

**WELCOME
TO
OUR**

TEAM

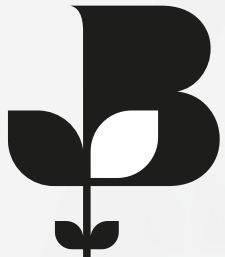
SALARY & BENEFITS REPORT

2023

 **HEWETT**
RECRUITMENT



Herefordshire
& Worcestershire
Chamber of Commerce



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Sharon Smith
Chief Executive

Herefordshire &
Worcestershire
Chamber of Commerce

It is well documented that people are the most valuable resource to any business. They are the heart of any organisation. However, in the challenging times businesses are facing, recruiting, and retaining staff remains a significant challenge in the current labour market. The Salary & Benefits Report allows us to establish best practice across the two counties, benchmarking pay and benefits in multiple roles. This creates a vital resource for local businesses, supporting your recruitment and retention goals for the near future.

In our most recent Quarterly Economic Survey (QES) Q4 2022, 53% of businesses attempted to recruit staff in the three months prior to data collection, and 71% had problems when recruiting. Engineering, Sales, Finance, and Manufacturing were the sectors where businesses were experiencing the most difficulty in recruiting.

Alongside recruitment and retention difficulties, businesses are also facing numerous challenges due to the rising cost of living driven by a rise in food and material prices, increased energy costs, and inflationary pressure. In QES Q4, 76% of businesses stated inflation as a factor of concern for businesses and 65% of businesses stated energy costs as a further factor of concern. This highlights the increased pressure firms are under from crippling inflation figures, as well as the pressure to settle their energy bills this winter. However, the number of businesses reporting that energy costs were a cause for concern to their businesses was reduced to 65% in Q4, from 82% in Q3. Therefore, from the data we can see that the energy support package for businesses has relieved some of the pressure on them, albeit energy costs remain a significant challenge.

The most recent Office for National Statistics (ONS) figures show an improvement in the UK labour market from the previous Salary & Benefits Report 2021/22. The UK employment rate for August to October 2022 increased by 0.2 percentage points on the quarter to 75.6% but is still below pre pandemic levels. Over the latest three-month period, the number of employees increased. The most timely estimate of payrolled employees for November 2022

shows another monthly increase, up 107,000 on the revised October 2022 figures, to a record 29.9 million, compared to 29.2 million last year. The unemployment rate was 3.7% compared to 4.2% last year (Labour Market overview, UK – Office for National Statistics, 2022).

The estimated number of vacancies fell by 65,000 in the most recent quarter to 1,187,000. Despite five consecutive quarterly falls, the number of vacancies remains at historically high levels. The fall in the number of vacancies reflects uncertainty across industries, as respondents continue to highlight economic pressures as a factor in holding back on recruitment. Therefore, the challenging labour market seems destined to continue as the cost-of-living crisis shows no sign of easing.

In the current challenging labour market, it is as vital as ever for businesses to review the pay and benefits packages that they offer to employees. The data shows that businesses in Herefordshire and Worcestershire are struggling in recruiting for all sectors. This report will hopefully assist your work on recruitment and retention. The Chamber will continue to provide advice and guidance to businesses to help them through the current challenging times.

I am delighted to launch the 2023 Salary & Benefits Report in partnership with Hewett Recruitment which I hope will support businesses to ensure future growth and success. I once again thank Hewett Recruitment for sponsoring this valuable report and their continued support.



Laura Hewett
Owner/Director

Hewett Recruitment



The launch of the Salary & Benefits Report 2023 seems to have been more anticipated than ever this year, with well over 300 companies sharing their data. The double-digit inflation rate and its impact on the cost of living, has put further financial pressure on businesses competing to attract and retain employees. People are more likely to have their heads turned for salary growth, whereas 6 months ago other factors may have weighed heavier in their decision making. Companies are clearly keen to keep pace with these demands, whilst carefully balancing costs as we head into a likely recession.

The word 'recession' often conjures visions of mass-unemployment. However, given the scale of the skills shortage and the sizeable gap between supply and demand of skills, the predicted softening of the economy will still leave us with similar labour market challenges. So... now is not the time take our foot off the gas when it comes to finessing our employee offering.

That said, once compensation packages are where they need to be, pay alone will not keep people engaged in employment. We all know that people don't leave companies, they leave bosses. That is because no-one has a greater impact on a worker's day-to-day experience and attitude than their direct manager.

In a recent Vistage survey, CEOs reported new ways of measuring the success of their leadership development programmes. The majority of leaders cited employee retention as a critical metric.

Using employee retention as a barometer for success also speaks to how much the boss's role has changed. In the past, managers served more as policy enforcers and taskmasters who held people accountable for attendance and

performance. Today, bosses serve more as coaches and leaders who help workers succeed and feel satisfied with their jobs.

Business culture comes from the top - our leaders set the direction of travel and more importantly decide how we are going to get there. Will they include employees on the journey, making them feel heard and valued, or is it just a race to the finish line?

This workplace is changing at a pace and so are the demands of our employees and would-be employees - hybrid working; flexible working; use of tech; giving back; being values-led.... All this is placing new demands on leaders, so businesses need to provide them with the tools to succeed.

According to the Vistage research, leadership development should focus on these 3 goals:

1. Workplace: Equip bosses to lead and manage employees in a hybrid model
2. Culture: Prepare bosses to model organisational values and purpose
3. Accountability: Train bosses to maintain accountability - focusing on outputs rather than inputs, moving away from presenteeism to help support flexible working and wellbeing

At Hewett Recruitment, we have been through this journey of developing and modernising our company culture over the last couple of years. Ben and I, plus our team leaders, have recently trained as coaches to develop a coaching culture within our business and we are really seeing the benefits of that in terms of engagement and wellbeing. Please do reach out if you would like to know more!

LABOUR MARKET STATISTICS

In Q4 2022,

53%

of businesses attempted to recruit during the **past quarter**.

Of those, an average of

73%

experienced difficulties during the recruitment process.

93%
of those that answered this survey had tried to recruit staff over the past **12 months**.



29%

of those recruiting were seeking apprenticeships.



5

sectors have experienced more difficulty than most when recruiting.



Manufacturing (26%)



Finance (22%)



Sales (21%)



Engineering (20%)



Technology / IT (15%)

22%

Expect to increase their workforce.



The employment rate in the UK Labour market has remained above

75%

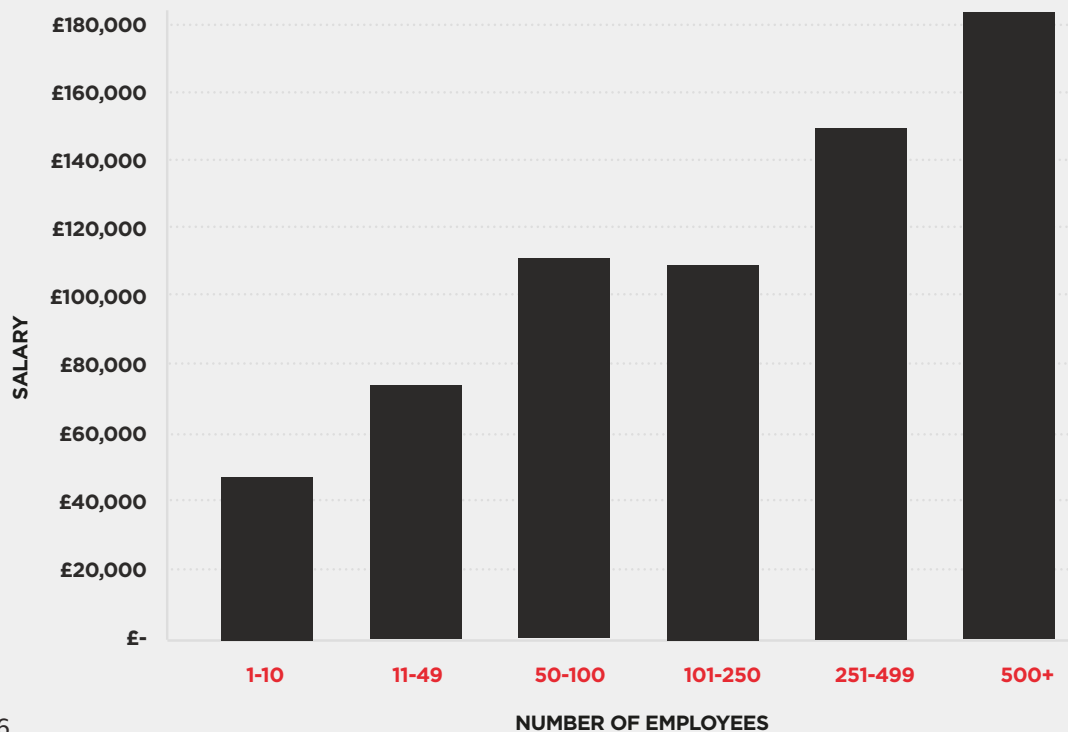
over the last year.



SALARY DATA EXECUTIVE TALENT

COMPANY SIZE	AVERAGE CEO SALARY
1-10	£44,209
11-49	£75,825
50-100	£115,274
101-250	£115,616
251-499	£149,039
500+	£180,170

AVERAGE CEO SALARY BY COMPANY SIZE



“The economy in Herefordshire and Worcestershire is dominated by SMEs with just a small number of large “corporate” businesses. The leap in CEO salary as company size increases may not be entirely reflective as owner-managed businesses are often remunerated largely through dividend payments, rather than just salary.

When recruiting for C-suite positions, we know that the main driver is the ability to really take ‘ownership’ ...whether that is through shareholding or in the sense of having the space and decision-making power to drive change and take the business forward. Director-level candidates are generally motivated by performance-related-pay and expect additional benefits such as enhanced pension, flexibility, and private healthcare.”



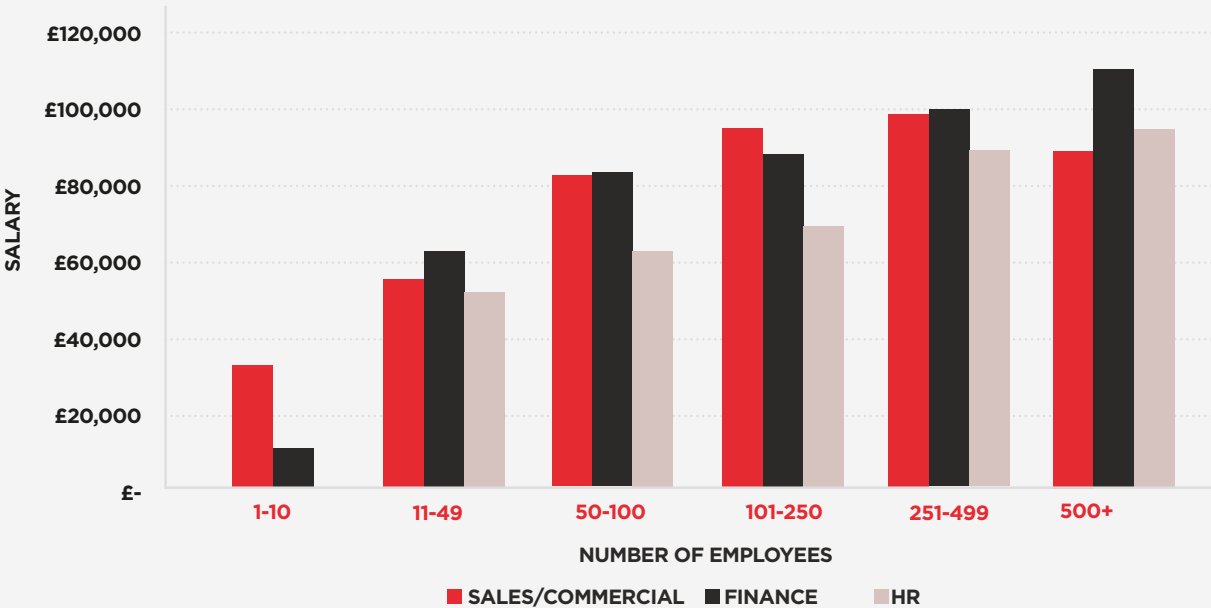
HEWETT
EXECUTIVE TALENT

Ben Mannion
Owner/
Director

SALARY DATA EXECUTIVE TALENT

DIRECTOR ROLES	QUARTILE RANGES	AVERAGE
MANAGING DIRECTOR/CEO	£64,838-£134,500	£104,202
FINANCE DIRECTOR	£62,500-£100,000	£84,003
IT/TECHNOLOGY DIRECTOR	£59,000-£97,628	£78,665
OPERATIONS DIRECTOR	£65,000-£88,640	£77,715
SALES/COMMERCIAL DIRECTOR	£60,000-£90,000	£75,851
HR DIRECTOR	£55,750-£91,575	£74,588
MARKETING DIRECTOR	£49,500-£90,599	£72,772
ENGINEERING DIRECTOR	£60,000-£81,300	£72,500

AVERAGE DIRECTOR SALARY BY COMPANY SIZE



SALARY DATA ENGINEERING

“Over the course of year, we have seen significant growth in the number of opportunities in the local area, not only for skilled engineers, but also for technical assembly/ production candidates. This in combination with the skills shortage, has provided candidates with huge purchasing power. With the cost of living rising over this year, engineers are considering all aspects of opportunities presented such as salary, bonuses, progression, and flexible working when selecting a new opportunity.

This has led employers to go the extra mile to present more appealing opportunities and additional benefits such as salary increases, introducing new bonuses/ perks and remote/hybrid working opportunities.”

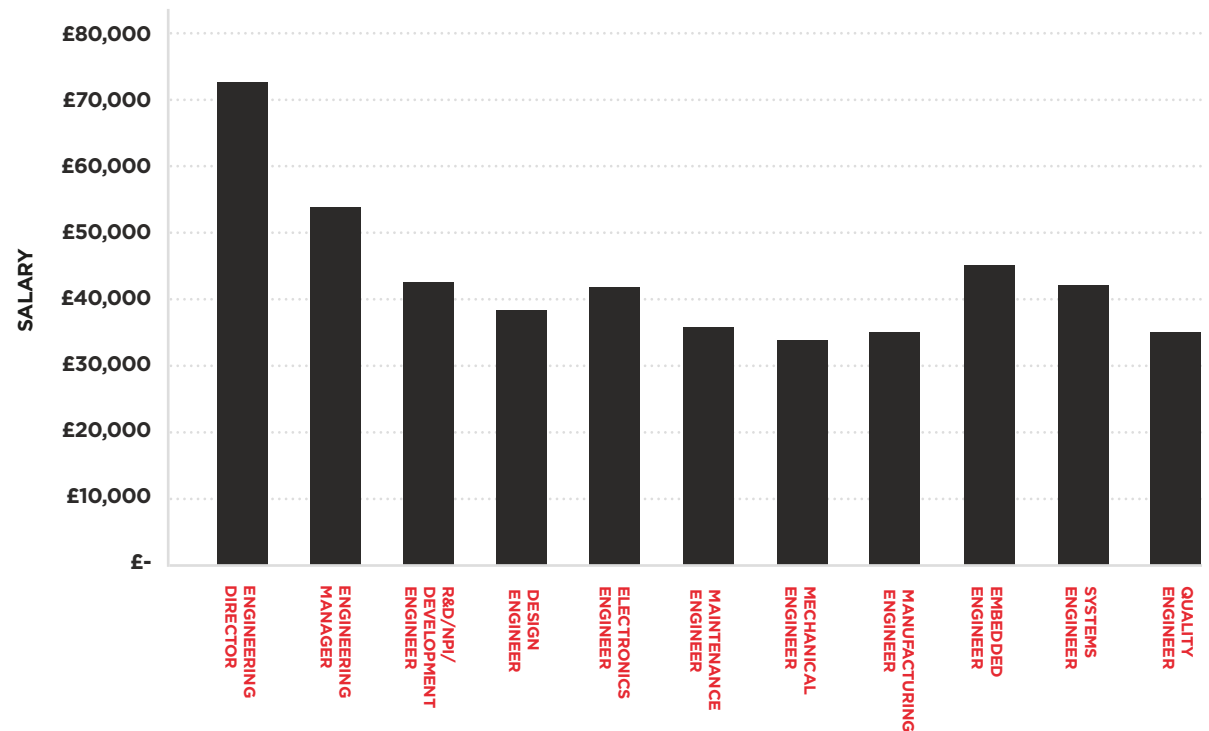
Steven Harris
Recruitment
Consultant – IT
& Engineering



HEWETT
ENGINEERING

ENGINEERING	QUARTILE RANGES	AVERAGE
ENGINEERING DIRECTOR	£60,000-£81,300	£72,500
ENGINEERING MANAGER	£46,000-£60,000	£53,617
R&D/NPI/DEVELOPMENT ENGINEER	£37,500-£47,500	£42,833
DESIGN ENGINEER	£33,000-£42,657	£39,592
ELECTRONICS ENGINEER	£38,500-£44,121	£41,067
MAINTENANCE ENGINEER	£35,000-£38,500	£36,544
MECHANICAL ENGINEER	£32,000-£38,511	£33,803
MANUFACTURING ENGINEER	£32,950-£36,167	£34,385
EMBEDDED ENGINEER	£42,500-£47,500	£45,000
SYSTEMS ENGINEER	£38,126-£47,921	£41,182
QUALITY ENGINEER	£31,500-£40,000	£35,448

AVERAGE SALARY - ENGINEERING



SALARY DATA INDUSTRIAL

TRANSPORT & DISTRIBUTION	QUARTILE RANGES	AVERAGE
OPERATIONS DIRECTOR	£65,000-£88,640	£77,715
SUPPLY CHAIN MANAGER	£47,250-£60,000	£52,415
TRANSPORT MANAGER	£36,050-£45,495	£41,975
LOGISTICS MANAGER	£30,186-£45,000	£39,921
LOGISTICS/TRANSPORT PLANNER	£25,000-£30,000	£28,537

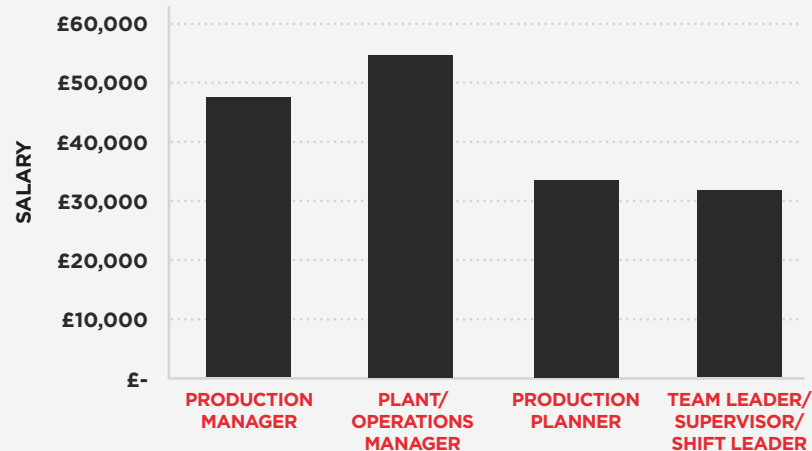
“Pay rates at operative level have steadied this year, following rapid rises in the previous 12 months. Many manufacturers are aspiring to be Real Living Wage employers, which has meant less differentiation between companies.

Since the pandemic, we have noticed that work-life balance has become more important to industrial candidates. As a result, late shifts have become less popular and more difficult to fill as people opt for day shifts or night shifts to fit around their lifestyle or family commitments. Late shifts are crucial for 24/7 operations and are now being recognised as more ‘anti-social’ with pay being increased to align more closely to night shifts.

This year, the emphasis has been more on benefits, such as facilities – manufacturers have been investing in new canteen/break areas, providing WIFI or even free food - to combat the cost of living.”

MANUFACTURING	QUARTILE RANGES	AVERAGE
PRODUCTION MANAGER	£40,025-£57,500	£48,549
PLANT/OPERATIONS MANAGER	£52,000-£62,750	£57,279
PRODUCTION PLANNER	£30,000-£35,700	£32,700
TEAM LEADER/SUPERVISOR/SHIFT LEADER	£27,780-£35,000	£31,148
WAREHOUSE OPERATIVE - DAY SHIFT	£20,100-£25,000	£22,915
WAREHOUSE OPERATIVE - LATE SHIFT	£22,000-£26,000	£23,927
WAREHOUSE OPERATIVE - NIGHT SHIFT	£24,300-£29,650	£27,216
PRODUCTION OPERATIVE - DAY SHIFT	£20,750-£25,000	£23,407
PRODUCTION OPERATIVE - LATE SHIFT	£22,950-£26,250	£24,268
PRODUCTION OPERATIVE - NIGHT SHIFT	£24,500-£26,500	£25,247

AVERAGE SALARY - MANUFACTURING



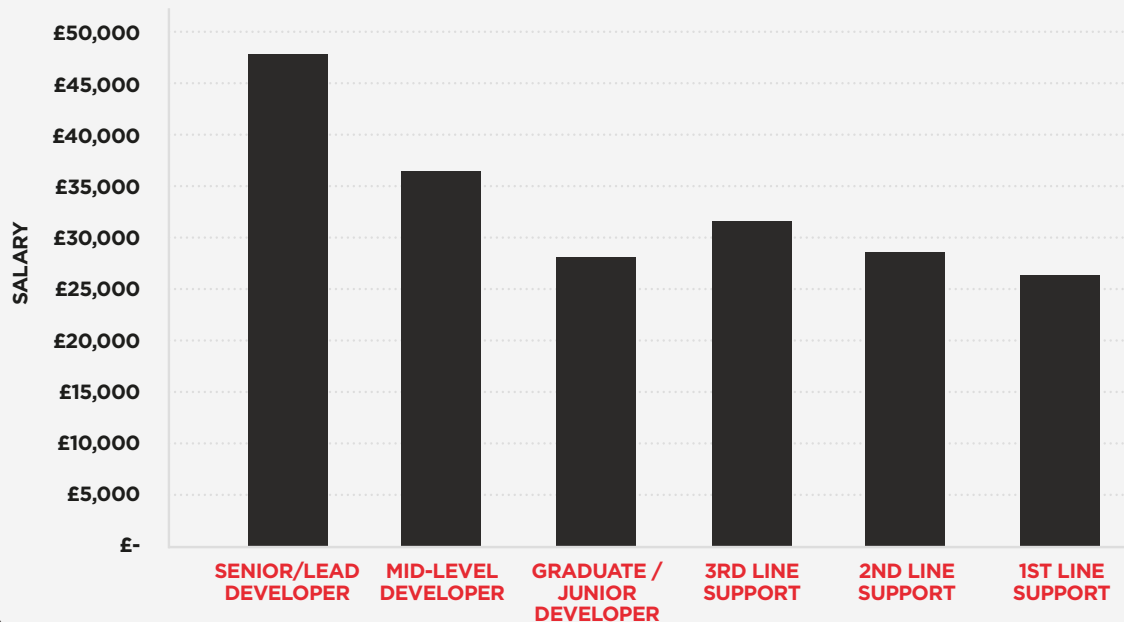
Lisa Marshall
Temp Division
Team Leader

SALARY DATA

IT & TECHNOLOGY

IT & TECHNOLOGY	QUARTILE RANGES	AVERAGE
IT/TECHNOLOGY DIRECTOR	£59,000-£97,628	£78,665
IT/TECHNOLOGY MANAGER	£44,000-£60,000	£53,506
SENIOR/LEAD DEVELOPER	£41,200-£55,000	£48,130
PROJECT MANAGER	£35,250-£47,820	£42,297
BUSINESS ANALYST	£32,000-£45,000	£40,282
MID-LEVEL DEVELOPER	£29,000-£46,500	£38,668
SOFTWARE TESTER/QA	£33,393-£42,500	£36,379
3RD LINE SUPPORT	£29,000-£36,609	£31,888
2ND LINE SUPPORT	£26,000-£30,000	£29,029
JUNIOR/GRADUATE DEVELOPER	£25,000-£30,000	£28,313
1ST LINE SUPPORT	£22,047-£30,000	£26,234

AVERAGE SALARY - SOFTWARE DEVELOPER



“This year has again been a highly candidate-driven market across the IT division, with candidates having an abundance of choice when choosing their next job role. Recent economic pressures and rising layoffs have softened the market somewhat, but many companies continue to seek much-needed skills in data science, project management, software development, cybersecurity, and other IT areas. This, alongside the increases in cost of living, has left employers being forced to pay a premium on securing talent.

This data shows how average pay has amplified across the board on that of 2021/22, whilst proving the volatility when comparing minimum and maximum salary, notably within Project Manager, Graduate Developer, and Business Analyst salaries. Many junior, entry level positions are being filled by graduates starting from around £25k, with opportunities to study for additional job related qualifications offering rapid career development and further increasing their salaries.

This increase in salary expectation can only last so long, however, and the fierce pay pressures appear to have eased slightly as we move into 2023.”



HEWETT
IT

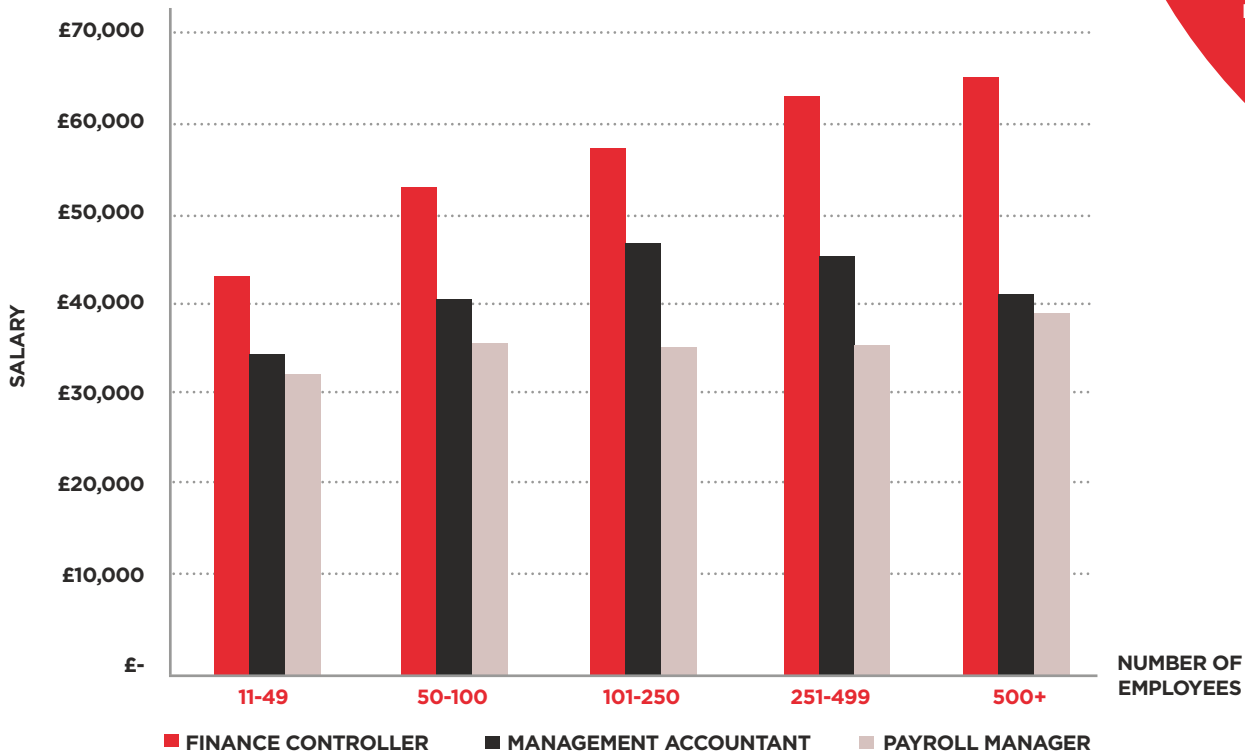
Dominic Jones
Lead Recruitment
Consultant
- Software
Development

SALARY DATA

FINANCE

FINANCE	QUARTILE RANGES	AVERAGE
FINANCE DIRECTOR	£62,500-£100,000	£84,003
FINANCE CONTROLLER	£45,000-£65,126	£55,831
MANAGEMENT ACCOUNTANT	£37,150-£48,900	£41,848
CREDIT MANAGER	£34,250-£40,000	£38,305
PAYROLL MANAGER	£29,750-£42,000	£36,444
ASSISTANT ACCOUNTANT	£27,520-£35,000	£31,813
CREDIT CONTROLLER	£23,000-£28,000	£26,099
PAYROLL ASSISTANT	£22,682-£28,000	£25,219
ACCOUNTS ASSISTANT	£22,000-£27,000	£24,919

FINANCE SALARIES BY COMPANY SIZE



“Over the course of the last 12 months, we have seen an influx of junior processing finance positions (Accounts Payable Assistant / Accounts Assistant / Payroll Assistant). What we are noticing at this end of the market is that Candidates are seeking a higher basic salary than seen in previous years, well above the averages shown in the data here. As the market becomes more competitive for these skill-sets, candidates are accepting alternative offers or counter offers with higher starting salaries.

Candidates across the finance division have also been seeking new positions with a better work-life-balance, including reduced hours, flexible working and working from home opportunities. In the past, traditional accounting roles have not allowed for this to happen but more recently, Clients have been updating systems and becoming paperless enabling some hybrid working options and allowing successful Candidates to have discussions around flexible working and additional benefits.”



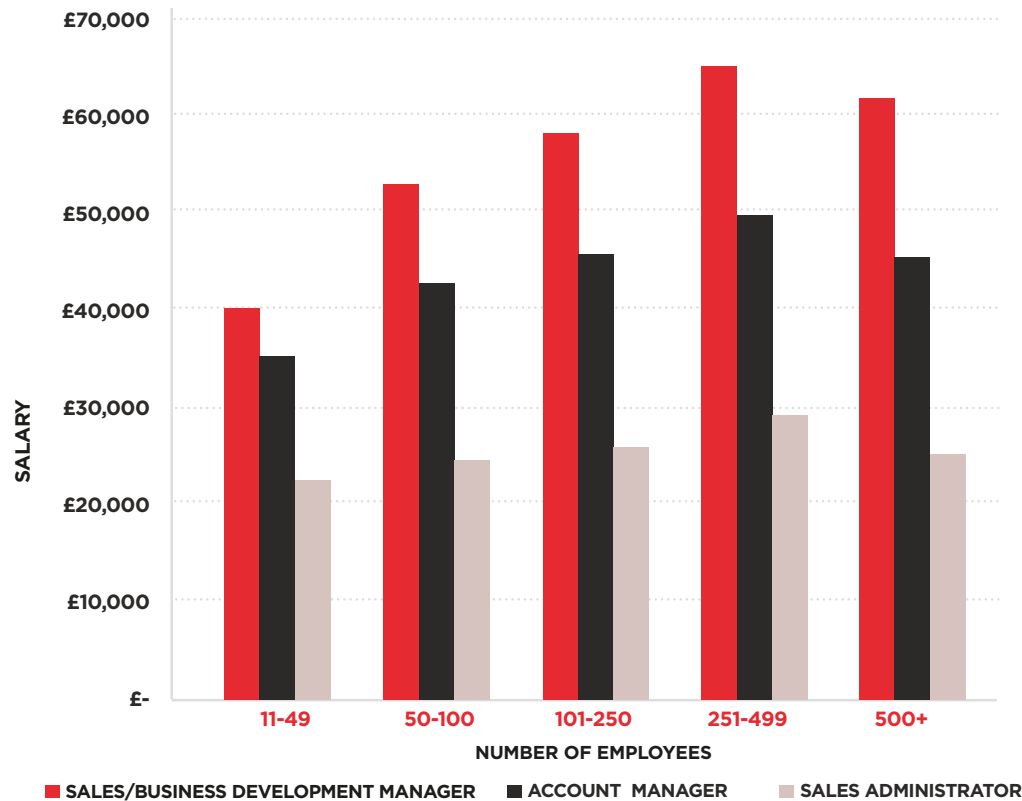
Charlotte Archer
Recruitment Consultant - Finance



SALARY DATA

SALES

SALES SALARIES BY COMPANY SIZE



SALES	QUARTILE RANGES	AVERAGE
SALES/COMMERCIAL DIRECTOR	£60,000-£90,000	£75,851
SALES/BUSINESS DEVELOPMENT MANAGER	£41,750-£58,500	£52,185
ACCOUNT MANAGER	£33,000-£58,500	£42,276
FIELD SALES	£32,278-£45,000	£39,156
TELESALES/INTERNAL SALES	£25,000-£31,438	£29,421
SALES ADMINISTRATOR	£23,000-£27,878	£25,441



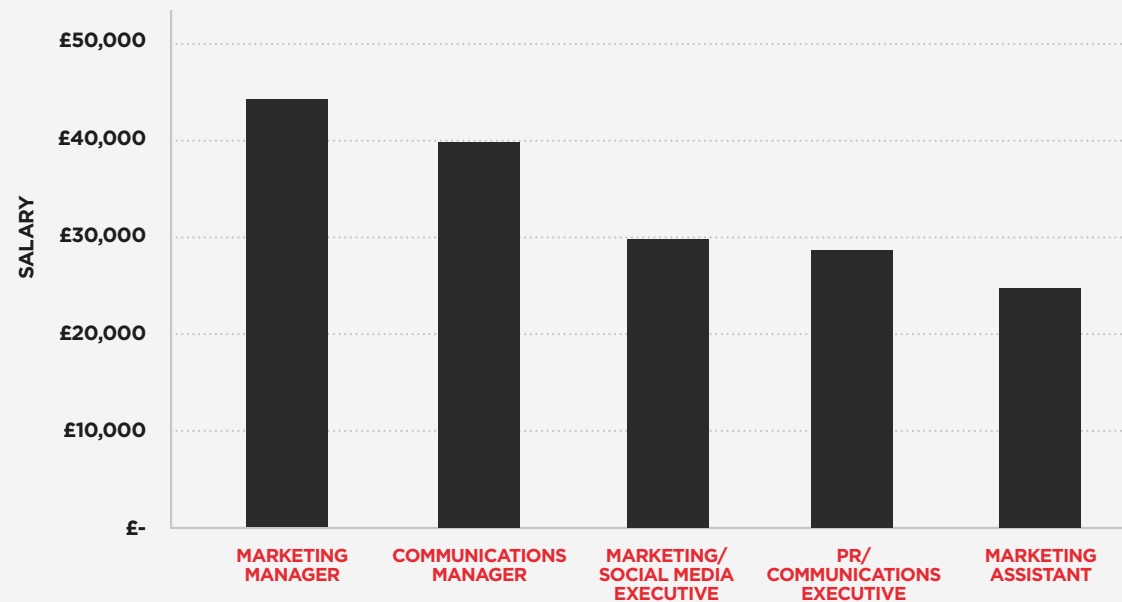


SALARY DATA

PR & MARKETING

PR & MARKETING	QUARTILE RANGES	AVERAGE
MARKETING DIRECTOR	£49,500-£90,599	£72,771
MARKETING MANAGER	£37,000-£50,000	£44,063
COMMUNICATIONS MANAGER	£34,750-£45,124	£40,124
MARKETING/SOCIAL MEDIA EXECUTIVE	£26,428-£35,000	£30,427
PR/COMMUNICATIONS EXECUTIVE	£26,000-£32,302	£29,478
MARKETING ASSISTANT	£21,000-£28,000	£24,886

MARKETING ROLES SALARY COMPARISON

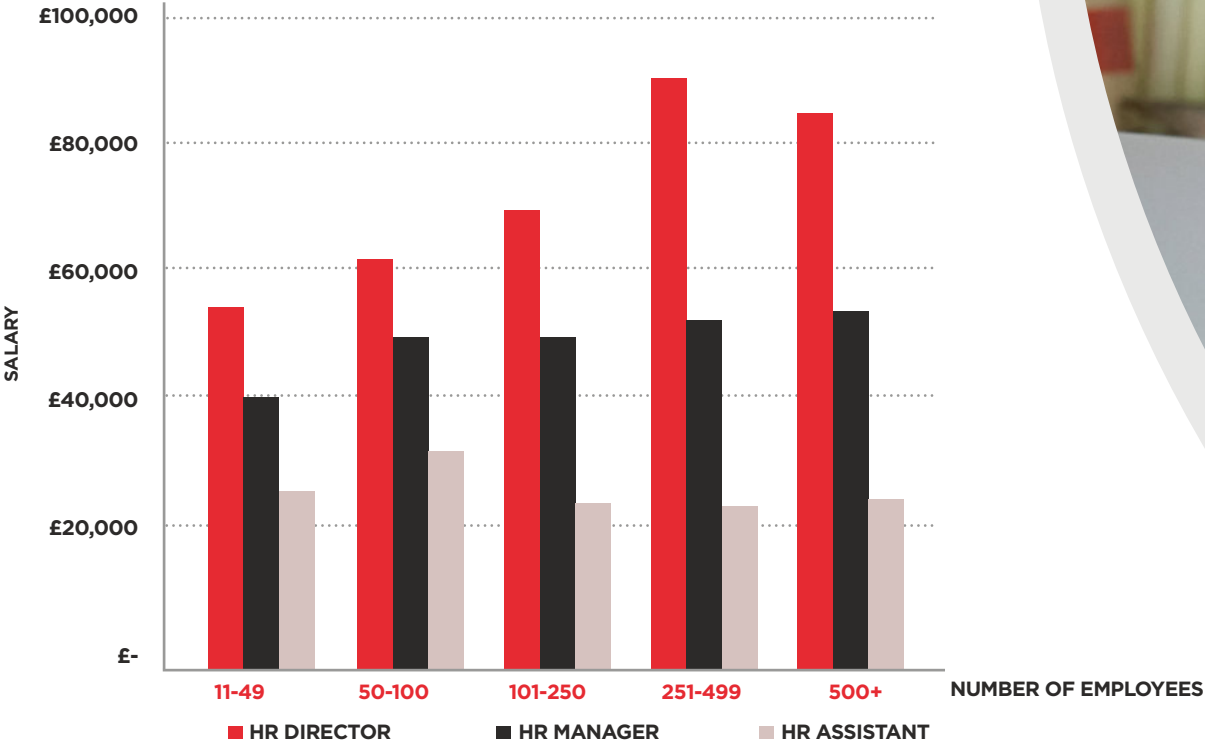


SALARY DATA

HR

HR	QUARTILE RANGES	AVERAGE
HR DIRECTOR	£55,750-£91,575	£74,588
HR MANAGER	£42,000-£55,000	£49,588
HR BUSINESS PARTNER	£36,000-£45,450	£43,105
HR ADVISOR	£28,000-£34,850	£30,726
HR OFFICER	£27,000-£32,000	£30,341
HR ASSISTANT	£22,422-£25,000	£24,441

HR SALARIES BY COMPANY SIZE



SALARY DATA

OFFICE MANAGEMENT

OFFICE MANAGEMENT	QUARTILE RANGES	AVERAGE
OFFICE MANAGER	£26,750-£40,000	£33,864
PERSONAL/EXECUTIVE ASSISTANT	£25,000-£35,590	£31,273
SENIOR ADMINISTRATOR	£24,750-£28,000	£26,884
CUSTOMER SERVICE ADVISOR	£21,660-£25,000	£23,716
ADMINISTRATOR/OFFICE COORDINATOR	£21,000-£25,000	£23,168
RECEPTIONIST	£20,000-£22,523	£21,625

SALARY DATA

PROCUREMENT & SUPPLY

PROCUREMENT AND SUPPLY	QUARTILE RANGES	AVERAGE
PURCHASING MANAGER	£40,000-£55,500	£48,084
SENIOR BUYER	£33,412-£45,000	£40,083
BUYER	£28,000-£35,349	£32,411
STOCK/PURCHASING ASSISTANT	£23,000-£28,946	£25,705



“As National Living Wage increases in 2023 from £18,525 to £20,319, there will be an expectation to maintain the differential above this for entry-level positions. If we are expecting a high calibre of support staff delivering ‘above and beyond’ – sales administrators / customer support / general administration - then we need to recognise that salaries have to reflect the level of service we expect our customers to be afforded.

HR is and always has been at the hub of a company but it is fair to say it is probably one role which has had to evolve the most over the last couple of years. Furlough, hybrid / flexible working requests, D&I, plus the increased focus on employee well-being has meant that HR roles have become much more diverse. HR professionals are having the opportunity to work strategically, whilst also dealing with the day-to-day.”



Kate Turnbull
Senior
Recruitment
Consultant –
Commercial

DIVERSITY & INCLUSION

In the 2nd year of collecting data on Diversity and Inclusion, it has been interesting to see the progress that has been made across the 2 counties. Whilst many of the stats for the more advanced elements of D&I are the same year on year, we have seen progress in terms of companies starting to measure their demographics and use that information to make workforce planning decisions, including using anonymised CV screening and improved internal comms on the subject of D&I. This increase in information gathering and awareness-driving is promising as it is likely to generate more accountability and will result in positive action being taken.

One thing that we at Hewett Recruitment have talked a lot about this year is shifting the paradigm of interviewing for “culture fit”, which can inadvertently turn into “are you like us”. Reframing our thinking into how someone can add to our culture rather than fit into it can really help remove some of the unconscious bias within a recruitment process.



74%

of organisations had Diversity and Inclusion as stated values or company objectives



49%

endeavour to make interview panels as diverse as possible



38%

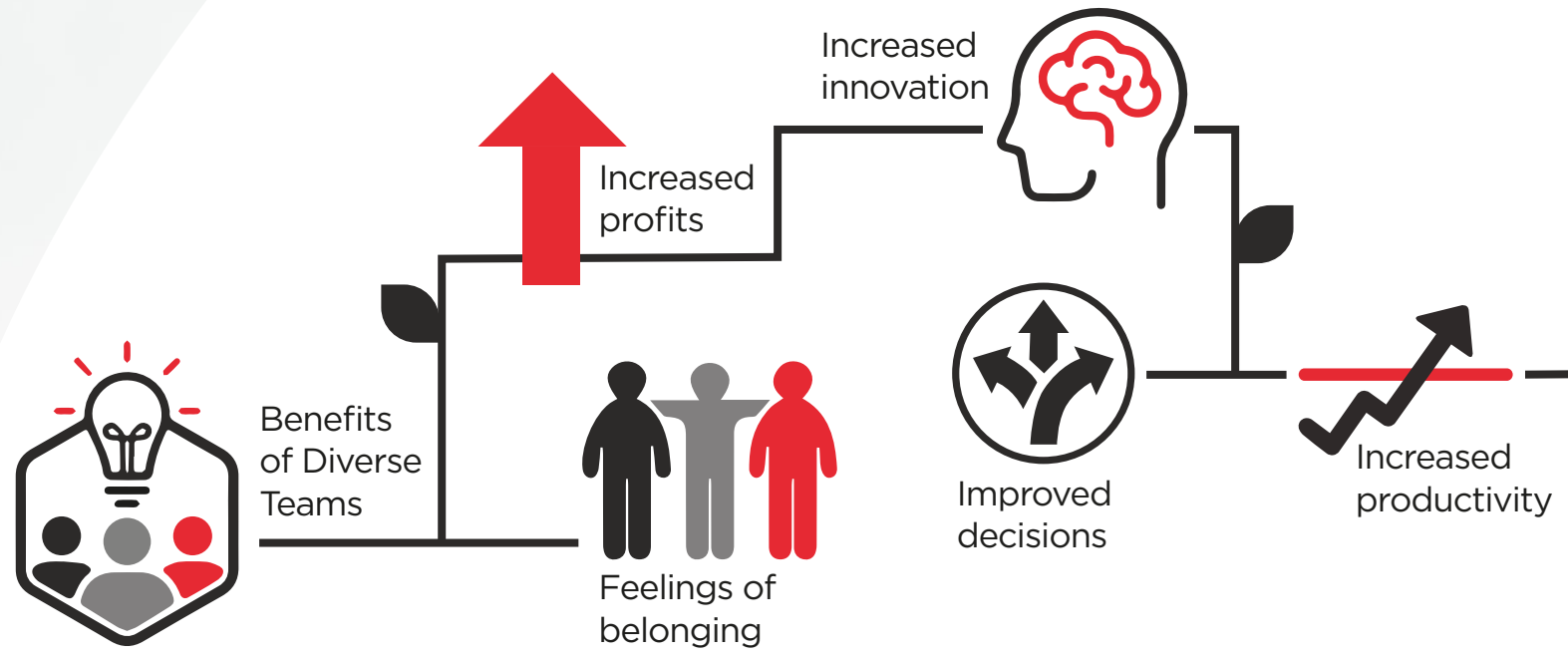
make Diversity and Inclusion training programmes compulsory



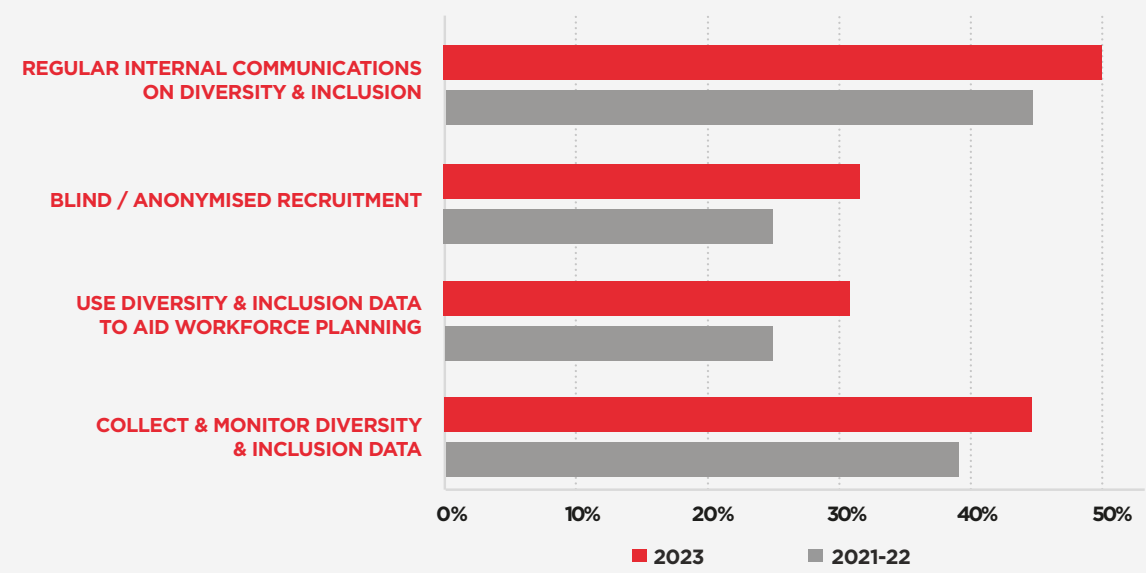
14%

target recruitment at underrepresented groups





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

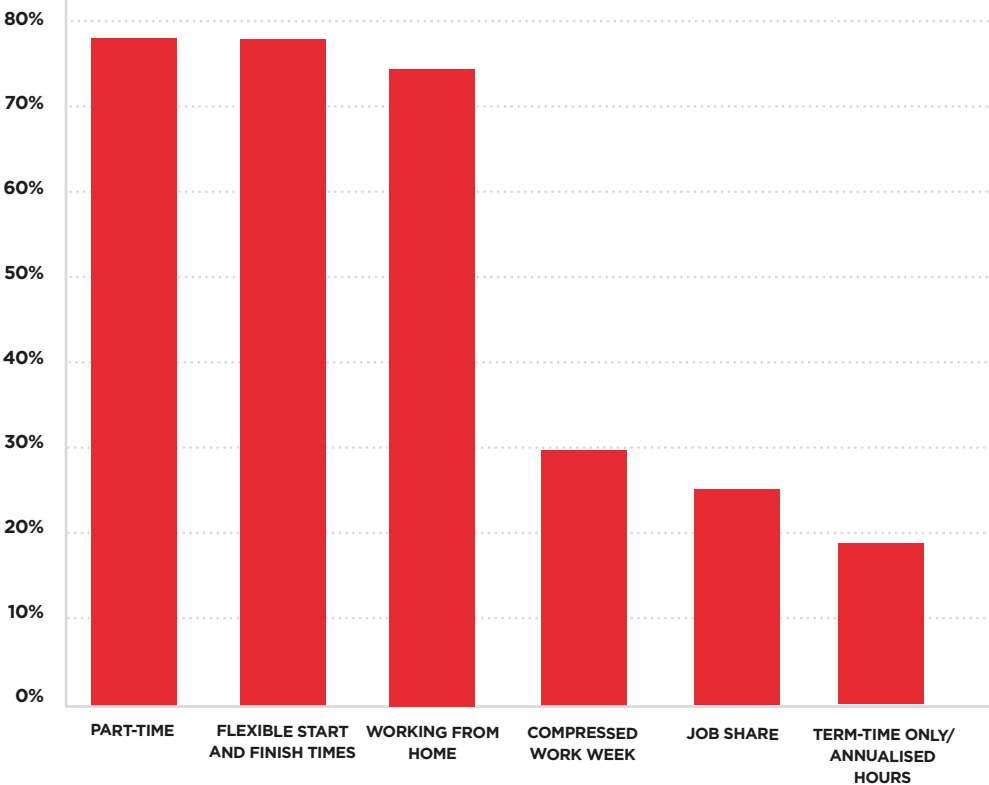


PERCENTAGE OF COMPANIES CARRYING OUT PRACTICE

BENEFITS DATA

FLEXIBLE WORKING

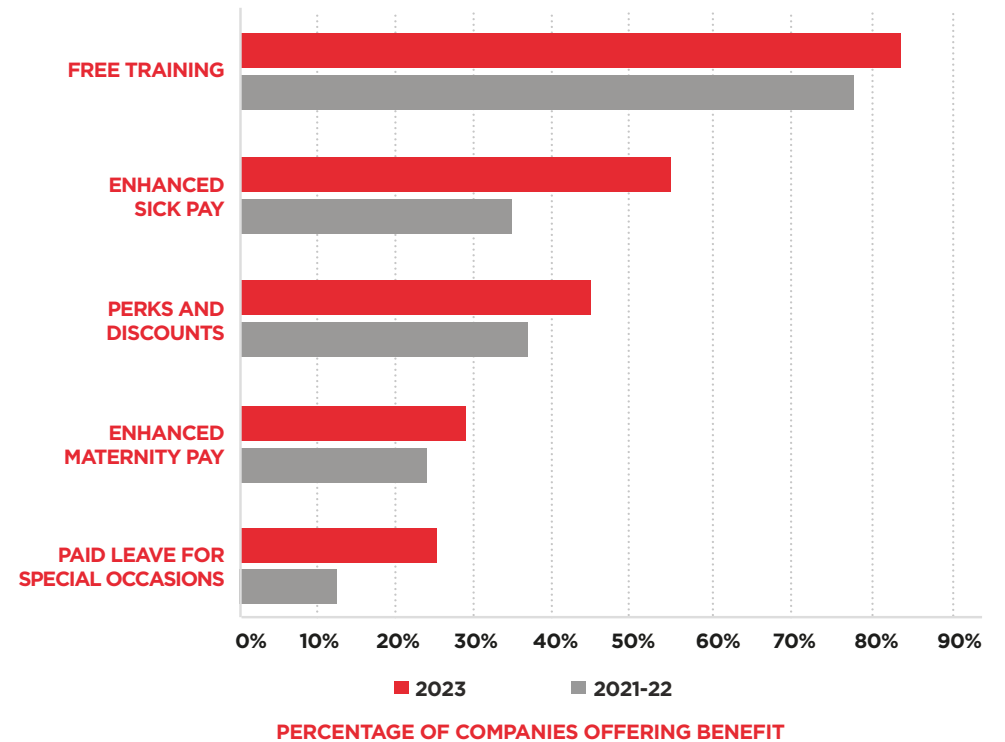
WHICH OF THE FOLLOWING FLEXIBLE WORKING OPTIONS DO YOU OFFER TO YOUR EMPLOYEES?





- 77% of companies offer flexible working
- 75% of companies are offering home working
- 66% of companies are keen to increase flexible working to attract and retain employees
- 29% of companies offer enhanced maternity pay and 22% offer enhanced paternity pay
- 64% of companies offer access to wellbeing or occupational support services

BENEFITS OFFERED TO EMPLOYEES. YEAR BY YEAR COMPARISON



CASE STUDY

TVH UK LTD

Every Single Part Counts

What makes TVH? **Good question**

You could say it's our love to keep machines going. Or our number one spot in the market. Our 44 million spare parts in our webshop. Our 17,000 orders a day. Our excellent service for our 67,000 customers. Our continuous growth ambitions. Our drive to be the best in digital and technology. Our huge high tech warehouses. Our 81 branches, 60 nationalities and 42 languages.

But that's not even the best part. Because all of this wouldn't mean a single thing if it wasn't for our warm community of 5,000 people.

Here at TVH UK Ltd in Kidderminster we are particularly proud of our state of the art warehouse and continue to enjoy significant investment in our 19,000 sqm facility which is temperature controlled.

Our people are at the heart of what we do and our aim is to ensure that our pay and conditions are competitive. We are conscious that times are tough and in response to the cost of living increases the warehouse employees benefited from an additional mid year pay increase in 2022 totalling a pay ncrease of over 10%. We continue to remain vigilant to this in 2023. We have also recently implemented our Winter Brunch Club ensuring that all employees have access to a warm breakfast and lunch during the





winter months which has been very well received. To date our team has consumed over 14,000 grams of porridge.

Here at TVH UK Ltd we like to invest in our people who work exceptionally hard rewarding them with gift vouchers at Christmas, Summer BBQs, a Festive Lunch buffet as well as initiatives in the warehouse such as Employee of the Month, an Annual Attendance Bonus and Suggestion Box rewards for the best suggestions. There are opportunities to get involved in continuous improvement groups and projects if employees wish to put themselves forward.

At TVH UK Ltd we pride ourselves on helping our employees to become and remain healthy. The Company's inspiring Nudge Initiatives encourage healthy eating, active movement and mental wellbeing. There are frequent challenges which have included walking, running and cycling initiatives and even the opportunity to take part in a Triathlon at our Head Quarters in Belgium.

If you are interested in joining our fantastic Logistics team and joining in our community please reach out to Hewett Recruitment who can tell you more about our wonderful Company.

ABOUT OUR SPONSOR



Founded in 1980, Hewett Recruitment has developed into a multi-specialist agency serving Worcestershire, Herefordshire, and Gloucestershire. Over 42 years on, they offer recruitment solutions and bespoke added value services across a number of specialist sectors including IT, Engineering, Commercial and Industrial, as well as Executive searching and selection.

Hewett Recruitment's mission is to make a proactive and positive impact on people and have a reputation for their people focused, quality service based on providing a tailored approach, specific to their Client's needs. Hewett's team of qualified Consultants set the standards in the industry, continuously investing in improving and developing their services and resources to ensure they truly deliver recruitment at its best.

All of the Recruitment Consultants at Hewett Recruitment are professionally trained and qualified through the Recruitment and Employment Confederation (REC) and receive ongoing training and development both internally and externally to enable them to reach their full potential.

More than 'just' recruitment: Hewett offer various added value service to their Clients, ensuring they are in the best possible position to not only attract talent, but retain it. From sharing industry knowledge and market research to employer branding reviews and redundancy support, Hewett are here to assist your business.



KEY CONTACTS



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

If you would like advice or guidance on how to become more involved in projects where business engages with education, contact Robert Elliot, Director of Business Development and Engagement, and Sam Merrett, Policy Executive policy@hwchamber.co.uk

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