



Professional & Technical Support Recruitment Salary Report 2021

Yorkshire, Humber, Midlands and North West Regions

Positions covered

- HR
- PA/Office Support
- Customer Service
- Leadership & Management
- Digital, Marketing & IT
- Sales
- Procurement





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Introduction

It is undeniable that 2020 was a year unlike any other. As organisations are still strategically navigating their way through a global pandemic, they are also tasked with grappling the economic effects of the UK's exit from the European Union.

Following one of the toughest 12-months economically, resilience has certainly been one of the year's top buzz words for UK organisations. Flexible and robust leadership has undoubtedly been key to ensure the stability and survival of many businesses.

Over 50% of businesses surveyed by the CBI demonstrated their resilience in the steps they took to protect employment and minimise redundancies. In doing so, organisations have positioned themselves as best as they possibly can to survive the turbulence and bounce back stronger than ever before when the markets recover.

However, it isn't all doom and gloom. We're witnessing the roll-out of the COVID-19 vaccines and a Brexit deal has finally been agreed, so organisations will now start to see a glimpse of the light at the end of what has felt like a rather long tunnel.

One of the key demographics impacted by the challenges of 2020 are the self-employed. Representing 15.3% of employment in the UK, there have been almost 5 million individuals registered as self-employed since the final quarter of 2019. The governments' self-employed income support scheme has played some

Over the course of the year we can expect to see many businesses looking at creative ways of attracting and retaining the very best talent, whilst managing financial risk

The introduction of the Job Retention Scheme, business interruption loans, rates relief and HMRC deferment deals have all amounted to an unprecedented level of government support to businesses. These new schemes and offers have all played a key role in helping organisational leaders keep people in jobs and protect their businesses from long term irreparable damage.

role in supporting the self-employed, but we can certainly expect to see some long-term challenges, especially as HMRC plan to forge ahead with the introduction of IR35 in the private sector this spring.

Statistics say that approximately a third of organisations are looking to make reductions in their bonus and employment benefit packages.

Introduction (continued)



However, similar numbers have expressed their intentions to grow and increase the number of hires they'll make throughout 2021. As such, over the course of the year we can expect to see many businesses looking at creative ways of attracting and retaining the very best talent, whilst managing financial risk. It goes without saying that flexible working arrangements and remote working access will come to be a standard expectation for many job seekers in certain sectors.

2021 will be a year in which employment dynamics evolve and change. Leaders will be looking to utilise the very best talent to help drive their organisations closer to achieving ambitious goals that will have undoubtedly altered to some degree in the past

12 months. In some sectors, this means competitive salaries will be offered however, only time will tell whether the trend in salary increases will continue throughout 2021 as it has done over the past few years.

Diversity and inclusion continues to be a key item on the agenda for many business leaders, with over 38% of businesses showing intent to focus on this in their organisation. This, alongside increasing support for mental health, development of communication channels and engagement levels serves to show businesses are paying close attention to the wellbeing of their employees, more than ever before.

Prior to the pandemic hitting, the country boasted some of the lowest unemployment figures

seen for decades and quite unlike the recession of 2008, the economic position was relatively strong. Providing the vaccine regime continues and we gain more clarity with regards to the Brexit deal, there are strong signs that the markets will bounce back again and the road ahead will become much brighter.

If you'd like to get in touch to discuss how we may be able to help you, please don't hesitate to contact me directly at

lbrewster@brewsterpartners.co.uk

Lisa Brewster
Managing Partner –
Professional & Technical
Support Recruitment

Methodology

Our Salary Report has secured a reputation as one being of the most comprehensively researched and up-to-date reports available to employers. The resources utilised for this report includes the following sources (all for the Yorkshire, Humber, Midlands and North West regions):



Information from reports and press releases from:



Our research indicates...

Well over **80%** of organisations are using social media to attract new talent

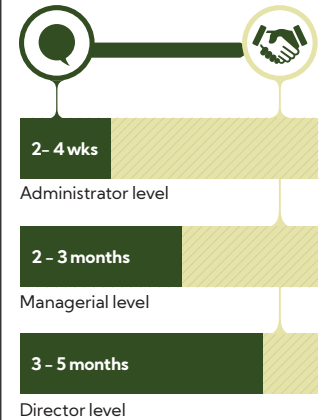


IR35

may well have been delayed in 2020, but it is set to return in 2021 bringing a great degree of change for individuals operating through PSC's



Average time to recruit, from the beginning of the process to start date:



The most prominent roles seen in 2020:

Executive/Personal Assistant, Sales Administrators, Account Managers

Flexible working

has undoubtedly been a key consideration for many candidates in past years

Following the COVID-19 pandemic, this has been a necessity and has led many organisations to reconsider remote working solutions long-term





HR positions

HR roles without a doubt play a fundamental role in any organisations workforce. As we plunged into uncertain waters following the COVID-19 outbreak, the spotlight certainly shone brighter on Human Resources leaders.

Throughout 2020, the improvement of digital skills in HR departments was high on many organisation's agendas. This has, to a degree, been eclipsed by the challenges brought about by the pandemic. HR departments have had to deal with the complex and relatively unfamiliar world of furlough, reductions in staffing, and the ever changing government guidance on health and safety in the workplace.

Despite HR and recruitment professionals making up just 1% of the UK workforce, they have certainly been front-line responders for the past 12 months. This serves to strengthen

the rise of the median annual income of HR professionals going forwards, and we can expect the number of HR vacancies to steadily increase. HR is certainly a very attractive field for anyone looking to start fresh in the job market, or consider changing career paths.

As we look forward into 2021, particularly Q2 and beyond, we hope to see COVID-19 having a lesser impact on UK organisations. HR leaders will play a pivotal role in recovery strategies and will begin to re-focus on digitalisation, automation and process transformation.

The top five in-demand HR roles in 2020*

- ① HR Assistant
- ② Talent Manager
- ③ HR Specialist
- ④ Learning and Development Specialist
- ⑤ HR Director

*Based on our 2020 findings.

Key hiring areas for HR Professionals:



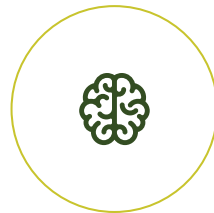
Change Management



Risk Management



Talent Management



Learning and Development

HR positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
Generalist HR						
Assistant/Administrator	£18,000	£32,000	£24,000	£10.00	£16.00	£12.50
Advisor	£27,500	£42,000	£34,000	£12.00	£20.00	£16.00
Manager	£33,000	£50,000	£38,000	£15.00	£25.00	£22.00
Business Partner	£34,000	£67,000	£47,500	£18.00	£26.00	£24.00
Head of	£56,000	£96,000	£78,000	£250 per day	£500 per day	£350 per day
Director	£75,000	£155,000	£112,000	£400 per day	£850 per day	£550 per day
Learning & Development/Talent Management						
Assistant/Administrator	£22,000	£30,000	£26,000	£12.00	£17.00	£14.00
Advisor	£25,000	£40,500	£35,000	£16.00	£22.00	£17.00
Manager	£40,000	£60,000	£53,000	£19.00	£30.00	£25.00
Head of	£50,000	£85,000	£75,000	£360 per day	£550 per day	£450 per day
Director	£80,000	£150,000	£105,000	£400 per day	£800 per day	£625 per day
Organisational Development/Change Management						
Consultant	£32,000	£65,000	£48,000	£200 per day	£425 per day	£250 per day
Manager	£38,000	£75,000	£65,000	£300 per day	£550 per day	£350 per day
Head of	£62,000	£125,000	£94,000	£400 per day	£750 per day	£500 per day
Recruitment/Resourcing						
Assistant/Administrator	£19,000	£27,500	£24,000	£10.50	£15.50	£13.00
Advisor	£23,500	£40,000	£30,000	£12.00	£19.00	£17.00
Manager	£28,000	£58,000	£42,000	£14.00	£37.00	£28.00
Head of	£35,000	£75,000	£48,000	£250 per day	£375 per day	£300 per day
Director	£64,000	£150,000	£85,000	£400 per day	£675 per day	£550 per day

Permanent salaries: These figures relate to basic salary only and NOT total remuneration package.

Temporary rates: All of the temporary rates we have outlined include basic pay and holiday pay. They do not include employers' NI or any agency mark up or margin.



PA/Office Support positions

Throughout the previous few years, Office Support and PA salaries have risen, but so too have employer's concerns over unrealistic pay expectations. This has led to increased demand for greater pay transparency across all areas of employment.

Certainly throughout the second half of 2020, the pressure and demand for higher salaries was marginally reduced as a consequence of job losses and the unexpected need for candidates to find new employment.

It remains reassuring however, that there is still demand for EA and PA candidates on the whole, particularly as organisational leaders look to face big challenges rebuilding and revising business strategy in the post-COVID world.

Skills and qualifications in demand:



The top four in-demand PA/Office Support roles in 2020*

- ① Executive Assistant
- ② Personal Assistant
- ③ Office Manager
- ④ Receptionist

*Based on our 2020 findings.

PA/Office Support positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
PA/Office Support						
Data Entry	£17,000	£21,000	£18,000	£9.00	£12.00	£10.00
Administrator	£18,000	£24,000	£21,000	£9.00	£12.00	£10.00
Sales Administrator	£18,000	£25,000	£22,500	£9.00	£12.00	£11.00
Receptionist	£18,000	£24,000	£20,000	£10.00	£12.00	£11.00
Secretary	£21,000	£28,000	£25,000	£10.00	£16.00	£14.00
Legal Secretary	£23,000	£30,000	£25,000	£10.00	£16.00	£14.00
Office/Administration Manager	£25,000	£45,000	£33,000	£12.00	£18.00	£16.00
Office Manager	£28,000	£45,000	£33,000	£12.00	£19.00	£18.00
Personal Assistant	£25,000	£35,000	£28,500	£14.00	£21.00	£18.00
Executive Assistant	£30,000	£40,000	£35,000	£15.00	£22.00	£19.00

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85% of employees/
job seekers
are likely to research company reviews
and ratings when deciding on where to
apply for a job



Source: Glassdoor.co.uk Recruiting stats for 2020

Customer Service positions

Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met.

In this post-COVID world, the way in which organisations interact with their customers has undoubtedly had to change. The ability to engage face-to-face with customers has been taken away in a large number of circumstances, placing additional pressure on customer service representatives to get it right through video or telephone communication alone.

As an integral part of any organisation's client retention strategy, customer service is vital. Customer demands are never static, and like many other business areas, customer service needs to be flexible and adaptable to the market and environment. As organisations look to attract new customers, alongside nurturing existing ones, service standards need to stay both high and relevant.

The top three in-demand Customer Service roles in 2020 *

- ① Customer Service Representative
- ② Call Centre Agent
- ③ Team Leader/Supervisor

*Based on our 2020 findings.

As an integral part of any organisation's client retention strategy, customer service is vital.



Customer Service positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
Customer Services Advisor	£17,500	£24,000	£21,000	£9.00	£14.00	£10.00
Team Leader/Supervisor	£22,000	£35,000	£27,500	£12.00	£16.00	£15.00
Customer Services Manager	£28,000	£44,000	£36,000	£15.00	£22.00	£18.00
Head of Customer Services	£36,000	£56,000	£45,000	£18.00	£30.00	£24.00

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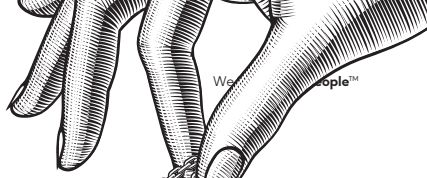


Poor customer service could cost you

33%

of your customers according to survey done by Echo Managed Services

echo



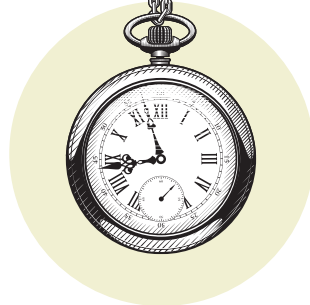
Sales positions

Throughout the course of 2020, candidates in sales positions were undeniably challenged by the pandemic. In particular, those operating in the retail and hospitality industry were some of the hardest hit.

However, providing there is a gradual dismantling of the government restrictions, we expect to see an increase in the number of sales positions being made available. In the current market conditions, e-commerce has come out on top. According to the Office for National Statistics, online sales grew by 157.2% in November 2020 compared to November 2019.

Organisations will be looking to best place themselves in a strong

position ready to bounce back when the market returns. Part of this strategy will be ensuring the very best sales talent is in place to trade the business out of turbulent waters. Candidates that are most attractive to organisations will be those with good experience in e-commerce account management. These particular candidates in this post-COVID marketplace can demand salaries up to 15% more than they did pre-lockdown.



Surveys have suggested only

67.4%
of sales related
occupations are
full-time

Position	Permanent salary		
	Min £	Max £	Typical
Account Manager	£24,000	£36,000	£28,000
Internal Sales Executive	£22,000	£30,000	£24,000
Business Development Executive	£22,000	£37,000	£30,000
Telesales Agent	£18,000	£22,000	£20,000

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Technical, Manufacturing & Engineering positions

The Manufacturing and Engineering sector employs over 2.7 million people in the UK and has faced many challenges over the past 12 months with regards to the Brexit transition and the sudden impact of the COVID-19 pandemic.

These challenges, despite the fact there is optimism that we are moving past them, have led to significant changes in the sector. In particular, the specific skills that organisational leaders are looking for have changed, as has the type of candidates employers deem most attractive.

With a Brexit deal now agreed, leaders are looking ahead to attract and secure the best talent in the industry in order to position themselves to thrive.

Throughout 2020, we saw an increase in the demand for a more experienced technical workforce with Supply Chain Managers and Production Managers commanding more competitive salaries. As we learn more about the trade conditions as the country exits the European Union, it will be interesting to see how the market shifts and what impact it will have on the Manufacturing and Engineering sector.

The manufacturing industry contributes

11%
of the
countries
GVA



Position	Permanent salary		
	Min £	Max £	Typical
Production Engineer	£30,000	£40,000	£35,000
Design Engineer	£25,000	£45,000	£35,000
Maintenance Engineer	£25,000	£45,000	£36,000
Quality Engineer	£30,000	£45,000	£35,000

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Digital, Marketing & IT positions

Often, marketing is considered purely as a means of increasing sales and promoting the products or services of an organisation. It does indeed fulfil this purpose, but it is also a fundamental means of attracting the very best talent to your organisation.

When making a decision on where to apply for a job, 84% of employees/job seekers say the reputation of a company as an employer of choice is important.

This undoubtedly increased the pressure on a company's marketing and brand strategy to ensure that they are an 'employer of choice' and displayed in a good light both to job seekers and potential consumers.

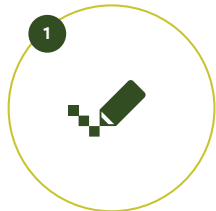
At Brewster Partners we work with many organisations of varying size and location, to support them in placing the right candidate for the right job.

This means you can concentrate on running your business, and your marketing team can fashion the brand magic to generate sales, increase your profile and create intuitive customer touch-points.

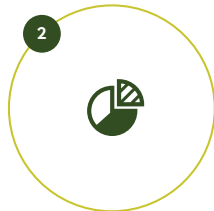


55%
of marketing
job openings
now require digital skills

Marketing roles in demand include:



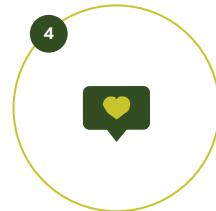
1
Integrated Graphic Designers



2
Digital Marketing Managers



3
Communications Executives



4
Social Media Managers

Digital, Marketing & IT positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
General Marketing						
Administrator	£18,000	£22,000	£19,000	£10.00	£12.00	£10.00
Executive	£20,000	£38,000	£28,000	£10.50	£16.00	£13.00
Manager	£30,000	£60,000	£40,000	£18.00	£25.00	£22.00
Senior Manager	£42,000	£70,000	£58,000	£26.00	£35.00	£30.00
Head of	£55,000	£85,000	£76,000	£325 per day	£575 per day	£410 per day
Director	£83,000	£135,000	£96,000	£450 per day	£800 per day	£600 per day
PR						
Administrator	£18,000	£25,000	£20,000	£9.00	£12.00	£9.00
Executive	£25,000	£32,000	£26,000	£10.00	£16.00	£14.00
Manager	£34,000	£44,000	£38,000	£18.00	£24.00	£20.00
Senior Manager	£40,000	£55,000	£50,000	£24.00	£35.00	£26.00
Head of	£56,000	£85,000	£70,000	£300 per day	£550 per day	£425 per day
Director	£75,000	£107,000	£92,000	£400 per day	£800 per day	£650 per day
Brand						
Executive	£28,000	£42,000	£37,000	£14.00	£20.00	£15.00
Manager	£45,000	£60,000	£52,000	£25.00	£35.00	£32.00

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Digital, Marketing & IT positions (continue overleaf) →

Digital, Marketing & IT positions (continued)

The digital world is affecting the commercial landscape and the COVID-19 pandemic has only accelerated this.

A battle for the best talent with those evolving niche skills is raging, ensuring digitally savvy candidates are very much in demand. As businesses and brands compete to engage customers both regionally and globally, new innovations will continue to dominate this upward trend and the pressure to adapt and keep pace will only intensify. Added to this is an insatiable appetite for social media from both a business and personal perspective, creating a huge demand for diligent and professional digital practitioners.

What sets us apart is that our team is headed up an ex-industry professional who really 'gets' the need and skill set required for this ever evolving sector. We understand that finding the right

people with the appropriate skill sets to fill these rapidly changing positions can be tricky, however we have a wealth of experience in doing so. From SEO specialists to Web Programmers & Developers, PPC Executives to IT Managers, we know our Bloggers from our bloggers.

Our consultants understand that each organisation has its own individual challenges. So, whether you're wanting to implement a mobile checkout system, develop your online presence, implement a digital reporting portal or simply want to refresh your brand and associated marketing touch points, we know the market and work openly and honestly with you to make sure our approach is in keeping with your expectations.



Over **half** of all online purchases are now completed using mobile devices

Source:
LAURO MEDIA



Digital, Marketing & IT positions (continued)

Position	Permanent salary		
	Min £	Max £	Typical
Digital			
Head of Digital Marketing	£45.000	£60.000	£55.000
Digital Marketing Manager	£35.000	£45.000	£40.000
Digital Marketing Executive	£21.000	£32.000	£25.000
Digital Account Director	£42.000	£50.000	£46.000
Digital Account Manager	£35.000	£42.000	£40.000
Digital Account Executive	£25.000	£28.000	£35.000
PPC & SEO			
CPPC Manager	£35.000	£45.000	£40.000
PPC Executive	£25.000	£28.000	£26.000
Head of SEO	£55.000	£65.000	£60.000
SEO Manager	£40.000	£45.000	£42.000
SEO Executive	£25.000	£30.000	£32.000
IT			
Web / Software Developer			
.Net Developer	£40.000	£55.000	£50.000
Senior .Net Developer	£50.000	£60.000	£55.000
Front End Developer	£35.000	£50.000	£45.000
PHP Developer	£33.000	£42.000	£40.000
Senior PHP Developer	£45.000	£50.000	£48.000
Infrastructure & Cloud			
Service Desk Analyst	£21.000	£29.000	£24.000
Support Engineer	£22.000	£32.000	£28.000
IT Manager	£35.000	£52.000	£45.000

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Procurement positions

In spite of these testing times, Procurement and Supply Chain professionals look set to benefit from a continued demand for their services.

Following the COVID-19 pandemic, studies suggested that 85% of global supply chains experienced a reduction in operations. Despite the stresses placed upon supply chain and procurement, there are clear signs of resilience and adaptability has been key.

It is clear that supply chain leaders and management professionals will play an important role in helping businesses face the challenges of increasing client demands and economic instability, as well as the overall development strategies of their organisations.



The average salary for all UK procurement and supply chain professionals has been revealed as

£48,415

in 2020

Procurement positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
Procurement Administrator	£24,000	£29,000	£26,000	£12.00	£18.00	£15.00
Buyer	£27,000	£42,000	£35,000	£150 per day	£250 per day	£200 per day
Senior Buyer	£34,000	£48,000	£42,000	£200 per day	£300 per day	£250 per day
Category Manager	£35,000	£55,000	£48,000	£250 per day	£350 per day	£300 per day
Procurement Manager	£44,000	£60,000	£54,000	£300 per day	£400 per day	£350 per day
Supply Chain Manager	£46,000	£70,000	£52,000	£300 per day	£400 per day	£350 per day
Head of Procurement	£74,000	£105,000	£82,000	£400 per day	£650 per day	£450 per day
Director of Procurement	£95,000	£150,000	£115,000	£600 per day	£900 per day	£850 per day

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Procurement is responsible for a large proportion of a companies' revenue, so minor cost savings can have a huge impact on profits.

Here are some of the **TOP 5** Procurement trends we saw in 2020

1

Supplier relationship management is a vital competency

2

Focus on business contingency

3

Portable manufacturing takes centre stage

4

Distribution, logistics and asset management is a priority

5

Value triumphs over price

Graduate recruitment market

As we turned the corner into January 2020, reports suggest that some of the UK's most well-known employees were preparing to increase the number of graduates they were recruiting for the third year running.

Although many organisations followed through with their plans to take on more graduates, the COVID-19 pandemic led many employers to rein in their hiring plans and if necessary take on more experienced candidates.

That being said, the banking and finance sectors have continued to record modest year-on-year increases in graduate recruitment.

Prior to the COVID-19 pandemic hitting, the median average graduate starting salary was £30,000 according to The Graduate Market 2020, and the highest graduate starting salaries continue to be upwards of £50,000 in some banking sectors.

The lowest graduate starting salaries seen throughout 2020 are for university-leavers joining public sector employers or the Armed Forces.



The biggest growth in graduate vacancies is expected at:

- Public sector organisations
- Accounting firms
- Engineering companies



The highest graduate starting salaries by sector in 2020 include:

Investment Banking

£60,000

Consulting

£46,500

Law

£45,000

Oil & Energy

£38,500

Technology

£33,000



Graduate recruitment market (continued)

Graduate starting salaries at the UK's leading graduate employers are expected to remain unchanged for the sixth consecutive year in 2021, at a median starting salary of

£30,000



Compliance and Risk roles are in strong demand in the finance sector as leaders look to

future-proof their organisation



The 10 most employable degrees are:



Medicine and Dentistry



Veterinary Science



Information Technology



Subjects allied to medicine



Architecture, Building & Planning



Education



Computer Science



Mathematical Sciences



Business Studies



Law

The number of graduate jobs made available in 2021 is expected to

increase by 2.5%

despite uncertainty due to the COVID-19 pandemic



58% of employers

rate real work experience as the most popular qualification



ENTREPRENEURSHIP

the new 'must have' skill?



As employers assess and consider the types of candidates they'd like to hire, skills undoubtedly play a huge role. Depending on a multitude of factors (industry, marketplace and the economic climate to name a few) there are often 'must have' skills which trend. In the last 12 months, 'entrepreneurship' has been one of those skills that has become popular among organisational leaders.

So, what exactly is entrepreneurship? Well, the dictionary definition is 'the activity of setting up a business, or businesses' but it goes a lot deeper than this. Entrepreneurs are typically highly invested in their business as success ultimately depends upon their input, their decisions, their ideas and their hard work. It is this commitment to take risk, work hard and succeed that employers are increasingly looking for from candidates.

In order for organisations to attract and keep staff who possess these key skills, they must give them the freedom in their job roles to put these skills into practice. This means encouraging employees to be independent and being open and receptive to any new ideas they suggest, or things they put forward for discussion. In doing so, organisations will display that these things are valued and encouraged which in turn promotes a progressive culture.

Eagerness and ambition, though predominantly desirable, can sometimes be detrimental to the overall business goals and these shouldn't be de-railed.

If you're currently searching for a new role or opportunity, listing the skills you have that relate to entrepreneurship on your CV can be a huge plus. Highlighting that you're proactive, self-motivated and always willing to go the extra mile are brilliant additions to help your CV to stand out from others.

Entrepreneurs are typically highly invested in their business as success ultimately depends upon their input, their decisions, their ideas and their hard work.

Employees who display entrepreneurship skills might look for ways in which they can improve the business overall, come up with new ideas and offerings and may try to streamline processes in order to make things work as well as they possibly can. Often going 'the extra mile' to do all of this on top of their everyday duties and responsibilities, these individuals are perfect for organisations looking for continued development.

Nurturing individuals who possess these skills can help lead to continued innovation and growth. It's important to remember however, that innovation doesn't mean change for change's sake. Ultimately when considering taking on candidates who value and display entrepreneurship skills, alignment to your company vision and overall business goals are a must.

Further demonstrating these skills in an interview with examples of times you've used these skills in your current or previous role will help to reinforce that you possess entrepreneurship qualities that would be beneficial for the organisation. It mustn't be overlooked however, that not every organisation is looking for disrupters or significant change so gaining understanding of the business' ambition as well as your own will be key.



Leadership & Management

Roles in the leadership and management space have continued to command high salaries despite the challenging year 2020 shaped out to be.

Building robust, decisive and experienced leadership structures has been a crucial focus for many organisations over the past few years and this is a trend that will undoubtedly continue.

Businesses can expect to pay the very top end of salary brackets in order to secure the best talent, giving senior candidates real bargaining power when looking to take important career steps.

The top five in-demand Leadership & Management roles in 2020*

- 1 Operations Director
- 2 Supply Chain Manager
- 3 Sales Manager/ Director
- 4 General Manager
- 5 Technical Manager/ Director

*Based on our 2020 findings.



Leadership & Management (continued)

Position	Permanent salary		
	Min £	Max £	Typical
Commercial, Financial Services, Retail & Distribution and other			
Customer Services Manager/ Head of Customer Experience	£38,000	£60,000	£45,000
Head of Sales & Business Development	£45,000	£78,000	£56,000
Head of Purchasing	£45,000	£65,000	£56,000
Commercial/Operations Manager	£49,000	£80,000	£68,000
Sales Director	£47,000	£80,000	£68,000
Contracts Manager	£37,000	£47,500	£43,500
Head of HR	£56,000	£96,000	£75,000
Project/Change Manager	£44,500	£79,000	£57,500
Head of Marketing Communications	£48,000	£65,000	£52,000
Compliance Manager	£42,000	£76,500	£55,000
Technical, Manufacturing & Engineering			
Operations Director	£60,000	£90,000	£70,000
Sales Director	£55,000	£80,000	£65,000
Technical Manager	£40,000	£60,000	£50,000
Head of Supply Chain	£60,000	£90,000	£65,000
Production Manager	£35,000	£50,000	£40,000
Engineering Manager	£40,000	£60,000	£50,000
Maintenance Manager	£35,000	£50,000	£45,000
Quality Manager	£35,000	£50,000	£45,000
Continuous Improvement Manager	£40,000	£60,000	£45,000

Permanent salaries: These figures relate to basic salary only and NOT total remuneration package.

Temporary rates: Temporary rates are calculated on a pro-rata basis of the annual salary of a specific role. Please speak to one of our consultants for an individual breakdown of rates.

The importance of **SUSTAINABILITY**



There are more and more people who want to use and buy from sustainable companies, as well as those who wish to work for companies who care about the environment around them. That's just one reason why organisations must make sustainability top of their agenda and take positive steps to be as sustainable as possible.

Here are some small steps organisations can take today to become more eco-friendly...

Make small changes

There are hundreds of small changes organisations can make in order to be more environmentally friendly. This includes things like switching to LED light bulbs, having lights automatically turn off when a room isn't in use, using eco-friendly cleaning products, filling the office with plants to purify the air and anything else you can think of that will make a difference. Lots of small changes add up to make a much larger change, so no matter how small and insignificant it may seem, it's definitely worth it.



Work with sustainable companies

Who an organisation chooses to work and partner with is important, and choosing companies that are focused on sustainability makes a perfect match.



Choose sustainable suppliers, transportation companies, manufacturers and anything else that's relevant to your organisation. By committing to only using companies who are environmentally friendly, you further show your dedication to having a sustainable organisation that cares about its carbon footprint.

Work it into company culture

Organisations who are serious about sustainability must work this into their culture. The footprint of the company can only be reduced if a real commitment is shown in every aspect of an organisation. This includes every day recycling, responsible commuting, reducing waste, using sustainable products and suppliers etc. Having a 'green company culture' and setting an example from the top down can have a massive, positive impact.



If your organisation hasn't already, embracing some of these changes and looking at other ways in which you can sustain a more green business is crucial. Start today and begin your journey towards sustainability.

Sector analysis

Here you will find the results of analysing local business sectors and the amount of office support & technical candidates they recruited in 2020 in our covered regions.



Data collected and analysed from the vacancies handled by Brewster Partners Recruitment Group in 2020.



Impact of furlough

Through the Chancellors's job retention scheme, many employers chose to furlough employees to cope with declining workloads and business as a consequence of the pandemic. Here is an overview of the percentage and number of jobs furloughed with reduced pay in April 2020 by job type.

Position	Percentage	No. of jobs
Managers, Directors and senior officials	8%	3,087,000
Professional occupations	3%	6,435,000
Associate professional and technical occupations	9%	4,391,000
Skilled trades occupations	9%	3,066,000
Process Plant and Machine Operatives	26%	2,068,000
Administrative and secretarial occupations	9%	2,760,000
Elementary occupations	14%	2,200,000
Sales and customer service occupations	20%	1,540,000
Caring, leisure and other service occupations	22%	3,073,000



**UK borrowing
estimated to be
£394bn
for April 2020 to April 2021**

Source: Office for Budget Responsibility (OBR), Nov 2020




Regional outlook

Salaries across Professional & Technical support roles can vary substantially depending on the geography.

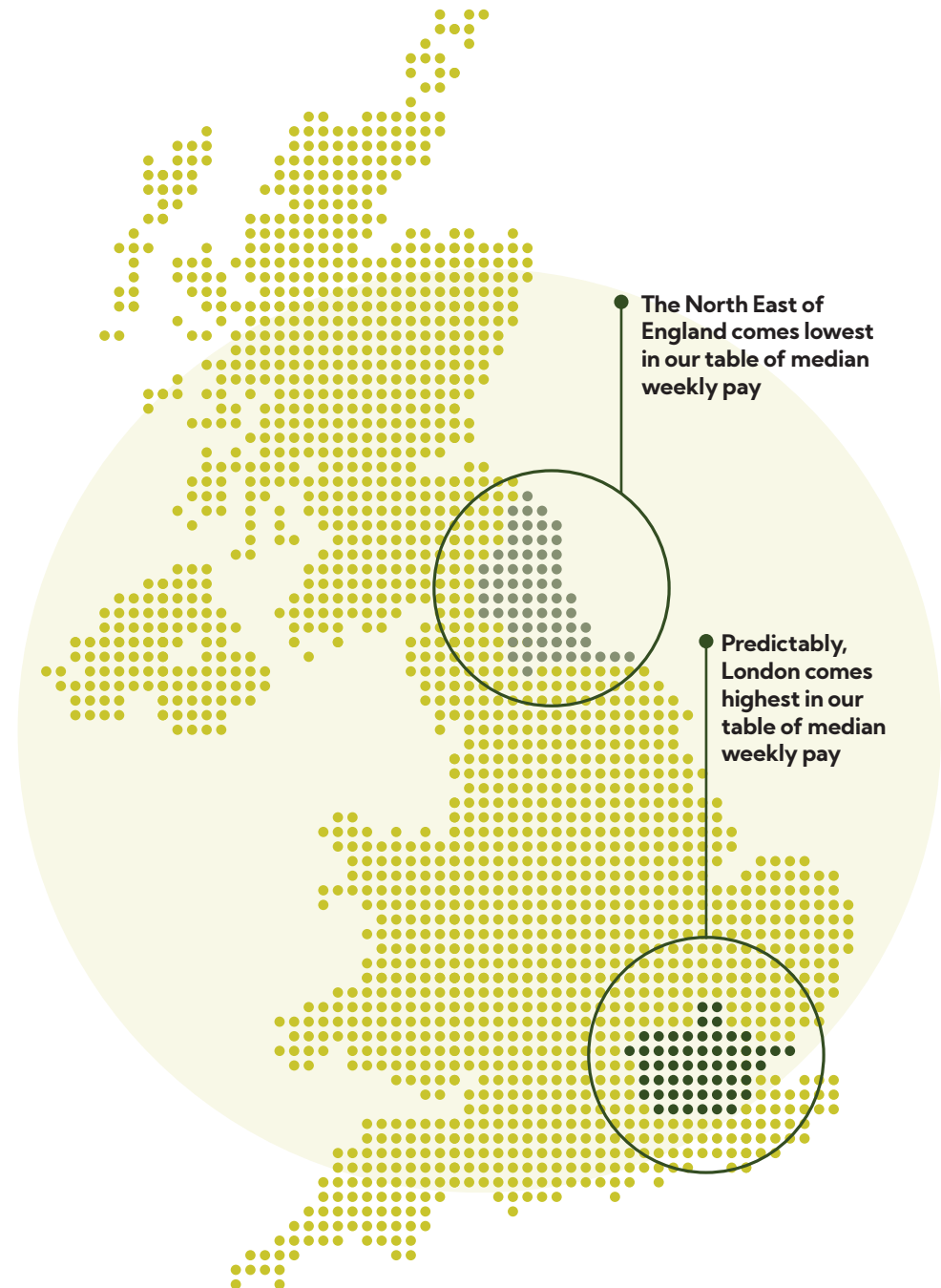
It's commonly understood that large cities throughout the UK command higher salaries than smaller towns and this in turn attracts higher quality candidates. Median weekly pay was highest for full-time employees living in London, and lowest for those in the North East at April 2020.

Median weekly pay by region of residence – April 2020, full-time employees

London	£716
South East	£632
East	£605
Scotland	£595
East Midlands	£561
North West	£560
South West	£558
West Midlands	£552
Wales	£542
Yorks & Humber	£540
N. Ireland	£529
North East	£524

Source: ONS Annual survey of hours and earnings 2020  Office for National Statistics

It's a known fact that salaries vary greatly depending on where in the country you are. This is the same reason London's National Living Wage is set apart from the rest; different areas mean different ways of living, and one salary cannot be expected to cover all of these factors.



What are the key steps to

SUCCESSFUL ONBOARDING?

When an employee first joins a new organisation, the first few days and weeks are the ones that matter the most, and this initial joining period is crucial to get right.

The new employee was obviously impressed enough by the organisation and the role they'll be stepping into during the recruitment process to accept the job and begin working. Too few organisations though, pay enough attention and care during the critical period when an employee begins their new role.

Although successful onboarding isn't complicated, it's something many organisations don't take the time to plan and the effort to implement fully. HR departments should spend time thinking about what really good onboarding is, and how that can be delivered to new starts at their organisation effectively.

Why successful onboarding is vital

Firstly, making a good impression and having employees begin their role engaged, happy and motivated will lead to better staff retention overall. This means less wasted money when unhappy team members move on to other opportunities quickly and organisations are forced to go through the time consuming and expensive recruitment process all over again.



Onboarding should begin before day one in the role

The new hire should be contacted by HR and their new leader or manager well in advance of their start date to keep communication channels open. This means new employees can get in touch with any questions or queries they may have before their first day, making them feel more assured and confident during what can be a nerve-wracking time of big changes.

Make everything clear

When an employee enters a new workplace, everything is unfamiliar, so making everything clear – no matter how small or seemingly insignificant – is a good idea.

This includes letting new workers know where the toilets are, what break times are, if there's a dress code, how to get around your premises, where they can find, or how they can contact people they may need to, speak to and anything else that may be important.

Providing all of this information shows attention to detail and a level of care for employees that will be appreciated and remembered well beyond the first day.

Plan out start dates

If an organisation needs help and needs it fast, it can be tempting to just arrange the quickest start date possible dependent on the person's availability, however, this is definitely not the best way to go about it.

When organisations do this, new employees can feel as though they've been forgotten or abandoned and feel awkward about having to ask for help if the necessary person is too busy to assist them, or is off on holiday, and they don't have another point of contact. This can lead to them feeling like their presence is unwanted and as though they're not valued and respected – all things that lead to disengaged and unmotivated employees.

Ensure everything is ready

This might seem a bit like stating the obvious, but this happens often to new employees. Ensuring every single piece of equipment, information and resource that a person will require is ready and waiting is a must.

Ensure computers and other technology all works properly, tested logins are provided, all paperwork is provided and anything else that might be needed is ready.

Onboarding whilst working from home

A welcome package containing clever and useful branded items can help new hires feel like part of the team and a virtual call with all the team to introduce themselves can also be a great idea.

A phone call or video call with their direct manager to start their first day is also best practice and this should be continued regularly over the first few weeks so that employees can bring up any issues and ask questions about anything they're unsure of.

Sending out computers, IT login details, manuals and information in advance of the employee starting, so they can become acquainted with the kit before they begin if they wish to, is a good idea.

The impressions created in the first few days and weeks in a new business will stick in the mind of employees and frame all of their other experiences going forward, which is why it's so crucial to get it right. If an employee has negative experiences in the first few days, they'll view everything from a negative standpoint. Conversely, if all is positive in the first few days, they'll be more positive moving forward.

Most of the points are obvious when someone takes the time to sit down and think about exactly what another human being would need when they begin a new role in a new organisation. Thinking this through thoroughly, and then ensuring everything is put in place for any individuals joining the organisation in future, will mean happier, more productive, more engaged and more loyal employees.



Culture and benefits

The COVID-19 pandemic led to unprecedented restrictions being placed on people and businesses, and it's safe to say that everyone's lives have been changed as a consequence.

The vast majority of people have had to work from home and this posed problems for organisations and their company culture. Any kind of upheaval can impact upon company culture, never mind a global pandemic that nobody has ever seen anything like before in recent history.

Now, the culture and benefits of a company have always been an incredibly important factor when it comes to attracting and retaining talent.

However, it is through the adversity and challenge 2020 has brought, that people have come to realise that it is their number one consideration when they think about their employment.

Salary was once the most – if not only – important factor (aside title) when it came to job hunting. Now though, people are after the best benefits, such as flexible working or health insurance.



Culture and benefits (continued)

Here are some of the top 10 most desired employee benefits for 2021 and beyond:

Top 10 desired employee benefits



According to Glassdoor Economic Research, these are the core benefits that make the biggest impact on employee satisfaction:

- 1 Remote & flexible working
- 2 Group health insurance
- 3 Group life insurance
- 4 Group income protection
- 5 Increased holiday allowances
- 6 Childcare resources
- 7 Employee education opportunities
- 8 Healthy living benefits
- 9 Increased pension contributions
- 10 Gifts and rewards



What else do employees want?

Glassdoor research scored the top 50 additional employee benefits.

Here are 5 of the most popular:



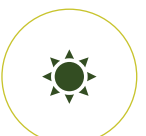
Team building days



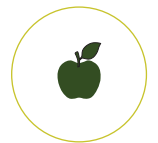
Lunchtime activities and competitions



Dress down days



Summer events



Fresh fruit deliveries



Culture and benefits (continued)

Employee Value Proposition (EVP)

An EVP fundamentally incorporates everything that employers do to attract and retain their talent.

Whether these be pay, rewards, development opportunities or cash benefits, an EVP includes all the perks that come with being an employee of a particular business.

Often, in circumstances where a candidate is at a crossroads

and choosing which potential job offer they wish to accept, the EVP becomes the deciding factor. This is what makes the EVP so crucial for organisations operating in what the recruitment world calls a 'candidate driven market'.

So how can you ensure your EVP is impactful?

- 1 **Do your homework!**
Think about what your ideal employee(s) would be, and try and research what benefits would attract the type of talent you want to bring on board.
- 2 **Don't forget your current staff!**
Make sure you consult and speak to current employees. You don't want to lose your top talent and have to replace them.
- 3 **Don't be frightened of change!**
Things change, the market changes and people change. Take 2020 for instance. Be prepared to shake up the benefits from time to time to make sure they're fit for purpose.
- 4 **It's not always 'stuff' that people want!**
Sometimes it's important to remember that non-tangible things such as company culture, ambition and challenge is what attracts people.
- 5 **Be visible!**
Employees need to be aware of what is offered to be able to take part in, and appreciate it. If the offering is good, shout about it!

Key initiatives to attract talent in 2020*

- 1 Be flexible and unique
- 2 Use your employees as brand ambassadors
- 3 Be authentic and stand behind your EVP
- 4 Offer clarity, conviction and career opportunities
- 5 Know your target audience really well

*Based on our 2020 findings.

Culture and benefits (continued)

Employer branding

Having a strong employer brand is a crucial means of attracting, engaging and nurturing the very best talent in your organisation.

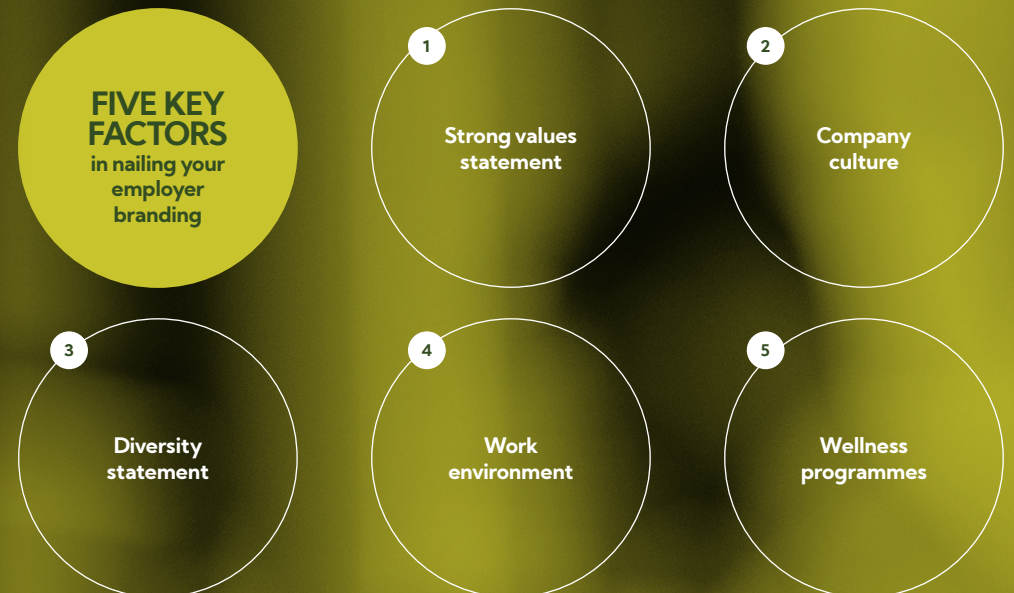
As organisations look to develop and spring out of a challenging 12 months, having a strong employer brand will be a key means of ensuring they have the right workforce to do so.

A common challenge many organisations face is having a disconnect from the employer

brand and the overarching aims and goals of the business. Employer branding is not purely a HR tool and means of promoting company benefit, it should be a core motivator for employees to get behind your organisational strategy and buy into your short and long-term aspirations.



FIVE KEY FACTORS in nailing your employer branding



Tailored benchmarking services

The data in this report represents a summary of a lot more detailed work that we can produce for our individual clients' requests. Our full service can expand on the following areas:

Narrower focus



There are some additional variations in the data for the following segments:

Geographical location

There are some regional splits between towns and cities we cover. The difference is not material but the trend does exist

Market sector

Some sectors are paying salaries at a higher premium to others due to their current margins and expectations of their staff

Company size

The differentiation between SME and corporate is a broad one. Different trends exist within each category. e.g. the range of salaries we have noted for HR Director salaries within SMEs covers £75k to £155k

For all of these areas, we are able to drill down into the detail and extract some accurate data for our clients.

Scoping the talent pool



Demand for all office support staff rose sharply in 2020 and will continue to do so in 2021. This rise will be sharper in some disciplines more than others. The result will be a scarcity of candidates for some disciplines and an abundance in others. Our service can provide a traffic light report on each discipline to show you the size of the appropriate talent pool.

Employer branding



In a market where more companies are fighting to recruit the best talent, our team have built up a lot of experience in making sure that our clients' employer brands are developed effectively to consider the factors that will attract and retain staff. We have case studies of working with corporates and SMEs in helping them draw up their employer branding proposition.

We are able to contribute immense value to our clients in delivering their employer branding to their target candidates in the way that we advertise their roles, talk to candidates and promote their business.



Professional & Technical Support Recruitment Salary Report 2021

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