

# HR salary guide UK

2023-24



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This year, we reached out to the UK's HR professionals across all sectors which revealed some interesting results for both candidates and businesses:



85% of respondents secured salary increases over the last 12 months, compared to 78% last year – but the increase across many specialisms wasn't as sharp



34% of respondents changed roles for career development, but base salary remains the most important factor when considering a new role



A fifth of HR professionals who moved jobs within last year secured increase over 30% while none of our respondents achieved the same if they've been at their company for ten years or more



Talent shortage is the market's greatest challenge in terms of recruitment



40% of respondents moved roles within the last 12 months and 65% are considering changing roles in the next year



94% of respondents say HR is involved in their company decision making



## Foreword

The HR job market has certainly started to restabilise in 2023.

This movement has been fantastic for professionals who are back in the driver's seat and can be more demanding with what they want from their role – as you'll see throughout this salary guide. But it may prove trickier for those employers who are reluctant to change the status quo or adapt to the evolving needs and requirements of the market's top talent. While the UK pushes forward and tries to leave the impact of the pandemic behind us, there's no denying that the last few years will be remembered for many reasons – especially for those who suffered when it came to their employment. So it was no surprise when HR candidates found their confidence again in 2022 with major market movement and previously unseen salary hikes, and this is where we've seen some levelling out.

At Frazer Jones, we're always working hard to strengthen our support and expertise for our clients and candidates. We're headquartered in London but have consultants based in the South East, South West and Midlands – and we're very excited to now have more feet on the ground outside the UK in Dublin, Ireland, in addition to our offices around the world in continental Europe, Asia, Australia and North America.

Diversity, equity and inclusion (DEI) remain at the core of our business. We are proud sponsors of Shereen Daniel's Advancing Racial Equity Conference and partner with industry leaders, professionals and practical experts to deliver inspiring events and to support our industry's united drive towards a diverse and inclusive workforce.

Our priority is to provide valuable market insight and the highest level of recruitment available to you. Thank you to everyone who participated in this survey, and to the businesses and professionals who choose us.



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## Highlights in your sector

### Financial services

Although it's hard to compete with the recruitment boom of 2022, the job market for HR professionals in financial services has still been positive throughout 2023. Businesses are investing in their people to drive their HR strategies – pushing growth, performance and commercial outcomes. This is shown in the results of this survey, with 37% of respondents in banking and finance securing a salary increase of over 10% in the last 12 months.

To drive this agenda, there's a consistent need for executive roles with businesses looking to hire their next HR Director or Chief People Officer. We've also seen increased demand for specialists in areas such as payroll, reward and DEI – including permanent and interim contractors.

We have continued to see growth and opportunity across the small-medium enterprise (SME) space, with many exciting and well-paid opportunities coming available. Since the pandemic, the value of HR has massively risen in stock across the sector and compensation for these types of hires has reflected this.

Many HR professionals over the last few years have decided to make the move away from larger bulge bracket firms to SME firms. We continue to see evidence to support this trend.

Last year we were pleased to launch our fintech recruitment practice to support business and candidates in this disruptive and evolving field. This year, we launched our change and transformation recruitment practice. We're looking forward to working closely with HR leaders into 2024, helping transform their cultures and engage their workforce.



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## Professional services

Sectors within the UK's professional services continue to face dynamic and fast-paced industry change – from economic uncertainty to technological advancements.

But the HR job market within professional services has always been and is consistently competitive, as many of its sectors have unique characteristics and require a variety of expertise. It's not unusual for businesses to focus their recruitment only on candidates with existing professional services experience.

Our survey didn't show drastic increases in salaries like last year – but nearly a quarter (24%) of respondents in professional services secured a salary increase of over 10% over the last 12 months.

A key trend we've seen across almost all businesses over the year, and one we expect to see continue into 2024, is a deeper look at how they attract their experts. Many are re-considering who's leading their HR strategy, looking closely at their employee value proposition, and defining their purpose to attract and excite their workforce.



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### Commerce and industry

We expect 2024 to be more stable than the rollercoaster year that has been 2023. Within the commerce and industry markets (which we define as anything outside of financial and professional services) we have seen a number of challenges from Brexit to lack of funding and investment at the beginning of the year. However, the second half of the year onwards, we saw candidates keen to look for career enhancing opportunities, businesses increasing searches for new HR talent. We have seen a strong rise in not only generalist but also specialist HR roles such as payroll, reward and HR analytics.

We've seen the majority of vacancies appear across luxury brands, engineering, manufacturing, telecoms and technology. This is reflected in our survey results, where 14% of e-commerce professionals saw a salary increase of over 30% over the last 12 months while 31% of telecoms professionals saw an increase between 10% and 20%.

While we've seen charities and non-profits release more job opportunities, our survey suggests that salaries haven't increased to match the demand – with just 11% of professionals achieving an increase of over 10%. It's not always easy for this sector to offer competitive salaries, but we have seen some of the most extensive benefits packages to appeal to professionals.

Other sectors have raised their focus around retention, working hard on the culture, offering career development and competitive benefits packages.

We look forward to working with the businesses and professionals in our network into 2024.



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## Highlights in your region

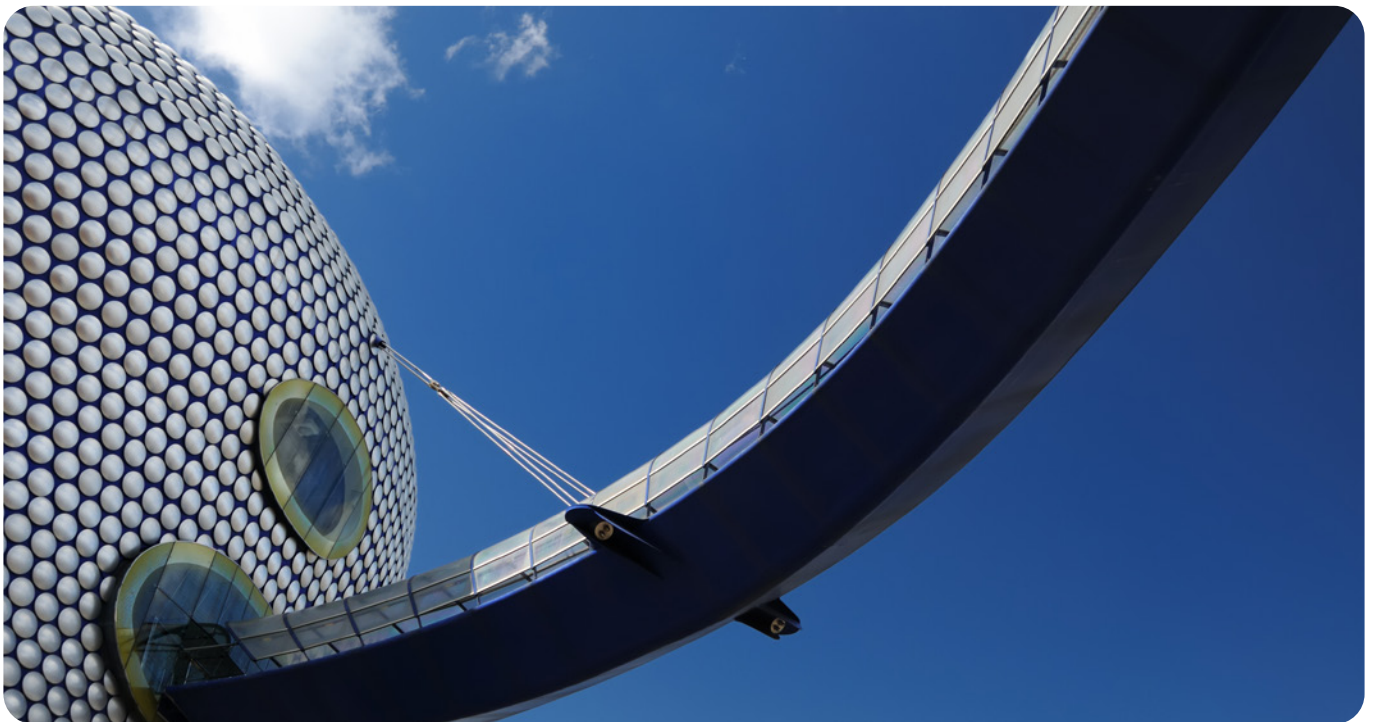
### The Midlands and The North

Whilst generalist experience continues to be the biggest driver of demand, there is now a definite leaning towards change and transformation within this. This is as a result of businesses adjusting their operating models and conducting future planning, as well as cultural shifts. Senior HR professionals with change and transformation experience have been particularly in demand within commerce and industry as well as the third sector. Salaries at this level have remained level, but businesses are being more creative in terms of overall package.

After the huge spike in hiring for talent acquisition professionals in 2021 and 2022, demand has decreased in this space and subsequently salaries

have levelled out. Some of this is a consequence of over-hiring in the last two years. Areas where there has been particular demand such as reward, generalist HR and L&D have enjoyed salary increases.

Decentralisation out of London and growth into areas such as Birmingham and Manchester, especially within professional services, has increased demand for HR Business Partners (HRBPs) and in turn the salaries on offer. As this decentralisation continues, the opportunities for HR professionals in the Midlands and North are only getting more expansive.



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### Southeast

Within smaller business, we've seen an increase in senior and executive appointments, mostly where businesses decided to bring in a number one HR to build a team. At mid to large sized businesses, or those with established HR teams, recruitment has been driven by restructures as well as companies putting in place specialist teams to create people operations functions. This has led to high demand for employee relations and generalists, freeing up HRBPs to deliver strategic objectives. There has also been a spike in demand for specialists in reward and learning development.

Whilst salaries have remained consistent, we expect a steady increase over the next 12 months, especially as the cost-of-living crisis means that most job hunters are looking for a 10% salary uplift. Competition to entice talent currently working in London is high, and a lot of HR professionals are very happy to work locally with the flexibility of hybrid working and similar salaries.



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## Southwest

There's been a consistent volume of roles across all sectors, particularly in Bath, Bristol, Cheltenham, Swindon and the surrounding areas.

Specialist skillsets are increasingly in demand, principally in L&D, talent management and DEI. Early careers has also been busy, especially within professional services, as firms are keen to grow their area and invest in talent. As people data and HR metrics are becoming more important within HR, businesses have looked to hire HRIS professionals, with salaries reflecting demand. Conversely, demand for talent acquisition professionals has declined and, as a result, salaries have stabilised.

As well as these specialist positions, HRBPs with good strategic skills have enjoyed high demand – driven largely by companies focussing on aligning their people agendas with the senior leadership team. We're seeing higher expectations and expertise at HR Assistant and HR Advisor level, leading to fierce competition for talent and, in turn, higher salaries. The salary gap is closing between London and the South West; we expect this trend to continue.



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## London

Whilst some businesses have focused on developing their operating model, with centralisation a big theme, others have streamlined noncustomer facing roles impacting centre of excellence functions, particularly talent acquisition. HR tech, data analytics and systems expertise are highly sought after, forming a pathway for human capital consulting talent to move in-house. There's also been a focus on hiring in generalist HR and business partnering, with businesses identifying gaps and buying in talent as part of succession planning. Retaining and developing talent is a priority for most organisations; more are mapping out robust career planning and have deployed 'double hatting' for their HRBPs to help broaden experience.

FMCG and heavy industries have been busy, and as has hiring for senior roles in boutique financial services firms. After a cautious start to 2023,

private equity backed businesses and professional services firms have started to hire again. Several organisations have pivoted and moved their headquarters to London, which continues to be an excellent location for global businesses to attract and house talent in a volatile market.

After the chaos of 2022 salaries have stabilised and, whilst remuneration is still important to candidates, role security, flexible/hybrid working and the broader package on offer are now equally as valued. With companies juggling market nervousness and the impact of the cost-of-living crisis on their employees, we expect a return to 5-10% pay increases for those in situ. Those moving roles can expect increases of 10-20%.



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### Ireland

Reward, compensation and benefits, along with HRIS and transformation/change professionals have enjoyed high demand for the last 12 months. Conversely and - given market conditions – unsurprisingly, talent acquisition and recruitment professionals have seen a slump in demand compared to previous years.

Whilst there have been no major changes to salaries, there have been healthy increases in remuneration in pockets of the market. As talent management and

leadership development becomes a more complex area of HR and a priority for most employers, salary and levels in organisations have increased. Given unionised organisations are becoming less prevalent, individuals with the skills to negotiate and manage Union relationships are limited and salary levels have increased as a result. Lastly, salaries in reward have increased despite little change to the responsibilities of the role.



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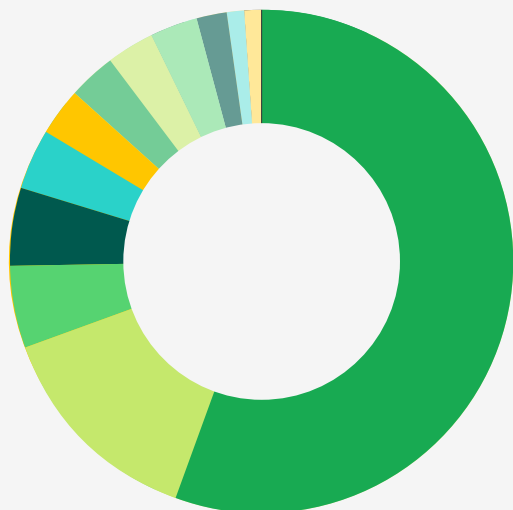
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# Survey results

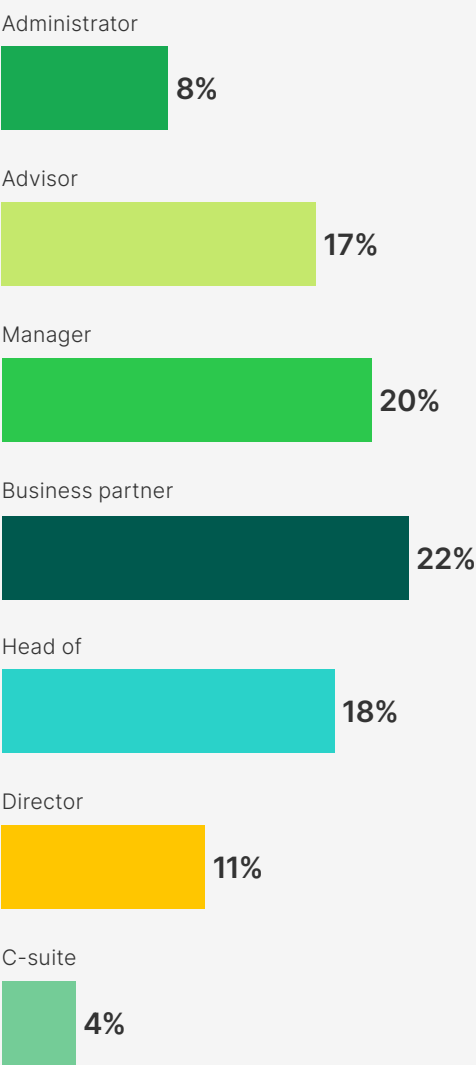
We surveyed **HR professionals across the UK** to get a comprehensive view of the market. Thank you to everyone who participated. As you'll see, there was an excellent array of specialisms, experience and types of business.

What best describes your specialism?

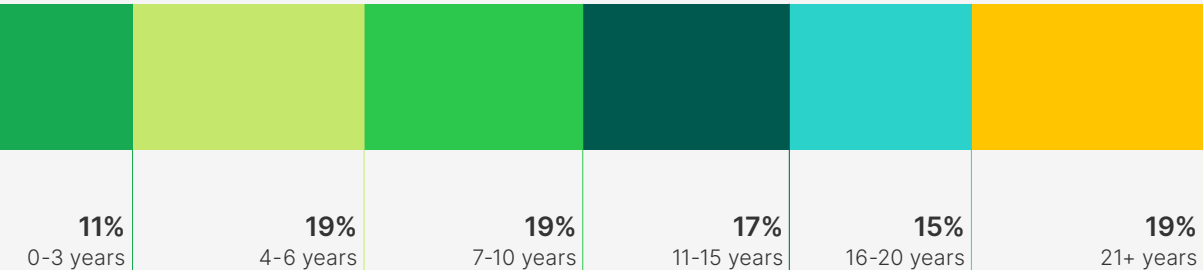


- Generalist HR | 55%
- Talent acquisition/recruitment | 14%
- Learning and development | 5%
- Reward | 5%
- Employee relations | 4%
- Transformation and change | 3%
- HRIS and analytics | 3%
- Payroll | 3%
- Organisational/leadership development | 3%
- Shared services | 2%
- Benefits | 1%
- Diversity, equity and inclusion | 1%
- Global mobility | 0%

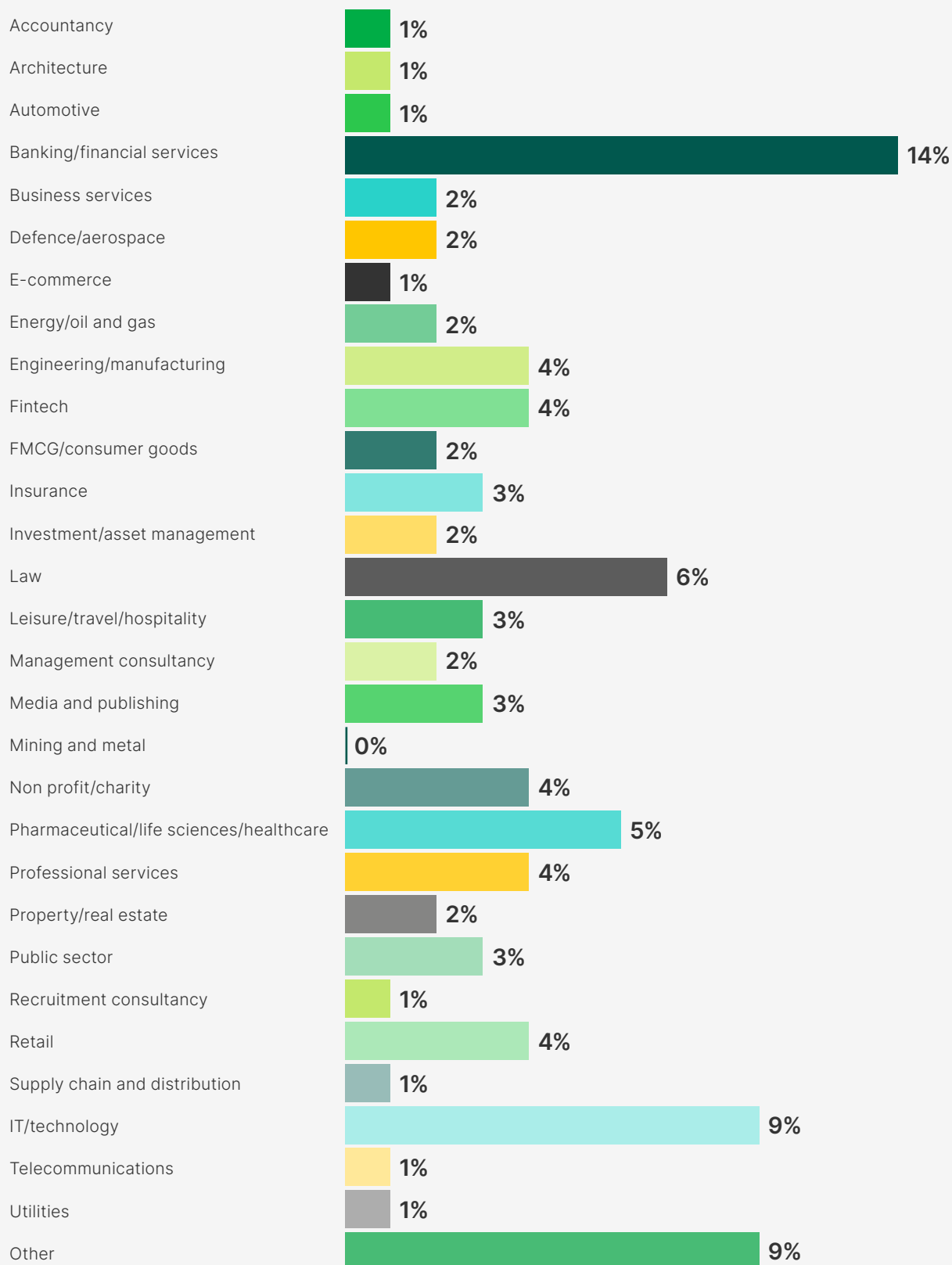
What best describes your role level?



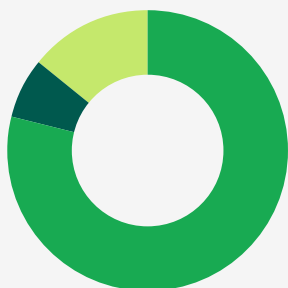
How many years' experience do you have?



### What industry do you currently work in?

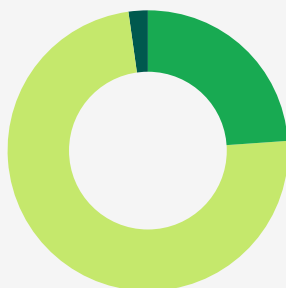


### What is your type of employment?



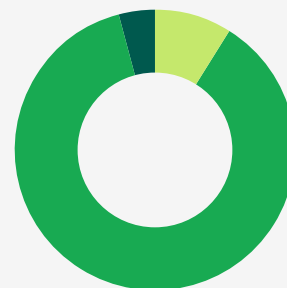
- Permanent | 79%
- Temporary (day rate) | 7%
- Temporary (FTC) | 14%

### What gender do you identify as?



- Male | 24%
- Female | 74%
- Prefer not to say | 2%

### Do have a disability or long-term health condition?



- Yes | 9%
- No | 87%
- Prefer not to say | 4%

### What is your ethnicity?

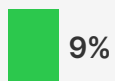
White



Mixed or multiple ethnic groups



Asian or Asian British



Black, African, Caribbean or Black British



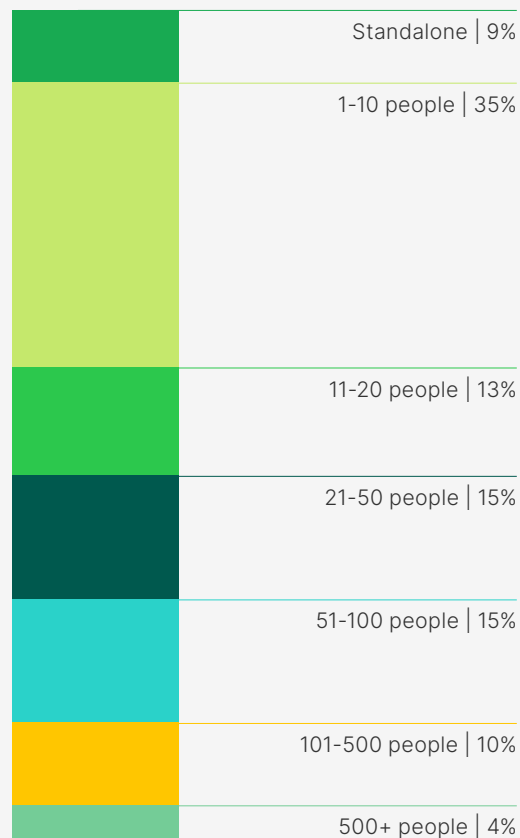
Other ethnic group



Prefer not to say



### What is the size of your HR department?





## Remuneration | Salary changes by specialism

It's no surprise that we saw a drastic increase in salaries throughout 2022 as we emerged from the pandemic and people gained the confidence to move jobs again. But throughout 2023 we've seen the HR recruitment market start to stabilise, slowly returning to what we call a "typical market" – which we predict will continue for 2024.

This stabilisation is reflected in salary changes by specialism. 85% of our respondents had some form of salary increase compared to 78% last year – but the increase across many specialisms wasn't as sharp. Just 22% of talent acquisition and recruitment professionals enjoyed an increase of more than 10%, compared to 35% of those professionals last year. 23% of generalists secured the same, compared to 30% last year.

On the other hand, 35% of payroll professionals saw a salary increase of over 10% – which is a higher portion than last year's 31%. It's likely these

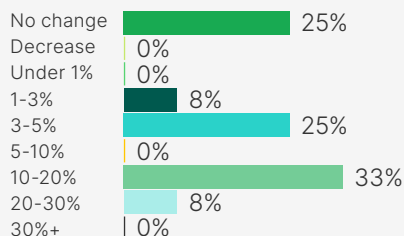
specialists are growing in demand due to their valued expertise around complex regulations, technology advancements and their ability to protect employers from data privacy issues.

In our 2023 data sample, 13% of DEI professionals secured a salary increase of over 30% – while none of these professionals saw this rise in 2022. This is reflective of the strategic progression of many businesses across all sectors towards maintaining and embracing a more diverse and inclusive workforce, with demand for these specialist roles increasing.

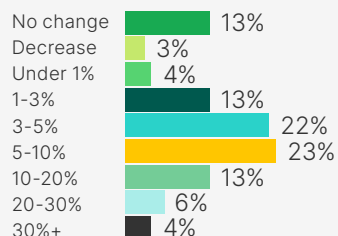


By how much has your base salary increased/decreased in the last 12 months?

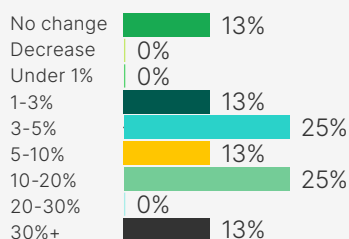
**Benefits**



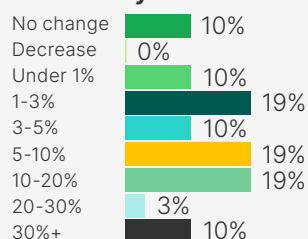
**Generalist**



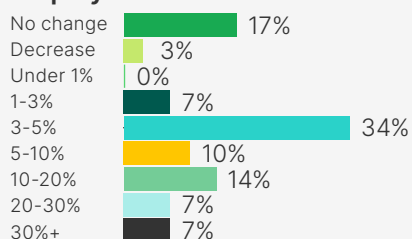
**DEI**



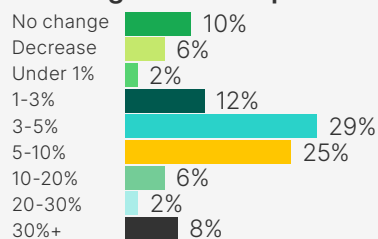
**HRIS analytics**



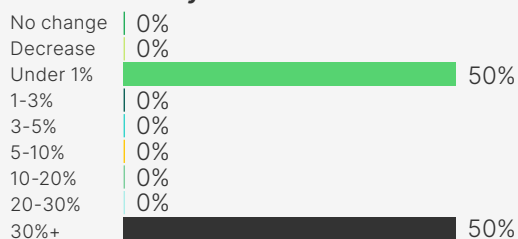
**Employee Relations**



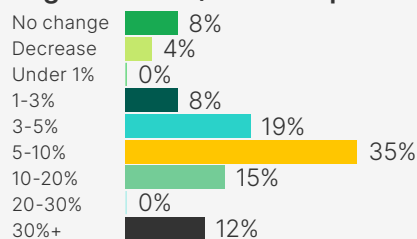
**Learning and development**



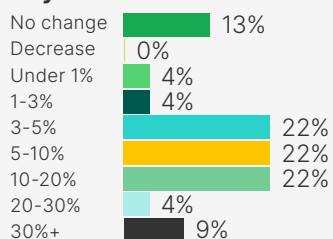
**Global mobility**



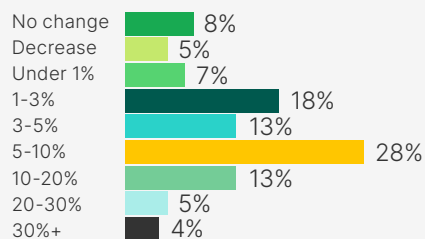
**Organisational/leadership development**



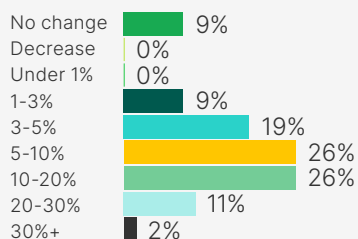
### Payroll



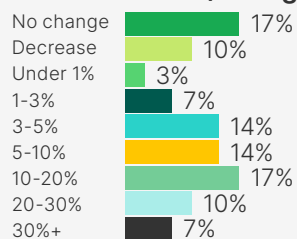
### TA/recruitment



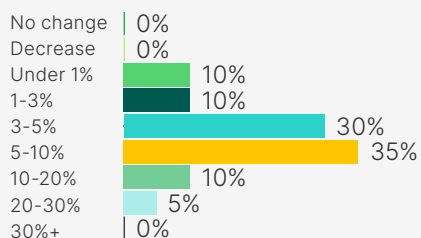
### Reward



### Transformation/change



### Shared services



## Remuneration | Salary changes by tenure

Our survey results show that those candidates who've moved jobs within the last five years secured higher salary increases than those who've stayed in the same company for five years or more.

None of our respondents secured a salary increase of over 30% if they've been in the same company for ten or more years, compared to 13% of respondents achieving this last year.

We are still living in a candidate-driven market where professionals can be more demanding with their pay if potential employers want to lure them away – though this isn't as stark as 2022.



**83%**

of HR professionals who moved roles in the last two years secured a salary increase of over 10%



**46%**

of HR professionals who moved job within last year secured increase of up to 30%



**20%**

of HR professionals who moved job within last year secured increase of over 30%



**40%**

of HR professionals who moved roles in the last six months secured a salary increase of 10%+ (compared to 51% in 2022)



**14%**

of HR pros who moved role in last six months secured salary increase of over 30% (compared to 17% last year)



## Market movement

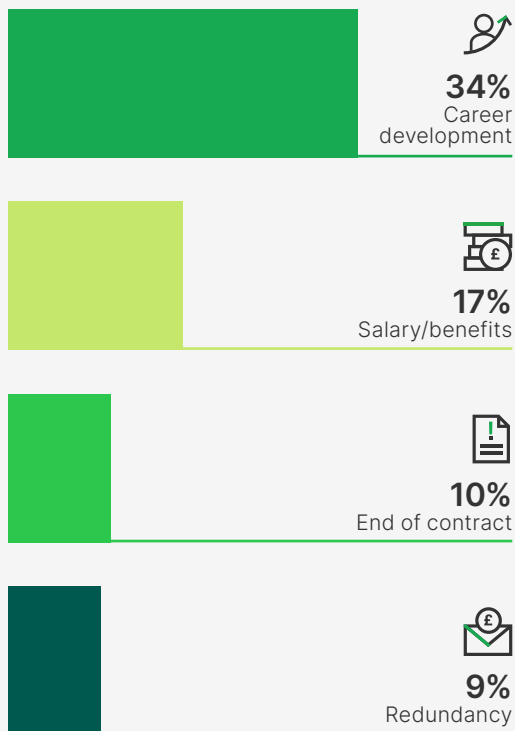
A significantly high percentage (65%) of professionals are considering a career move in the next 12 months, which isn't surprising as we've seen a lot of market movement this year – albeit slightly less than 2022. 40% of our respondents moved roles in the last 12 months compared to 47% last year.

We asked those people why and how they found their new role. The majority moved for career progression, followed by salary and/or benefits.

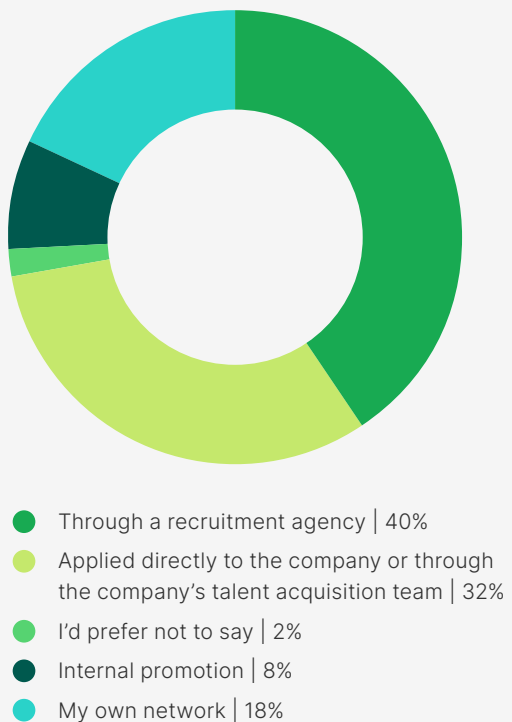
A tenth of respondents moved because their contract came to an end. We've continued to see a rise in popularity for interim HR roles since the pandemic – where many professionals are prioritising flexibility in their work life, and businesses are enjoying cost-

effectiveness and specialised expertise. 19% of our respondents are on some form of temporary contract. But we have also seen some take contract roles as a stop gap whilst searching for the right permanent opportunity, ensuring there is an income coming in and they have time to make their next career choice.

### Top four reasons to move roles



### How did you find your new role?



## Resources and challenges to recruitment

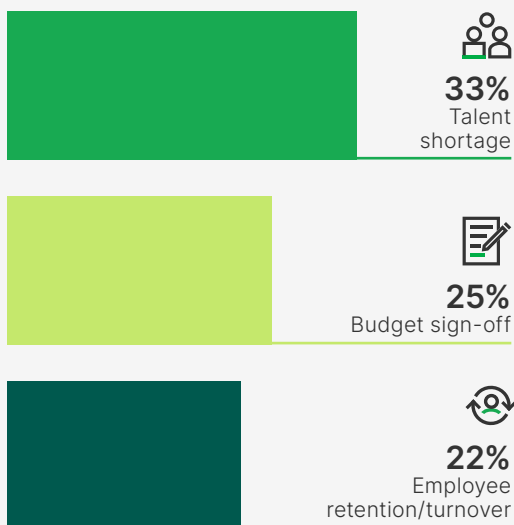
We asked our respondents what their greatest challenge will be over the next 12 months from a recruitment perspective. Most reported a talent shortage, followed by budget/sign off and employee retention/turnover.

Despite a levelling of the market, there continues to be a high demand for HR professionals across all specialisms which contributes towards all of these challenges for employers. While the economy remains uncertain, businesses are still heavily scrutinising their budgets for resources – even when it comes to attracting or retaining top talent.

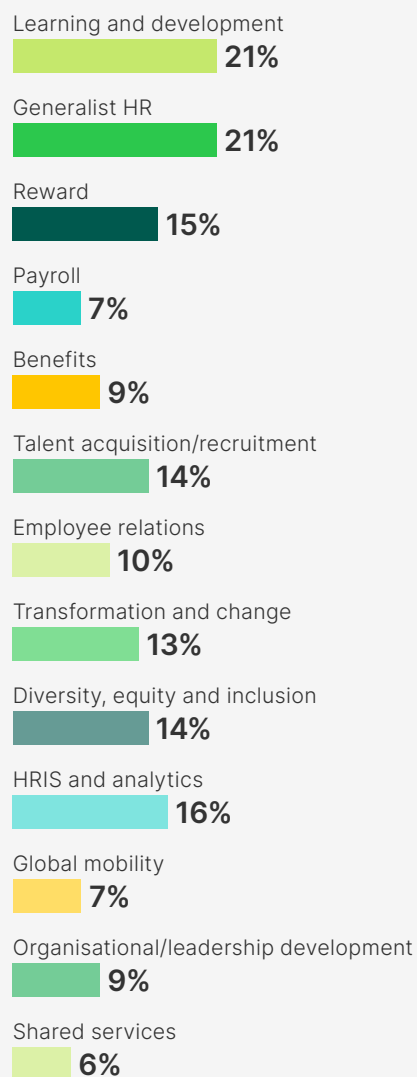
**“As well as a talent and skills shortage, recruitment is hampered due to the speed of process and decision making.”**

**Learning and Development Manager**

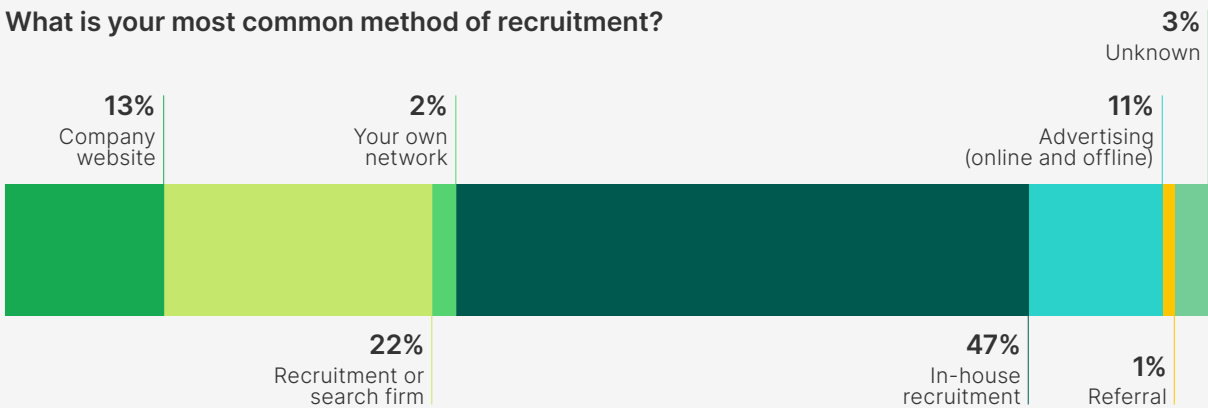
**What is the biggest recruitment challenge you face over the next 12 months from a recruitment perspective?**



**Are you under-resourced in any of the following areas?**



What is your most common method of recruitment?



We asked respondents their three most important factors when considering a new role. Unsurprisingly, salary appeared across the primary, secondary and tertiary factors – though flexible working is clearly still a driver.

15% of respondents chose culture as their tertiary priority, which is supported by the conversations we’re having with HR professionals. Candidates want to work for companies where their personal values align with those of their employer’s, and this trend isn’t going away. Leaders will lose the trust of their workforce quickly if they can’t live and breathe the values they claim to have.

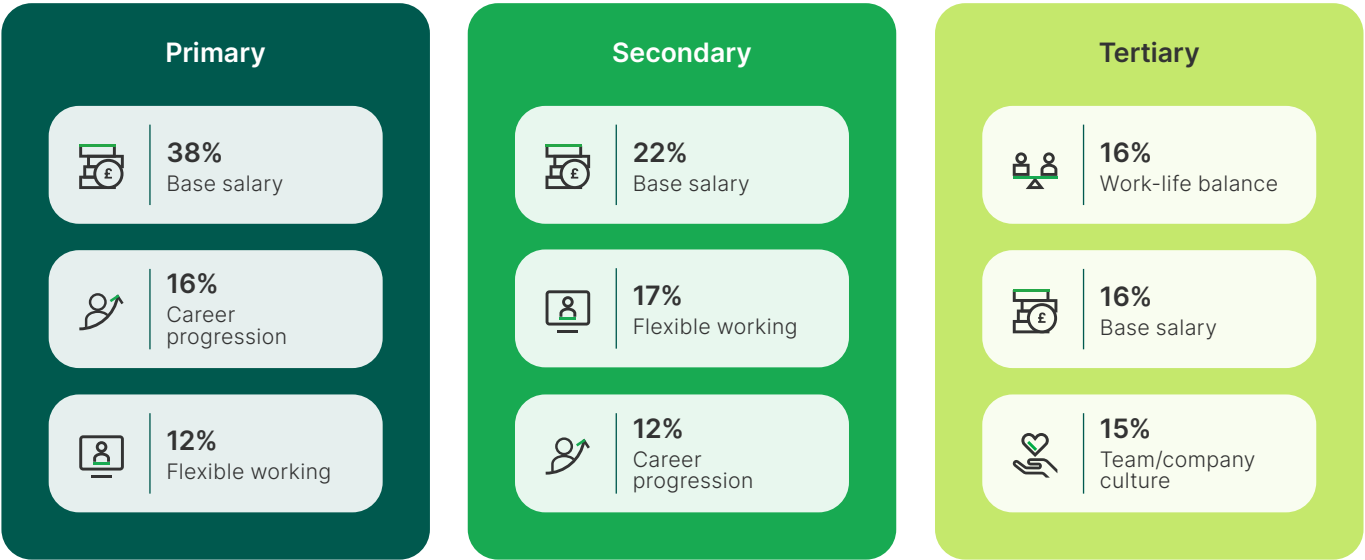
“An important factor for me is management style and trust towards the employee.”

People Advisor

“Global instability, financial recovery from the pandemic and increase cost of living bills inevitably drive up desire for reduced outgoings – like travel to work. Strong packages will offset the travel and longer-term mobility.”

CEO

What are the three most important factors when considering new role?



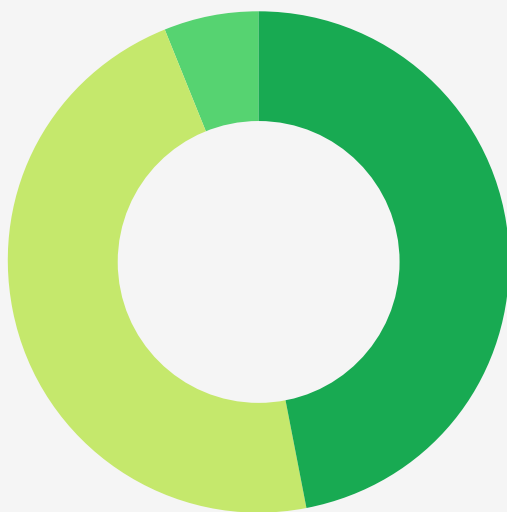
## HR's relationship with the business

It's positive to see that 94% of respondents say HR is involved in their company decision making while 58% said HR is very aligned to the business agenda.

The UK's HR landscape has changed drastically over the last few years thanks to major changes to the way people work, compliance and regulation, technology advances and a growing focus on company culture.

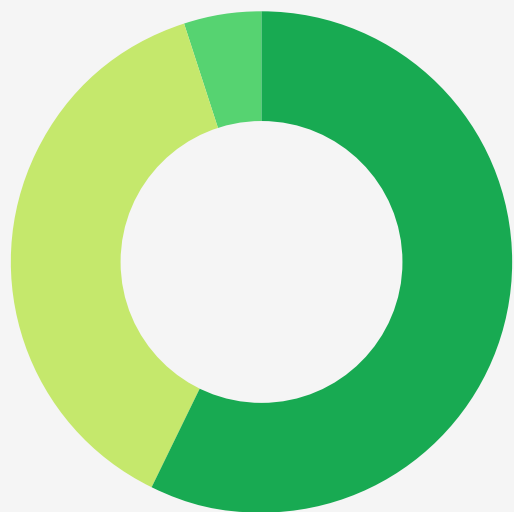
HR is being seen less as an administrative operation and more as a strategic partner to the business, giving professionals and leaders a seat at the table when it comes to business planning and success.

**How involved is HR in company-wide decision making?**



- Very involved | 47%
- Partly involved | 47%
- Not involved at all | 6%

**How aligned is HR to the business agenda?**



- Very aligned | 58%
- Partly aligned | 38%
- Not aligned at all | 5%



# | Salary | benchmarking

## Banking and financial services

Salaries are in GBP.

### Generalist HR

Position	Permanent annual salary	Day rate
Administrator/Assistant	30,000-40,000	140-170
Officer/Advisor	45,000-55,000	160-220
Senior Officer/Advisor	55,000-65,000	180-240
Business Partner	65,000-75,000	250-450
Senior Business Partner	80,000-110,000	500-700
Manager (HR)	70,000-90,000	250-400
Manager (Operations/Shared Services)	75,000-100,000	350-550
Head of HR Operations/Shared Services	100,000-120,000	600-800
Head of HR	110,000-140,000	800-1500
HR Director	150,000-200,000	1000-1800
Chief HR Officer	200,000-300,000	1000-2000

### Recruitment/talent acquisition

Position	Permanent annual salary	Day rate
Administrator/Assistant	30,000-40,000	150-250
Officer/Advisor/Consultant	35,000-45,000	220-350
Manager	55,000-70,000	400-600
Head of	80,000-110,000	600-1000
Director	110,000-180,000	800-1200

### Graduate recruitment/early careers and development

Position	Permanent annual salary	Day rate
Administrator/Coordinator	30,000-40,000	140-180
Officer/Advisor	40,000-55,000	180-230
Manager/Partner	75,000-85,000	250-400
Head of	90,000-120,000	500-800
Director	130,000-250,000	500-800

## Learning, talent and development

Position	Permanent annual salary	Day rate
Administrator/Assistant	30,000-40,000	140-160
Officer/Advisor	45,000-55,000	180-250
Manager	70,000-90,000	250-400
Head of (Learning and Development)	95,000-120,000	400-650
Manager (Learning and Development)	70,000-90,000	350-500
Manager (Leadership and Talent Development)	70,000-90,000	350-550
Head of (Leadership and Talent Development)	95,000-120,000	500-800
Director	150,000-250,000	600-900

## Employee relations

Position	Permanent annual salary	Day rate
Advisor	50,000-70,000	200-300
Manager/Partner	80,000-95,000	300-500
Head of	100,000-130,000	500-750
Director	150,000-250,000	600-900

## Change and transformation

Position	Permanent annual salary	Day rate
Specialist	55,000-70,000	700-900
Manager	70,000-90,000	500-700
Programme Lead	90,000-120,000	700-1000
Director	120,000-200,000	1000-1500

## Diversity, equity and inclusion

Position	Permanent annual salary	Day rate
Advisor	50,000-60,000	150-250
Manager/Partner	65,000-80,000	300-450
Head of	100,000-140,000	400-600
Director	120,000-200,000	600-900

## Reward

Position	Permanent annual salary	Day rate
Analyst	50,000-70,000	250-450
Manager	80,000-95,000	400-700
Compensation and Benefits Manager	80,000-95,000	400-700
Compensation Manager	80,000-120,000	400-700
Benefits Manager	75,000-100,000	400-700
Head of Compensation and Benefits	120,000-250,000	750+
Compensation and Benefits Director	120,000-250,000	750+

## Global mobility

Position	Permanent annual salary	Day rate
Specialist	45,000-55,000	250-400
Manager	65,000-85,000	350-500
Head of	80,000-120,000	425-700
Director	100,000+	700+

## HRIS/MI

Position	Permanent annual salary	Day rate
Analyst	45,000-60,000	250-450
Senior Analyst	55,000-65,000	300-500
Manager	70,000-110,000	350-700
Head of	90,000-180,000	600+

## Commerce and industry

Salaries are in GBP.

### Generalist HR

Position	Permanent annual salary	Day rate
Administrator/Assistant	25,000-33,000	130-150
Officer/Advisor	28,000-45,000	140-180
Senior Officer/Advisor	43,000-55,000	150-200
Business Partner	55,000-80,000	250-400
Senior Business Partner	70,000-100,000	350-500
Manager (HR)	50,000-80,000	300-510
Manager (Operations/Shared Services)	65,000-90,000	350-450
Head of HR Operations/Shared Services	85,000-120,000	450-600
Head of HR	80,000-120,000	400-600
HR Director	95,000-180,000	520-700
Chief HR Officer	150,000-350,000+	700-1800

### Recruitment/talent acquisition

Position	Permanent annual salary	Day rate
Administrator/Assistant	25,000-35,000	140-200
Officer/Advisor/Consultant	35,000-55,000	160-250
Manager	50,000-80,000	250-450
Head of	65,000-120,000	400-800
Director	110,000-180,000	700-1000

### Graduate recruitment/early careers and development

Position	Permanent annual salary	Day rate
Administrator/Coordinator	25,000-32,000	N/A
Officer/Advisor	32,000-65,000	N/A
Manager/Partner	65,000-80,000	N/A
Head of	60,000-90,000	N/A
Director	100,000-160,000	N/A

## Learning, talent and development

Position	Permanent annual salary	Day rate
Administrator/Assistant	25,000-30,000	120-140
Officer/Advisor	28,000-45,000	160-200
Manager	50,000-80,000	200-400
Head of (Learning and Development)	80,000-120,000	350-500
Manager (Learning and Development)	65,000-90,000	350-500
Manager (Leadership and Talent Development)	70,000-90,000	350-500
Head of (Leadership and Talent Development)	80,000-120,000	450-650
Director	95,000-150,000	600-800

## Employee relations

Position	Permanent annual salary	Day rate
Advisor	30,000-50,000	200-300
Manager/Partner	55,000-70,000	300-500
Head of	75,000-110,000	500-750
Director	105,000-160,000	500 - 800

## Change and transformation

Position	Permanent annual salary	Day rate
Specialist	70,000-95,000	700-900
Manager	65,000-100,000	500-700
Programme Lead	N/A	700-1000
Director	N/A	1000-1500

## Diversity, equity and inclusion

Position	Permanent annual salary	Day rate
Advisor	28,000-45,000	130-200
Manager/Partner	50,000-80,000	220-400
Head of	70,000-110,000	350-500
Director	95,000-160,000	500-800



## Reward

Position	Permanent annual salary	Day rate
Analyst	40,000-45,000	250-350
Manager	70,000-85,000	400-600
Compensation and Benefits Manager	70,000-85,000	400-600
Compensation Manager	70,000-85,000	400-600
Benefits Manager	65,000-80,000	400-600
Head of Compensation and Benefits	100,000-150,000	700+
Compensation and Benefits Director	100,000-150,000+	700+

## Global mobility

Position	Permanent annual salary	Day rate
Specialist	45,000-50,000	250-400
Manager	65,000-80,000	350-500
Head of	80,000-100,000	425-700
Director	100,000+	700+

## HRIS/MI

Position	Permanent annual salary	Day rate
Analyst	45,000-55,000	250-450
Senior Analyst	55,000-70,000	300-500
Manager	70,000-90,000	350-700
Head of	80,000-110,000	600+

## Professional services

Salaries are in GBP.

### Generalist HR

Position	Permanent annual salary	Day rate
Administrator/Assistant	28,000-30,000	140-170
Officer/Advisor	40,000-50,000	160-200
Senior Officer/Advisor	50,000-55,000	180-230
Business Partner	70,000-80,000	300-400
Senior Business Partner	85,000-100,000	500-600
Manager (HR)	70,000-80,000	300-400
Manager (Operations/Shared Services)	75,000-85,000	350-550
Head of HR Operations/Shared Services	90,000-100,000	500-700
Head of HR	110,000-130,000	700-1000
HR Director	120,000-300,000	800-1500
Chief HR Officer	175,000-600,000	1000-1800

### Recruitment/talent acquisition

Position	Permanent annual salary	Day rate
Administrator/Assistant	30,000-33,000	150-220
Officer/Advisor/Consultant	40,000-45,000	200-250
Manager	80,000-90,000	300-500
Head of	95,000-110,000	500-800
Director	150,000-300,000	800-1000

### Graduate recruitment/early careers and development

Position	Permanent annual salary	Day rate
Administrator/Coordinator	30,000-35,000	130-180
Officer/Advisor	43,000-45,000	180-220
Manager/Partner	75,000-85,000	250-350
Head of	95,000-110,000	400-650
Director	150,000-300,000	400-650

## Learning, talent and development

Position	Permanent annual salary	Day rate
Administrator/Assistant	33,000-35,000	130-160
Officer/Advisor	40,000-42,000	180-230
Manager	70,000-85,000	250-400
Head of (Learning and Development)	95,000-110,000	400-550
Manager (Learning and Development)	70,000-85,000	300-450
Manager (Leadership and Talent Development)	70,000-85,000	350-500
Head of (Leadership and Talent Development)	95,000-110,000	500-700
Director	150,000-250,000	600-800

## Employee relations

Position	Permanent annual salary	Day rate
Advisor	47,000-50,000	200-280
Manager/Partner	80,000-90,000	250-400
Head of	100,000-120,000	450-600
Director	150,000-250,000	500-750

## Change and transformation

Position	Permanent annual salary	Day rate
Specialist	50,000-70,000	700-900
Manager	70,000-90,000	500-700
Programme Lead	80,000-130,000	700-1000
Director	110,000-200,000	1000-1500

## Diversity, equity and inclusion

Position	Permanent annual salary	Day rate
Advisor	45,000-50,000	150-250
Manager/Partner	70,000-80,000	250-400
Head of	90,000-120,000	400-600
Director	110,000-200,000	550-800

## Reward

Position	Permanent annual salary	Day rate
Analyst	40,000-65,000	250-400
Manager	75,000-90,000	400-600
Compensation and Benefits Manager	75,000-95,000	400-600
Compensation Manager	75,000-110,000	400-600
Benefits Manager	70,000-90,000	400-600
Head of Compensation and Benefits	120,000-180,000	700+
Compensation and Benefits Director	120,000-180,000	700+

## Global mobility

Position	Permanent annual salary	Day rate
Specialist	45,000-55,000	250-400
Manager	65,000-85,000	350-500
Head of	80,000-100,000	400+
Director	100,000+	600+

## HRIS/MI

Position	Permanent annual salary	Day rate
Analyst	45,000-60,000	250-450
Senior Analyst	55,000-65,000	300-500
Manager	70,000-100,000	350-700
Head of	90,000-140,000	600+

Payroll

Position	Permanent annual salary	Day rate
Administrator/Officer/Assistant	35,000-45,000	134-173
Senior Administrator/Officer/Assistant	45,000-55,000	173-211
Specialist/Consultant	55,000-60,000	211-230
Team Leader/Supervisor	60,000-65,000	230-250
Manager (sole payroll)	65,000-75,000	250-288
Manager (UK payroll)	65,000-75,000	250-288
Manager (EMEA payroll)	75,000-85,000	288-326
Manager (international/global payroll)	90,000-100,000	346-384
Global Head of Payroll/Payroll Director	120,000-140,000	461-538



## South East

Salaries are in GBP.

### Generalist

Position	Permanent annual salary
Administrator/Assistant	20,000-28,000
Officer/Advisor	25,000-36,000
Senior Officer/Advisor	35,000-45,000
Business Partner	45,000-70,000
Senior Business Partner	60,000-100,000
Manager (HR)	50,000-80,000
Manager (Operations/Shared Services)	60,000-95,000
Head of HR Operations/Shared Services	75,000-120,000
Head of HR	75,000-100,000
HR Director	90,000-160,000
Chief HR Officer	120,000-250,000+

### Recruitment/talent acquisition

Position	Permanent annual salary
Administrator/Assistant	20,000-27,000
Officer/Advisor/Consultant	40,000-55,000
Manager	45,000-80,000
Head of	65,000-105,000
Director	85,000-140,000

### Graduate recruitment/early careers and development

Position	Permanent annual salary
Administrator/Coordinator	25,000-32,000
Officer/Advisor	32,000-60,000
Manager/Partner	55,000-80,000
Head of	60,000-90,000
Director	100,000-160,000



## Learning, talent and development

Position	Permanent annual salary
Administrator/Assistant	20,000-28,000
Officer/Advisor	24,000-35,000
Manager	40,000-60,000
Head of (Learning and Development)	70,000-110,000
Manager (Learning and Development)	50,000-80,000
Manager (Leadership and Talent Development)	50,000-80,000
Head of (Leadership and Talent Development)	70,000-110,000
Director	95,000-140,000

## Employee relations

Position	Permanent annual salary
Advisor	30,000-45,000
Manager/Partner	40,000-65,000
Head of	65,000-90,000
Director	80,000-120,000

## Change and transformation

Position	Permanent annual salary
Specialist	70,000-95,000
Manager	65,000-100,000
Programme Lead	80,000-120,000
Director	100,000-190,000

## Diversity, equity and inclusion

Position	Permanent annual salary
Advisor	27,000-40,000
Manager/Partner	40,000-85,000
Head of	65,000-120,000
Director	80,000-140,000

## Reward

Position	Permanent annual salary
Analyst	30,000-45,000
Manager	50,000-65,000
Compensation and Benefits Manager	60,000-80,000
Compensation Manager	65,000-90,000
Benefits Manager	65,000-90,000
Head of Compensation and Benefits	80,000-120,000
Compensation and Benefits Director	100,000-170,000

## Global mobility

Position	Permanent annual salary
Specialist	40,000-50,000
Manager	60,000-80,000
Head of	80,000-110,000
Director	100,000+

## HRIS/MI

Position	Permanent annual salary
Analyst	40,000-55,000
Senior Analyst	50,000-70,000
Manager	70,000-90,000
Head of	80,000-100,000+

Payroll and benefits

Position	Permanent annual salary
Administrator/Officer/Assistant	23,000-28,000
Senior Administrator/Officer/Assistant	30,000-35,000
Specialist/Consultant	50,000-60,000
Team Leader/Supervisor	40,000-55,000
Manager (sole payroll)	45,000-60,000
Manager (UK payroll)	50,000-60,000
Manager (EMEA payroll)	50,000-65,000
Manager (international/global payroll)	75,000-80,000
Global Head of Payroll/Payroll Director	80,000-100,000+



## South West

Salaries are in GBP.

### Generalist

Position	Permanent annual salary
Administrator/Assistant	25,000-29,000
Officer/Advisor	28,000-36,000
Senior Officer/Advisor	35,000-45,000
Business Partner	50,000-75,000
Senior Business Partner	60,000-90,000
Manager (HR)	45,000-60,000
Manager (Operations/Shared Services)	55,000-80,000
Head of HR Operations/Shared Services	80,000-115,000
Head of HR	75,000-95,000
HR Director	80,000-125,000
Chief HR Officer	100,000-180,000

### Recruitment/talent acquisition

Position	Permanent annual salary
Administrator/Assistant	25,000-28,000
Officer/Advisor/Consultant	27,000-35,000
Manager	55,000-70,000
Head of	70,000-100,000
Director	85,000-140,000

### Graduate recruitment/early careers and development

Position	Permanent annual salary
Administrator/Coordinator	25,000-32,000
Officer/Advisor	32,000-45,000
Manager/Partner	55,000-75,000
Head of	60,000-90,000
Director	100,000-150,000

## Learning, talent and development

Position	Permanent annual salary
Administrator/Assistant	25,000-28,000
Officer/Advisor	28,000-35,000
Manager	45,000-75,000
Head of (Learning and Development)	65,000-90,000
Manager (Learning and Development)	45,000-75,000
Manager (Leadership and Talent Development)	50,000-75,000
Head of (Leadership and Talent Development)	75,000-110,000
Director	80,000-120,000

## Employee relations

Position	Permanent annual salary
Advisor	30,000-40,000
Manager/Partner	35,000-65,000
Head of	65,000-90,000
Director	80,000-120,000

## Change and transformation

Position	Permanent annual salary
Specialist	60,000-90,000
Manager	55,000-85,000
Programme Lead	80,000-120,000
Director	100,000-160,000

## Diversity, equity and inclusion

Position	Permanent annual salary
Advisor	27,000-40,000
Manager/Partner	40,000-65,000
Head of	75,000-110,000
Director	80,000-130,000



## Reward

Position	Permanent annual salary
Analyst	30,000-45,000
Manager	55,000-70,000
Compensation and Benefits Manager	55,000-70,000
Compensation Manager	55,000-70,000
Benefits Manager	50,000-65,000
Head of Compensation and Benefits	80,000-110,000
Compensation and Benefits Director	100,000-160,000

## Global mobility

Position	Permanent annual salary
Specialist	40,000-50,000
Manager	60,000-80,000
Head of	70,000-110,000
Director	100,000+

## HRIS/MI

Position	Permanent annual salary
Analyst	40,000-50,000
Senior Analyst	50,000-65,000
Manager	55,000-80,000
Head of	75,000-100,000+

Payroll and benefits

Position	Permanent annual salary
Administrator/Officer/Assistant	23,000-28,000
Senior Administrator/Officer/Assistant	30,000-35,000
Specialist/Consultant	50,000-55,000
Team Leader/Supervisor	40,000-45,000
Manager (sole payroll)	45,000-50,000
Manager (UK payroll)	50,000-55,000
Manager (EMEA payroll)	50,000-60,000
Manager (international/global payroll)	75,000-80,000
Global Head of Payroll/Payroll Director	80,000-85,000



## West Midlands

Salaries are in GBP.

### Generalist

Position	Permanent annual salary
Administrator/Assistant	20,000-25,000
Officer/Advisor	25,000-35,000
Senior Officer/Advisor	35,000-45,000
Business Partner	50,000-70,000
Senior Business Partner	60,000-90,000
Manager (HR)	45,000-60,000
Manager (Operations/Shared Services)	55,000-80,000
Head of HR Operations/Shared Services	80,000-115,000
Head of HR	75,000-95,000
HR Director	80,000-130,000
Chief HR Officer	110,000-200,000

### Recruitment/talent acquisition

Position	Permanent annual salary
Administrator/Assistant	20,000-25,000
Officer/Advisor/Consultant	27,000-35,000
Manager	45,000-65,000
Head of	70,000-100,000
Director	85,000-140,000

### Graduate recruitment/early careers and development

Position	Permanent annual salary
Administrator/Coordinator	25,000-32,000
Officer/Advisor	32,000-45,000
Manager/Partner	55,000-75,000
Head of	60,000-90,000
Director	100,000-150,000

## Learning, talent and development

Position	Permanent annual salary
Administrator/Assistant	20,000-27,000
Officer/Advisor	24,000-32,000
Manager	40,000-60,000
Head of (Learning and Development)	60,000-75,000
Manager (Learning and Development)	45,000-75,000
Manager (Leadership and Talent Development)	50,000-75,000
Head of (Leadership and Talent Development)	75,000-110,000
Director	80,000-120,000

## Employee relations

Position	Permanent annual salary
Advisor	30,000-40,000
Manager/Partner	35,000-65,000
Head of	65,000-90,000
Director	80,000-120,000

## Change and transformation

Position	Permanent annual salary
Specialist	60,000-90,000
Manager	55,000-85,000
Programme Lead	80,000-120,000
Director	100,000-160,000

## Diversity, equity and inclusion

Position	Permanent annual salary
Advisor	27,000-40,000
Manager/Partner	40,000-65,000
Head of	75,000-110,000
Director	80,000-130,000

## Reward

Position	Permanent annual salary
Analyst	30,000-45,000
Manager	50,000-65,000
Compensation and Benefits Manager	50,000-65,000
Compensation Manager	50,000-65,000
Benefits Manager	50,000-65,000
Head of Compensation and Benefits	80,000-110,000
Compensation and Benefits Director	100,000-160,000

## Global mobility

Position	Permanent annual salary
Specialist	40,000-50,000
Manager	60,000-80,000
Head of	70,000-110,000
Director	100,000+

## HRIS/MI

Position	Permanent annual salary
Analyst	40,000-50,000
Senior Analyst	50,000-65,000
Manager	55,000-80,000
Head of	75,000-100,000+



Payroll and benefits

Position	Permanent annual salary
Administrator/Officer/Assistant	23,000-28,000
Senior Administrator/Officer/Assistant	30,000-35,000
Specialist/Consultant	50,000-55,000
Team Leader/Supervisor	40,000-45,000
Manager (sole payroll)	45,000-50,000
Manager (UK payroll)	50,000-55,000
Manager (EMEA payroll)	50,000-60,000
Manager (international/global payroll)	75,000-80,000
Global Head of Payroll/Payroll Director	80,000-85,000



## North West

Salaries are in GBP.

### Generalist

Position	Permanent annual salary
Administrator/Assistant	20,000-25,000
Officer/Advisor	25,000-35,000
Senior Officer/Advisor	35,000-45,000
Business Partner	50,000-70,000
Senior Business Partner	60,000-90,000
Manager (HR)	45,000-60,000
Manager (Operations/Shared Services)	55,000-80,000
Head of HR Operations/Shared Services	80,000-115,000
Head of HR	75,000-95,000
HR Director	80,000-130,000
Chief HR Officer	110,000-200,000

### Recruitment/talent acquisition

Position	Permanent annual salary
Administrator/Assistant	20,000-25,000
Officer/Advisor/Consultant	27,000-35,000
Manager	45,000-65,000
Head of	70,000-100,000
Director	85,000-140,000

### Graduate recruitment/early careers and development

Position	Permanent annual salary
Administrator/Coordinator	25,000-32,000
Officer/Advisor	32,000-45,000
Manager/Partner	55,000-75,000
Head of	60,000-90,000
Director	100,000-150,000

## Learning, talent and development

Position	Permanent annual salary
Administrator/Assistant	20,000-27,000
Officer/Advisor	24,000-32,000
Manager	40,000-60,000
Head of (Learning and Development)	60,000-75,000
Manager (Learning and Development)	45,000-75,000
Manager (Leadership and Talent Development)	50,000-75,000
Head of (Leadership and Talent Development)	75,000-110,000
Director	80,000-120,000

## Employee relations

Position	Permanent annual salary
Advisor	30,000-40,000
Manager/Partner	35,000-65,000
Head of	65,000-90,000
Director	80,000-120,000

## Change and transformation

Position	Permanent annual salary
Specialist	60,000-90,000
Manager	55,000-85,000
Programme Lead	80,000-120,000
Director	100,000-160,000

## Diversity, equity and inclusion

Position	Permanent annual salary
Advisor	27,000-40,000
Manager/Partner	40,000-65,000
Head of	75,000-110,000
Director	80,000-130,000

## Reward

Position	Permanent annual salary
Analyst	30,000-45,000
Manager	50,000-65,000
Compensation and Benefits Manager	50,000-65,000
Compensation Manager	50,000-65,000
Benefits Manager	50,000-65,000
Head of Compensation and Benefits	80,000-110,000
Compensation and Benefits Director	100,000-160,000

## Global mobility

Position	Permanent annual salary
Specialist	40,000-50,000
Manager	60,000-80,000
Head of	70,000-110,000
Director	100,000+

## HRIS/MI

Position	Permanent annual salary
Analyst	40,000-50,000
Senior Analyst	50,000-65,000
Manager	55,000-80,000
Head of	75,000-100,000+

Payroll and benefits

Position	Permanent annual salary
Administrator/Officer/Assistant	23,000-28,000
Senior Administrator/Officer/Assistant	30,000-35,000
Specialist/Consultant	50,000-55,000
Team Leader/Supervisor	40,000-45,000
Manager (sole payroll)	40,000-50,000
Manager (UK payroll)	50,000-55,000
Manager (EMEA payroll)	50,000-60,000
Manager (international/global payroll)	75,000-80,000
Global Head of Payroll/Payroll Director	80,000-85,000



## About Frazer Jones

We're a global HR executive search and recruitment consultancy.

We help HR professionals thrive and empower HR leaders to put people and culture at the heart of their business – creating a more progressive future, for everyone.

We support companies of every size and within all sectors, from professional services, retail, legal, banking and financial services through to technology, media and telecommunications, pharmaceuticals, consumer and more.

We are part of The SR Group, a fast-growing and hugely successful collection of specialist search and recruitment consultancies covering everything from tax, treasury and senior finance, as well as legal, risk and compliance to marketing, sales, HR and IT.





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