

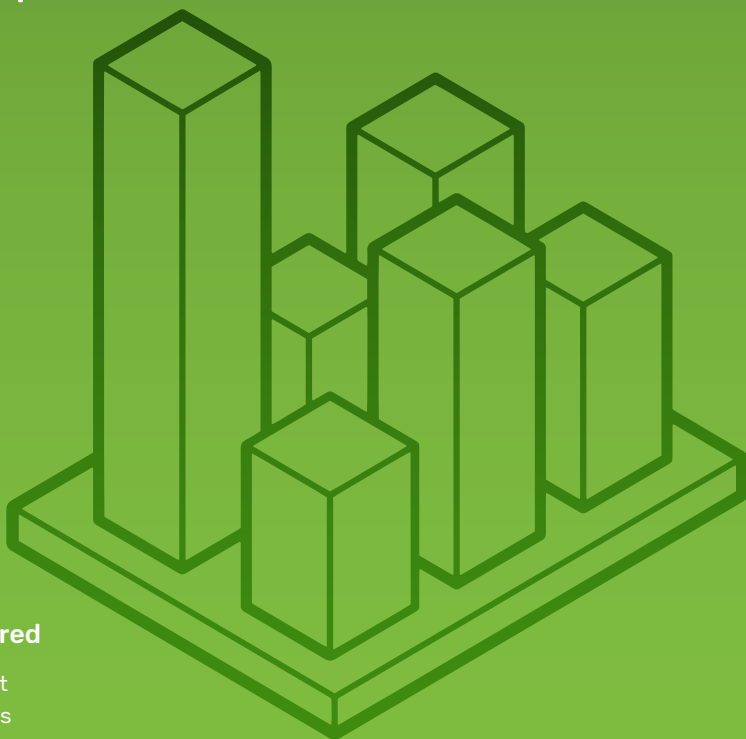
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Yorkshire, Humber and East Midlands Regions

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Issued Jan 2018

# Business & Office Support 2018 salary report



## Positions covered

- › PA / Office Support
- › Customer Services
- › HR
- › Marketing
- › Procurement

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## Introduction

2017 was a year that saw us all settle in to our state of uncertainty, almost comfortable with the inevitable fact that change is on the horizon, and confident that we will be able to ride the storm and keep going with our plans for increasing profitability and business growth.

We are seeing that organisations are sticking to their growth plans, and with it, very often comes the demand for more HR, administrative and office support staff. Candidates with specific sector or industry experience and systems knowledge, who can provide a very tailored and specific level of support, are particularly sought after for the additional value they can add to a business. Candidates who are able to demonstrate that they

develop their skills and progress within the company, alongside the desire for a good work-life balance and general wellbeing. Flexible working hours and work-from-home opportunities are now increasingly being requested from skilled professionals before accepting a job offer.

We have also seen a significant increase in the number of marketing roles (digital marketing in particular), with over 35 Marketing Managers

**Our survey for the current year shows that there have been further rises in wage growth but at a noticeably slower pace than in previous years.**

have the ability to go beyond the required skills set out in a standard job description are snapped up quickly, and often receive multiple job offers. This will inevitably drive up salaries, explaining the average increase we have found this year of 4.1%, rather than the 2.8% average reported by the ONS across the UK.

Over the last year, professionals within administration and office support have been seeking more opportunities to continually

and Executives placed by our Yorkshire based team in the past year – that's three a month! Similarly to the office support roles, the average salary increase for marketing positions is almost 4%, with employers trying to attract the top talent. The highest quality candidates are being attracted to companies that offer strong leadership and a genuine interest in employee engagement through a collaboratively defined development plan.

## Introduction (continued)

At Brewster Partners Business & Office Support Recruitment, we have found the average salary increase this year of

**4.1%**

rather than the 2.8% average reported by the ONS across the UK



Although salaries within professional and office support remain strong, candidates tend to be far more focussed on the overall package, and are increasingly more interested in flexible working hours, additional holiday days, and discretionary bonuses linked to the success factors of the position.

In this report, we have analysed more data than ever before, utilising our extensive resources and CRM system, and evaluating all of the intelligence we have gained over the past year. We've also analysed every inch of data we could find and deem to be

relevant from a variety of reports available in the wider market to provide the best insights into both hiring and candidate trends across the office and business support disciplines.

I hope you find this report useful. Our systems allow us to provide analysis, overview of trends and more specific insights in response to client requirements. Please email me personally on [lbrewster@brewsterpartners.co.uk](mailto:lbrewster@brewsterpartners.co.uk) if we can extend this service to you and your business in 2018.

**Lisa Brewster**  
Partner

## Methodology

Our salary survey has secured a reputation as being one 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 and East Midlands regions):

Over  
**3,200**  
vacancies registered  
with us during 2017.

Our consulting  
team's combined  
**330 years**  
of experience in the  
recruitment industry in  
this region for Business  
and Office Support staff.

Our Partners'  
combined  
**65 years**  
of experience in the  
recruitment industry  
in this region.

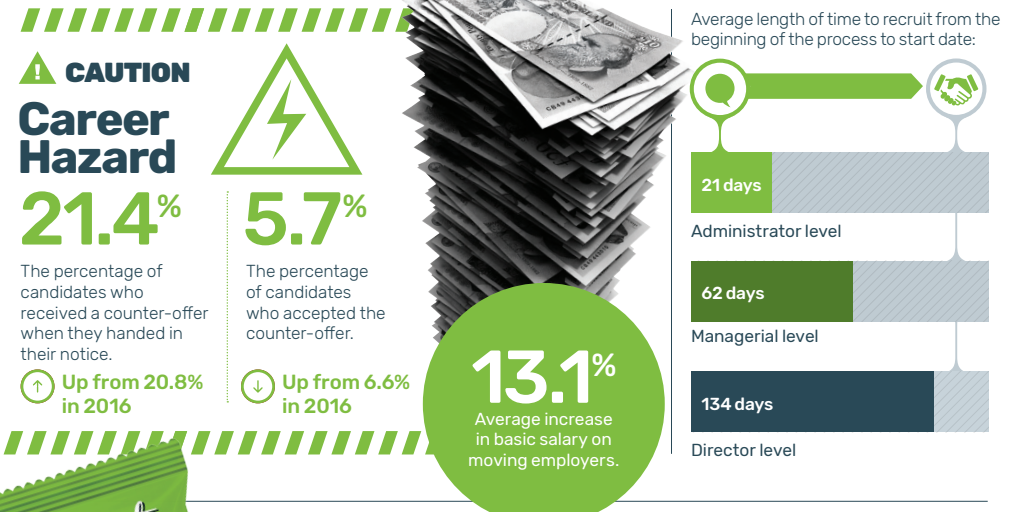
Our preferential online  
resources providing  
access to over  
**40 million**  
CVs as  
benchmarking data

Over  
**120,000**  
applications received by our  
consultants in 2017.

Information from reports  
and press releases from



## The Business & Office Support job market – 2017



The percentage of 'immediately available' candidates starting jobs.

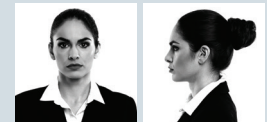
<b>16%</b>	Administrator level
<b>13%</b>	Managerial level
<b>10%</b>	Director level

**6,516**  
Average number of candidates  
approaching each of our  
consultants in 2017.

Up from 4,914 in 2016



**BPRG's  
most wanted**



**3** The highest  
number of  
permanent  
job offers  
for a single  
candidate.

Down from 4 in 2016

## HR positions

The demand for HR professionals has increased by 8% in the last year, with those specialising in Change Management, Learning and Development and Talent Management now receiving, in some cases, a 7% increase in typical salary in comparison to the previous year.

The focus on employee engagement and reward and recognition within organisations is driving the need to hire specialists who can develop the right strategies to keep staff retention high, and focus on measuring output and efficiency amongst the workforce.

### Key hiring areas for HR Professionals



Financial  
Services



Technology and  
Telecommunications  
Organisations



Digital Marketing  
and Sales  
Organisations

The skills and experience most sought after, and so producing higher offers when it comes to salary, are as follows:

Employee Engagement

Recruitment and  
Talent Management

Learning and Development

Performance and Reward

### The top five in-demand HR roles for 2018\*

- 1 HR Generalist/  
Business Partner
- 2 HR Manager/Director
- 3 Compensation and  
Benefits Manager
- 4 Learning and  
Development Specialist
- 5 Recruitment Specialist

\*Based on our 2017 findings.

## HR positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
<b>Generalist HR</b>						
Assistant/Administrator	£16,500	£28,000	£22,500	£9.50	£16.00	£12.00
Advisor	£24,000	£40,000	£32,000	£12.00	£20.00	£15.00
Manager	£30,000	£48,000	£36,000	£14.00	£25.00	£22.00
Business Partner	£30,000	£58,000	£48,000	£16.00	£26.00	£20.00
Head of	£50,000	£95,000	£70,000	£250 per day	£450 per day	£350 per day
Director	£70,000	£135,000	£100,000	£350 per day	£850 per day	£500 per day
<b>Learning &amp; Development / Talent Management</b>						
Assistant/Administrator	£20,000	£27,500	£24,000	£10.00	£16.00	£12.00
Advisor	£24,000	£38,000	£30,000	£14.00	£20.00	£16.00
Manager	£40,000	£65,000	£50,000	£15.00	£30.00	£25.00
Head of	£50,000	£85,000	£70,000	£350 per day	£500 per day	£400 per day
Director	£75,000	£140,000	£95,000	£400 per day	£750 per day	£600 per day
<b>Organisational Development / Change Management</b>						
Consultant	£30,000	£60,000	£45,000	£175 per day	£400 per day	£200 per day
Manager	£35,000	£75,000	£62,000	£250 per day	£500 per day	£350 per day
Head of	£58,000	£120,000	£85,000	£350 per day	£750 per day	£450 per day
<b>Recruitment / Resourcing</b>						
Assistant/Administrator	£18,000	£25,000	£20,000	£9.50	£14.00	£11.00
Advisor	£20,000	£40,000	£25,000	£11.00	£18.00	£15.00
Manager	£25,000	£56,000	£40,000	£14.00	£35.00	£25.00
Head of	£30,000	£72,000	£45,000	£200 per day	£350 per day	£300 per day
Director	£60,000	£115,000	£85,000	£350 per day	£650 per day	£600 per day

**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

The office support sector continues to be one of the fastest growing markets in the Yorkshire, Humber and East Midlands regions. We have found salaries increasing by an average of around 4.1%, which is considerably higher than the average 2.8% reported by the ONS.

This may well be because there is an increasing demand for EA's, PA's and secretaries to have additional or specialist skills that will bring added value to the role and to an organisation, driving up the salaries in the hope of attracting top talent. Employers are looking for office support professionals with the following skill sets:

1



**Sector-specific focus, and an understanding of the wider business/industry.**

EA's, PA's and Office Managers in particular can set themselves apart by understanding the structure of a business and how it operates, or by having a specific skill such as HR experience. This means they can support an organisation, not just through administration, but can provide support on a more strategic level.

2



**Excellent relationship management.**

When dealing with senior and board level professionals, the ability to build strong working relationships and communicate effectively is key.

3



**An 'above and beyond' attitude.**

Most employers are looking for candidates who are willing to go the extra mile and proactively find ways of improving existing systems or problem solve. Someone who is willing to work beyond their 'remit' simply because they believe it would benefit their team or organisation is a high commodity indeed.

## PA/Office Support positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
PA/Office Support						
Data Entry	£12,500	£19,000	£17,000	£8.00	£12.00	£9.00
Administrator	£15,000	£22,000	£18,000	£8.00	£12.00	£9.00
Sales Administrator	£16,000	£25,000	£19,000	£8.00	£11.00	£10.00
Receptionist	£16,000	£22,000	£19,000	£7.50	£9.50	£8.00
Audio Typist	£18,000	£24,000	£20,000	£8.00	£15.00	£11.00
Secretary	£18,000	£25,000	£22,000	£8.00	£16.00	£9.00
Legal Secretary	£20,000	£27,000	£24,000	£9.00	£16.00	£12.00
Administration Manager	£22,000	£35,000	£27,500	£12.00	£18.00	£16.00
Office Manager	£24,000	£40,000	£32,000	£14.00	£21.00	£18.00
Personal Assistant	£24,000	£36,000	£30,000	£14.00	£21.00	£18.00
Executive Assistant	£26,000	£40,000	£34,000	£15.00	£24.00	£18.00

**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.

## Customer Service positions

Customer service is always a key focus for any business, so finding candidates who can help make high quality service a differentiator for your business is absolutely essential. From our experience of the market, 2018 will see some new trends within the Customer Service industry that may affect salaries and hiring decisions.

### These include:

#### Re-humanisation of the customer experience

A return to the more personalised, human approach to customer care is on the cards, with customers craving an 'actual person' at the other end of the phone when resolving an issue or requesting a service.

#### Artificial Intelligence that determines when humans are needed

Whilst there is a concern that automated services could reduce the need for a high volume of customer service employees, organisations seem to be gearing more towards A.I. that can understand the point at which human interaction will produce the better result for the customer.

#### Collecting data that helps businesses understand their customers better

Some companies are now introducing 'engagement centres' that focus on collecting and analysing huge amounts of data to better understand what their customers are thinking, their experiences, and the ways in which they would prefer to interact with the company. They can then use this insight to improve both self-service and human interactions.



## Customer Service positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
Customer Services Advisor	£15,000	£20,000	£17,000	£8.00	£12.00	£9.00
Team Leader/Supervisor	£19,000	£35,000	£24,000	£8.00	£15.00	£12.00
Customer Services Manager	£25,000	£42,000	£35,000	£15.00	£22.00	£18.00
Head of Customer Services	£33,000	£52,000	£42,000	£18.00	£28.00	£22.00

**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.



£17,000

The typical Customer Services Advisor salary in 2017 based on our data.

## Marketing positions

The way a company markets itself, and the platforms it uses, are both key for gaining new business, and for attracting key talent into the organisation.

A strong social media presence, appropriately placed digital marketing, and well organised events can have a significant impact on customer intake and brand representation.

Businesses are employing data-driven marketing and automation to fulfil the increased demand for personalisation and more tailored, intuitive customer touchpoints. Blending data and

creative marketing means a need for far better integration and collaboration between marketing and creative departments. This has led to a rise in the number of in-house creative roles becoming available within the marketplace. Higher salaries are typically going to those with cross-channel experience.



19%

Demand for Digital Marketing professionals has increased by 19%

### Roles in demand include:

Integrated graphic designers



Social media content creatives



Marketing analysts (SEO/PPC)



Digital brand strategists



## Marketing positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
<b>General Marketing</b>						
Administrator	£16,000	£20,000	£18,000	£8.00	£12.00	£9.00
Executive	£18,000	£35,000	£25,000	£9.50	£15.00	£12.00
Manager	£27,000	£60,000	£38,000	£18.00	£24.00	£21.00
Senior Manager	£40,000	£70,000	£55,000	£25.00	£35.00	£30.00
Head of	£60,000	£80,000	£70,000	£325 per day	£500 per day	£400 per day
Director	£75,000	£125,000	£95,000	£450 per day	£800 per day	£600 per day
<b>PR</b>						
Administrator	£17,000	£19,000	£18,000	£8.00	£11.00	£9.00
Executive	£22,000	£28,000	£24,000	£10.00	£16.00	£14.00
Manager	£32,000	£44,000	£38,000	£18.00	£24.00	£19.00
Senior Manager	£40,000	£55,000	£50,000	£24.00	£35.00	£26.00
Head of	£55,000	£75,000	£65,000	£300 per day	£500 per day	£400 per day
Director	£70,000	£95,000	£88,000	£400 per day	£800 per day	£650 per day
<b>Digital Marketing/SEO/Social Media</b>						
Administrator	£17,000	£19,000	£18,000	£8.00	£12.00	£10.00
Manager	£42,000	£56,000	£50,000	£25.00	£35.00	£30.00
Senior Manager	£50,000	£65,000	£56,000	£25.00	£40.00	£35.00
<b>Brand</b>						
Executive	£25,000	£38,000	£32,000	£14.00	£18.00	£15.00
Manager	£40,000	£50,000	£46,000	£20.00	£30.00	£26.00

**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.



Procurement positions

The procurement function is facing major change, due in part to the non-stop period of digital innovation and technological advancement, which has seen every part of operations affected by new, agile competitors.

Procurement is a major part of the business ecosystem, and therefore, it plays an instrumental role in helping businesses cut costs, and ensuring that external disruptions are kept to a minimum, to facilitate a smooth supply chain at the start of many important procedures. As a result, it is acutely impacted by changing client demands.

As with marketing positions, the demand is now for procurement candidates who are also able to keep up with, and develop new strategies and processes using new technology and software.




Procurement positions (continued)

Position	Permanent salary			Temp hourly rate		
	Min £	Max £	Typical	Min £	Max £	Typical
Procurement Administrator	£21,000	£26,000	£24,000	£11.00	£16.00	£12.00
Buyer	£22,000	£38,000	£32,000	£150 per day	£250 per day	£200 per day
Senior Buyer	£35,000	£45,000	£42,000	£200 per day	£300 per day	£250 per day
Category Manager	£34,000	£55,000	£45,000	£250 per day	£350 per day	£300 per day
Procurement Manager	£40,000	£75,000	£56,000	£300 per day	£400 per day	£350 per day
Supply Chain Manager	£40,000	£65,000	£55,000	£300 per day	£400 per day	£350 per day
Head of Procurement	£65,000	£95,000	£70,000	£400 per day	£650 per day	£450 per day
Director of Procurement	£90,000	£125,000	£100,000	£600 per day	£900 per day	£850 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.



£56,000

The typical Procurement Manager salary in 2017 based on our data.



## Graduate recruitment market

Graduate recruitment shows no signs of abating in 2018, with eight out of ten employers intending to recruit the same number, or more graduates. This is reflected in the figures we have pulled together, with graduate salaries rising on average by 5.3%, one of the highest increases across the board.

Overall within the UK, job vacancies for graduates have increased by 4.3% since 2016, suggesting that employers have more of an appetite to take on young, fresh talent to grow and develop within their organisation.

As such, graduates now have more opportunities to work the market to their advantage and secure themselves a graduate role that includes a higher salary and benefits to suit the demands of Millennials and Generation Z.

Graduate salaries within our particular region have risen quite significantly, going from a range of £12,000 - £22,000 in 2016, to £16,000 - £23,000 in 2017, (an average of £18,429 per annum). This increase is no doubt a reflection of local businesses trying to attract the top talent straight out of university.

Some organisations offer HR as one element of a general management graduate scheme, but HR-specific programmes are offered by many leading employers, including the following:



**Balfour Beatty**



## Graduate recruitment market (continued)

**£30,000**

Graduates starting salaries at the UK's leading graduate employers are expected to remain unchanged at a median starting salary of £30,000.



90% of the country's top graduate employers offered paid work experience programmes to students and recent graduates during the 2017-2018 academic year, providing a total of 13,917 places.

The ten universities most-often targeted by Britain's top graduate employers in 2016-2017 were:



**800**

The number of graduate positions left unfilled last year. There has also been a growing tendency for graduates to renege on job offers they had previously accepted.



The number of graduates hired by organisations featured in the

**THE TIMES TOP 100**  
GRADUATE EMPLOYERS

rose by  
**1.6%**

The biggest growth in vacancies is expected at public sector organisations and high street & online retailers which together intend to recruit over

**1,200**  
extra graduates in 2018

## Working 9 to...9?

Most people, at some point, have experienced that moment when they finally lift their head from their computer or laptop and realise it is suddenly dark outside, the rest of your colleagues are long gone, and the cleaner is hoovering around your desk.

This can happen for any number of acceptable reasons; you have a deadline to hit, you're working on a project and you want to ensure that it is perfect, you're going on annual leave and you want to tie up loose ends. All perfectly reasonable. However, there are

'Go Home on Time Day', and was brought about to ask the question as to whether a work-life balance is valued in your organisation. 'Go Home on Time Day' was set up by Working Families, a charity that helps working parents and carers and their employers

In the latest Absence Management survey completed by CIPD, 56% of HR professionals surveyed said long working hours are the norm in their organisation to a greater or moderate extent, up from 43% in 2015. This rise is consistent with recent findings from the TUC that the number of people working excessive hours has risen by 15% since 2010. In contrast, only 14% of employers said they didn't have a 'stay late' culture.

**56%**  
of HR  
professionals  
surveyed said long  
working hours are the  
norm in their organisation

**CIPD**  
Championing better  
work and working lives



**21 June, the longest day of the year, was declared as 2017's 'Go Home on Time Day'**

hundreds of companies where long hours, and the concept of 'going above and beyond' has become less something that is commended and rewarded, but more an obligation and expectation, making employees feel pressured to stay late simply to make sure their Manager thinks they are pulling their weight.

21 June, the longest day of the year, was declared as 2017's

find a better balance between responsibilities at home and work.

It's an annual event designed to raise awareness of the importance of work-life balance, and it's a helpful flag to employers, Managers and HR Teams to be thinking about how often their teams are working late and the impact of that for engagement, well-being and ultimately staff retention.



## Working 9 to...9? (continued)

The CIPD survey also found that there was a correlation between working long hours, and some concerning workplace trends:



Stress-related absences are more common where long working hours are the norm.



Presenteeism (people coming to work ill) was found to be associated with a long hours working culture. It makes sense in that if you feel you can't leave on time you may also feel you can't take time off when you're ill.



Increases in mental health problems are somewhat related to a long hours' culture.

To try and tackle this, role modelling needs to come from senior management as much as through policies and good practice. Secondly, Line Managers have an important role to play in keeping an eye on the development of long hours' cultures at work, and making sure it doesn't become a problem.

Ensuring employee workloads are manageable, having regular one-to-ones as well as opportunities for feedback are all effective tools for doing this. Employers are going to be on the back foot when it comes to attracting and retaining talented people if going home on time is a novelty and so promoting a healthy work-life balance is the best way to keep your staff happy, healthy and productive.

## Sector analysis

The results of analysis of local business sectors that have recruited Business and Office support candidates in 2017 is not surprising when one considers the population of businesses in each sector in our region.

Manufacturing  
**29%**

Construction  
and Property  
**17%**

Support Services  
**18%**

Other  
**5%**

Financial Services  
**19%**

Retail  
**8%**

Distribution  
**4%**

Data collected and analysed from the vacancies handled by Brewster Partners Recruitment Group in 2017.



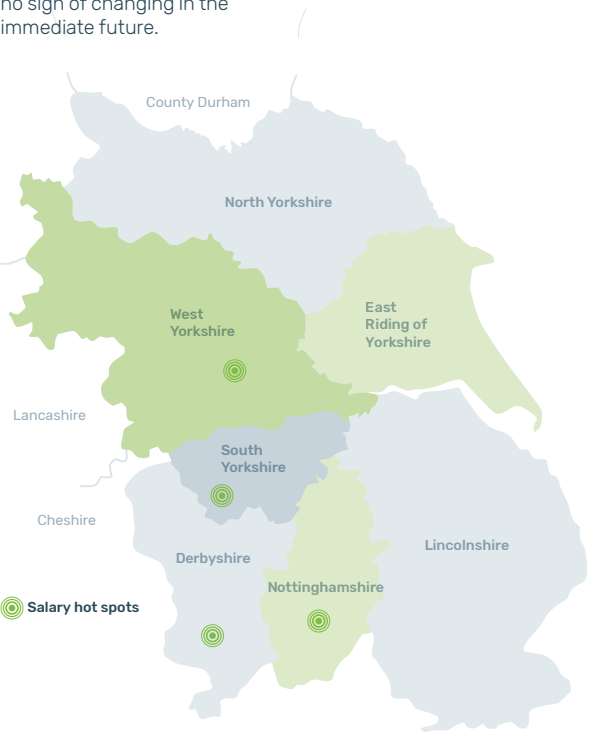
## Regional outlook

Salary levels for business and office support staff have always had a large range across the UK.

It would be wrong to assume that there is one salary level for the North and also wrong to assume that there is one salary level across the Yorkshire, Humber and East Midlands regions.

It will surprise few to hear that the larger cities command a premium salary. The increased demand for quality candidates has driven this trend and shows no sign of changing in the immediate future.

Last year we saw lower salaries in some of the more isolated towns around the region. This is clearly still the case this year and shows how these areas are less influenced by some of the trends affecting the overall region and also the fact that location (rather than salary) remains a key factor for candidates.



County	Regional pay variance
North Yorkshire	
York	+2% ↑
Harrogate	-1% ↓
East Riding of Yorkshire	
Hull	-1% ↓
West Yorkshire	
Bradford	+3% ↑
Leeds	+8% ↑
Halifax	-1% ↓
Huddersfield	-2% ↓
Wakefield	+2% ↑
South Yorkshire	
Barnsley	-3% ↓
Doncaster	-2% ↓
Rotherham	-4% ↓
Sheffield	+6% ↑
Lincolnshire	
Grimsby	-3% ↓
Lincoln	-1% ↓
Scunthorpe	-4% ↓
Derbyshire	
Chesterfield	-1% ↓
Derby	+5% ↑
Nottinghamshire	
Newark	-2% ↓
Nottingham	+6% ↑
Worksop	0% →

The above table assumes an average rate for the region at 0%, for example Worksop is equal to the regional average salary. Our data illustrates an 8% positive variance on salaries in Leeds.

## A quick guide to attracting candidates, whatever your position or sector

### Benefits Packages

2017 has seen a slightly slower pace in salary increases across most sectors, which is a reflection of the shift in what candidates are looking for when considering a new role, including additional benefits packages. The focus has now shifted to added extras such as flexible working hours, childcare vouchers, pension contributions and well-being schemes. Achieving a good work-life balance is now the driver for most candidates we come across, with one in two professionals willing to leave their current employer if they were offered a flexible benefits package for the same role elsewhere. Reviewing the rewards and benefits you provide your employees could be the best way to keep staff retention high this year.

### Average benefits

Not every employer or level of staff will enjoy the following benefits. From a sample of over 500 candidates and offers made last year, the average figures for each benefit are:



**Annual holidays**  
**24** days  
not including statutory days.

**Car allowance** **5.2%** of annual salary



**Employer pension contribution**  
**6%** per year

**Standard working week**  
**37.5** hours



There are many other benefits that our region's employers offer

- Free car parking
- Staff canteen
- Extra holiday days
- Flexible hours/time off in lieu
- Performance related bonus
- Some private health cover
- Childcare vouchers
- Subsidised gym membership
- Cycle to work
- Salary sacrifice schemes
- Life cover
- Unpaid leave opportunities
- Management/Leadership development programs
- Study support for additional qualifications (e.g. MBA)

## A quick guide to attracting candidates, whatever your position or sector

### Employer Branding

Every employer will try and attract their ideal candidate by offering a good basic starting salary.

Better employers will have a package of other financial benefits to offer.

Even better employers will have a stronger proposition including non-financial benefits.

The best employers develop strong employer branding that lives internally and is effectively communicated out to their pool of target candidates.

The best quality candidates are attracted by everything about the employer's organisation and not just the basic salary.

### Key factors in attracting the best candidates are:



**Flexible working hours**



**Ambition and growth**



**Leadership team**



**Development opportunities**



**Organisation culture**



**Organisation values**

Every recruitment exercise is an opportunity to communicate this whole proposition out to a large number of individuals who may be target candidates today or at any point in the future.

Taking the time to ensure this happens and that every candidate enjoys a positive experience from the recruitment process is a major means towards achieving a successful employer brand.

Our Partners and Consultants have worked with many of our region's SMEs, corporates and public sector organisations to establish and benchmark their reputation, set out what the current and target employer propositions are and communicate this to the external market.

### Microsites & candidate briefing packs



We are working with a growing number of employers to improve their appeal to the candidate pool through recruitment microsites and professional briefing packs.

Below are a small sample of the organisations we've worked with:





## And the reward goes to...

Appreciation is a fundamental human need. No matter how strong your character, or how comfortable you are in your work, everyone needs to feel valued and acknowledged for their achievements. When employees feel valued, their satisfaction and productivity rises, and they feel more incentivised to improve their good work.

So in a year where the National Living Wage is now law and budgets are tighter than ever, how can businesses keep their staff feeling valued and recognised for their efforts?

Approaches to reward and recognition will, of course, vary. The reward structures for sales people are generally significantly different to those for other employees, as they are based around beating targets and maximising financial rewards. The motivations for young employees are different to older employees, as are the motivations for a single employee to a middle-aged employee with a family.



## And the reward goes to... (continued)

To try and reach such a wide spectrum of employees, a flexible approach is required which could include any of the following:

### 1 Peer-to-peer recognition

This is a highly valued type of recognition, as it reflects the respect of your colleagues at work rather than just management. Often it is team members who can see the day-to-day hard work that individuals put in and this is their opportunity to acknowledge it.

### 2 Instant recognition

Ongoing rewards programmes allow for instant recognition when a staff member has earned it. Whether it's a financial reward or an internal announcement, having a process in place to make it quick and easy for businesses to sign off on a reward means that particular achievements can be immediately celebrated rather than waiting for a certain occasion which could diminish the effect.

### 3 Long service recognition

Staff retention saves money, so businesses need to try and ensure that good staff stay put. By celebrating long service or milestones in an established, formalised manner, employees will know that these rewards are forthcoming if they stay; they can act as an incentive for staff to remain in your business.

### 4 Rewards

Staff can be proactively motivated to work towards something if they know they can get something out of it other than the satisfaction of performing well. This could be anything from an extra day of annual leave, to a nice bottle of wine. You can create a range of awards (financial or otherwise) to match different levels of achievement, and different roles within the business.

Whatever your method of reward, it is essential to keep a rolling dialogue with your employees to know what really motivates them and how to tap into their personal drivers to keep a content and engaged workforce.

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## Tailored benchmarking services

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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 Leeds, Sheffield, Bradford, Wakefield, York, Harrogate, Chesterfield, Doncaster, Barnsley, Rotherham, Scunthorpe, Lincoln, Grimsby and Hull. 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 £70k to £135k

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 business and office support staff rose sharply in 2017 and will continue to do so in 2018. 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.





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