

The background of the image is a close-up of a wooden interior, likely a sauna or a modern lounge. It features a wall made of vertical wooden slats and a curved wooden bench. The lighting is warm and directional, creating strong shadows and highlights on the wood. The text is overlaid in the center of the image.

Lily Shippen

2023 SALARY SURVEY

An introduction from Lily

Welcome to the 2023 edition of Lily Shippen's annual salary and market insights survey. This year, we have surveyed over three hundred Human Resources and Business Support professionals to capture insights into employment motivations, rates and key trends across the industry to inform our practices and help us to better tailor the service we provide to our clients and candidates. This year is our most comprehensive research conducted to date, with a diverse range of professionals taking the time to complete the survey. This includes Executive Assistants, Personal Assistants, Office Managers as well as HR professionals at all levels in Generalist, Learning and Development and Recruitment roles.

The 2020 pandemic not only changed how we live our lives, but changed the job market and recruitment landscape for the foreseeable future, with the latter half of 2021 buoyant with new opportunities. Since then, the world has evolved even more so, and with an economic uncertainty backdrop and a pending recession, the job market has once again witnessed change. It was certainly a candidate-short market in the latter half of 2022, but how long will this continue?

As companies still adjust to a new way of working, what impact has the COVID-19 pandemic had on

company cultures? What will the future of the workplace look like? With energy prices soaring are people starting to travel back into the office more?

Our report uncovers the answers to these questions and more, including key employment trends and investigating how the Human Resources and Business Support markets will look for the remainder of 2023. We hope that you will find this report insightful and informative.

2022 was a fantastic year for us as a business; we grew our team, moved into new offices, and launched our rapidly growing Human Resources division, headed up by my colleague Kathryn Gunner. We continue to connect exceptional candidates with some of the best companies across the entirety of the U.K., and across the globe.

If you have any questions about the job market or any recruitment needs, please don't hesitate to contact the team (or me directly), you'll find our details on the final page.

With warm regards, Lily



Testimonials

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Lily Shippen are a phenomenal asset for any business to tap into. Professional, committed and willing to go the extra mile to ensure your business requirements are met. Wonderful and thank you.

**Thomas, Founder,
E-Commerce Company**

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“

The service provided by Lily and the team was fantastic, being both personable and professional throughout the whole process. [They] went to great lengths to understand all of the experience, skills and personal qualities we required from our candidates, as well as an understanding of our firm's culture. The team have been very prompt with all communications and have worked well within tight time frames. Overall, it's been a pleasure working with Lily Shippen and I hope to do so again in future.

**Rick, Financial Planning
Manager, IFA Firm**

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“

Professional, efficient, painless and enjoyable. I usually find the whole recruitment process to be really painful but it was far from it with Lily and Emma. It was clear that time was taken to fully understand the brief, the package available and the culture of the business. This meant that the shortlist of candidates were not only of quality but all suitable for the role and the environment. Really excellent process and we've got a top quality person as a result.

**Anthony, CEO and Founder,
Financial Advice Platform**

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**Platinum Trusted
Service Award**

2023

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London Business Support

Victoria Coghlan, Managing Consultant

Recruitment for Business Support roles in London was particularly buoyant in 2022, as many companies actively recruited new roles off the back of a challenging 2021. Recruitment levels remained consistent for the year, and those companies that streamlined their interview and hiring processes were the most successful in attracting top talent.

It has been proven that Business Support positions can be successfully carried out from a hybrid working perspective, including Office and Operations Management roles which would historically have been associated as being office-based roles. That said, Receptionist roles have proven to be more challenging to recruit since they require professionals to mostly be office-based for five days a week and those with long working hours on top have had to significantly increase salary bandings to attract potential candidates.



- 77% of London based Business Support professionals surveyed stated that hybrid working is a key priority for them when it comes to work. With a market that is still candidate-led at this moment in time, clients could be missing out on key talent due to inflexibility, or by rewarding salaries that are below market rate for the expectations of the role's they are advertising.

“ We anticipate firms will increasingly recruit Chiefs of Staff and more high-level EAs over the next few years. ”

- There was a decline in the volume of fully remote Business Support roles in 2022. Those roles that were fully remote, required the ideal candidate to be based within a reasonable commuting distance for occasional meetings and on-site. We expect to still see remote roles in 2023, but with only 8% of our respondents currently working in completely remote roles, it is evident these are now becoming the exception to the rule.
- Most roles coming through are hybrid, requiring a minimum number of usually two or three days per

- week in the office as companies drive a return-to-office initiative with the aim of improving working relationships and office culture. Our survey results show that 45% of Business Support professionals spend at least 2/3 days a week in the office, and only 10% are in the office full time.
- 78% of Business Support professionals confirm that they undertake diary management and 61% undertake travel management as part of their everyday roles. This has increased, naturally, since the pandemic, and we are seeing Business and Executive Support roles evolve again to re-adjust to the new norm. These statistics are interesting and suggest that technology plays a crucial part in the efficiency of a Business Support role, and that some Executive Assistant roles are now fully strategic. We anticipate that the role of an Executive Assistant will continue to evolve, with EAs acting as an extension of their executive.
- All industry sectors showed signs of recovery and growth post-pandemic, with the second half of 2022 seeing a noticeable rise in the number of roles being released at all levels. However, there was a slight decrease and hesitancy from some areas within the tech industry, but as one subsector showed hesitancy, others were forging ahead.
- London based Private PA roles remained constant, with HNW and family offices continuing to hire consistently throughout the year. Those Private

PA roles that require on-call support or travel with their Executive still demand higher salaries, and there are fewer candidates willing to accept them for a lower base, regardless of who they are supporting.

- Roles within the financial services sector in London were at an all-time high in 2022 and continue with pace into 2023— regardless of subsector or size of the organisation.
- There were fewer Senior/Board-level roles released in 2022, largely due to the lack of candidate movement in the market at this level.
- Many candidates ‘sat tight’ in 2022, appreciating the return to some form of normality. In the last quarter of 2022, we saw a marked increase in the number of candidates beginning to investigate the job market. However, our survey produced findings that the current economic climate has affected candidates considerably, with 60% admitting that the current economic climate has affected their mental health and nearly half of the respondents admitting that the current economic uncertainty made them feel discouraged to look for a new role. This indicates that there may be a hesitancy among candidates this coming year to change or

move jobs, with that uncertainty stemming from economic fragility within the market at present.

- Salary levels across all industries increased in 2022 (supply vs demand), with those companies offering a fuller benefits package securing the best candidates. Our survey asked candidates what benefits they currently receive and what benefits they value the most. The answers included hybrid working, private pensions, team incentives, extra holidays and more. (Please refer to the attracting and retaining talent section below, which discusses this in detail.)

Other key takeaways:

- 63% of Business Support professionals based in London feel as though there is good career progression within their company.
- 66% of Business Support professionals in London feel their salary is in line with market rates, and 44% of London-based Business Support professionals received a bonus this year.
- 87% of Business Support professionals based in London are looking for a pay rise this coming year. It is clear the cost-of-living crisis is being felt by candidates, and we discuss this in more detail within our ‘Money Matters’ section of the report.

London Business and Executive Support salary bandings 2022/2023

Role	Permanent Salary (Per annum)	Contract (Rate per hour)
Junior Receptionist	£25000 – £32000	£13 – £15
Senior Receptionist	£30000 – £37000	£15 – £17
Receptionist Manager	£40000 – £45000	£16 – £20
Data Entry	£23000 – £28000	£11 – £13
Administration Assistant	£26000 – £32000	£13 – £15
Team Assistant	£33000 – £40000	£15 – £18
Personal Assistant	£35000 – £48000	£17 – £22
Executive Assistant	£45000 – £65000	£22 – £30
Office Manager	£42000 – £70000	£21 – £35
Private Personal Assistant	£55000 – £90000	£27 – £40
Executive Business Partner	£60000 – £100000	£30 – £50
Chief of Staff	£70000 – £120000	£35 – £50

London Human Resources

Kathryn Gunner, Director

With a candidate shortage of HR professionals continuing throughout 2022, salaries continued to increase substantially for professionals at all levels. Candidates that were in the market for a new role were waiting to be headhunted, rather than actively looking and applying for roles. To supplement this, candidates were asking for hybrid working arrangements, enquiring about benefits offered, and expressing an interest in Diversity and Inclusion initiatives within the companies they were interviewing with. The latter half of 2022 saw a steadying of the market as post-pandemic vacancies were filled. Salaries began to level off again, however, the market remains candidate-led, and companies must think about competitive employment salary and benefits packages for their offers to be accepted and to retain staff.

- The bounce back of Covid resulted in unexpected and unplanned growth of businesses, which left HR functions stretched and understaffed, particularly in the first half of 2022.





- 2022 fostered huge uncertainty due to the economic landscape, with HR functions having to deal with more changes and an inability to predict the future of their workforce. HR professionals are having to adapt and learn new skills they hadn't previously been trained in and do it efficiently and effectively to ensure productivity remains the same/high across the business.
- Due to HR professionals being in short supply (particularly in the first half of 2022), this resulted in continued substantial salary increases, particularly in recruitment to support business demand, in a very candidate short market.
- Further to salary increases, candidates are looking for more in their benefits packages such as employee well-being, and hybrid working. (We discuss this in more detail in our 'Money Matters' section.)
- The pandemic gave many office-based workers a taste of flexibility and improved work life balance, which is now demanded by most professionals – many of whom are refusing to return to a solely office-based working pattern.
- Regulatory demands in Financial Services have resulted in a requirement for more specialist HR professionals, and we have certainly seen more vacancies being advertised within the London market in the past year.

- We saw an average salary rise of 10% for junior HR roles in 2022.
 - Businesses have needed to be more open-minded on the background of hires to broaden the talent pool and hire quickly. They also had to be open to finding the right candidate, including looking at the potential of more junior candidates (internally and externally) and training them up.
 - Organisations needed to move quickly with their hiring processes in 2022 by acting fast and offering a competitive salary. Although a bad hire can cost money and time, it is also important to be decisive when the right candidate is found (agencies can help with this as specialist, expert consultants only select the best candidates and present you with the ones that meet your needs, saving time and reducing the risk of a bad hire).
 - It's no secret that retail, travel and high-end brands were the hardest hit by the pandemic. However, 2022 did a U-turn for the travel and tourism industry and showed a huge increase in bookings, which resulted in disruptions due to staff shortages. Furthermore, as a result of this rapid increase in demand, an increase in HR vacancies across core specialisms such as tourism and retail were noticed throughout 2022.
 - Commerce & Industry began to close the gap with the likes of professional services on salaries, with bases increasing particularly for entry-level HR roles.
 - Head of Recruitment and Senior Recruitment roles were finally paying equal to their counterparts in HR, and Learning and Development was following the same trend – although this will follow in 2023.
 - Professional services have remained a consistent and steady industry with increased but modest headcount movement.
 - Law firms were more focused on bringing their digital offering forward and creating an HR ecosystem to support this. This included improving their HR data and software to support with analytics.
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- “ It’s no secret that retail, travel and high-end brands were the hardest hit by Covid ”**
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- We saw a considerable number of counteroffers accepted by HR professionals across law, consultancies and real estate, with those who received counteroffers were mostly promised a promotion on top of an increased salary.



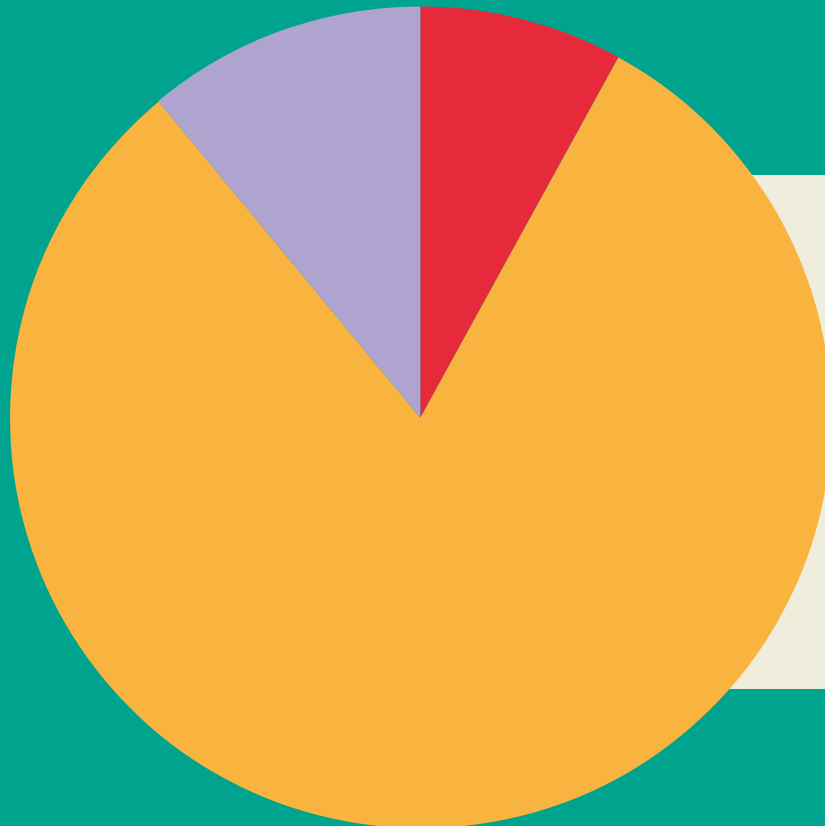
- Caution and uncertainty have remained at the forefront of candidates and clients' minds, with our survey having found that 43.8% of HR professionals agree that the current economic situation has discouraged them from looking for a new role.
- We are seeing a plateau in salary levels happening from Q4 2022/ Q1 2023 as vacancies were filled across the board.
- London salaries are 22% higher than the national average, reflecting London weighting and demand from candidates. Average compensation also rose 25% for senior HR in 2022.
- Many candidates are frustrated by the lack of communication and feedback from direct processes due to high volumes and lack of time, therefore making it harder to hire.
- Pace of hiring was delayed somewhat for businesses in 2022, with difficulties in attracting talent in a job-heavy, candidate-led market.
- Diversity and Inclusion should be a priority for every organisation, with Hiring Managers focusing on ensuring the experience is inclusive and amending their hiring processes in some occasions, to facilitate a more inclusive culture.
- Businesses need to be more transparent about their D&I activity to attract staff, with HR professionals viewing lack of transparency as a 'red flag' which may influence them to exit the interview process.
- We are seeing a demand for more junior HR candidates to have analytical skills, including proficient Excel and data skills. This is to support businesses as they move towards using analysis to understand trends, behaviour and direction for their people strategy.
- Within Learning and Development, e-learning and instructional designers are becoming more in demand. There is a need for at home, engaging, learning solutions. Not only design and implement training but also upskill existing staff.
- New roles becoming more prevalent within the second half of 2022 and start of 2023, with Diversity and Inclusion professionals highly sought after. Companies are realising the need to ensure engaging and inclusive working environments for staff in order to retain them.

London Human Resources salary bandings 2022/2023

FINANCIAL SERVICES	Generalist	Recruitment	Early Careers	Learning and Development	Reward and Benefits
Entry Level	£28000 – £32000	£28000 – £32000	£28000 – £32000	£28000 – £32000	£28000 – £34000
Assistant – Coordinator	£30000 – £38000	£30000 – £35000	£30000 – £35000	£30000 – £35000	£30000 – £38000
Advisor	£42000 – £55000	£42000 – £55000	£42000 – £55000	£42000 – £55000	£42000 – £55000
Manager / Business Partner	£60000 – £95000	£60000 – £80000	£60000 – £80000	£60000 – £80000	£60000 – £80000
Head of	£800000 – £150000	£90000 – £120000	£90000 – £120000	£90000 – £120000	£90000 – £120000

PROFESSIONAL SERVICES	Generalist	Recruitment	Early Careers	Learning and Development	Reward and Benefits
Entry Level	£26000 – £30000	£26000 – £28000	£26000 – £28000	£26000 – £28000	£26000 – £30000
Assistant – Coordinator	£32000 – £35000	£28000 – £35000	£28000 – £35000	£28000 – £35000	£28000 – £35000
Advisor	£40000 – £55000	£45000 – £52000	£40000 – £52000	£40000 – £50000	£40000 – £55000
Manager / Business Partner	£60000 – £90000	£60000 – £80000	£60000 – £80000	£60000 – £80000	£60000 – £90000
Head of	£80000 – £140000	£90000 – £120000	£85000 – £1000000	£85000 – £100000	£100000 – £130000

COMMERCE AND INDUSTRY	Generalist	Recruitment	Early Careers	Learning and Development	Reward and Benefits
Entry Level	£26000 – £30000	£26000 – £28000	£26000 – £28000	£26000 – £28000	£26000 – £30000
Assistant – Coordinator	£32000 – £35000	£28000 – £35000	£28000 – £35000	£28000 – £35000	£28000 – £35000
Advisor	£40000 – £55000	£45000 – £52000	£40000 – £52000	£40000 – £50000	£40000 – £55000
Manager / Business Partner	£60000 – £90000	£60000 – £80000	£60000 – £80000	£60000 – £80000	£60000 – £90000
Head of	£80000 – £140000	£90000 – £120000	£85000 – £1000000	£85000 – £100000	£100000 – £130000



Amongst the HR professionals surveyed, 74.1% of HR professionals have a CIPD, with 7.9% of those holding a Level 3 CIPD, 81% of those being qualified to CIPD Level 5, and 11.1% being qualified to Level 7.



Manchester Business Support

Emma Hulbert,
Senior Principal Consultant

Hiring levels in the Manchester market have remained consistent throughout 2022, with the financial and professional service industries dominating the industries hiring in the business support field. Technology is a growing industry in the North, and we anticipate an uplift in technology firms hiring within the region in 2023. Salaries, in general, have increased for candidates in the Manchester market, which was overdue. However, candidates are feeling the pressure of the cost-of-living crisis, with 49% of Manchester-based candidates expressing that if they do not get a pay rise this year, they will look for another role elsewhere.

- Financial/ financial technology and professional services companies make up the largest percentage of our jobs right now in Manchester for Business Support, and this was the same in the latter stages of 2022. This could result from other industries not being as profitable due to the current economy/cost of living crisis, with some companies in industries such as e-commerce, retail, and hospitality currently staging recruitment freezes.
- Property/construction is also an industry that continues to hire at consistent levels, which is no surprise with new developments being built in both the city-centre and suburbs.

- We predict there will be mass hiring within technology for Business Support professionals in 2023, with more and more tech companies setting up their HQ in the North/North-West rather than the capital. Manchester specifically has been dubbed the 'Fintech Capital of the North', with not only an increase of start-ups setting up shop here, but also a number of national and international significant companies establishing a strong business presence in the city.
- Legal, as an industry, has witnessed a dip in hiring volumes and continues to be a challenging industry to recruit for when roles do arise. Salaries within legal tend not to be as competitive, and with salary bandings in place in many firms, there does not tend to be room for flexibility. Law firms typically prefer candidates from a legal or professional services background, with candidates from other industries not as likely to be considered for roles.
- Salaries in Manchester have risen in recent years. In fact, of those surveyed, 57.6% of Manchester-based professionals received a pay rise last year, and 65% of Manchester-based Business Support professionals surveyed believe their salary is at market rate.
- Similar to the London market, there has been an increase in employers increasing office days, compared to this time last year when we saw more professionals working at home than in the office. We have also seen fewer remote roles coming through in Q4/Q1 2023 than we saw this time last year. As mentioned above, only 8% of Business Support professionals surveyed currently work remotely, as a majority of people and companies have returned to the office, on a hybrid basis.
- Roles that don't offer any hybrid/flexible working remain the most difficult to fill. However, there does seem to be a slight increase in the number of candidates open to full-time office-based roles in the New Year than there was in Q4 of 2022 (as it stands), as long as the salary reflects an increase in the travel costs incurred when full time office based, and the benefits package is competitive. This certainly is reflected in our survey, where 68.7% of all candidates surveyed agreed that roles that were fully office-based should, on the whole, offer higher salaries than hybrid or remote roles.
- Unfortunately, there seems to be a larger number of candidates so far this year (2023) who are worried about the stability of their company, facing redundancy or having been made redundant. We see that a significant amount of those being made redundant are from the financial technology sector.

- Fixed-term contracts and temporary roles remain difficult to fill – due to candidates in the market not being immediately available. We predict that these roles will become easier to place as time progresses due to candidates being made redundant and more professionals available on short notice.
- The main motivator for those looking for a new role is either due to salary or career progression. Unsurprisingly, due to the cost-of-living crisis, the main motivator for those looking to leave because of their salary is because they feel it isn't sufficient or in line with market-rate and their workload. Those looking to move roles for career progression feel as though they have reached the ceiling where they are, and are simply ready for a new challenge. Of those surveyed, only 43.8% of Manchester-based Business Support professionals ranked a six or above when asked how satisfied they were with career progression in their role.
- In recent years, there has been an increase in clients looking to hire candidates who can pick up other duties elsewhere – i.e., finance, low-level HR duties, marketing duties, or general office management. There are far more dual roles available – with a personal assistant role often including office management duties, for example.
- Another big consideration for candidates looking to move jobs is benefits packages. With the market still



- being candidate short, and candidates being in multiple processes, the benefits package could be the difference between them choosing one company over another. We have also seen candidates looking at moving jobs based on a lack of benefits or perks being offered by their employer as these can also help people during difficult financial times – in other areas, such as childcare, travel season tickets, discounted gym memberships etc. It is, therefore, vital that companies look at their benefits package and do their research to ensure they stack up against their competitors. The importance of benefits to candidates is evident in the findings of our survey, where only half of the respondents surveyed said they were satisfied or happy with their benefits in their current role. In a market that is still candidate-led, the benefits package a prospective employer offers a candidate could be the difference between an offer accepted or rejected.
- Q4 2022/Q1 2023, we have seen very few entry/lower-level office administration roles being recruited for, i.e. graduate positions, entry level positions, school leaver roles etc – this may be due to the fear of recession and companies not having the budget to hire at this level, perhaps focusing on skills gaps in higher level positions.

Manchester Business Support salary bandings 2022/2023

Role	Permanent Salary (Per annum)	Contract (Rate per hour)
Receptionist	£21000–£25000	£10–£12
Data Entry	£19000–£21000	£9–£11
Admin Assistant	£19000–£23000	£9–£12
Team Assistant	£22000–£26000	£11–£13
Legal Secretary	£25000–£28000	£12–£14
Personal Assistant	£25000–£32000	£12–£16
Executive Assistant	£32000–£45000	£16–£22
Office Manager	£30000–£35000	£15–£17
Private PA	£30000–£45000	£15–£22
Operations Manager	£40000–£55000	£20–£25
Chief of Staff	£45000–£65000	£22–£30



Manchester Human Resources



Manchester remains a fantastic location and hub for businesses to launch new offices to host HR operations teams and HR shared service centres. Furthermore, with the new way of working, London based organisations are able to offer opportunities to top talent based in the North West, with occasional travel or in some cases, completely remote working.

Diversity, Equality and Inclusion are now a main area of focus within the HR function in the North West, with a drive to increase efforts, and therefore hires within this field. HR professionals in the Manchester area are in high demand, and companies are focusing on attracting and retaining staff through various initiatives. We have seen companies promoting improved benefits packages in order to attract talent to their roles.

- Through conversations with Hiring Managers across various industries in Manchester, it is clear the main priority and focusses for them continues to be Diversity, Equity and Inclusion (DEI). This is being done via several different means, such as hiring new HR and support staff to assist with increasing their efforts in this field, looking at the full employee experience to ensure it is inclusive, amending hiring processes etc.
- There has been an increase in candidates asking companies/employers about their DEI process during the interview process in the last 12 months.
- Candidates are asking for businesses to be more transparent about their DEI activity and are seemingly put off if they are closed off about this during an interview process.



- There has been an increase in employers looking for junior HR talent to have more focused analytical skills, with more job descriptions asking candidates to have good excel and data skills – as companies dig deeper into analysing employee data to better understand areas for improvement.
- The main HR roles in demand in the North West are currently HR Director, HRBP, L&D specialists, Talent Acquisition Manager/Specialist, and HR Coordinators.
- In recent months, there has been an increase in fixed-term contract roles within the HR field, perhaps due to companies being cautious to add to their permanent headcount as a result of the economy and the rising cost of living.
- The cost of living and economic climate has also had an impact on talent in the market, with fewer people looking to commit to moving jobs and people changing their mind once offered a role, something which is likely to continue in 2023. Indeed, 46.2% of respondents have admitted that the current economic climate has discouraged them from looking for a new job.
- In order to hire and attract top talent, a strong employer brand is key, and an efficient and fast-moving interview process.
- Reward has also been a key trend of late, with many organisations looking to refocus on what employees want, in order to retrain and attract top talent.
- Companies that don't offer flexible working will continue to struggle to fill these roles with top talent – due to the vast majority of competitors offering flexible working. 68% of our candidates surveyed work in flexible roles.
- On the flip side, those who offer hybrid or fully remote working, will have to ensure their onboarding process is streamlined and the best it can be to enable new starters to feel part of the business, have their needs met and ensure they don't feel isolated.
- Whilst base salary is important, companies should not forget about their benefits packages. This is a key deciding factor for candidates in the current market, and a competitive benefits package could be the difference between a candidate accepting a job or turning it down.

Manchester Human Resources salary bandings 2022/2023

FINANCIAL SERVICES	Generalist	Recruitment	Early Careers	Learning and Development	Reward and Benefits
Entry Level	£22000–£26000	£22000–£24000	£22000–£24000	£22000–£24000	£22000–£26000
Assistant – Coordinator	£25000–£30000	£25000–£30000	£25000–£28000	£25000–£28000	£25000–£28000
Advisor	£32000–£40000	£28000–£38000	£28000–£35000	£28000–£35000	£30000–£38000
Manager / Business Partner	£52000 –£70000	£45000–£60000	£45000–£55000	£45000–£60000	£55000–£72000
Head of	£65000–£95000	£60000–£90000	£60000–£80000	£60000–£90000	£60000–£90000

PROFESSIONAL SERVICES	Generalist	Recruitment	Early Careers	Learning and Development	Reward and Benefits
Entry Level	£20000-£24000	£20000-£24000	£20000-£24000	£20000-£24000	£20000-£24000
Assistant – Coordinator	£23000-£26000	£22000-£26000	£22000-£26000	£22000-£26000	£22000-£26000
Advisor	£30000-£36000	£26000-£35000	£26000-£35000	£26000-£35000	£26000-£35000
Manager / Business Partner	£40000 – £60000	£40000-£55000	£40000-£55000	£40000-£55000	£45000-£60000
Head of	£65000-£85000	£65000-£85000	£60000-£75000	£60000-£80000	£65000-£85000
COMMERCE AND INDUSTRY	Generalist	Recruitment	Early Careers	Learning and Development	Reward and Benefits
Entry Level	£18000-£22000	£18000-£22000	£18000-£22000	£18000-£22000	£18000-£22000
Assistant – Coordinator	£21000-£25000	£20000-£25000	£20000-£25000	£20000-£25000	£20000-£25000
Advisor	£24000-£35000	£23000-£30000	£23000-£30000	£23000-£30000	£23000-£30000
Manager / Business Partner	£40000-£65000	£30000-£40000		£40000-£55000	£51000-£68000
Head of	£60000-£85000	£60000-£80000	£60000-£80000	£60000-£80000	£60000-£80000

The Regions

Emma Hulbert, Senior Principal Consultant



Professional services(legal in particular) remained buoyant across the regions in 2022 and are predicted to continue to be the most prominent industries hiring in 2023 within the regions. There has been a notable amount of high-level strategic EA roles in the Leeds area, in particular. Following trends from previous years, we have seen very competitive salaries within the regions the past year, when compared to areas like Manchester.

- As with previous years, Executive Assistant salaries in Leeds still tend to be more competitive than those in Manchester throughout 2022/23.
- Professional services such as legal and financial services have been the most notable industries hiring from the roles we have been recruiting within Leeds in the last 12 months.
- We have seen a significant number of high-level strategic EA roles advertised in Leeds. This number is comparably higher than those advertised in Manchester in the last 6-12 months.
- Once again, companies had to pay more for top talent due to a lack of talent in local regions, particularly in areas which do not benefit from good public transport links, resulting in more competitive salaries in areas like Leeds, compared with Manchester.
- We are also seeing roles advertised within the regions offering flexibility regarding hybrid working to reach greater talent pools and attract more professionals to these roles.
- Looking forward, companies in those regions which have adapted to the current climate by embracing technology and a more agile way of working, now have the opportunity to attract better talent from areas outside of the usual commuter belts.
- In recent years, more and more PA roles are coming through from law firms, compared with the more traditional Legal Secretary roles, suggesting that the trend for more forward-thinking business support staff in this sector is likely to continue.

- Major firms are now pooling their administrative resource and utilising technological advancements, like BigHand, presenting an opportunity for PAs to add value across the business, rather than strictly within the administrative function.

“ Companies which have adapted to the current climate, now have the opportunity to attract better talent. ”

- The number of clients seeking candidates with marketing experience to assist with blogging and social media management has grown in the past year especially within start-ups and small businesses.
- We have also seen an increase in the number of clients looking for professionals with experience using specific applications, such as SharePoint, Slack, Asana and Google Docs, as roles have evolved to become hybrid working models.

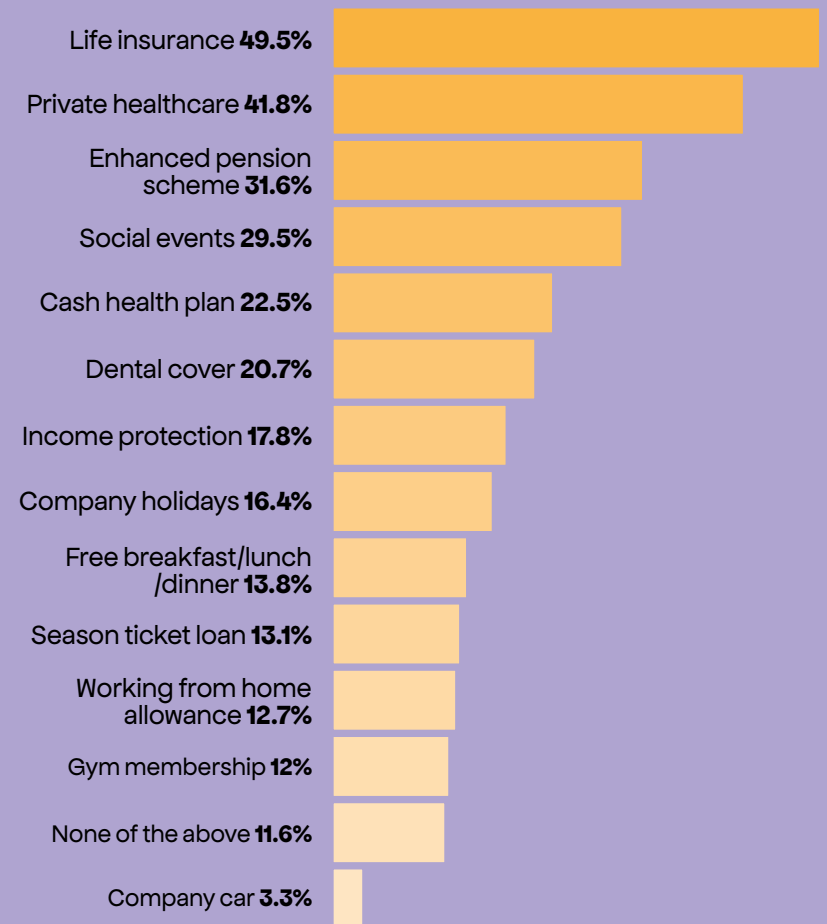
Role	Permanent Salary (Per annum)	Contract (Rate per hour)
Receptionist	£21000 – £25000	£10 – £12
Data Entry	£19000 – £21000	£9 – £11
Administration Assistant	£19000 – £23000	£9 – £12
Team Assistant	£22000 – £26000	£11 – £13
Legal Secretary	£25000 – £28000	£12 – £14
Legal Personal Assistant	£28000 – £30000	£14 – £15
Personal Assistant	£25000 – £32000	£12 – £16
Executive Assistant	£32000 – £55000	£16 – £25
Office Manager	£30000 – £40000	£15 – £20
Private Personal Assistant	£30000 – £45000	£15 – £22
Operations Manager	£40000 – £55000	£20 – £25
Chief Of Staff	£45000 – £65000	£22 – £30


Money Matters

Salary remains a priority for Business Support and Human Resources professionals when it comes to looking for a new role. However, company culture is following closely - as the second most important factor candidates are considering in 2023. There needs to be more than a base salary to attract and retain top talent. Instead, offering a fuller, more-rounded benefits package is essential for companies to maintain a competitive edge, with the majority of respondents preferring to receive benefits over a cash equivalent.

Competitive benefits continue to remain a hot topic when it comes to attracting high calibre candidates, with professionals continuing to receive more perks in the last 12 months. Whilst more traditional benefits range from private healthcare to enhanced pensions schemes, gym memberships and childcare vouchers, it is encouraging to see more benefits focussing on staff wellbeing coming to the fore as a result of the pandemic, such as mindfulness workshops, working from home budgets and subscriptions to Headspace.

Flexible benefits solutions are also becoming increasingly popular, allowing employees to choose perks to take advantage of - or receive the cash equivalent. At the other end of the spectrum, 11.6% of those surveyed receive no benefits whatsoever.





Our 2023 study reveals that regular pay reviews are also imperative in retaining top talent. When you consider that 37.5% have not received a salary increase in the last year, and 67% not receiving an uplift in pay in the pandemic, it is unsurprising that an increase in salary and/or benefits is a key motivator for professionals looking to leave their current companies, with over half of respondents confirming they would leave their current role if they did not receive a pay rise this coming year.

Other key findings from our survey include the following takeaways:

51.8% of those surveyed received a bonus in 2022, with a majority getting a bonus of 10% of their salary, and 9% getting a bonus of 50% of their salary in 2022.

61.5% of those surveyed said that an annual discretionary bonus would make them stay in their current role for longer, with 32% saying it may well influence their decision.

Nearly two-thirds of respondents believe their bonus package should be worth at least 6–10% of their salary.

When it comes to holiday allowances, most of those surveyed are granted 25 days' annual leave, excluding bank holidays, with some respondents receiving unlimited holidays as part of their role.

Attracting and Retaining Talent

● **Our research has identified several key themes regarding attracting and retaining talent, as well as which factors matter most to HR and Business Support professionals when looking for a new role or remaining with their current employer.**

Company culture has never been more important, with 94% of candidates surveyed stating they would leave their current employer as a result of company culture. With employees likely to remain working from home for at least a portion of the week, it is imperative that potential employers showcase their working culture and are able to demonstrate how they engage with their staff. It is encouraged that employers set a structure for their office days that focus on team collaboration and culture. With communication throughout the pandemic being a divisive theme with respondents – companies either excelled in this area or failed to keep staff abreast during the ever-changing landscape. Potential employers should consider demonstrating how

they communicated with their teams throughout 2020, whether that be using footage from virtual conferences that they held – or testimonials and feedback from team members.

With 59.5% of those surveyed considering a new role in 2023, a candidate-heavy market is likely to continue into this year, resulting in company culture and employee engagement remaining imperative when attracting and retaining high-calibre employees. Candidates are likely to remain risk-averse when it comes to employment choices throughout 2023 which is where those companies with the real ‘wow-factor’ in terms of their culture will stand out from the crowd. Interestingly, our survey found that 86% of candidates who were happy in their current role, still kept up to date with other opportunities in the market. We deduce that retaining staff will remain a key challenge for businesses, but far from impossible, if candidates needs are satisfied.



Remuneration continues to be a key theme when it comes to attracting and retaining the best talent. Whilst salary remains important, a robust benefits package, flexible working options and an emphasis on employee wellbeing and work-life balance continue to drive employment choices, as well as keeping teammates motivated and engaged.

Opportunities for progression and career development are also pivotal for staff retention, with 72.5% of respondents stating that they would consider changing roles due to a lack of career progression, and 41.8% of those looking to change roles in 2023 citing wanting a new challenge as their main motive for seeking a new opportunity. Regular appraisals and performance reviews would undoubtedly have a positive impact on attrition rates, with only 25.8% of those surveyed having quarterly appraisals and 12.4% not receiving a performance review at all.

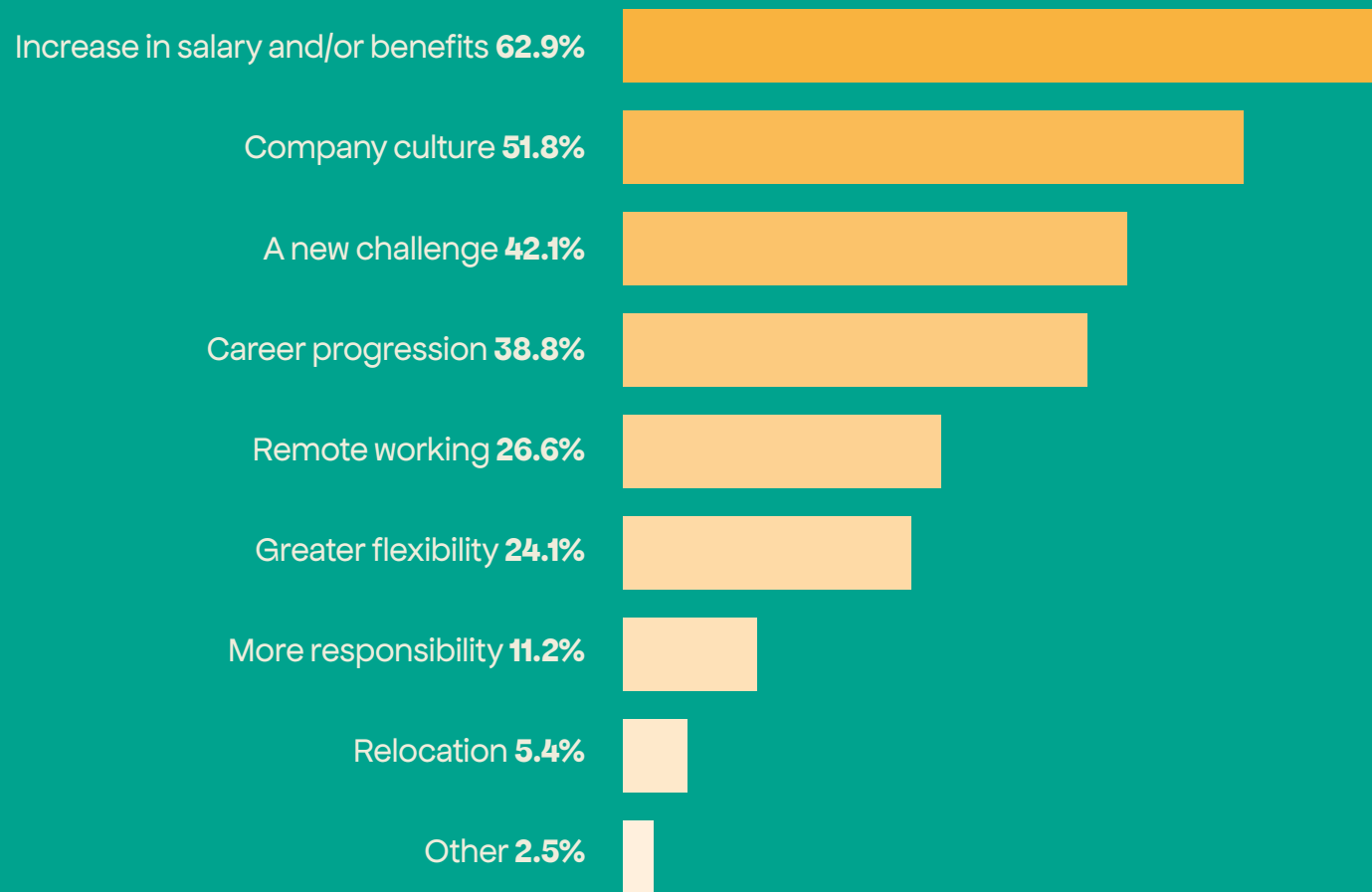
Likewise, investment in training and development continues to be a key theme for 2022/23. We have seen an improvement in training and development initiatives being put in place by employers in the

past year or two, meaning employers are actively engaged with the needs and wants of candidates more than in previous years. However, there is still room for improvement, with over half of those surveyed citing they do not currently have a budget for training and development, and 42.9% that do have one not knowing how much is allocated. Notably 72.5% of those that are unhappy with the training and progression opportunities available to them would consider leaving their current company due to a lack of opportunity for professional development and career progression.

Another key differentiator for businesses looking to attract top talent is investing in personal development, with 84% of all professionals surveyed having investigated this for themselves.

63.6% cited an increase in salary and/or benefits as their main motive for seeking new employment in 2022, with 52% picking company culture as their main motive.

What is the most important factor you consider when looking for a new job?



Employee Wellbeing: A focus for 2023

Both employers and employees are looking to strike that perfect balance of home and office-based work, and so the topic of work-life balance takes centre stage as we kick-start 2023. Although requiring compromise on both sides, most candidates and companies have settled on a 2/3 day working model, which has shown increased productivity and collaboration levels, and arguably improved mental health among employees who may have felt isolated in previously fully remote roles and restrained in fully office-based working.

Employee well-being is an ever-present concern, with many companies investing more in their employees' mental and physical wellness. Our survey shows that 73.5% of employees agree that they feel their employer cares about their mental health, and 70.2% of these employers have mental health initiatives in the workplace.

Physical health, closely associated with mental health, and a significant contributing factor to overall employee wellbeing, is also fast becoming an area employers are looking to facilitate and encourage. Many employers are offering

subsidised gym memberships, lunchtime running clubs and cycle-to-work schemes as part of their benefits packages, which are being welcomed by employees. Furthermore, we are seeing healthcare accessibility improve, with onsite GPs and dedicated doctor appointments made available.

There continues to be a need for more diversity in both Human Resource and Business Support professions, with 80.2% of our respondents identifying as female. Yet, despite those surveyed being predominantly female, nearly a third of those surveyed are not aware of their company's maternity policy, suggesting that an issue around transparency still exists, with many employers not publishing their parental leave policies. With many candidates reluctant to ask about such policies during the recruitment process, companies that not only offer enhanced parental leave, but promote this alongside their return-to-work benefits and flexible working opportunities, will stand out in an increasingly competitive market.

Of those aware of their company's maternity policy, 37.1% receive statutory maternity pay, 14.2% receive three months' full pay, 13.1% receive six months' full

pay, and just 7.6% receive between 6–12 months' full pay.

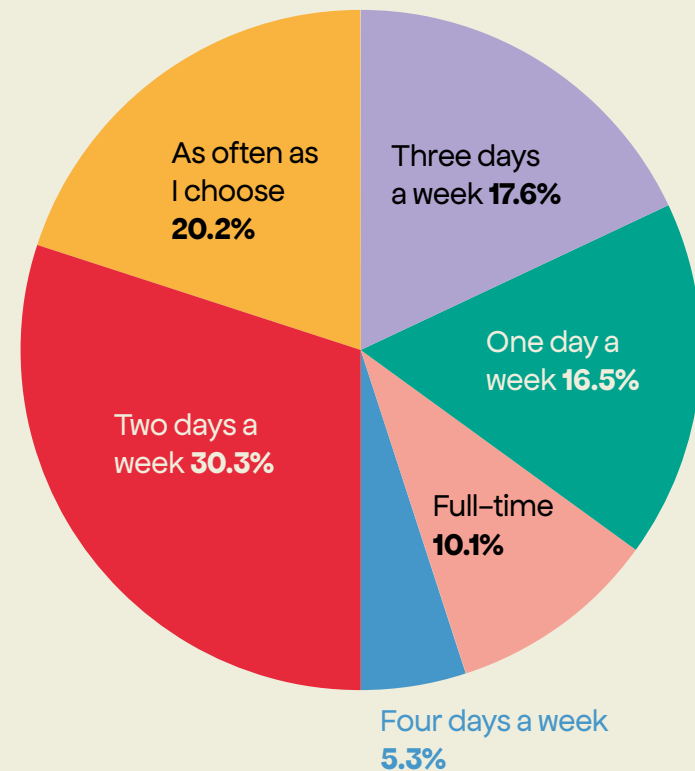
Another key area of employer responsibility when it comes to employee well-being is sickness pay. With 26.5% of those surveyed needing clarification on what their company's sickness pay policy was, it is evident there is work to be done when it comes to transparency and communication about such policies.

From both our survey results, and from speaking to candidates, it is evident that hybrid working is a hugely important factor when it comes to searching for the right role and company, with 87.6% of those surveyed citing that they would be more likely to consider a role if it offered hybrid work, and over a third of respondents stating they would take a lower-salaried position if it meant they could have more hybrid or flexible working arrangements.

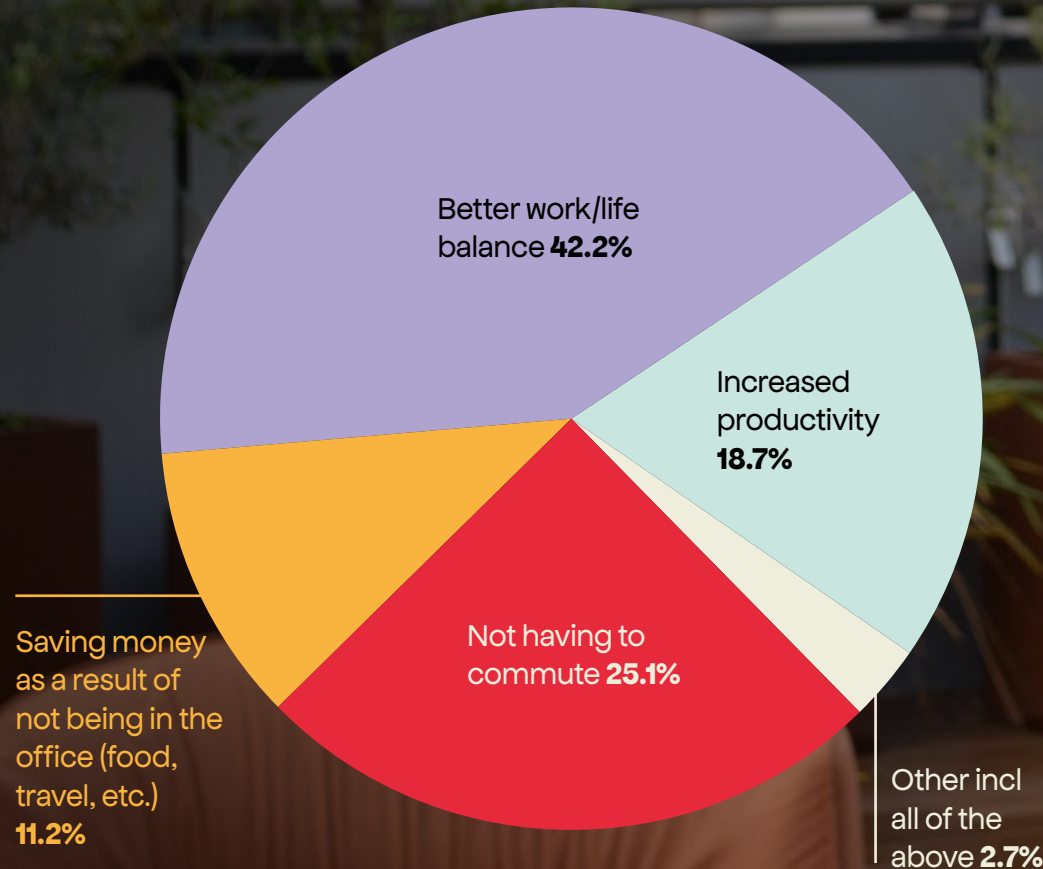
Interestingly, of those surveyed, 42.8% cited they were equally as productive working at home as in the office, and 39% find they are more productive whilst working from home, compared to in the office.

It is evident hybrid working is welcomed by candidates for several reasons, but most notably, 42.2% of those surveyed said it was because it improved their work/life balance.

How many days per week do you work from home?



What, in your experience, has been the biggest advantage of working from home?



Employee sentiment in general indicates that many are feeling the pressure when it comes to delivering within their everyday roles. Employers are encouraged to be open to feedback and to arrange employee check-ins on workload, implement processes that help alleviate stress, or provide employees with the correct stress management tools. With nearly a third of those surveyed stating they felt a lack of support in the workplace, this is certainly an area for employers to address.

What would you consider are the most frequent stressors you experience in your current role?



Lucy Brazier OBE

CEO, Marcham Publishing and Expert on the Administrative Sector



The administrative profession is in an acute state of change. This is for several reasons.

Coming out of the pandemic, it had never been more important for businesses to free up their executives' time to do the things that they are paid to do rather than the administrative parts of the job. The focus is entirely on the bottom line, and anything that takes the executive away from their core work is not a cost-effective use of that time.

The world of work is waking up to what a properly trained and fully utilised assistant can add to the bottom line. Post-Covid, it has become almost obsessed with proving the ROI on each employee, and for the first time, we are seeing assistants included in this equation. We are helping hundreds of businesses understand how to measure, and performance manage their administrative functions properly in order to ensure their contribution is maximised.

And then of course, there is the Global Skills Matrix from the World Administrators Alliance. Any business that is serious about creating a world-class

administrative function, that underpins what its stakeholders are doing, needs to bring structure to this increasingly important part of the business.

The Global Skills Matrix was launched in 2021 and signed off by the heads of administrative associations from 29 countries. This global framework for career progression is not only changing the way businesses are utilising their assistants but is giving clarity to what the expectation is at each level. For the first time assistants (and their businesses) have a clearly defined career pathway and understand what excellence looks like at each level.

In the middle of all this change, we are particularly excited to see the impact this will have on salaries over the next few years. So, surveys like this one from Lily Shippen become critical to understanding whether the shift in focus is resulting in a shift in the way remuneration is calculated for assistants at each level. As the value and return on investment of each assistant becomes clearer, will we see that value reflected in their salaries.

We're avidly watching this space.

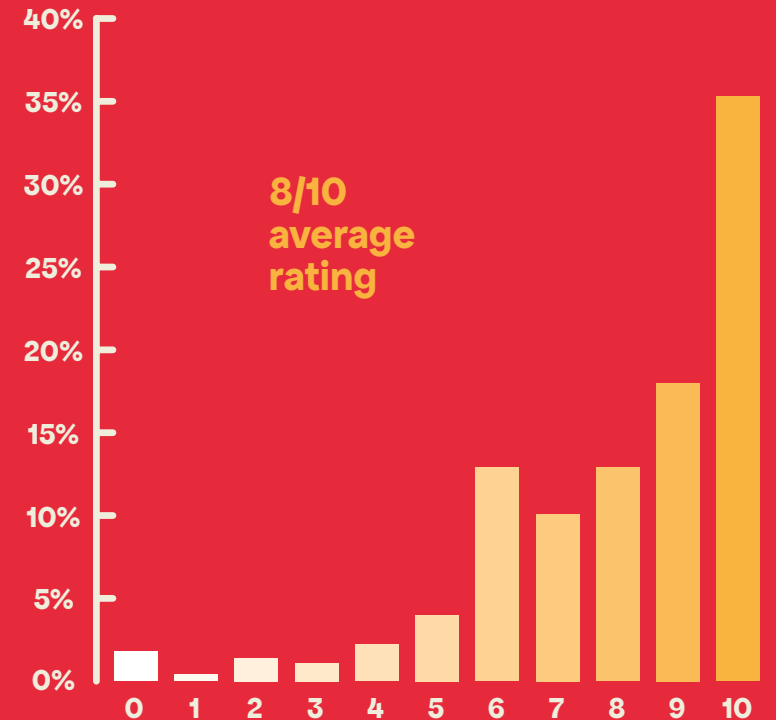
Key Takeaways

Culture is everything – with 94% of professionals stating that they would leave a role due to the culture, this should be every business’s focus.

With the economic backdrop of a recession looming, we predict that there will be a slight correction in salary levels in 2023, and as a result, fewer candidates may be searching for new roles.

When it comes to hybrid working, it is evident that it’s still a priority for professionals, with those surveyed averaging an 8/10 when asked how important working from home was to them:

How important is having the ability to work from home to you?



0 being not important to 10 being extremely important

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