND SOCIAL CARE, EDUCATION, FOSTERING SECTORS** and **CORPORATE SERVICES**.

INFLUENCE OF GENERAL ELECTION OUTCOMES ON SALARY PROGRESSION AND RECRUITMENT INITIATIVES

The November 2024 general elections in the UK have set the stage for a wave of potential transformations in multiple sectors, recruitment being one among them. The new government implies that new policies and priorities would essentially sculpt the economic and regulatory environments.

One of the immediate sectors likely to be affected is employment regulation. The new government may commit to revisiting current employment laws, potentially leading to considerable alterations. It's crucial for recruitment firms and businesses to align with these modifications to maintain compliance and provide relevant advice to their clients.

Critical aspects to monitor include:

- **Alterations in Minimum Wage:** Any hikes in the minimum wage might impact the cost of hiring, especially in sectors largely dependent on entry-level roles.

The new government has proposed a 'genuine living wage', which involves adjusting the remit of the Low Pay Commission to reflect the cost of living and eliminating discriminatory age bands so that all adults receive the same wage.

- **Changes in Working Hours and Employee Rights:** The new government has proposed significant adjustments to regulations governing working hours and employee rights, which could reshape job contracts and the overall structure of employment agreements. Their commitment includes introducing basic rights from day one for employees, such as sick pay and parental leave, and measures to ban zero-hours contracts and end 'fire and rehire' practices.

- **Taxation and Expenditures:** Alterations in corporate taxation and government spending on infrastructure and public services can directly influence job creation. It is essential for recruitment agencies to stay updated with economic policies to forecast shifts in hiring demand across various sectors. Government policies on education and training would also have implications for businesses, especially with respect to nurturing a skilled workforce.

- **Apprenticeships and Vocational Training:** Encouraging apprenticeships and vocational training can assist businesses in addressing skill gaps and establishing a stream of qualified candidates. Policies fostering collaborations between businesses and educational institutions can be particularly advantageous.

- **Funding for Skill Development:** Governmental funding for skill development initiatives can alleviate the financial strain on businesses, enabling them to invest more in employee training and development. This can enhance employee retention by offering career advancement opportunities.

The pandemic has undeniably expedited the shift towards remote work, and any new government policies on digital infrastructure will be pivotal in facilitating this contemporary work style.

- **Broadband and Connectivity:** Investments in broadband and digital connectivity can bolster remote work, enabling businesses to recruit talent from a broader geographical range. Enhanced connectivity can also elevate productivity and job satisfaction among remote workers.

- **Remote Work Policies:** Governmental encouragement for remote work, such as tax incentives for home office expenditures or regulations ensuring fair treatment of remote workers, can impact a business's capacity to attract and retain remote employees.

- **Cybersecurity:** Policies aimed at strengthening cybersecurity infrastructure can safeguard businesses and their remote workforce from cyber threats, ensuring a secure and reliable remote work environment.



SOCIAL POLICIES AND WORK-LIFE BALANCE

Social policies that affect the work-life balance, such as healthcare, childcare, and housing, can also have implications for recruitment and retention. Access to premium healthcare can minimise employee absenteeism and boost overall well-being, making businesses more appealing to potential recruits. Policies that support affordable childcare can enable more parents to join and stay in the workforce, thus broadening the talent pool for businesses.

PREPARING FOR CHANGE

The UK general election is primed to bring significant changes that could affect businesses in many ways, especially in recruiting and retaining staff. Businesses must remain wary of possible policy changes and proactively adjust their strategies to navigate the shifting political landscape.

One of the immediate sectors likely to be affected is employment regulations. The Labour government, for instance, has committed to changes designed to enhance worker protections and improve job security. These changes could lead to significant alterations in the recruitment sector and businesses in general.

Recruitment agencies, in particular, need to be aware of these changes and align their strategies accordingly. They should prepare strategies for engagement with the new government and its policies. This includes understanding the potential impacts and preparing for various scenarios, which will be crucial as businesses strategise for the future.

The election results also have a broader impact on business confidence and economic stability, influencing hiring trends. A government perceived as business-friendly may stimulate corporate investments and expansion strategies, thus increasing the need for recruitment services. Conversely, any uncertainty or perception of anti-business sentiment could drive cautious hiring.

With major political parties presenting differing visions for the economy and employment laws, businesses and job seekers alike are anticipating changes.

How Will the New Government Affect the Freelance and Gig Economy?

The shift from a 14-year Conservative-led government to a Labour government has the freelance and self-employed sector poised for potential changes in tax laws, regulations, and the overall economy.

Labour's victory in the 2024 general election was driven by a promise of change, leaving freelancers wondering what this might entail.

How Will the New Government Affect the Freelance and Gig Economy?

Labour's vision for the future of work aims to address issues such as false self-employment and exploitative zero-hours contracts, promising a 'new deal' for workers.

Freelancers and independent contractors should prepare for the potential impact of these changes. In the initial phase of Labour's tenure, it is anticipated that significant measures will be introduced to end the 'fire and rehire' practice, establish more predictable working hours, and extend basic rights to workers from the onset of their employment.

In the long term, Labour plans to merge the 'worker' and 'employee' statuses, providing everyone, excluding the self-employed, with equal rights and protections.

This could potentially alter the hiring dynamics for businesses. While many employees stand to benefit from enhanced rights, it might make hiring permanent staff less attractive in some situations, potentially creating more opportunities for freelancers in certain sectors.

The proposal to establish a single worker status for "all except the genuinely self-employed" raises the question of who qualifies as self-employed.

This seemingly simple question has complex legal implications, resulting in decisions that could simplify or complicate the process of proving one's freelance status.

Addressing the Issue of Late Payments

A significant challenge for freelancers is the risk of delayed or non-payment. According to IPSE research, freelancers are, on average, owed around £5,000 in overdue payments.

The Labour Party, responding to advocacy from the small business and freelance sectors, has committed to "legislate to tackle late payments", potentially freeing up £20bn tied

up in outstanding invoices. As part of this strategy, major corporations would be obliged to reveal details about their payment practices in their annual reports, which are scrutinised by shareholders and the press. Although details are still vague, the aim is to prompt companies to expedite their payment processes by exposing any delays or overdue payments.

This could significantly benefit freelancers who work directly with large corporations. However, it might not significantly benefit subcontractors or those at the end of a lengthy supplier chain.

The Significance of Written Contracts

Securing a gig without a written contract can be a risky move for freelancers. Labour has proposed granting freelancers a "right to a written contract". Although the specifics of what this contract should entail are yet to be detailed, a good agreement should, at a minimum, define payment terms, project scope, and consequences of non-compliance with these terms.

Depending on the type of work, intellectual property and corporate liability could also be involved. This new right to a written contract could potentially make it harder for clients to deny providing a contract when requested. The government may also provide a basic contract template for freelancers, but ideally, freelancers should take the initiative to define their terms.

Enhancing Protections for Freelancers

Labour's proposal includes an intriguing aspect of providing freelancers more 'in-work' protections. Freelancers often face challenges in raising concerns about malpractice in the workplace due to fears of losing their jobs or being excluded from opportunities in their industry. Labour has committed to providing freelancers with protections against being unfairly excluded and safeguards for whistle-blowers.

Additionally, the party has pledged to extend more health and safety protections to the self-employed, a vital issue in sectors like construction and building with a high representation of self-employed workers.

Despite their significant contribution to the UK's economy, freelancers and self-employed workers often draw the short straw. They are more susceptible to economic fluctuations and are deprived of many protections offered to employees, such as flexible working hours, parental rights, sick pay, and pensions.



Identifying the Problem

The COVID-19 pandemic has cast a spotlight on the vulnerability of freelance employment, with hundreds of thousands of self-employed workers not qualifying for government aid, including the Self-Employment Income Support Scheme (SEISS), and unable to access the Culture Recovery Fund.

This is largely due to the government's limited understanding of tax and employment status. Freelancers often suffer from poor terms and conditions due to lacking employment protections. Provisions like flexible working hours, term time working, career breaks, parental leave, job sharing, and sabbaticals are granted to employees but not to the self-employed or freelancers.

Without structured procedures and HR protections, self-employed workers are particularly susceptible to bullying and harassment. The previous government has failed to uphold its commitments regarding improving employment standards following the Taylor Review of Modern Working Practices (2017). Additionally, over recent years, the incomes of the self-employed have lagged behind those of employees.

Looking Forward

The New Deal would likely necessitate a radical transformation of current business models and practices - those working within the gig economy will need to closely monitor policies and perhaps make swift adjustments. The gig economy was born out of a desire for on-demand services with maximum flexibility. Labour has pledged to provide greater job security and eliminate the distinction between worker and employee; however, are the two in conflict?

The gig economy has been growing rapidly in recent years as technology has enabled more people to access and offer services online, and more people seek alternative or supplementary sources of income, flexibility, and autonomy in their work. As a result, more organisations are developing platforms or apps to facilitate these services, and the gig economy represents an important element in the technology sector. However, the gig economy also poses many challenges and risks for workers, such as a lack of job security and typical benefits. In addition, and of concern to many, the gig economy raises many legal, ethical, and social questions about the nature, quality, and regulation of work in the 21st century.

Top of the list is the proposal to reduce the current three status tiers (self-employed, worker and employee) to two – employee and self-employed. In recent years, the focus has shifted from distinguishing between employees and workers to differentiating between workers and the genuinely self-employed. The reason is simple: an individual categorised as a self-employed contractor can argue before an employment tribunal that they are a worker—a much lower threshold than the criteria for employee status—to access minimum benefits such as holiday pay, national minimum wage, and sick pay.

The problem for the gig economy is that any move that essentially eliminates the status of ‘worker’ will presumably mean that anyone who is not genuinely self-employed would be classed as an employee. If that is the case, they would be entitled to additional protections, including the right not to be unfairly dismissed, which could significantly enhance their job security. However, the measures anticipated by the New Deal could present challenges for business models that rely on being able to call upon individuals at short notice while having no commitments to provide work.

One potential solution for businesses facing changing employment regulations could be to employ individuals on zero-hours contracts, allowing for flexibility in staffing based on demand. However, Labour’s New Deal proposes abolishing zero-hours contracts to address the uncertainty and one-sided flexibility such arrangements provide. The New Deal seeks to implement several recommendations from the Taylor Review and has been the subject of public consultation and political debate for many years. Labour's plans aim to enhance protections for those working in the gig economy, addressing vulnerabilities and exploitation that many workers face. By reducing worker status options to employee or self-employed, abolishing zero-hours contracts, and granting unfair dismissal protection from day one, the New Deal aims to empower workers and ensure they receive fair treatment and security in their roles. While these changes may present challenges for some organisations that have relied on flexible, low-cost labour, they also represent an important step towards creating a more equitable and just working environment for all. Embracing these reforms can lead to more sustainable business practices that prioritise the well-being of workers alongside operational needs.

Best Practices for Navigating the Gig Economy

Businesses and freelancers can strategically navigate the gig economy by harnessing its benefits and addressing its disruptive effects.

1.

Acknowledge Its Existence:

The gig economy's growth is a global trend, showing no signs of slowing down. As more people diversify their income streams and offer services across multiple platforms, the UK must recognise and adapt to this shift. Local councils can educate residents about gig work as a legitimate form of self-employment. They can also develop programmes to assist in creating proper budgets for tax payments and, when necessary, advise on the registration process for self-employment.

2.

Document and Quantify It:

Recognising and legitimising the gig economy involves documenting and measuring its extent and effects. Local councils can identify major gig economy sectors within their regions and gather input from workers and employers to develop inclusive policies and programmes. Collecting information on residents involved in the gig economy can help councils develop better-targeted policies that address the needs of specific communities. Additionally, councils should examine the gig economy's role in local economies and explore how they can improve their policies to support positive outcomes.

3.

Adapt to Changes:

The gig economy brings both benefits and challenges. For many workers, the gig economy has provided new revenue sources and work opportunities. However, gig workers who operate as freelancers without the benefits provided by traditional work arrangements may rely more on social services. For the UK, a growing gig economy may result in higher economic activity and spending, potentially increasing taxes or usage fees. To support gig workers who essentially function as a small business with one employee, policymakers are encouraged to simplify the process of obtaining necessary permits or licenses. They should also reconsider their definitions of work and services to accommodate the diverse jobs residents hold and create opportunities for economic growth within their communities.

THE EVOLUTION OF REMOTE WORK

The trend of remote work has seen significant growth in recent years, a development further propelled by the COVID-19 pandemic. As a result, the UK is likely to witness a continued surge in remote work in the coming years. Remote work offers numerous advantages to both employees and businesses. For employees, it provides a flexible work schedule, improved work-life balance, and eliminates the stress of long commutes. For businesses, remote work can lead to substantial savings on office space and equipment, while also allowing them to tap into a global talent pool.

However, remote work also presents unique challenges. Maintaining effective communication and collaboration can be difficult, as remote workers may feel isolated and disconnected from their colleagues. Therefore, businesses must ensure ample opportunities for communication and collaboration to maintain team morale and productivity.



The Rise and Sustainability of Remote Work

In the current talent-scarce market, remote work has become a critical solution to address employee attrition and talent shortages. Remote work, which became a necessary mode of operation during the Coronavirus pandemic, allows employees to perform their duties from home.

While not all jobs can transition to this virtual revolution, for those in desk-based roles, remote work has ushered in a new era of flexibility, collaboration, and work-life balance. Remote work arrangements vary, with some companies advocating for full-time remote work, while others prefer a hybrid model where employees alternate between home and physical workspaces. Globally, 41% of employees continue to work remotely to some extent. While remote work has become a coveted perk among office workers, some companies are eager to revert back to a fully in-person model. However, these businesses might overlook the transformative advantages of remote work, such as increased employee productivity, access to a wider talent pool, and cost savings on office space.

The Impact of Remote Work on Your Employer Brand

Remote work has become a significant aspect of modern employment, influencing how companies shape and project their employer brand. Remote work has transitioned from a temporary solution to a permanent fixture in the employment landscape. A significant portion of the workforce now engages in remote work, with 43% of workers spending time working remotely. This shift necessitates that companies adapt their employer branding strategies to reflect this new norm.

Remote work offers employees flexibility and a better work-life balance, which are highly valued in today's job market. Companies that promote these aspects in their employer branding can attract and retain top talent. This flexibility is not just a trend but a strategic advantage that showcases a company as flexible, inclusive, and innovative. Remote work has been linked to higher job satisfaction and retention rates. Studies show that 72% of remote workers report higher job satisfaction compared to their in-office counterparts, and companies embracing remote work see a 25% increase in employee retention rates.

Technology plays a vital role in enhancing employer branding in a remote work environment. Companies can use digital solutions to support remote work, improve communication, and create engaging virtual experiences. This technological adoption not only supports remote work but also positions the company as innovative and forward-thinking.

The Prospective Landscape of Remote Work

In 2023, 54% of global employees engaged in some form of remote work. Although the number of fully remote workers has declined since then, the popularity of partial remote work remains fairly consistent, with some regions even seeing a slight increase.

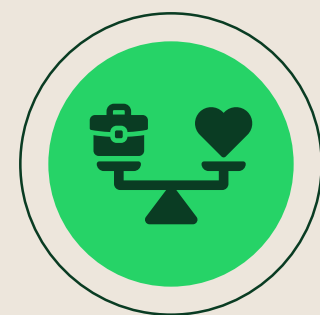
Gaining a deeper understanding of the industries best suited for remote work enables us to forecast the future of this evolving work model. In 2024, the computer and IT sector was the leading industry for remote work, largely due to the digital nature of their work, but they're not alone in this trend. Other sectors like **Project management, Accounting, and Finance** have also embraced remote work models, leveraging digital tools and platforms to maintain productivity.

This valuable information paints a clear picture for employers: providing a remote work option when feasible is crucial to keeping employees satisfied and motivated in their roles. By embracing this flexible approach, you'll not only attract top talent but also create a happier and more engaged workforce. The future of work is evolving, and those who adapt and embrace remote work will reap the benefits. By offering remote working as a standard, you can create a friendlier and more flexible work environment that keeps employees motivated, productive, and fulfilled.

How Remote Working Culture Boosts Productivity in the UK

In recent years, the concept of remote working has gained significant traction across the globe, with the UK being one of the leading nations embracing this trend. The COVID-19 pandemic accelerated this shift, forcing businesses to adopt remote working practices to maintain continuity. However, as the UK emerged from the pandemic, many companies have chosen to keep remote working as a permanent or hybrid option, recognising the many benefits it brings, particularly in terms of productivity.

While the idea of working from home initially stirred debates about employee productivity, many studies and real-world experiences have shown that remote working can actually enhance productivity.



INCREASED FLEXIBILITY AND WORK-LIFE BALANCE:

One of the biggest benefits of remote working is the flexibility it offers. Employees no longer need to adhere strictly to the traditional 9-to-5 routine, allowing them to manage their tasks and responsibilities to align with their most productive hours. This flexibility helps employees achieve a better work-life balance, reducing stress and preventing burnout.



ELIMINATION OF COMMUTE TIME:

One of the most immediate advantages of working from home is the elimination of the daily commute. In the UK, the average commute time in 2020 was around 59 minutes a day, according to the ONS. Over a week, this adds up to almost five hours spent in transit. For employees working remotely, this time can be reinvested in work tasks or used for personal development, improving both efficiency and morale.



HIGHER EMPLOYEE SATISFACTION:

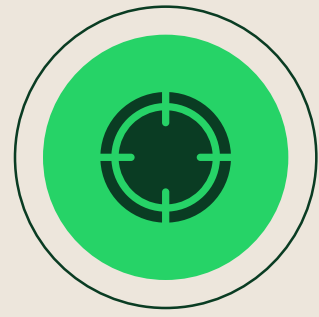
A survey revealed that nearly half (48%) of UK professionals might consider resigning if mandated to return to the office full-time. Currently, 77% of the workforce engages in hybrid working, combining office and remote work. Three days a week in-office is the most popular arrangement, and concerns about commuting costs significantly influence decisions on office return.

Another study found that hybrid workers perceive the office as a retreat from home, citing fewer distractions and more opportunities for social interaction. 39% find collaboration easier in the office, and 26% appreciate the change of scenery. Additionally, 55% miss the office environment at least sometimes.



ACCESS TO A WIDER TALENT POOL:

One of the underrated advantages of remote working for UK businesses is the ability to access talent from a broader geographical area. Companies are no longer restricted to hiring employees based near their offices. This flexibility allows businesses to find and hire the best talent, regardless of location.



IMPROVED FOCUS AND FEWER DISTRACTIONS:

While many argue that working from home can lead to more distractions, such as household chores, studies show that employees often have more focus when working remotely. The traditional office environment can be filled with distractions, including impromptu meetings, loud coworkers, or constant interruptions.



TECHNOLOGY AS A PRODUCTIVITY ENABLER:

The rapid evolution of technology has played a vital role in making remote working feasible and productive. Tools like Zoom, Microsoft Teams, Slack, and project management software such as Asana and Trello have made it easier for teams to communicate and collaborate effectively, regardless of their physical location.



BOOSTING THE UK'S ECONOMY:

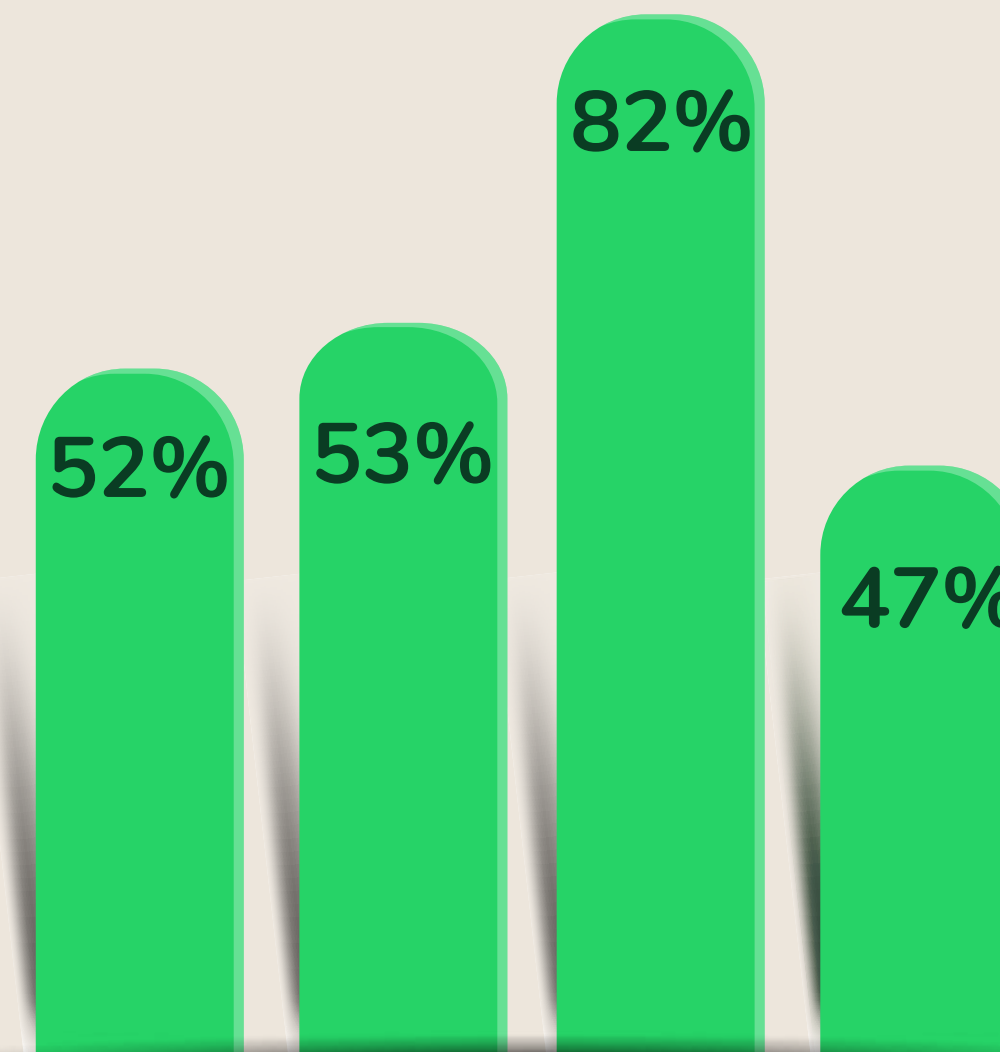
On a broader scale, remote working has the potential to bolster the UK's economy by increasing productivity across various sectors. The Centre for Economics and Business Research (CEBR) published a report in 2021 predicting that the widespread adoption of remote working could lead to a £23.1 billion annual increase in economic output by 2025.

The Future of Remote Work in the UK

As we advance, it's evident that remote work is not merely a fleeting trend but a fundamental shift in business operations. Many UK companies, including major players like Unilever, BP, and HSBC, have already adopted long-term remote or hybrid work models. According to a 2023 survey by CIPD, 40% of employers expect more than half of their workforce to work from home regularly even after the pandemic.

The future of remote working in the UK looks promising, with advances in technology making it easier for teams to stay connected and productive, and businesses recognizing the numerous benefits in terms of employee satisfaction, cost savings, and access to talent.

REMOTE WORK STATISTICS 2024



• **52%** of business leaders surveyed believe hybrid working is the most supportive environment for employee productivity.

• **53%** of business leaders believe hybrid working helps employees better manage the costs associated with work.

• **47%** of female office workers and 44% of male office workers believe hybrid working is better for their mental health.

• **82%** of workers believe their employer is now more responsible for offering health and wellbeing support post-pandemic.

Productivity of Remote Workers

Remote work has been associated with increased productivity for many employees.

A significant number of workers have reported being more productive than they initially expected when working from home, with productivity levels rising by an average of 7% compared to their expectations.

This trend suggests that remote work environments can foster greater efficiency and focus.

• **29%**

said that they got more done, while 30.2% said that their productivity had fallen.

• **30%**

report an increase in their hours whilst working from home.

• **55%**

report that they concentrate better working from home.

• **66%**

of employees who reported that they were able to produce much more per hour while working at home wanted to work mainly at home in the future.

• **80%**

would recommend working at home to a friend.

• **80%**

are able to accomplish all their tasks remotely.

84%

75%

64%

• **84%** of leaders surveyed say generative AI has increased productivity.

• **75%** of leaders surveyed believe their organisation will change its workplace model in the next two years.

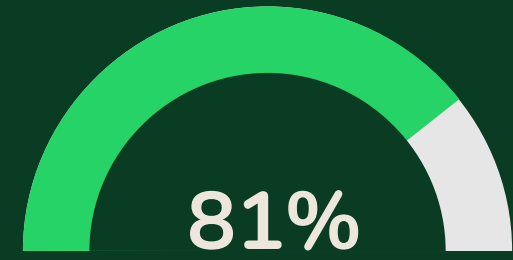
• **64%** of leaders surveyed said their workplace is currently implementing a hybrid model.

Working from Home and Mental Health

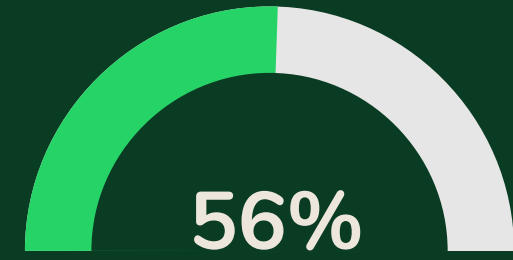
Mental health in the workplace is crucial, as it directly impacts employee well-being, productivity, and overall organisational success.

Whether employees are working in the office or remotely, their mental health should be a priority for employers.

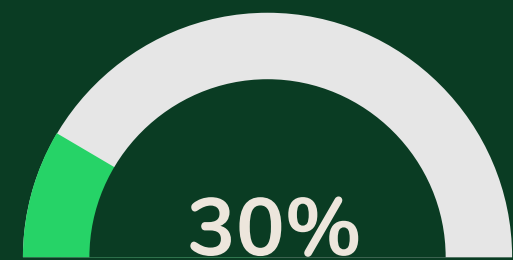
It's been found that people are generally happier working from home because it allows for more flexibility.



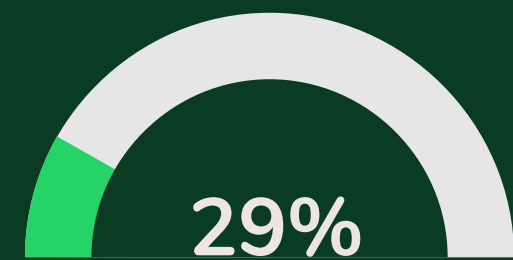
of younger workers say they would feel more isolated without time in the office.



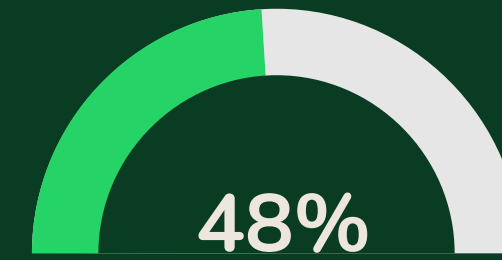
reported an increase in happiness levels when working.



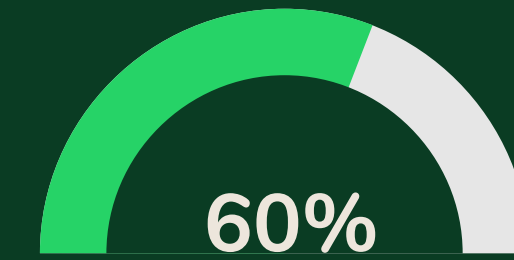
have found it difficult separating their home lives from their work lives.



of organisations have introduced additional resources to support employees' physical and mental wellbeing.



reported they need to communicate more to demonstrate their value.



reported that they feel less connected to colleagues.

- The biggest struggle with working remotely is not being able to unplug, followed by difficulties with collaboration and communication.
- The most named benefit of working from home is flexible scheduling, followed by the lack of commute.

Remote working isn't just a passing trend—it's popular and incredibly productive. It has the power to improve work-life balance, reduce the environmental impact of businesses, and even enhance your employer brand. By embracing remote work for your business, you can overcome obstacles like supporting employee mental health, ensuring data security, and fostering team cohesion. This not only improves remote ways of working but also strengthens your employer brand, making your company an even more desirable place to work.

The question is - how far are companies willing to go to improve efficiency and employee satisfaction if that requires letting go of old patterns and adjusting to new ways of working?

Salary Negotiation in a Dynamic Economy

Salary negotiation has become an essential skill for professionals. As companies start offering competitive remuneration and benefits to attract top talent, industry professionals swiftly realise their value in negotiations.

This underscores how macroeconomic indicators, such as employment rates and inflation, not only mould salary expectations but also empower professionals to capitalise on their skills in the job market.

Industry-Specific Economic Trends and Their Impact on Salaries

In the realm of technology, the rise of artificial intelligence has significantly altered salary trends within the industry. For example, recent findings from The London Economic indicate that AI roles are the highest paid in tech, and the demand for skilled specialists has tripled.

Companies like NVIDIA have been leading this evolution, not only bolstering their stock value but also escalating wages to attract top talent. As organisations scramble to fill these emerging roles, navigating the economic landscape necessitates tapping into sector-specific growth areas.

Professionals aiming to leverage these trends should concentrate on enhancing skills pertinent to AI applications, consider certifications, and keep up to date with developments to stay ahead of the curve.

Simultaneously, the healthcare sector has also been undergoing economic shifts, heavily influenced by the ongoing effects of the global pandemic. According to UNISON, NHS nurses and allied healthcare professionals saw a 5.5% wage increase in 2024 under the national scheme Agenda For Change, driven by heightened demand for healthcare services, staff shortages and fairer pay.

Remote Work and Its Impact on Salary Expectations

In a world where remote work has become standard, employees are adjusting their salary expectations based on newfound flexibility. According to a survey conducted by Buffer in 2023, nearly 76% of job seekers claim it's important that their role can be done remotely. Trends among remote workers indicate that many feel they deserve higher salaries, driven by the rising cost of living and the flexibility to work from anywhere. This shift has led to significant changes in hiring practices as companies strive to attract top talent in a fiercely competitive market.

Data from Indeed shows that the demand for remote work has risen in 2024, with job seekers looking for remote positions increasing tenfold compared to pre-pandemic levels. Additionally, flexibility consistently ranks as the highest benefit valued by job seekers. This change prompts employers to reconsider their compensation structures to remain attractive in a landscape where flexibility is a deal-breaker.

As remote work continues to redefine the professional landscape, it is crucial for both employees to understand their evolving value in the market and for companies to adapt their strategies to remain competitive.

The Role of Technology in Streamlining Negotiation Processes

Technology plays a crucial role in revolutionising negotiation processes. Virtual negotiation platforms are the key tool here, utilising advanced video conferencing tools to facilitate seamless interaction regardless of physical location. Findings suggest that companies utilising digital negotiation solutions report increased operational efficiency and stakeholder satisfaction. As businesses adapt to hybrid work environments, technology serves as a bridge that facilitates seamless communication and access to shared resources.

Moreover, the analytics provided by AI-driven negotiation tools can be transformative, guiding clients to make informed decisions based on real-time data. According to McKinsey & Company in 2024, businesses that integrate AI into their negotiation process can expect a significant increase in

efficiency. In 2022, Deloitte also reported that 94% of surveyed business leaders believe AI-driven solutions are critical for organisational success. Imagine a marketing team negotiating a contract with a client while analysing their competitors' pricing models and market trends in real time.

This capability not only empowers negotiators to craft better deals but also fosters trust as parties engage with transparent information. With the integration of technology, negotiators are not merely participants in a transaction; they are strategic partners equipped with insights that can reshape their industry narratives.

Strategies for Navigating Salary Discussions in a Recession

When the recession hit in 2020, many companies faced financial constraints that forced them to re-evaluate their compensation strategies. For instance, Unilever successfully supported its workforce with flexible working options, health measures and mental health support, helping employees stay motivated despite economic uncertainty.

Likewise, the Great Recession of 2007 caused similar challenges for companies. The automotive giant Ford Motor Company

famously undertook a tough negotiation with their workforce, utilising transparent communication about their fiscal challenges to mitigate expectations. This honesty was crucial, as open communication is key in easing employee concerns, especially in times of financial uncertainty.

In a crunch, navigating salary discussions calls for a blend of tact and realism—emphasising the broader economic landscape while still advocating for fair compensation aligned with market trends. Practically, professionals should prepare by researching industry salary benchmarks and practising their negotiation pitches, ensuring they articulate their value in the context of both their role and the overarching economic situation.

It's essential to recognise the value of leveraging non-salary incentives. Data from Aviva shows that 87% of employees highly value workplace benefits, indicating that creative compensation can yield positive outcomes, particularly in economic downturns. Presenting a case for these alternatives during salary discussions can not only showcase one's adaptability but also align personal and professional growth with organisational needs, fostering a mutually beneficial dialogue.

How to Negotiate During Economic Uncertainty

Deciding whether you should negotiate your salary in economic uncertainty can be difficult. Widespread layoffs may create the impression that offer negotiation isn't an option in the current market. While the economic downturn has significantly impacted companies, there are steps you can take to determine whether and how to approach a salary negotiation.

- **Do your Research:** Prior to your interview, conduct research to get an idea of how the economy has affected your potential employer. You might find indicators on news sites, social media, or the company's website. If you know someone who currently works for the company, then you could also ask if they have any insights to share. Additionally, annual reports and financial statements can often provide vital information, allowing you to tailor your negotiation strategy to the company's performance.

- **Understand What You Have to Offer Employers:** Take a moment to consider your qualifications in the current environment. If a company has extended an offer to you, then you've likely demonstrated the skills and value that they need. If you feel like you are highly qualified for a role and the initial offer doesn't meet your expectations, it might be a good idea to negotiate. During your discussions, consider what you learned about how the economy has impacted the company and use it to help you determine your negotiation strategy.

- **Future Contributions:** Consider what you will bring to the table in the future. For current employees, outline any upcoming projects or initiatives you will be a part of and how your involvement will benefit the company economically. By demonstrating your future value, you're not just asking for a raise based on past performance, but also on the potential economic benefits you will provide moving forward. This forward-looking approach can be very persuasive in salary negotiations.

- **Peer Comparisons:** Comparing your salary to your peers can be a powerful argument in negotiations. Look for salary surveys and reports from your network, professional groups, or alumni associations that provide anonymous data on what others in similar roles earn. This comparison can help you establish a competitive salary range and justify your request based on the compensation of others with similar qualifications.



MINIMUM WAGE POLICIES IN THE UK – REWRITTEN

Ultimately, understanding the influence of economic conditions on salary negotiation strategies enables both employees and employers to navigate the complexities of the job market more effectively. For employees, awareness of economic indicators can inform their negotiation tactics and expectations, helping them to better advocate for their worth. On the employer side, recognising the shifting landscape allows companies to tailor their compensation packages and negotiation frameworks, ensuring they attract and retain top talent even in competitive environments.

This insightful interplay not only shapes individual career trajectories but also impacts broader organisational dynamics and workforce satisfaction.

The minimum wage workers receive in the UK depends on their age and years of experience. The National Minimum Wage is set as the minimum pay per hour to which almost all workers are entitled to. The National Living Wage is higher than the minimum wage for people over 21. Regardless of the size of the company or organisation, they are still required to pay the legally set minimum wage.

The National Minimum Wage is expected to increase from April 2025 between £11.82 - £12.39 per hour, trying to reflect the rising costs of living under the new Labour's Plan to make Work Pay. As a part of the new government focus on worker's rights and equal opportunities and pay, the Low Pay Commission is set to review the wage-setting process

to ensure that the minimum wage reflects the costs of living. The goal of the government is to make the rate of the NMW the same for adults regardless of age which can help narrow the gap between the National Minimum Wage and the National Living Wage. However, the LPC will consider the impact it will have on the businesses and the wider economy. The committee confirmed that it has revised its estimate for April 2025 with the national living wage rates set between £11.82 and £12.39.

The proposed changes is a part of the new government's agenda to reform workplace rights but some of these proposals were watered down due to concerns from various business groups. On May 24, 2024 the Labour party renamed its New Deal for Working People to make Work Pay in order reassure the business owners. It then went on to confirm various policies such as removing current trade union legislation and reduction in government outsourcing.

Preparing for the Rise In the NMW

Since April 2024, there was a significant rise in the National Minimum Wage and impacted the businesses while expecting a new rise in April 2025. In order to prepare for the upcoming rise, employers need to take a few strategic steps. These include reviewing financial forecasts and budgets, optimising workforce efficiency through training and streamlining operations in order to reduced costs.

Staff paid above the minimum wage may also expect a corresponding increase but other employee incentives need to be considered like share option schemes, non-cash benefits and equity incentives.

A review of the salary structures and benefit packages can also help in the creation of rewarding and tax-efficient pay strategies for employees but employers should also have in mind that with the new NMW increase, the salary sacrifice schemes could be at risk if they reduce salaries below the NMW rates.

Adjusting the pricing strategies can help offset increased expenses and employers can negotiate better terms with suppliers, staff and boost employee retention to minimise recruitment costs.



The Arguments For and Against Increasing the NMW

Arguments for the increase:

- **Poverty reduction** – proponents argue that the rise in NMW can reduce poverty and improve the living standards of low-wage workers.
- **Income inequality** – supporters contend that an increase in the NMW can reduce income inequality by lowering the wage gap between the low-wage and higher-wage workers.
- **Boost to Consumer Spending** – the increase in NMW Can stimulate consumer spending as low-wage workers have a more disposable income which can benefit the economy, especially local businesses.
- **Reduced Reliance on Social Welfare** – some argue that workers can earn a higher wage but will be less likely to rely on social welfare programs which essentially reduces the burden on government resources.
- **Improved Productivity and Employee Morale** – higher wages can lead to an improved employee morale and productivity



This debate over increasing the NMW includes social, businesses and other economic considerations with proponents outlining the benefits for low wage workers while opponents expressing concerns about the impact of businesses and inflation.

The decision to raise the NMW involves finding a balance between these arguments to promote the economic growth and fair wages for workers.

NMW and Tax Thresholds

People aged 21 or older who are working 35 hours a week with the current £11.44 will have an annual salary of at least £20,820 but with the personal tax allowances remaining at £12,570 until 2028, the effect of the new rates will increase the amount taxed on the worker.

The Arguments For and Against Increasing the NMW

Arguments against an increase

- **Impact on small businesses** – critics claim that the increase in NMW can place a financial burden on small businesses which can lead to potential job cuts or even closing down of businesses
- **Inflationary Pressure** – some argue that the rise in NMW can lead to higher costs for businesses which can be passed down on to consumers in the form of increased prices and possible start of an inflation
- **Reduced hiring** – some businesses may become hesitant to hire new employees or expand their workforce due to increased labour costs related with an increased NMW
- **Automation and Job Loss** – concerns businesses wanting to automate tasks and replacing human workers are increasing especially in industries with a high proportion of low-wage jobs
- **Regional Disparities** – critics believe that a one-size fits all approach may not take into account the regional differences in the cost of living and cause other challenges for businesses in the low-cost areas
- **Compliance costs** – some believe that compliance and administrative costs related with implementing a higher NMW may put a strain on businesses especially in smaller and mid-size businesses

● Wage Growth dropped to 4.9%

The growth in annual earnings for employees in the UK has dropped below 5% for the first time in two years, closing the gap between wages and inflation. Staff pay increased by 4.9% in the three months to August compared to the same period last year, marking a decrease of 5.1% in the three months to July according to the Office for National Statistics.

The recent decline in earnings growth may be connected to the stepping towards earning growth normalisation which can accelerate the reduction of interest rates. However, the ONS cautioned that the data is a subject to fluctuations due to the bonuses given to the NHS and civil service employees last year which are not included in the annual statistics.

There was also a slight softening in the job market with the unemployment rate across the UK decreasing to 4% from June to August while job openings returned to the long-term average that was seen before the COVID-19 pandemic. The last instance of annual pay growth dropped below 5% in June 2022 when the inflation surged to 9.4%.

The Bank of England's policymakers have reduced the interest rates in response to declining inflation from 5.25% to 5% which means that the relatively high wage levels could trigger a resurgence in retail prices. The tax increases proposed in the new budget on October 30 could hinder the economic growth even further despite the efforts to increase the infrastructure spending the remainder of the parliament.

The Youth unemployment has climbed to 12.8% to 0.8% point increase from the previous quarter. The number of young people experiencing long-term unemployed surged by 30,600 in the past year. An ONS analysis of working-age individuals that are not a part of the labour market revealed that the inactivity rate dropped to 21.8% in June to August which marks a decrease of 0.3% points from the previous three months.

● What is the Budget and what could it contain?

Annually, the Chancellor of the Exchequer, who oversees the government's finances, presents a Budget statement to the Members of Parliament in the House of Commons. This speech outlines the government's intentions for tax adjustments and includes significant decisions about public service spending, such as health, education, and law enforcement.

Following a change in government, the new Chancellor presents an additional Budget in the fall to outline their financial priorities.

What occurs after the Budget speech?

Alongside the Budget speech, the Treasury, the government department responsible for the economy and public spending, releases a report providing further details about the announced measures and their costs. The independent Office for Budget Responsibility (OBR), which oversees government spending, also provides an independent evaluation of the UK economy's health.

Following the statement, MPs spend several days debating the plans. They are then asked to approve the proposals, and the government introduces a Finance Bill to convert the Budget announcements into law.

How is the UK economy doing?

The Chancellor's speech at the Labour Party conference confirmed that economic stimulation is a key government priority. A thriving economy typically leads to increased spending, job creation, higher tax revenue, and better pay raises.

After a brief recession at the end of 2023, the UK experienced solid growth during the first half of 2024, recording the fastest growth among all G7 countries.

What could the Budget contain?

During the election, The Labour Party pledged not to increase taxes on "working people" and stated it would not raise VAT (value-added tax), income tax, or National Insurance. However, following the warning about "difficult decisions", there has been much speculation about potential tax increases:

- **Capital gains tax (CGT):** Charged on the profit from the sale of assets that have appreciated in value, such as second homes or investments.
- **Inheritance tax (IHT):** Currently at 40%, it is usually paid on the value of a deceased person's assets above a threshold of £325,000.
- **Fuel duty:** It has not risen in over a decade and was cut by 5p in March 2022 when pump prices surged.
- **Pension taxation:** Various options exist for the Chancellor to generate more revenue from pension taxation.
- **Non-dom tax status:** The term "non-dom" describes a UK resident whose permanent home - or domicile - for tax purposes is outside the UK.
- **National Insurance contributions by employers:** Speculation suggests that the government could increase National Insurance (NI) rates for employers.
- **Gambling tax:** Reports suggest the government is considering additional taxes on gambling companies.



Please note that these are potential changes and the final decisions will be announced in the Budget.

The true implications of the budget will only become clear after the Chancellor's official announcement. The hope is for a budget that stimulates economic growth, supports public services, and delivers on the government's promise of financial stability. The weeks following the announcement will be crucial in gauging the budget's impact on the economy and public sentiment.

REGIONAL SALARY DIFFERENCES IN THE UK

Regional salary differences in the UK are influenced by factors such as local industries, economic development, and cost of living. However, the ongoing debate surrounding the North/South divide in the UK often raises the question: do your earnings truly fluctuate based on how far North you are?

London Salary Weighting

London salaries are often among the highest in the UK. According to the Annual Survey of Hours and Earnings (ASHE), the average annual salary in London was £44,370 in 2023, compared to the average UK salary of £34,963. With a concentration of high-salary sectors like banking, consulting, and law, London consistently attracts some of the UK's highest earners. However, London also exhibits the most significant pay gap. The London Datastore reported that in 2022-2023, the income of the bottom 10% of households in London is approximately 30% lower than the rest of the UK. Conversely, the top 10% of London households earn about 30% more than their counterparts outside the capital.

When factoring in the cost of living in London, the situation becomes more complex. Data from the Office for National Statistics (ONS) reports that the average monthly rent in London reached £2,086 as of May 2024, far surpassing the UK average of £1,271. Additionally, the average house price in London in September 2024 was £521,000, compared to a UK average of £289,000. London's elevated living costs lead employers to offer a 'London weighting' allowance to help

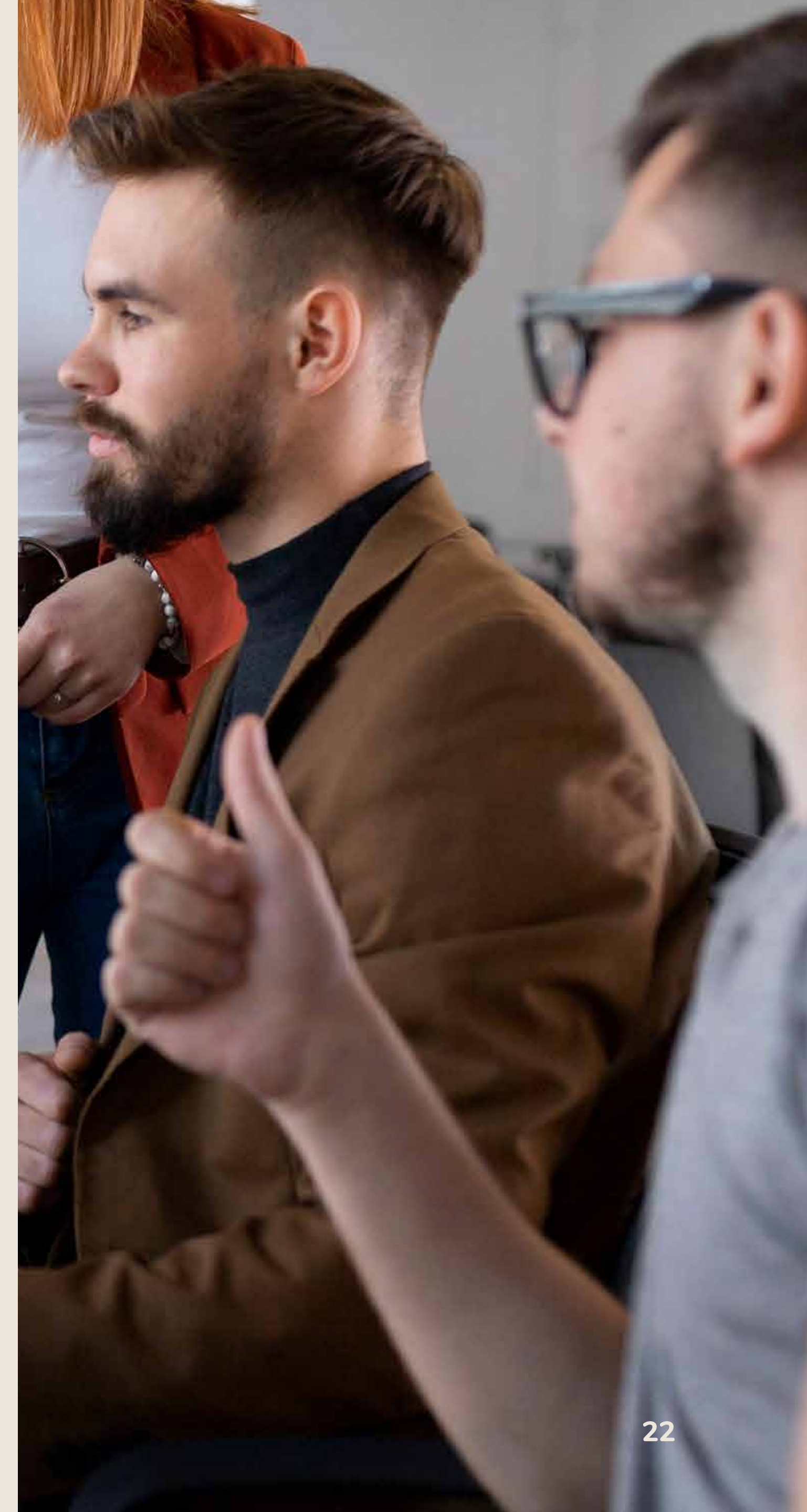
offset the added expenses. However, these figures suggest that, despite the higher wages offered in the capital, the elevated cost of living can limit disposable income for residents. This may make it more challenging for workers to maintain their standard of living in the capital compared to other regions in the UK.

The Great North/South Divide

Regarding the debate over the great North/South divide, the reality is somewhat nuanced. It is generally true that average salaries tend to be higher in southern regions of the UK, especially in London, and that wages tend to decrease as one moves further towards the North.

Findings from the ONS indicate that areas with lower weekly earnings often cluster in the outer regions of Britain, including East Devon, Cornwall, Humberside, Lincolnshire, and East Anglia. These economies tend to rely on lower-wage industries such as agriculture, manufacturing, and tourism, contributing to the income gap with urban centres. In Scotland, while some regions report lower earnings, cities like Glasgow and Edinburgh have relatively higher pay. Regional investment in northern cities like Manchester and Leeds has raised wages in certain sectors. However, Manchester, Birmingham, and Nottingham still show some of the lowest average household incomes due to disparities in local industries and living costs.

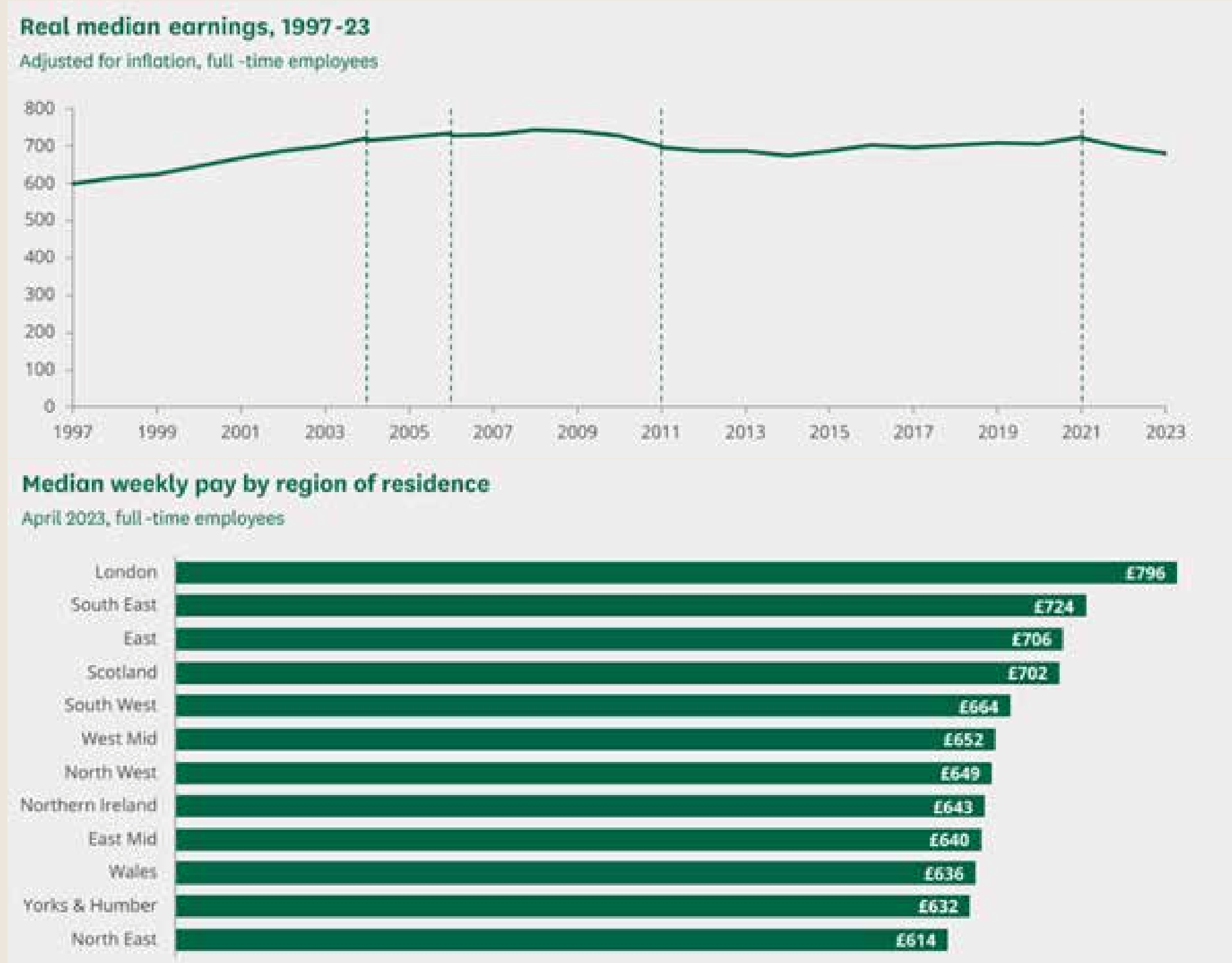
While the North/South divide is a significant topic of discussion, various factors, including regional economic conditions and the cost of living, influence the reality of salary differences across the UK.



Trend in Average Earnings

As of April 2023, the median weekly pay for full-time employees in the UK stood at £682. However, when adjusted for inflation to reflect 'real terms', this figure is 8% lower than in 2008. This trend highlights the ongoing challenges workers face in maintaining their purchasing power over the years.

The accompanying chart illustrates the trend in median earnings since 1997, adjusted for Consumer Prices Index (CPI) inflation. The median salary represents the point at which half of employees earn more and half earn less, providing a clearer picture of earnings distribution.



Source: [ONS, Annual Survey of Hours and Earnings, 2023](#)

Regional differences

In terms of regional disparities, **median weekly pay** was highest for full-time employees residing in London, while those in the **North East** experienced the lowest earnings as of April 2023. Notably, the **East of England** and **London** have seen the most significant declines in median full-time earnings from 2008 to 2023, once adjusted for inflation.

Across all regions and countries in the UK, median earnings are either lower than or approximately the same as in 2008. This indicates a widespread stagnation in earnings growth, affecting workers regardless of location.

While London continues to lead in terms of salary levels, the overall trend in average earnings across the UK reveals a concerning decline in real terms, with regional differences further complicating the economic landscape for many workers.

How is the Median Average UK Salary Calculated?

When discussing salaries, it's important to understand that averages represent a broad assessment of all salaries within a specific location. This includes a mix of part-time, full-time, contracted, and variable-working roles, so it's wise to approach these figures with a degree of caution.

Certain high-skilled positions often offer salaries significantly above the average. Additionally, roles that require professional qualifications or possess in-demand skill sets may not align with general trends.

To calculate average salaries, ONS prefers to use the median average. This median is the middle value when all incomes are arranged in ascending order. While some may argue that the mean average—calculated by adding all figures together and dividing by the total count—provides a more comprehensive view, the median is often seen as more reliable. This is because median averages are less susceptible to distortion from outliers that could skew the overall results.

Areas of the UK With the Highest Average Salary

Unsurprisingly, **Central London** boasts the highest salaries, surpassing those in comparable roles further out in Greater London. Districts such as Westminster, Wandsworth, Kensington, and Chelsea report the highest average incomes in London. However, areas outside of London offer above-average salaries, including **Brentwood in Essex** and **East Hertfordshire**.

Towns and cities situated along the London commuter belt, particularly around the M4 and A1 corridors, also feature some of the highest average earnings outside the capital, with notable examples being **Cambridge** and the **Thames Valley**. Here are some towns and cities, excluding London, where annual salaries exceed the UK average, organised by region:

• North West

Warrington, Cheshire, Manchester, and Chorley.

• East Midlands

Rutland, South Derbyshire, Charnwood, and Harborough.

• West Midlands

South Staffordshire, Stafford, Tamworth, North Warwickshire, Rugby, Warwick, Solihull, and Bromsgrove.

Average UK Salary by County

Within each region of the UK, certain counties tend to attract **higher average salaries**.

This is often due to factors such as the demand for employees, the concentration of businesses, and the presence of higher-paying employers, including financial institutions.

To illustrate this, we will focus on **South** and **South East England**, highlighting the average salaries in these regions.

Average Salaries in South and South East England

- **Greater London:** As previously mentioned, London consistently offers the highest average salaries, driven by a robust job market and a high concentration of financial and professional services.
- **Berkshire:** Known for its proximity to London and a strong presence of tech and financial firms, Berkshire often features above-average salaries.
- **Surrey:** With a mix of affluent towns and a strong commuter belt, Surrey also sees competitive salaries, particularly in sectors like IT and finance.

East England •

Bedford, Central Bedfordshire, Southend, Thurrock, Cambridge, South Cambridgeshire, Basildon, Braintree, Brentwood, Chelmsford, Colchester, Epping Forest, North and East Hertfordshire, St Albans, Watford, and West Suffolk.

South East England •

Bracknell, Buckinghamshire, Medway, Milton Keynes, Reading, Slough, West Berkshire, Basingstoke, East Hampshire, Eastleigh, Dartford, Dover, Maidstone, Tonbridge, Tunbridge Wells, Oxford, South Oxfordshire, Epsom, Reigate, Woking, Horsham, Mid Sussex, and Worthing.

South West England •

Bristol, North Somerset, South Gloucestershire, Swindon, Wiltshire, Stroud, Cheltenham, and the Forest of Dean.

Wales •

Isle of Anglesey, Monmouthshire, and Cardiff.

Scotland •

Aberdeen, East Dunbartonshire, East Lothian, East Renfrewshire, Edinburgh, Falkirk, North Ayrshire, North and South Lanarkshire, Renfrewshire, Shetland Islands, Stirling, and West Lothian.

- **Hampshire:** This county benefits from a diverse economy, with higher salaries in areas such as aerospace and defence.
- **Kent:** While salaries can vary widely, certain areas in Kent, especially those close to London, offer salaries that are competitive with the capital.
- **Sussex:** Particularly in cities like Brighton, salaries can be higher due to a thriving creative and digital sector.

These counties reflect a blend of urban and suburban environments, where the demand for skilled workers increases salary levels.

Salary Trends Beyond 2024

Forecasting salary trends beyond 2024 involves a careful examination of macroeconomic factors, industry developments, and societal changes that can significantly influence earning potential.

With the increasing prominence of artificial intelligence, the rise of remote work, and a growing emphasis on sustainable practices, we can expect

salary structures to undergo notable transformations. These shifts will likely create new opportunities and challenges in the job market.

To stay ahead of these evolving trends, individuals should consider proactively adjusting their skills, qualifications, and career trajectory. By aligning with future salary projections and emerging job opportunities, workers can enhance their earning potential.

When forecasting the highest average earnings, it is essential to evaluate specific sectors, job roles, and regions that are likely to offer lucrative salary prospects. Industries such as technology, healthcare, and finance are often at the forefront, presenting numerous opportunities for high-paying positions with robust earning potential.

Understanding the factors that drive the highest average earnings—such as specialised skills, leadership roles, and market demand—can provide valuable guidance for individuals seeking to pursue profitable career paths. By focusing on these elements, workers can maximise their earning capacity and navigate the changing landscape of the job market effectively.

Public VS Private Sector Salary Trends

The public sector in the UK encompasses organizations owned and funded by the Central Government, including essential services such as the NHS, police, and schools. It is one of the largest employers in the country, with approximately 5.95 million people employed in various public roles.

In contrast, the private sector consists of businesses and organizations operated by individuals and private groups, ranging from sole traders to large corporations. There are around 5.6 million private sector businesses in the UK, each structured differently and offering distinct benefits and perks to their employees.

Is There a Gap Between the Public and Private Sector?

Public sector pay is crucial not only for the living standards of the millions employed in government roles but also for the effective delivery of public services and overall public finances. In 2022, total government spending on public sector remuneration exceeded £240 billion, accounting for nearly 10% of GDP. This included £178 billion in wages and salaries, along with £63 billion from employer National Insurance and pension contributions.

Recent statistics indicate a significant increase in public sector employment, with a rise of 460,000 (8.7%) since the last election, including a notable increase of 140,000 (2.4%) in 2023 alone. The NHS saw the largest growth, adding

280,000 employees, while public administration and the police also experienced increases.

However, the government has generally aimed to keep real-terms pay in the public sector restrained, often offering pay awards below the inflation rate. This approach has led to widespread industrial action, particularly in the health and education sectors, resulting in a substantial number of lost working days due to strikes in 2023. Fortunately, with many public sector pay deals now agreed upon, strike action has significantly decreased compared to earlier in the year.

Comparing Salary Trends

When comparing salaries between the public and private sectors, it is essential to consider various factors, including job roles, industry demands, and regional differences. Generally, private sector salaries tend to be higher, particularly in industries such as technology and finance, where competition for skilled workers drives up pay.

However, the public sector offers job security and benefits that can be appealing, especially in times of economic uncertainty. The choice between public and private sector employment often comes down to individual priorities, such as salary versus job stability and benefits.

What has happened to average public and private sector pay?

After experiencing relatively strong pay growth in both sectors during the first half of the 2000s, a small gap in pay emerged in 2007, with mean annual earnings about 2% higher in the public sector. As the financial crisis unfolded, public sector pay outperformed private sector pay, growing by 1.4% from 2007 to 2010, while private sector pay fell by 0.7% during the same period.

From 2010 to 2015, real mean pay in both sectors declined by similar amounts, approximately 3%. However, post-2015, significant differences began to emerge. Private sector pay recovered, increasing by 5.1% from 2015 to 2019, while public sector pay did not see a comparable rise. By the end of 2019, average pay in both sectors was nearly identical, just over £33,000 per year (in 2023 prices).

The trends in public and private sector pay since the 2019 election have been heavily influenced by the pandemic and the subsequent cost-of-living crisis. During the pandemic, public sector pay briefly rose rapidly before falling back, while private sector pay initially fell and

then rebounded as many workers were furloughed and subsequently returned to work. However, the sharp increase in inflation affected the public sector more severely than the private sector, primarily due to the freezing of public sector pay in cash terms during 2021-22, except for those in the NHS and those earning under £24,000.

Average real pay in the public sector dropped by almost £2,000 (6%) between early 2022 and Spring 2023, which was double the decline of £900 (3%) seen in the private sector.

In 2023, as inflation decreased, higher-than-usual public sector pay deals were implemented. Consequently, average public sector pay rebounded to £33,000 by November 2023, which was almost identical (0.3% lower) to the level at the end of 2019. In contrast, private sector pay was 2.3% higher in late 2023 than it was in 2019, although this growth remains dismal compared to pre-2008 historical standards, where similar growth would have been expected in a single year rather than over four years.

Taking a long-term view, real public sector pay at the end of 2023 was still 1% lower than its level at the beginning of 2007, nearly 17 years earlier. Real private sector pay was only 4% higher over the same period. If both sectors had grown at the same rate as they did between January 2001 and January 2007 (2.6% per year for the public sector and 2.2% for the private sector), public sector pay would have been approximately 56% higher at the end of 2023, while private sector pay would have been around 40% higher. Even if public sector pay had grown at the same rate as private sector pay during that period (2.2% per year), it would still have been 47% higher by late 2023.

Pressures on public sector pay

1

The new government has accepted the pay recommendations of the independent Pay Review Bodies (PRBs), meaning that public sector employees will see their pay increase by between 4¾% and 6% in 2024–25, depending on occupation. Chancellor Rachel Reeves has put the cost at an additional £9.4 billion on top of the 2% pay rises budgeted in the 2021 Spending Review.

2

While public sector pay increases for 2024–25 are in line with forecast pay growth in the private sector, pay trends in the two sectors have not followed the same path since 2010. Public sector pay held up much better than private sector pay between 2009 and 2014, but since then the situation has reversed. While real private sector pay is now above its level at the start of 2019, public sector pay is, in real terms, only 1% higher and is still below where it was in 2010.

3

Median pay relative to the overall hourly pay distribution has evolved differently over time for different public sector occupations. Broadly, it is better-paid public sector workers who have seen bigger falls in pay, with doctors' pay slipping from the 95th percentile of the hourly pay distribution to close to the 90th percentile since 2007. Teachers have seen falls from the 87th percentile to the 81st percentile. In contrast, while nurses and those in public administration have seen their pay fluctuate, by 2022 they are at roughly the same point in the distribution as they were in 2007.

4

Each area of the public sector faces specific challenges, though recruitment and retention are common concerns across much of the sector. In the NHS, there is an increasing reliance on international recruitment and agency staff to fill posts. The NHS 'Long Term Workforce Plan' also aims to increase the number of staff from 1.75 million in 2023 to between 2.3 and 2.4 million by 2036–37, which implies that NHS pay may have to rise faster than that in the wider economy to ensure NHS careers are sufficiently attractive.

5

The teacher vacancy rate of 0.6% is twice the rate it was pre-pandemic. Training targets (as set by the Department for Education's Teacher Workforce Model) are being missed by big margins in most subjects, with less than a fifth of the target in business studies and physics being met. Although retention rates are not much lower than between 2013 and 2020, they are lower in subjects that are training the fewest teachers. More-experienced teachers have seen some of the largest real-terms falls in pay since 2010.

6

Police officers, in contrast to other areas of the public sector, have seen their pay deteriorate more for those lower down the pay scale. This is particularly true for constables on the bottom pay grade, whose pay has gone from being around the 34th percentile of the earnings distribution in 2014 to around the 26th percentile in 2023. Many police forces are still experiencing shortages of officers, despite the large efforts made by the Police Uplift Programme.

7

The prison service is on the front line of one of the most salient challenges currently facing the public sector – the severe shortage of prison places. In terms of staff, retention is the main challenge. The leaving rate of prison staff was 13% in 2023, with officers who had been in post for less than a year the most likely to leave. Although pay has remained stable in relative terms over time, and is in general higher than in ‘comparable professions’, it is still low compared with the rest of the public sector and the wider economy.

8

People on ‘senior salaries’ make up much less than 1% of the headcount of the public sector. In general, the occupations included in this group are not experiencing challenges to the same extent as other parts of the public sector, though this is not universally true. The largest of the groups – the senior civil service (SCS) – has seen pay fall in real terms by between 12% and 16% (depending on seniority) since 2013 and is characterised by a large degree of churn, with 25% of the SCS changing roles or departments, or leaving the SCS entirely, in 2022–23. Of those who leave, almost three-quarters are regarded as ‘regrettable’ losses. The judiciary (which is also covered in the ‘senior salaries’ remit) faces severe recruitment challenges, though retention is largely not an issue.

9

The Armed Forces have seen a planned big reduction in headcount over time. However, the number of individuals choosing to leave before the end of their contracted period has grown above its pre-pandemic level. Although real-terms falls in pay are smaller than for other public sector occupations, members of the Armed Forces are generally unsatisfied with their pay. The Armed Forces are set to receive one of the largest pay rises from the 2024–25 PRB recommendations, alongside doctors and the judiciary.

10

A substantial part of public sector workers’ remuneration comes in the form of generous defined benefit pension accrual. Members of these public sector arrangements receive, on average, an employer’s pension contribution that the government values at at least 23% of salary. Membership of these arrangements generally requires a significant employee contribution in order to participate. Lower-paid workers in particular are more likely to opt out given the size of these contributions: more than twice as many of those earning £10,000 to £16,000 a year opt out compared to those earning over £31,000 per year (13% versus 6%). A recurring theme across PRB reports is concerns about the financial implications of high employee pension contributions needed to participate in the schemes and support for greater flexibility in the approach to pensions.

11

The challenges in recruiting, retaining, and motivating public sector employees, along with the need for expansion of the NHS workforce in line with the ‘Long Term Workforce Plan’, mean that there will be pressure for public sector pay to rise faster than average earnings over the coming parliament. Based on March 2024 forecasts from the Office for Budget Responsibility, increases in public sector pay in line with average earnings over the next four years would, if the numbers employed remained constant, cost around £6 billion per year by 2028–29. If average public sector pay were to rise by 1 percentage point per year faster than average earnings for four years, the cost would rise to £17 billion per year by 2028–29. This cost would increase further if the public sector workforce expanded in size.

CORPORATE

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Chief Executive Officer	£ 100,000	£ 120,000	£ 150,000	£ 95,000	£ 95,000	£ 90,000	£ 95,000	£ 90,000	£ 110,000	£ 85,000
Chief Financial Officer	£ 100,000	£ 120,000	£ 150,000	£ 95,000	£ 95,000	£ 90,000	£ 95,000	£ 90,000	£ 110,000	£ 85,000
Human Resource Director	£ 85,000	£ 100,000	£ 120,000	£ 80,000	£ 80,000	£ 75,000	£ 80,000	£ 75,000	£ 95,000	£ 70,000
Marketing Manager	£ 45,000	£ 55,000	£ 70,000	£ 45,000	£ 45,000	£ 40,000	£ 45,000	£ 40,000	£ 50,000	£ 40,000
Sales Manager	£ 45,000	£ 55,000	£ 70,000	£ 45,000	£ 45,000	£ 40,000	£ 45,000	£ 40,000	£ 50,000	£ 40,000
Business Development Manager	£ 45,000	£ 55,000	£ 70,000	£ 45,000	£ 45,000	£ 40,000	£ 45,000	£ 40,000	£ 50,000	£ 40,000
IT Manager	£ 55,000	£ 65,000	£ 75,000	£ 55,000	£ 55,000	£ 50,000	£ 55,000	£ 50,000	£ 60,000	£ 50,000
Operations Manager	£ 45,000	£ 55,000	£ 70,000	£ 45,000	£ 45,000	£ 40,000	£ 45,000	£ 40,000	£ 50,000	£ 40,000
Project Manager	£ 45,000	£ 55,000	£ 70,000	£ 45,000	£ 45,000	£ 40,000	£ 45,000	£ 40,000	£ 50,000	£ 40,000
Accountant / Finance Manager	£ 48,000	£ 55,000	£ 65,000	£ 47,000	£ 47,000	£ 43,000	£ 47,000	£ 43,000	£ 50,000	£ 43,000
Customer Service Manager	£ 32,000	£ 38,000	£ 45,000	£ 34,000	£ 33,000	£ 32,000	£ 33,000	£ 32,000	£ 34,000	£ 32,000
In-house Lawyer	£ 60,000	£ 75,000	£ 95,000	£ 65,000	£ 65,000	£ 60,000	£ 65,000	£ 60,000	£ 70,000	£ 60,000
Procurement Manager	£ 45,000	£ 50,000	£ 60,000	£ 47,000	£ 46,000	£ 45,000	£ 47,000	£ 45,000	£ 50,000	£ 45,000
PR Manager	£ 42,000	£ 48,000	£ 55,000	£ 45,000	£ 44,000	£ 42,000	£ 45,000	£ 42,000	£ 47,000	£ 42,000

CORPORATE

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Talent Acquisition Specialist	£ 38,000	£ 43,000	£ 50,000	£ 40,000	£ 39,000	£ 38,000	£ 40,000	£ 38,000	£ 43,000	£ 38,000
Learning and Development Manager	£ 45,000	£ 50,000	£ 60,000	£ 47,000	£ 46,000	£ 45,000	£ 47,000	£ 45,000	£ 50,000	£ 45,000
HR Manager	£ 38,000	£ 42,000	£ 47,000	£ 37,500	£ 36,000	£ 35,500	£ 36,000	£ 35,000	£ 36,500	£ 35,000
HR Specialist	£ 28,500	£ 31,000	£ 35,000	£ 27,000	£ 26,500	£ 26,000	£ 26,500	£ 26,000	£ 27,000	£ 26,000
Personal Assistant	£ 24,000	£ 26,000	£ 30,000	£ 23,500	£ 23,000	£ 22,500	£ 23,000	£ 22,500	£ 23,500	£ 22,500
Administrator	£ 22,000	£ 24,000	£ 28,000	£ 23,000	£ 22,500	£ 22,000	£ 23,000	£ 22,000	£ 23,500	£ 22,000
Receptionist	£ 20,000	£ 22,000	£ 24,000	£ 21,000	£ 20,500	£ 20,000	£ 21,000	£ 20,000	£ 21,500	£ 20,000

GENERAL HEALTHCARE & CLINICAL

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Practice Lead	£ 38,000	£ 42,000	£ 47,000	£ 37,500	£ 36,000	£ 35,500	£ 36,000	£ 35,000	£ 36,500	£ 35,000
Registered General Nurse (RGN)	£ 38,500	£ 39,750	£ 46,000	£ 37,750	£ 36,500	£ 37,000	£ 36,750	£ 36,250	£ 37,250	£ 37,000
Mental Health Nurse (RN)	£ 39,500	£ 41,250	£ 47,500	£ 39,000	£ 38,500	£ 38,000	£ 38,500	£ 38,000	£ 38,250	£ 38,250
Clinical Lead	£ 39,500	£ 42,500	£ 47,500	£ 38,000	£ 36,500	£ 36,500	£ 37,000	£ 35,500	£ 37,500	£ 38,000
General Manager	£ 35,000	£ 40,000	£ 45,000	£ 34,000	£ 33,500	£ 32,500	£ 33,500	£ 32,000	£ 34,000	£ 33,000
CQC Registered Manager	£ 45,000	£ 50,000	£ 55,000	£ 43,500	£ 42,000	£ 40,000	£ 44,000	£ 40,000	£ 42,000	£ 41,500
Ofsted Registerd Manager	£ 50,000	£ 55,000	£ 60,000	£ 48,000	£ 47,000	£ 45,000	£ 49,000	£ 44,000	£ 46,000	£ 45,500
Care Manager	£ 37,500	£ 40,000	£ 45,000	£ 35,000	£ 34,500	£ 33,000	£ 36,000	£ 32,500	£ 34,000	£ 33,500
Deputy Manager	£ 32,000	£ 35,000	£ 38,000	£ 30,500	£ 30,000	£ 28,500	£ 31,000	£ 28,000	£ 29,500	£ 29,000
Team Leader	£ 28,000	£ 30,500	£ 33,000	£ 27,500	£ 28,500	£ 26,500	£ 27,500	£ 25,500	£ 26,000	£ 25,500
Senior Support Worker	£ 25,000	£ 26,500	£ 31,000	£ 24,000	£ 24,000	£ 24,000	£ 24,000	£ 23,500	£ 24,000	£ 24,000
Care Coordinator	£ 26,000	£ 28,000	£ 30,000	£ 26,500	£ 26,500	£ 25,000	£ 26,000	£ 24,500	£ 23,000	£ 22,500
Care Supervisor	£ 23,500	£ 25,000	£ 27,500	£ 22,500	£ 2,200	£ 21,500	£ 22,000	£ 21,500	£ 22,500	£ 21,500
Community support and Outreach worker	£ 22,000	£ 23,500	£ 26,000	£ 21,500	£ 21,000	£ 20,500	£ 21,000	£ 20,500	£ 21,500	£ 20,500

GENERAL HEALTHCARE & CLINICAL

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Health and Safety Officer	£ 30,000	£ 32,500	£ 35,000	£ 29,500	£ 29,000	£ 28,500	£ 29,000	£ 28,000	£ 29,500	£ 28,000
Wellbeing and Activities Coordinator	£ 24,500	£ 27,000	£ 29,000	£ 25,000	£ 24,000	£ 23,500	£ 24,500	£ 23,000	£ 24,500	£ 23,500
Activities Coordinator	£ 20,500	£ 22,000	£ 24,000	£ 19,500	£ 19,000	£ 18,500	£ 19,000	£ 18,500	£ 19,000	£ 18,500
Welfare rights officer	£ 23,000	£ 25,500	£ 28,000	£ 22,500	£ 22,000	£ 21,500	£ 22,000	£ 21,500	£ 23,500	£ 21,500
Employment advisor	£ 24,000	£ 26,500	£ 29,000	£ 23,500	£ 2,300	£ 22,500	£ 23,000	£ 22,000	£ 23,500	£ 22,000
Housing support officer	£ 22,000	£ 24,000	£ 27,000	£ 21,500	£ 21,000	£ 20,500	£ 21,000	£ 20,500	£ 21,500	£ 20,500
Rehabilitation worker	£ 24,500	£ 26,000	£ 28,000	£ 24,000	£ 24,500	£ 23,000	£ 24,000	£ 22,500	£ 21,500	£ 20,500
Support Worker	£ 21,500	£ 22,500	£ 26,000	£ 20,500	£ 20,500	£ 20,500	£ 20,500	£ 20,000	£ 20,500	£ 20,500
Youth Support Worker	£ 20,000	£ 22,000	£ 24,500	£ 19,500	£ 19,000	£ 18,500	£ 19,000	£ 18,000	£ 19,000	£ 18,500
Care Worker	£ 20,500	£ 21,500	£ 23,000	£ 19,500	£ 19,000	£ 18,500	£ 19,000	£ 18,500	£ 19,500	£ 18,500
Maintenance	£ 23,500	£ 25,500	£ 28,000	£ 22,500	£ 21,500	£ 21,000	£ 22,500	£ 20,500	£ 22,000	£ 21,000
Handy Person	£ 23,000	£ 25,500	£ 27,500	£ 22,000	£ 21,500	£ 21,000	£ 22,500	£ 20,500	£ 21,500	£ 21,000
Driver	£ 22,500	£ 24,500	£ 26,000	£ 21,000	£ 20,500	£ 2,000	£ 21,500	£ 19,500	£ 20,500	£ 20,000
Cook	£ 20,000	£ 22,000	£ 24,000	£ 19,500	£ 19,000	£ 18,500	£ 19,000	£ 18,000	£ 19,000	£ 18,500
Domestic and cleaning staff	£ 18,500	£ 19,500	£ 21,000	£ 17,500	£ 17,000	£ 16,500	£ 17,000	£ 16,000	£ 17,000	£ 16,500

FOSTERING

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Head of Fostering	£ 52,500	£ 57,500	£ 62,500	£ 55,000	£ 53,000	£ 52,000	£ 54,000	£ 52,000	£ 55,000	£ 53,000
Fostering Team Manager	£ 47,000	£ 50,000	£ 55,000	£ 48,500	£ 46,000	£ 45,500	£ 47,000	£ 46,500	£ 48,000	£ 45,500
Compliance manager	£ 38,500	£ 42,500	£ 46,000	£ 39,500	£ 38,000	£ 37,000	£ 38,000	£ 36,500	£ 38,500	£ 36,500
Assessment manager	£ 47,000	£ 5,000	£ 55,000	£ 48,500	£ 46,500	£ 45,500	£ 47,500	£ 46,000	£ 48,000	£ 46,000
Senior social worker	£ 41,000	£ 44,500	£ 48,000	£ 41,500	£ 40,500	£ 39,500	£ 41,000	£ 39,000	£ 41,500	£ 38,000
Supervising social worker	£ 40,000	£ 43,000	£ 47,000	£ 41,500	£ 40,000	£ 39,000	£ 40,000	£ 38,500	£ 41,000	£ 39,500
Fostering Panel Chair	£ 52,500	£ 55,500	£ 60,000	£ 53,500	£ 52,000	£ 51,500	£ 52,500	£ 54,000	£ 53,000	£ 51,500
Form F assessor	£ 37,500	£ 41,000	£ 45,000	£ 37,500	£ 36,000	£ 35,500	£ 36,500	£ 35,000	£ 36,500	£ 35,000
Senior practitioner	£ 38,000	£ 41,500	£ 45,000	£ 40,000	£ 39,000	£ 38,000	£ 39,500	£ 37,500	£ 39,500	£ 37,500
Fostering Placements coordinator	£ 29,500	£ 32,000	£ 35,000	£ 30,000	£ 29,500	£ 28,500	£ 29,500	£ 28,000	£ 29,500	£ 28,500
Therapeutic practitioner	£ 40,000	£ 43,500	£ 47,000	£ 41,000	£ 39,500	£ 38,500	£ 39,000	£ 37,500	£ 40,000	£ 37,500
Fostering Support Worker	£ 24,000	£ 26,000	£ 28,500	£ 24,500	£ 23,500	£ 24,500	£ 24,000	£ 23,000	£ 24,500	£ 23,500
Social worker	£ 35,500	£ 39,000	£ 42,000	£ 36,500	£ 35,000	£ 34,000	£ 35,500	£ 34,500	£ 36,000	£ 34,500
Referral coordinator	£ 24,000	£ 27,000	£ 30,000	£ 26,500	£ 25,500	£ 24,500	£ 25,500	£ 24,000	£ 25,500	£ 24,000

FOSTERING

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Fostering recruitment advisor	£ 28,500	£ 31,000	£ 35,000	£ 29,500	£ 28,500	£ 27,500	£ 28,500	£ 27,000	£ 29,000	£ 27,500
Children champions	£ 34,500	£ 38,000	£ 42,000	£ 36,500	£ 35,000	£ 34,000	£ 35,500	£ 34,500	£ 36,000	£ 34,500
Independent Reviewing Officer (IRO)	£ 41,500	£ 45,500	£ 49,000	£ 42,500	£ 41,000	£ 40,500	£ 41,000	£ 40,000	£ 42,000	£ 40,500
Fostering Administrator	£ 26,500	£ 29,000	£ 32,000	£ 28,000	£ 27,500	£ 26,000	£ 27,500	£ 26,000	£ 27,500	£ 26,000
Training and Development Officer	£ 33,000	£ 36,000	£ 39,500	£ 34,500	£ 33,000	£ 32,000	£ 33,000	£ 31,500	£ 33,500	£ 31,500
Care Planning Coordinator	£ 32,000	£ 35,500	£ 39,000	£ 33,500	£ 32,000	£ 31,000	£ 32,000	£ 31,000	£ 32,500	£ 31,000
Marketing and Communications Officer	£ 30,000	£ 33,000	£ 37,000	£ 31,500	£ 30,500	£ 29,500	£ 30,500	£ 29,000	£ 31,000	£ 29,500
Finance Officer/Manager	£ 38,000	£ 42,000	£ 46,000	£ 39,500	£ 38,000	£ 37,000	£ 38,000	£ 36,500	£ 38,500	£ 36,500
Quality Assurance Manager	£ 40,000	£ 43,500	£ 47,000	£ 41,500	£ 40,000	£ 39,500	£ 40,500	£ 39,000	£ 41,000	£ 39,500
Safeguard Lead	£ 42,500	£ 46,000	£ 50,000	£ 44,000	£ 42,500	£ 41,500	£ 42,000	£ 40,500	£ 43,000	£ 41,000
Therapeutic Social Worker	£ 39,000	£ 42,500	£ 46,000	£ 40,500	£ 39,000	£ 38,500	£ 39,500	£ 38,000	£ 40,000	£ 38,500

EDUCATION

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Headteacher	£ 65,000	£ 67,000	£ 80,000	£ 62,000	£ 63,000	£ 60,000	£ 65,000	£ 63,000	£ 63,000	£ 60,000
Deputy Head Teacher / Assistant Head	£ 55,000	£ 57,000	£ 65,000	£ 52,000	£ 52,000	£ 50,000	£ 55,000	£ 53,000	£ 55,000	£ 52,000
Head Of Department	£ 43,000	£ 45,000	£ 50,000	£ 42,000	£ 42,000	£ 40,000	£ 43,000	£ 41,000	£ 42,000	£ 40,000
Primary School Teacher	£ 32,000	£ 34,000	£ 38,000	£ 31,000	£ 31,000	£ 30,000	£ 32,000	£ 31,000	£ 32,000	£ 30,000
Senco	£ 40,000	£ 42,000	£ 48,000	£ 39,000	£ 39,000	£ 37,000	£ 40,000	£ 38,000	£ 40,000	£ 37,000
School Business Manager	£ 44,000	£ 46,000	£ 52,000	£ 43,000	£ 42,000	£ 44,000	£ 43,000	£ 44,000	£ 43,000	£ 42,000
Pastorol Lead	£ 38,000	£ 40,000	£ 45,000	£ 37,000	£ 37,000	£ 36,000	£ 38,000	£ 37,000	£ 38,000	£ 36,000
School Administrator	£ 23,000	£ 24,000	£ 26,000	£ 22,000	£ 22,000	£ 21,000	£ 23,000	£ 22,000	£ 23,000	£ 22,000
Exams Officer	£ 26,000	£ 27,000	£ 30,000	£ 25,000	£ 25,000	£ 24,000	£ 26,000	£ 25,000	£ 26,000	£ 25,000
Learning Support Assistant	£ 18,500	£ 19,500	£ 21,500	£ 17,500	£ 17,500	£ 17,000	£ 18,000	£ 17,500	£ 18,000	£ 17,000

HOSPITALITY

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Food and Beverage Manager	£ 34,500	£ 37,000	£ 41,000	£ 32,500	£ 33,000	£ 30,000	£ 31,000	£ 30,500	£ 29,500	£ 28,000
Catering Manager	£ 32,000	£ 34,500	£ 37,000	£ 30,000	£ 30,500	£ 28,000	£ 29,500	£ 28,500	£ 27,500	£ 26,000
Head Chef	£ 32,500	£ 35,000	£ 39,000	£ 31,500	£ 32,000	£ 29,000	£ 30,000	£ 28,500	£ 27,500	£ 26,500
Sous Chef	£ 28,500	£ 30,500	£ 33,000	£ 27,500	£ 28,000	£ 26,000	£ 27,000	£ 25,500	£ 24,500	£ 23,500
Pastry Chef	£ 25,500	£ 27,500	£ 30,000	£ 24,000	£ 24,500	£ 22,000	£ 23,000	£ 22,500	£ 21,500	£ 20,000
Chef de Partie	£ 24,500	£ 26,500	£ 29,000	£ 23,000	£ 23,500	£ 21,500	£ 22,000	£ 21,000	£ 20,500	£ 19,500
Chef	£ 25,500	£ 28,000	£ 31,000	£ 24,500	£ 25,000	£ 22,500	£ 23,500	£ 22,000	£ 21,000	£ 20,500
Commis Chef	£ 20,500	£ 22,000	£ 24,000	£ 19,500	£ 19,800	£ 18,500	£ 19,000	£ 18,000	£ 17,500	£ 16,500
Kitchen Porter	£ 18,000	£ 19,500	£ 21,000	£ 17,500	£ 18,000	£ 16,500	£ 17,000	£ 16,000	£ 15,500	£ 15,000
Kitchen Assistant	£ 19,000	£ 20,500	£ 22,000	£ 18,500	£ 19,000	£ 17,500	£ 18,000	£ 17,000	£ 16,500	£ 16,000

THERAPIES

ROLE	Location									
	SOUTH WEST REGION	SOUTH EAST	LONDON	WEST MIDLANDS	EAST MIDLANDS	YORKSHIRE & THE HUMBER	NORTH WEST	NORTH EAST	SCOTLAND	WALES
Clinical Psychologist	£ 45,000	£ 48,500	£ 52,000	£ 46,500	£ 45,000	£ 44,500	£ 45,000	£ 43,500	£ 45,500	£ 43,000
Psychologist	£ 45,000	£ 48,000	£ 52,000	£ 44,000	£ 43,000	£ 41,000	£ 42,000	£ 41,000	£ 42,000	£ 41,000
CBT Therapist	£ 38,000	£ 41,000	£ 45,000	£ 39,500	£ 38,500	£ 37,500	£ 38,000	£ 36,500	£ 38,500	£ 37,000
Occupational Therapist	£ 45,000	£ 50,000	£ 55,000	£ 47,000	£ 48,000	£ 46,000	£ 47,000	£ 45,000	£ 44,000	£ 42,000
Physiotherapist	£ 30,000	£ 32,500	£ 35,000	£ 29,500	£ 29,000	£ 28,500	£ 29,000	£ 28,000	£ 29,500	£ 28,000
Speech and Language Therapist	£ 32,000	£ 34,500	£ 37,000	£ 31,500	£ 31,000	£ 30,500	£ 31,000	£ 30,000	£ 31,500	£ 30,000
Art Therapist	£ 34,500	£ 37,000	£ 41,500	£ 33,000	£ 32,500	£ 31,000	£ 32,000	£ 30,000	£ 31,500	£ 30,000
Music Therapist	£ 34,000	£ 37,500	£ 41,000	£ 32,000	£ 31,500	£ 30,000	£ 31,500	£ 29,500	£ 31,000	£ 29,000
Play Therapist	£ 32,500	£ 35,000	£ 39,500	£ 31,500	£ 31,000	£ 29,500	£ 30,500	£ 28,500	£ 30,000	£ 28,500
Counsellor	£ 31,000	£ 34,000	£ 38,000	£ 30,500	£ 30,000	£ 28,500	£ 30,500	£ 28,000	£ 29,500	£ 28,000
PBS Specialist	£ 33,000	£ 35,000	£ 38,000	£ 32,500	£ 32,000	£ 31,500	£ 32,000	£ 31,000	£ 32,500	£ 31,000