



2023

Salary and Benefits *Guide*

Supply Chain, Buying & Merchandising,
Procurement & Purchasing, Logistics,
Warehousing & Transport, and HR

2023

Introduction

Welcome to our 2023 Salary & Benefits Guide

2022 was another rollercoaster year, with companies confronting their most difficult year to date as the war for talent escalated, and the shortage of experienced candidates on the market is limiting companies' progression and potentially restricting organisations from achieving their goals.

Since Russia first invaded Ukraine in February 2022, the ongoing conflict has had a continued inflationary impact of the cost of energy, raw materials, logistics and digital services. Due to a high dependence on imports from Russia, which supplies 40% of Europe's gas, oil and gas prices have rocketed across the globe, impacting manufacturing costs as well as exacerbating the cost-of-living crisis.

These global challenges coupled with the enduring effects of the Covid-19 pandemic, saw many organisations suffer staff shortages and posed significant challenges for supply chains globally. The aftermath of Brexit continues to disrupt many industries, namely changes in import/export processes, the reorganisation of supply chains, and staffing issues.

Additionally, the UK has faced a great deal of political upheaval in the last 12 months, with the rapidly changing policies, creating uncertainty with regards to economic plans and regulation; for example IR35 regulations have been repealed and reinstated within a matter of weeks causing companies much confusion. We have also witnessed three different prime ministers in the space of three months giving employers and their employees an uncertain outlook on the government's direction and policies.

Ongoing disruption created by multiple global and domestic factors means skills shortages persist for many organisations. For the first time since records began, 2022 has seen [more job vacancies](#) than unemployed people in the UK. This changing recruitment climate essentially puts candidates in the driving seat, giving them greater negotiating power when discussing salaries and working arrangements that are more suited to their personal circumstances.

We are also witnessing a significant shift in working arrangements. Not only are candidates requesting hybrid-working scenarios more commonly, combining physical office and remote work, but four-day working weeks are being trialled with some success by some employers. With work being carried out remotely with greater efficiency, overseas remote working is also starting to become a viable option.

To attract and retain the right talent and fill vacancies promptly, businesses don't just have to act quickly, they need to ensure they provide what candidates are looking for. In short, organisations must evolve and move with agility. To help, we've put together this exclusive salary database and candidate experience survey.





Our guide covers:

- Key hiring trends
- Average salary ranges for each role
- The most in-demand skills and experience
- What employees really value in an employer: based on our survey.

Extensive survey results of 400+ professionals, including:

- Satisfaction with various factors in their role
- What would make them look elsewhere
- The most valued employer offerings and benefits
- Impact of events including the cost-of-living crisis
- Views on events, as well as working arrangements

We hope you find it useful.

Wayne Brophy
Managing Director

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The background is a solid orange color with a series of concentric, semi-transparent circles of varying shades of orange on the right side, creating a ripple effect.

03

Key market
and *hiring trends*

Supply chain disruption

The supply chain disruption of 2020 and 2021, created, predominantly by the pandemic and Brexit trade barriers, has persisted into 2022, leading to permanent changes in trade.

Many sectors are experiencing staff shortages, with construction, hospitality, haulage and food and drink, being impacted particularly hard, however the main causes behind the shortage of products & materials are primarily Brexit and increased shipping costs, which have had a significant impact on businesses.

Data from an [Ernst & Young study](#) reveals that 72% of senior level supply chain executives have felt substantial negative effects from the disruption of the supply chain. Data also indicates that due to aftermath of these impacts, enterprises plan to shake up their strategies and become more resilient, sustainable, and collaborative by increasing investment in supply chain technologies like AI and analytics, robotic process automation, and control towers while retraining workers.

EY reported that supply chain visibility was voted 1st in the top 3 priorities for the next 12-36 months, along with retaining / reskilling employees and increasing efficiency. Reskilling will be particularly beneficial to employees as supply chain roles are typically seen as lacking in career progression, salary & prospects, so offering opportunities to upskill will help with talent retention and attraction.

In May 2022, [it was reported](#) that in the UK, 59% of professionals working in supply chain and logistics have said they plan to move roles.

Employers have been criticised for failing to listen to employees' concerns and needs, while two years of supply chain disruption are putting organisations under increasing pressure as the skills needed to deal with the disruption are in short supply, for example in import and export roles, creating a fierce competition to find, and retain, talent.

Resulting recruitment trends

Due to these persistent and escalating staff shortages, recruitment trends are evolving. The shortage of candidates is already leading to increased wages, which will continue to push prices higher and, as a result, slow post-pandemic recovery.

While some companies are taking action, greater progress is required on the behalf of the employers to overcome labour shortages. Businesses need to focus more on training, upskilling and career progression, particularly in technical areas.





Employees who are better trained and informed will feel more useful and valued within the supply chain. This should improve morale which can have a direct impact on improving staff retention. Better trained employees can also improve an organisation's productivity because they become more proficient in their individual roles, allowing for smoother and quicker operations.

With more intense competition for candidates, businesses need to act at speed. Streamlining recruitment processes and utilising technology such as online video interviewing software, as well as offering remote working where possible to widen their prospective talent pools will improve candidate attraction.



Key takeaways

In short, businesses must work towards having a stronger employee value proposition (EVP) in place to improve talent outcomes. This in turn should lead to better company performance and create a more engaged, valued and satisfied workforce, thus creating a win-win for employees and employer. Endeavouring to upskill employees and facilitate career growth is a cost-effective way to address the skills gap challenges and improve supply chain resilience.

07.

Cost-of-living crisis

Since 2021, the cost of living has been steadily increasing, with the [annual rate of inflation hitting 10.7% in November 2022](#). Consumer demand and supply chain bottlenecks have resulted to a 10.7% year-on-year [increase in consumer goods prices](#), contributing to this inflation increase. In addition, the Ukraine War has had an enormous impact on gas prices, which have climbed by 96%, and electricity costs, which have increased by 54%, resulting in a major spike in household energy bills and vehicle fuel prices - a crisis in the cost of living.

As a result, this is impacting employees. Almost all workers have seen their work-related costs, like childcare and transportation, go up. The financial repercussions that this may have may pose a threat to businesses as workers seek higher-paying positions elsewhere.

51% of employees agree that [employers should offset some of the rising cost of living](#). Employers must be aware of this and stay compassionate, empathic, and aware of the hardships that employees are facing, as well as maintain open lines of communication, while employees must carefully examine their alternatives in the face of economic uncertainty. Employers must ensure their company offers a flexible model of benefits that meets the current needs of their teams.

Employers will struggle to compete in a candidate-driven market if their support and benefits package does not offer more than just a salary and pension, as [47% of workers say the cost of living crisis has increased the importance of benefits packages](#). This could include anything that reduces additional expenses, such as remote/hybrid/flexible working to save money on travel, car allowance, private healthcare insurance, discounts and rewards, and more.

Resulting recruitment trends

There is a greater emphasis on employee perks & benefits, and a model that is flexible and suited to them - as opposed to the employer, such as discount programmes, healthcare and as well as benefits such as flexible working, company vehicle, holiday allowance and so on. Employers need to ask employees what will support their financial wellbeing instead of taking a one-size-fits-all approach.

Due to the high expense of travel, we are seeing a rise in the number of workers who want to work from home. In order to save on travel costs for example, employees may

be more interested in working remotely full-time provided their company permits it. Alternately, the increase energy prices may conversely encourage individuals to go into work more frequently in order to save money on household expenses such as heating for example, which would increase if they spend more time at home.

Even if the inflation rate reduces (most experts agree it may take up to two years to reduce to less impactful levels) the cost-of-living crisis will continue to have an effect, and the pressure for increased salaries will no doubt continue.

Working arrangements

The pandemic's effects on workplace dynamics have introduced working practices that were previously considered unusual but have now become the new normal.

In the UK, there are 4.3 million workers, almost an eighth of the working population, with [flexible working contracts](#). Annualised hours contracts, in which an employee works a set amount of hours over a year rather than the same number each week or month, was the second most common form of flexible arrangement at 1.6 million.

The UK government is working to [change legislation](#) and make flexible working the default, in order to help deal with longer-term problems of economic recovery. Companies should prioritise all forms of flexibility such as when and where people work — liberating both companies and employees from the standard 9-to-5 paradigm to attract and retain the necessary talent, as this is what candidates are looking for. Data from [Business Leader](#) shows that flexibility remains a key demand with 26% of interviewers receiving questions about it, while some employees are taking it a step further seeking even greater flexibility with their working arrangements, by requesting the opportunity of working overseas.

Flexible scheduling, where employees create their own schedules to suit their own needs, benefits both employers and employees and encourages a more diverse workforce by reducing the invisible barriers to employment. Additionally, employees who have more freedom are more engaged in their work and more likely to stay with their company as it benefits them in more ways than just financial gain.

The effects of Covid-19 have also shone a light on the importance of a work/life balance, this realisation of the need for flexibility to balance work with other personal obligations has resulted in companies realising that employees can be trusted to work remotely, carrying out their roles at a high level away from the office environment.

Other businesses are taking it a step further by experimenting with four-day work weeks without pay cuts. 100 UK businesses are trailing a [4-day working week](#) for six-months, with the intention of enabling staff to maintain productivity, satisfy customer service requirements, as well as meeting both individual and group company goals and objectives.



Today, trust between employers and employees is a crucial aspect of the labour market, with more than [4.5 million Brits contemplating relocating abroad for employment](#). This not only opens the door for individuals to experience travel, new culture, and a new life in a different country, but it also enables leaders to search for talent beyond their immediate location, exposing them to a global talent pool. In addition, [28% of employers](#) have noticed an increase in requests for international work and 75% are supportive of this move.

This desire to work overseas is influenced by a number of causes, with the top three being: 21% of people are concerned about the growing expense of living, 15% have loss of trust in the government and direction of the country, and 14% desire to follow a nomadic lifestyle that combines work, travel, and holiday. In our research HR (18.6%) and Supply Chain (20%) in particular expressed the importance of fully remote working.



04

**Key skills that
employers are
*looking for***

Procurement & Purchasing

The importance of managing risk in procurement and purchasing has only been heightened by Russia's invasion of Ukraine and the subsequent rising energy prices and cost of living crisis.

Demand for sustainability and social consciousness grows, while obstacles presented by Brexit and the ongoing fallout of Covid-19 remain. In this environment, candidates must be flexible and able to adapt using data-driven analysis and agile thinking.

Qualifications

- ⦿ Chartered Institute of Purchasing and Supply (CIPS)

Key skills/experience

- ⦿ Category management
- ⦿ Understanding of wider economy/market conditions and how these impact sourcing strategies
- ⦿ Understanding of relatable lead times and impact to supply chain
- ⦿ Analytical/data-driven approach, with strong Excel skills
- ⦿ Stakeholder engagement – internal and external
- ⦿ Experience negotiating contractual terms to manage spend – including contract drafting, contract negotiation and tendering
- ⦿ Experience ensuring effective review, acceptance, delivery and closure of incoming requirements
- ⦿ Supplier relationship management
- ⦿ Agile and innovative thinking
- ⦿ Risk management
- ⦿ Strategic understanding
- ⦿ Experience managing a team remotely
- ⦿ Commercial mindset (understanding the bigger picture)

What candidates need

With costs rising around the world for everything from logistics to digital services, the most in-demand candidates will demonstrate an agile approach when it comes to supplier relationship management. A technical understanding is increasingly valuable too, as it enables candidates to proactively collaborate with production and design to find innovative solutions to supply chain issues and soaring prices.

Supply Chain

Supply chains have been struggling since the pandemic first struck, and 2022 has seen similar disruption in the form of bottlenecks and material shortages. Brexit and Russia's war in Ukraine have only exacerbated these problems, with some industries especially vulnerable to these issues.

Candidates must have excellent crisis management skills and flexibility to navigate these significant obstacles.

Qualifications

- ⦿ Institute of Supply Chain Management (IoSCM)

Key skills/experience

- ⦿ Analytical/data-driven approach, with strong Excel skills
- ⦿ Strong communication, negotiation and expediting skills
- ⦿ Adaptability to deal with unexpected situations
- ⦿ Customer-facing or supplier-facing experience – this is especially in high demand
- ⦿ Significant planning experience
- ⦿ Track record of delivering improvements and efficiencies
- ⦿ Experience in managing planning teams, including coaching and developing planners to drive high performance
- ⦿ Business analysis and big data-processing and reporting skills
- ⦿ Experience in utilising power BI tools
- ⦿ Experience in the areas of sales and operation planning (S&OP), and integrated business planning (IBP)
- ⦿ Import and export skills, specifically high attention to detail, resourcefulness, problem solving, negotiation and SRM
- ⦿ Experience of CI through data or working in a CI environment
- ⦿ Experience of improving existing systems or working with new systems

What candidates need

The ability to pivot has always been valued, but its importance has greatly increased in this current financial and political environment. But while it is easy to claim the ability, candidates must demonstrate their key achievements in this regard, preferably supported by quantifiable data. Be specific during interviews, and ensure relevant data is included on CVs so employers know which candidates are strong in this area.



4: Key Skills employers are looking for

Logistics, transport and warehousing

Brexit and the pandemic's aftermath created a higher demand for specialists in logistics and transport, and the war in Ukraine has now magnified the need for such focused skills even more.

Qualifications

- ⦿ Certificate of Professional Competence qualifications are usually needed from Transport Manager level upwards
- ⦿ Health & safety qualifications are sometimes required, such as IOSH and NEBOSH
- ⦿ BSc (Hons) Logistics Management degrees are usually desirable but very rarely essential

Key skills/experience

- ⦿ Omnichannel understanding to manage technical demands
- ⦿ Mentorship and leadership skills to engage and upskill teams
- ⦿ Change management skills
- ⦿ Past product experience, i.e. working in a warehouse with multi-temperature foods/ pharmaceuticals
- ⦿ Data analysis skills
- ⦿ Systems and automation experience; Strong Excel experience is usually well received
- ⦿ eCommerce experience
- ⦿ Experience in customs systems and documentation, and handling freight forwarders
- ⦿ Q-commerce skills – this is a growing market and requires specific abilities such as agility, flexibility, plus a growth and technical mindset

What candidates need

With so much emphasis on adaptability and flexibility, team engagement is crucial to successfully managing such challenging operations. Soft skills to be able to guide drivers and warehouse operatives through changes and updates to procedures to minimise upheaval and maintain morale are very important in management roles. Health and safety also remains at the forefront, achieving results while protecting the physical and mental well-being of all employees.

Buying and Merchandising

The pandemic caused a surge in eCommerce which had many experts predicting it would continue post-Covid, but that has not come to pass. Consumer demands are returning to their pre-pandemic status, while eCommerce reverts to its previous upward curve prior to the surge.

Such a changing buying environment requires dynamism, with candidates able to draw on the latest technology such as AI and advanced data analysis.

Buyers Qualifications

- ⦿ BSc (Hons) Fashion Buying and Merchandising
- ⦿ BSc (Hons) international business/international business management

Key skills/experience

- ⦿ Category experience – almost always a must
- ⦿ Far East sourcing and product development – depending on the role
- ⦿ The ability to derisk supply through ‘nearshoring’ as well as ‘offshoring’ to more cost effective economies is attractive
- ⦿ Strong negotiation skills
- ⦿ Analytical skills – often linked to commercial sense to ensure range is profitable, and all SKUs are relevant
- ⦿ Good commercial knowledge with the ability to keep up to date with market trends to determine what will and will not sell (applies to retail buyers)

What candidates need

Great stakeholder management ability is a vital skill in buying, and that includes the ability to manage both up and down. The key for candidates here is context, so CVs must include enough information for employers to identify suitable interviewees. Interviews will then be ideal opportunities to provide greater in-depth detail, providing further context with regards to stakeholder management experience.

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Merchandisers Qualifications

- ⦿ Not generally required

Key skills/experience

- ⦿ Experience in a similar environment, e.g. fashion/eCommerce/high street
- ⦿ Strong planning, trading and forecasting skills
- ⦿ Use of Excel and similar merchandising tools, e.g. WSSI or line cards
- ⦿ Analytical skills with the ability to interpret and manipulate data

What candidates need

Experience in category merchandising should be the main focus for a candidate during an interview. Highlight details such as the category size and the spend, and make sure to provide detailed context regarding building relationships with a variety of stakeholders.



HR & People

The importance of HR has grown significantly because of the global challenges of the last couple of years. Technological innovations have also contributed, with cloud-based technologies and analytics improving efficiency and communications.

Such a technical focus must always maintain a balance with employee well-being, with the human touch still as vital as ever.

Qualifications

- ⦿ Chartered Institute of Personnel and Development (CIPD)
- ⦿ MA Human Resources Management

Key skills/experience

- ⦿ Experience in leadership, people management and projects
- ⦿ Strong interpersonal and communication skills
- ⦿ Decision-making skills
- ⦿ Ability to understand data and audit for unequal outcomes
- ⦿ Agility and resilience to handle restructures, redundancies, etc.
- ⦿ Empathy to manage employee wellbeing
- ⦿ Coaching skills to guide managers leading a remote workforce
- ⦿ Ability to manage upwards and push back on senior leadership if needed
- ⦿ Demonstrate multicultural experience e.g. any European work carried out
- ⦿ Show experience of TUPE processes

What candidates need

Candidates must not only be able to handle change management, but to drive it even in the face of resistance. They should also have some experience in supporting recruitment, as well as absence and retention. At senior level, ideal candidates will have a commercial understanding of how people policy integrates with strategic business goals and growth.

05

Salary

benchmarking

Procurement & purchasing

Procurement Director/Head of:	£75k - £90k	▲
Procurement Manager:	£50k - £90k	▲
Category/Commodity Manager:	£35k - £75k	▷
Senior Buyer:	£35k - £65k	▷
Procurement Analyst:	£28k - £35k	▲
Buyer:	£28k - £40k	▲
Junior Buyer:	£20k - £25k	▲

Supply chain

Supply Chain Director/Head of:	£75k - £100k	▷
Supply Chain Manager:	£50k - £75k	▷
Supply Chain Planning Manager:	£45k - £70k	▷
Demand Planner:	£35k - £45k	▲
Supply Chain Planner:	£25k - £45k	▷
Supply Chain Analyst:	£30k - £35k	▷
Production/Material Planner:	£30k - £35k	▲
Supply Chain Coordinator:	£25k - £30k	▲

Logistics & transport

Distribution/Logistics/Fleet Director:	£110k+	▲
Head of Transport/Logistics/Fleet:	£75k - £80k	▷
Regional/National Transport/Logistics/Fleet Manager:	£45k - £70k	▷
National Planning Manager:	£40k - £55k	▷
Distribution/Transport/Logistics/Fleet Manager:	£40k - £55k	▷
Transport Compliance Manager:	£40k - £45k	▷
Transport Shift Manager:	£33k - £40k	▷
Logistics/Transport Analyst:	£25k - £45k	▲
Transport Supervisor/FLM/Team Manager:	£25k - £32k	▷
Transport Planner:	£25k - £35k	▷

19.



Warehousing

Operations/Logistics Director:	£130k+	▷
Head of Ops/Logistics or Regional GM:	£70k - £90k	▷
Head of Ops (Q-Commerce):	£90k - £120k	▷
Distribution Centre/General Manager:	£65k - £90k	▷
Senior Ops/Assistant General Manager:	£50k - £70k	▷
Operations/Warehouse Manager:	£40k - £55k	▷
Shift/Shift Ops Manager:	£32k - £40k	▷
Stock Control (Supervisor/Manager):	£25k - £45k	▷
Supervisor/First Line Manager:	£26k - £32k	▷
Team Leader:	£22k - £25k	▷

Buying

Buying Director:	£100k+	▷
Head of Buying: (Q-Commerce at upper end of scale)	£75k - £125k	▲
Buying Manager:	£65k - £80k	▲
Senior Buyer:	£50k - £60k	▲
Buyer: UP	£40k - £50k	▲
Junior Buyer:	£30k - £40k	▲
Assistant Buyer:	£27k - £33k	▲
Buying Admin Assistant:	£23k - £24k	▲

Merchandising

Merchandise Director:	£100k+	▷
Head of Merchandising:	£70k - £90k	▷
Merchandise Manager:	£50k	▷
Senior Merchandiser:	£40k	▷
Merchandiser:	£35k	▷
Junior Merchandiser:	£30k	▷
Assistant Merchandiser:	£25k	▷
Merchandising Admin Assistant:	£18k	▷

20.



Freights & Customs

Head of Freight:	£85k - £90k	▷
Freight Manager:	£60k - £80k	▷
Shipping Manager:	£50k - £55k	▷
Import Manager:	£42k - £45k	▷
Customs Compliance Manager:	£40k - £45k	▷
Export Manager:	£35k - £38k	▷
Customs Manager:	£30k - £50k	▲
Customs Bureau Manager: + (new role)	£60K	▷
Customs Declarant:	£29k - £32k	▷
Customs Coordinator:	£27k - £30k	▷
Import Coordinator:	£27k - £30k	▷
Export Coordinator:	£27k - £30k	▷

HR & People

Group HR Director:	£80k - £100k+	▲
HR Director:	£80k - £100k+	▲
Head of HR:	£60k - £80k	▲
HR Business Partner:	£50k - £80k	▲
Regional HR Manager:	£50k - £55k	▷
Talent Manager:	£40k - £60k	▲
HR Manager:	£40k - £60k	▲
Learning & Development Manager:	£40k - £50k	▷
Talent Advisor:	£30k - £40k	▲
HR Advisor:	£30k - £35k	▷
Learning & Development Advisor:	£30k - £35k	▲
HR Administrator:	£26k - £28k	▲
HR Assistant:	£24k - £26k	▲

21.

Please note: The salary bands above are guides only. Job titles are not always reflective of the skills and experience required for a role and salaries also vary by region. We always recommend that you undertake a salary and benefits benchmarking exercise specific to your organisation and roles.

06

Attracting
talent



Live and breathe values

The priorities of candidates today have evolved, and they are more interested in employers that not only have matching values, but are genuine about demonstrating them.

Lip service is not enough; such values must be lived and breathed. Company values should provide employees with a feeling of purpose and help them understand how their individual contributions impact the company's overall success.

Moreover, values can be the reason why an employee chooses to stay with a company. With high turnover rates due to the pandemic and the war for talent, a strong culture and set of values are a key factor in employee retention.

Understanding what values are important to candidates is crucial, and they must be incorporated into the fabric of the business itself. The most important values include comprehensive diversity and inclusion policies, as well as sustainability and corporate social responsibility (CSR). In fact, you should consider that 95% of employees believe businesses should benefit all stakeholders, including their communities. In a genuinely inclusive organisation, people can work together effectively without fear or discomfort. When organisations proactively accommodate diverse requirements, everyone can thrive professionally, and diverse teams also deliver 60% better results.

Additionally, diverse working environments attract more talent, particularly millennials with research showing that 47% of the so-called 'woke' generation say they actively look for inclusive employers and those who fall under the Gen Z category ask about a company's D&I commitments in interviews.

There has also been a massive increase in the focus on creating a good work/life balance, so employee well-being should be high priority. Focusing on a sustainable work life balance can promote productivity and high performance.

What should companies do?

- ⦿ Distinguish your top 3 core values that you want to be known for
- ⦿ Highlight your values to show how you differentiate your organisation from your competitors
- ⦿ Base your values on reality and be sure to clearly articulate them throughout the company

What shouldn't companies do?

- ⦿ Rely on a one-size-fits-all solution
- ⦿ Over-do it with too many values, making it impossible to effectively achieve them all
- ⦿ Create a list of values that are then ignored or bear no relation to the way the company operates

How to shout about your EVP

Currently, factors such as the skills gap in the UK puts candidates in control of recruitment. Furthermore, the impact of the pandemic has prompted people to reconsider how their jobs fit into their everyday lives and what they are looking for from their next career move.

It is no longer enough to simply have a fantastic employee value proposition (EVP) waiting to be discovered. You have to get it out there in order to attract and secure great candidates. The best way to do this is to identify what makes your company different and prioritise your key values, before communicating your message across your networks and marketing channels.

Marketing is the key here, so make sure you ask employees for feedback, and encourage them to share examples of your culture on social media, as employees social media profiles are seen by 10x more connections than a company's social media profile on its own, so this action is really beneficial. A strong online presence is crucial for attracting talent as candidates are likely to check your social channels to gauge how the business functions on a daily basis, so if you don't offer an appealing employee value proposition, they will choose another employer who does. Use your platforms as a way to shout about your successes and share the benefits on offer to employees.

In order to stand out from the rest, be clear about what makes you different from your competitors, this could be higher salaries, progression opportunities, investing in personal development, and offering greater benefits such as gym memberships, private healthcare, and free food and drink.

Making the effort to create a strong EVP not only helps to attract top talent, but it also helps with employee retention, elevating your company as a brand that cares about its employees' success and well-being.

A new way of interviewing

The nature of interviews is evolving. While there have been technological changes to the way interviews are conducted today, perhaps the biggest change has come from a shift in the balance of power.

Interviews are no longer a series of questions the employer asks a candidate before allowing them a question or two at the end. Candidates are much more confident and want to know what you can offer them.

Pre-pandemic, interviews were usually conducted in person, with video interviewing being very much the last resort. Now video interviewing is the norm and many candidates expect video interviews prior to meeting in person. Other types of interviews are also growing in popularity such as; group candidate interviews, case interviews, stress interviews and lunch/informal interviews.

Types of interviews aren't the only thing that has evolved; the interview itself is no longer a one-way street. Candidates have gained more confidence in what they want from an employer, they will ask more questions and are likely to have several offers on the table to choose from so it's important to sell the company to the candidate in the interview itself. (If you want to find out more about types of interviews, our [interview types blog](#) discusses some of the emerging interview forms.)

What should employers do?

- ⦿ Prepare relevant questions in relation to the prospect's previous employment
- ⦿ Make the candidate feel at ease with a comfortable interview environment
- ⦿ Clearly explain your hiring process e.g. how many stages there will be
- ⦿ Be prepared to answer questions about your company's values and benefits

What shouldn't employers do?

- ⦿ Ask personal or discriminatory questions that may make them feel uncomfortable
- ⦿ Overpromise in terms of salary, career progression and employee benefits
- ⦿ Talk too much leaving the candidate feeling like they weren't able to showcase themselves or get their points across

25.

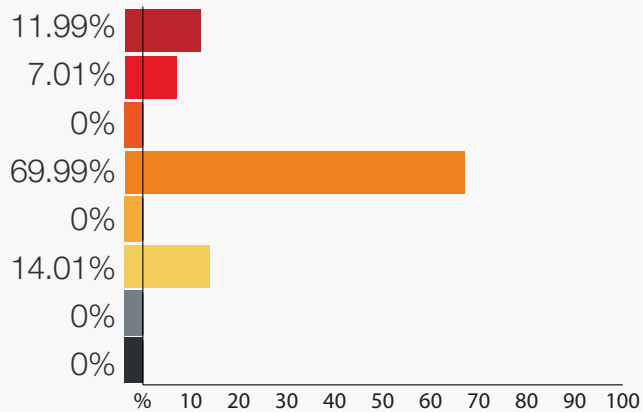


We asked candidates: What interviewing methods do you prefer?

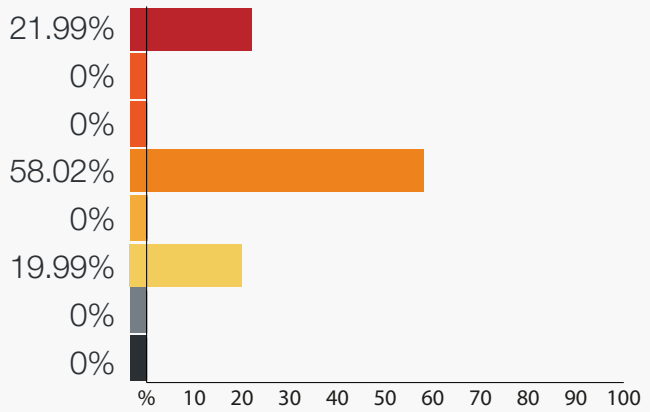
Key

- Video interviewing
- Phone interviewing
- Group candidate interviewing
- In-person interviewing
- Case interview
- Informal interview
- Competency-based interview questions
- More time to ask questions about the company

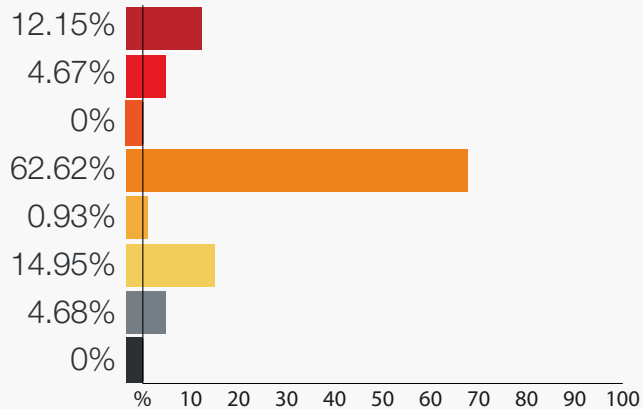
Procurement & purchasing



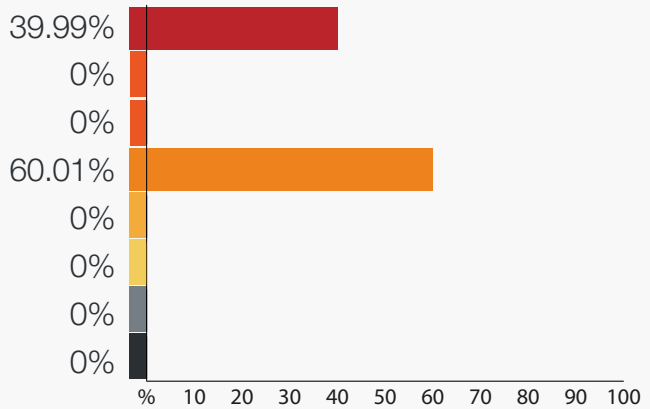
Supply Chain



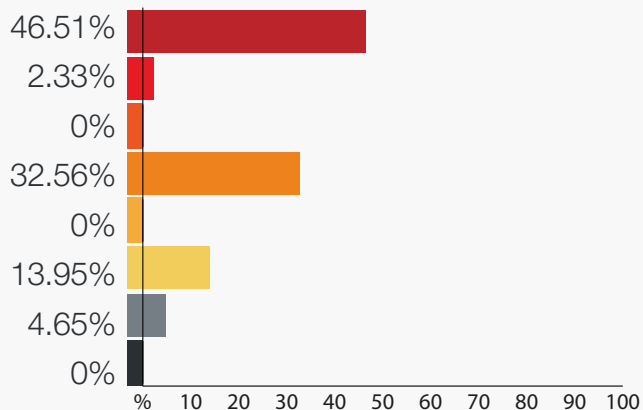
Logistics, transport and warehousing



Buying & Merchandising



HR & People



26.

Except for HR, who preferred video interviews, all industries favored in-person interviews. Video interviews ranked second for all industries that did not select it as their top option.

Understanding the market

In Cast UK's survey of over 400 professionals across 5 different specialisms, we found that, as in 2022, salary remained the most valued factor for candidates looking for a new role.

Although benefits packages ranked poorly in 2021, we had expected a spike in votes for this in 2022 due to the affects on working arrangements from the pandemic and the cost of living, however this remained as one of the lowest selected factors when looking for a new role, along with overseas working, corporate social responsibility, company diversity and better location.

Overall candidates were most satisfied with safety measures e.g. social distancing & PPE, flexible working arrangements and their sense of purpose in the workplace which were the three highest ranking factors. Career progression was the lowest which suggests that employers need more put more into their employee training and development plans, in order to retain them and make them feel like they are gaining more skills in their role in 2023.

The most influential factor driving candidates to look for another job was an uncompetitive salary, which is unsurprising given the current economic climate. Feeling undervalued came in as the second most contributing factor and as employees are the backbone of a company, it is crucial that they feel valued in order to be motivated and perform at their best.

2022 saw the introduction of more varied forms of working arrangements, hybrid working (a mix of remote and office working) came out on top as the most offered option of work across all specialisms, which is beneficial to candidates as this was also voted their most preferred option across the board. Overseas working and a 4-day working week were the least voted options.

Not only did we see a rise in varied working arrangements, we were also hit by several impactful events which have prompted some into looking for a new position. Supply chain disruption has impacted all specialisms by making their roles more demanding, exacerbating the skills shortage as employees are unable to handle or deal with the increased workload.

The cost-of-living crisis has also turned up the pressure, leading the majority of people within each specialism to vote that they are actively looking for a position with a higher salary. Consequently, it appears that while employers must continue to respond properly to events, they must also keep in mind that personal finances are a high priority for candidates.

07

Survey
results



What Candidates Really Want in 2023

The economy experienced a turbulent year in 2022. The invasion of Ukraine by Russia has caused inflation in energy, raw materials, logistics, and digital services costs.

Changes in import / export compliance and the reorganisation of supply chains continues to disrupt many sectors. We surveyed over 400 professionals in procurement, supply chain, logistics, buying, and HR, to discover what they crave most in 2023.

We asked

- ⦿ What factors do you value most when looking for a new role?
- ⦿ What are you satisfied with in your current role?
- ⦿ What would make you look for another role?
- ⦿ Which benefits or perks do you value most?
- ⦿ What working arrangements are offered by your current/most recent employer and which are important to you?
- ⦿ Has supply chain disruption impacted your role this year?
- ⦿ How has the cost of living affected your outlook on your current role or employer?
- ⦿ Are you worried about the impact of the cost of living on your job security?
- ⦿ What interviewing methods do you prefer?
- ⦿ Have you undertaken training to learn new skills in the last 12 months, or has it been offered by your employer?
- ⦿ How optimistic are you about the future job market?

In the next section of our Salary & Benefits Guide, we have compiled a summary of all our findings, broken down by specialism. With these insights, employers will know precisely what their applicants desire and how to successfully attract and recruit them.

An overview of how each function compares

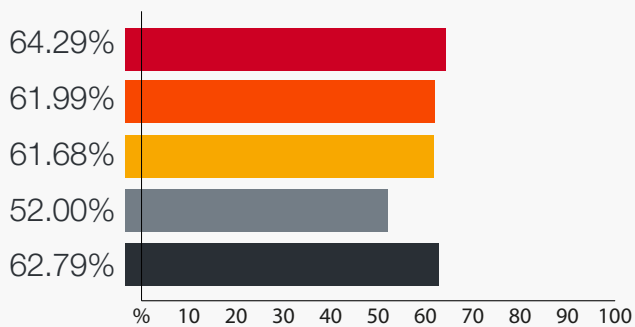
We asked candidates: *What are you satisfied with in your current role?*

The results have been calculated according to the percentage that answered **'satisfied', 'very satisfied', and 'extremely satisfied'** (the rest were either unsatisfied or very unsatisfied).

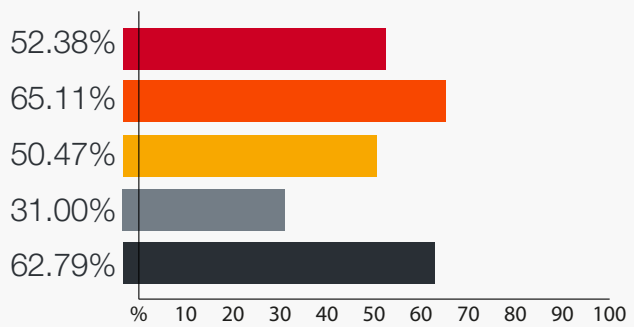
Key



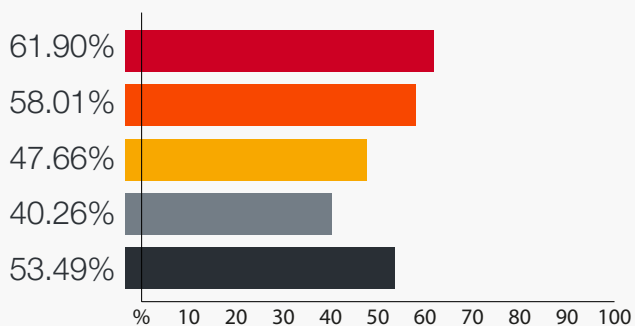
Salary



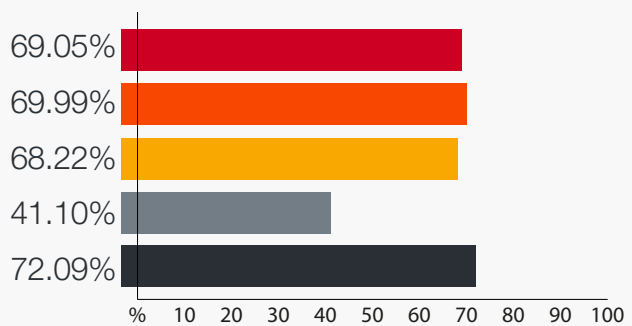
Benefits package



Performance recognition



Your work environment

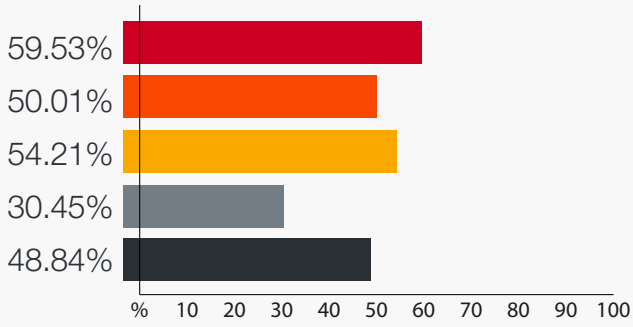


We asked candidates: What are you satisfied with in your current role?

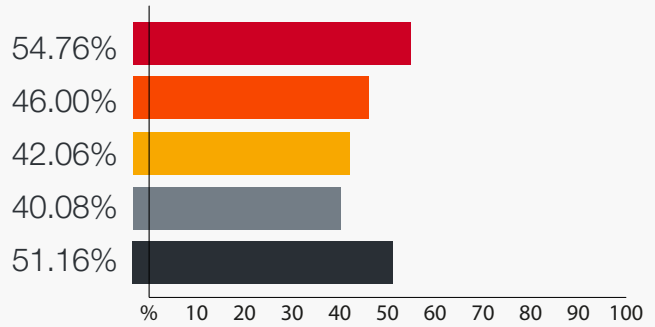
Key

- Procurement & purchasing
- Supply Chain
- Logistics, transport and warehousing
- Buying & Merchandising
- HR & People

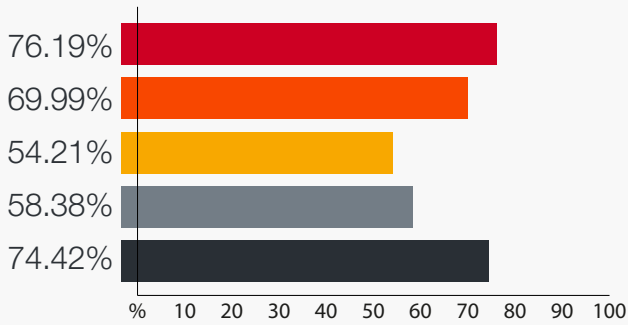
Training/Development Opportunities



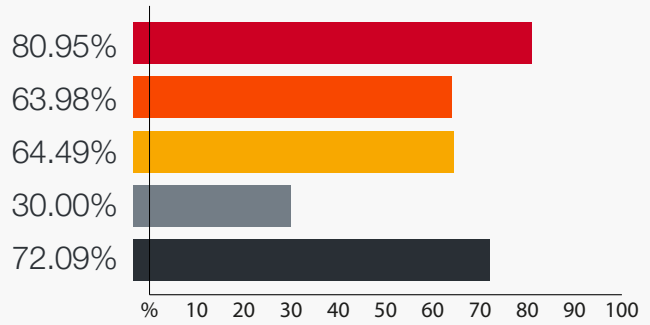
Career progression



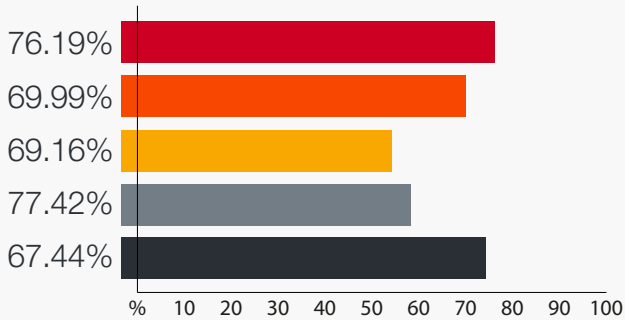
The role itself



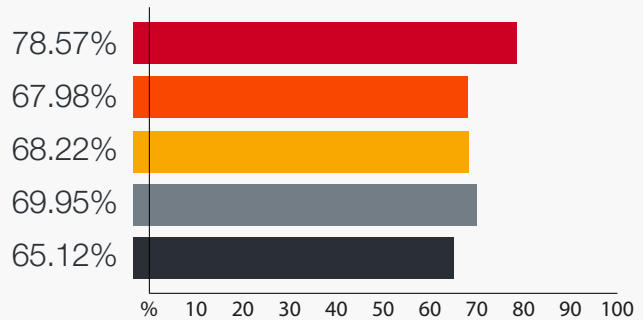
Work/life balance



Company ethos (Including DEI & CSR)



A sense of purpose



31.

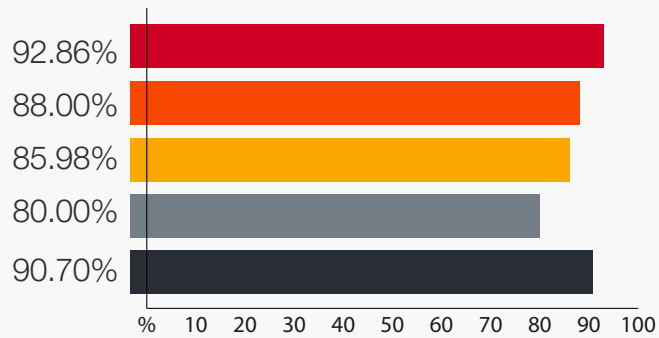


We asked candidates: What are you satisfied with in your current role?

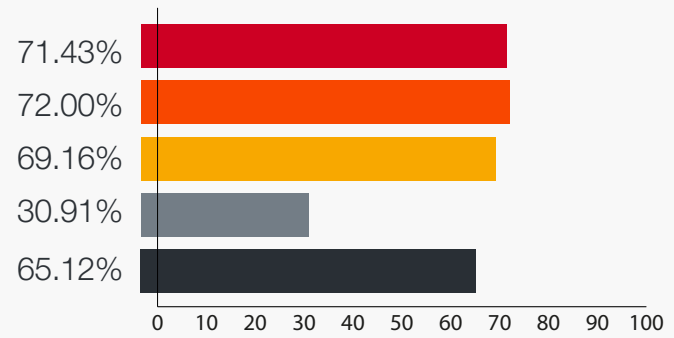
Key

- Procurement & purchasing
- Supply Chain
- Logistics, transport and warehousing
- Buying & Merchandising
- HR & People

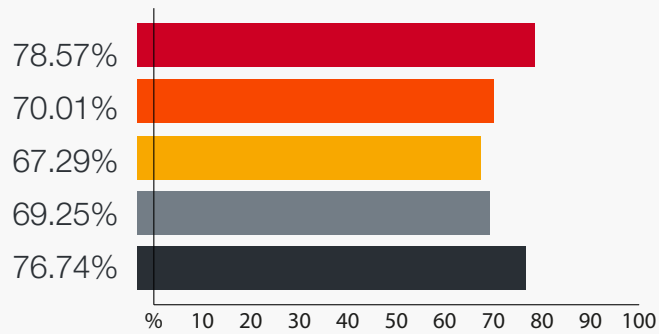
Safety measures eg. social distancing/PPE



Response to uncertain changes eg. economic landscape



Flexible working options eg. flexible working hours and location



32.



Candidates still rank safety and the ability to work remotely high on their list of what makes them happy in their current position, suggesting that the pandemic's impacts are still being felt.

Most influential factors driving candidates to leave their job

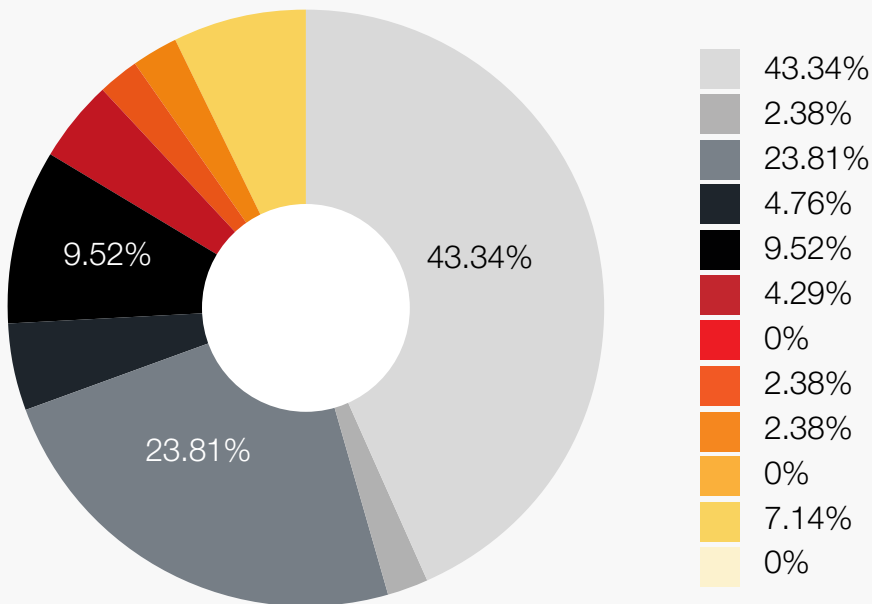
We asked candidates: *What would make you look for another role?*

We asked which factors would make respondents likely to seek another role. These are the top-rated factors by the percentage of those who selected them as their first choice.

Key

- | | | | |
|---|--|---|-------------------------------------|
|  | Uncompetitive salary |  | Change of location |
|  | Uncompetitive benefits package |  | Change of industry |
|  | Feeling undervalued in current role |  | Unsuitable flexible working options |
|  | Not getting along with colleague or boss |  | COVID-secure measures not in place |
|  | Company culture/ethos |  | Redundancy fears |
|  | Needing a new challenge |  | Employer lagging behind in sector |

Procurement & purchasing



33.

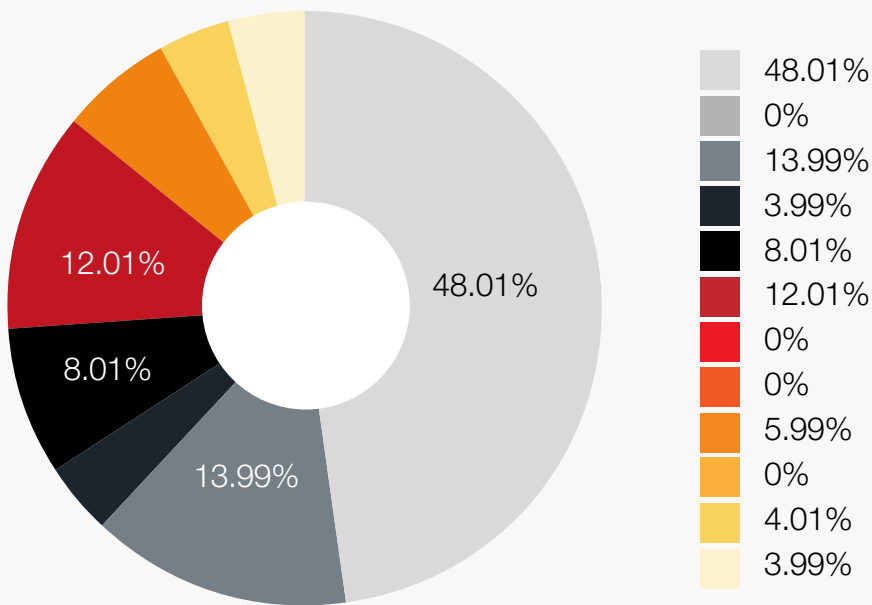


We asked candidates: What would make you look for another role?

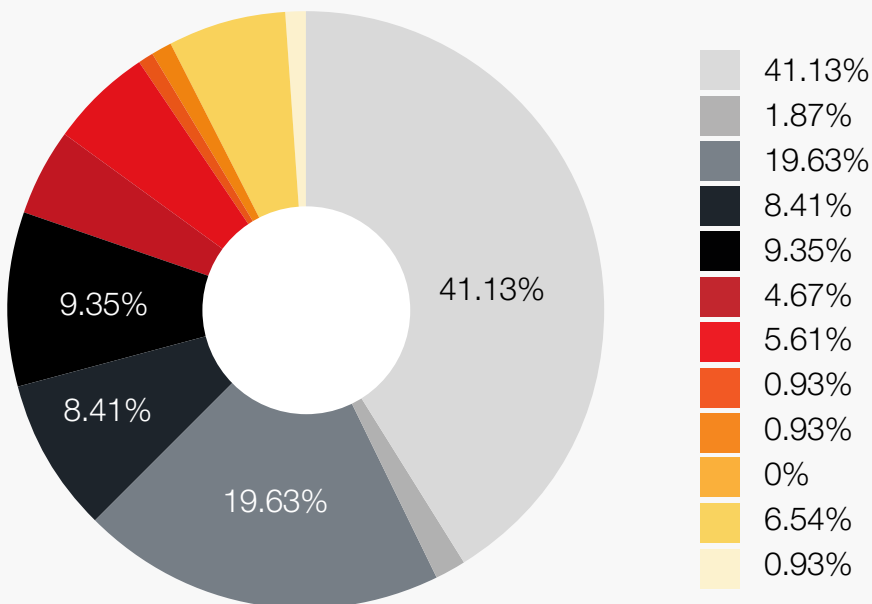
Key

- Uncompetitive salary
- Uncompetitive benefits package
- Feeling undervalued in current role
- Not getting along with colleague or boss
- Company culture/ethos
- Needing a new challenge
- Change of location
- Change of industry
- Unsuitable flexible working options
- COVID-secure measures not in place
- Redundancy fears
- Employer lagging behind in sector

Supply Chain



Logistics, transport and warehousing



34.

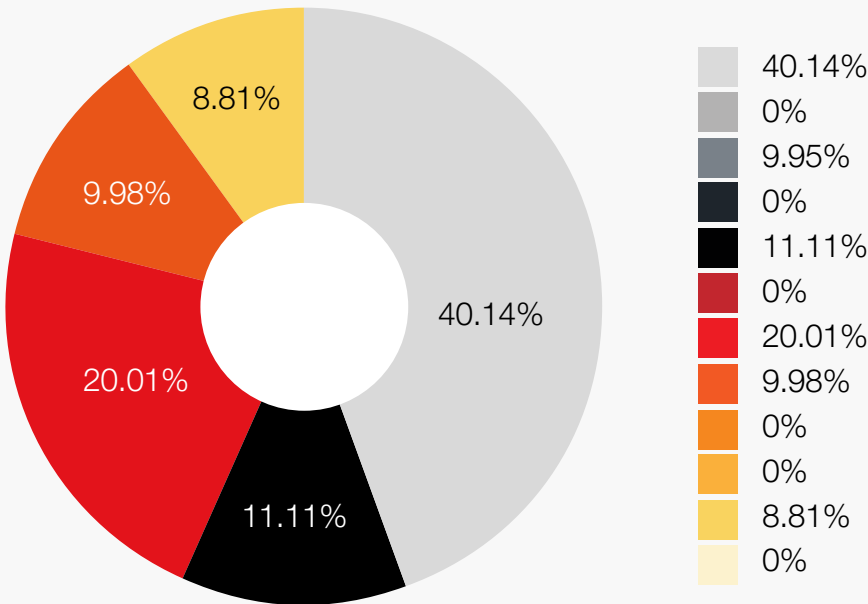


We asked candidates: What would make you look for another role?

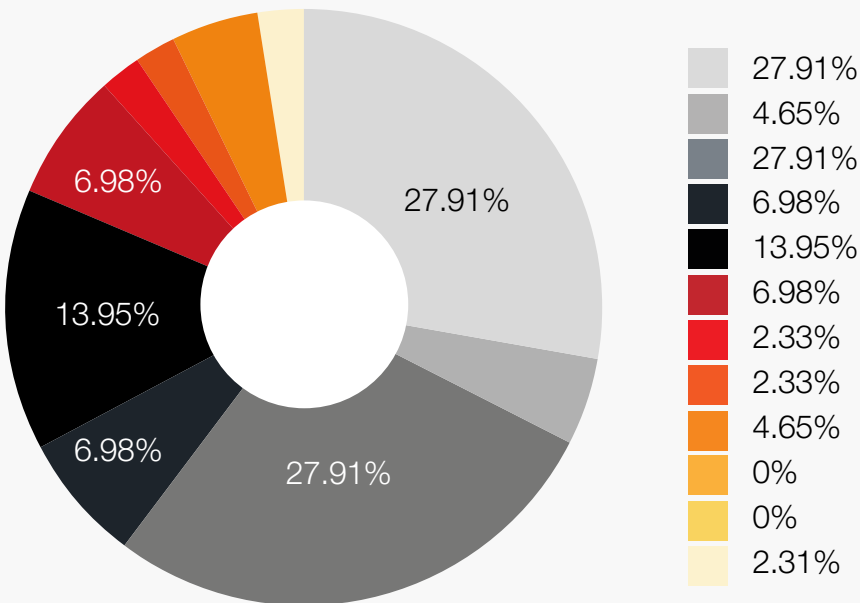
Key

- Uncompetitive salary
- Uncompetitive benefits package
- Feeling undervalued in current role
- Not getting along with colleague or boss
- Company culture/ethos
- Needing a new challenge
- Change of location
- Change of industry
- Unsuitable flexible working options
- COVID-secure measures not in place
- Redundancy fears
- Employer lagging behind in sector

Buying & Merchandising



HR & People



An uncompetitive salary remains the top reason to seek out a new job with all sectors choosing this as their most common first choice, the second most common factor was feeling undervalued, which was most common in procurement and purchasing as well as HR and people.

Employees need recognition for their efforts and frequent feedback so they know where they stand to remain motivated. Needing a new challenge was another key motivator in the decision, this indicates a lack of progression in their current role. Additionally, the need for a new challenge indicates that employees need to see routes that will take them to a higher level in their chosen specialism or they may feel they are stagnating and seek a fresh challenge elsewhere.

35.

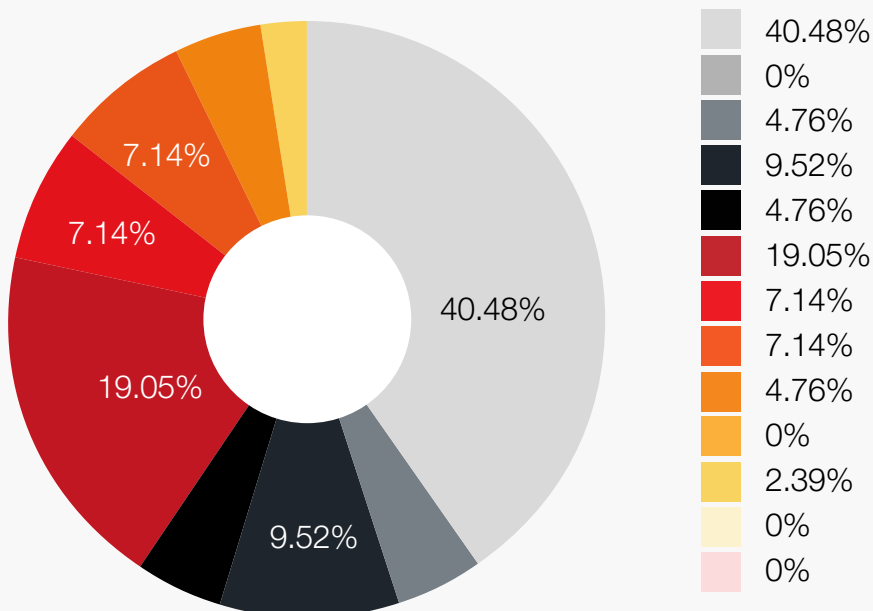
Most valued factors when looking for another role

We asked candidates: *What factors do you value most when looking for a new role?*

These are the top-rated factors by the percentage of those who selected it as their first choice.



Procurement & purchasing



36.

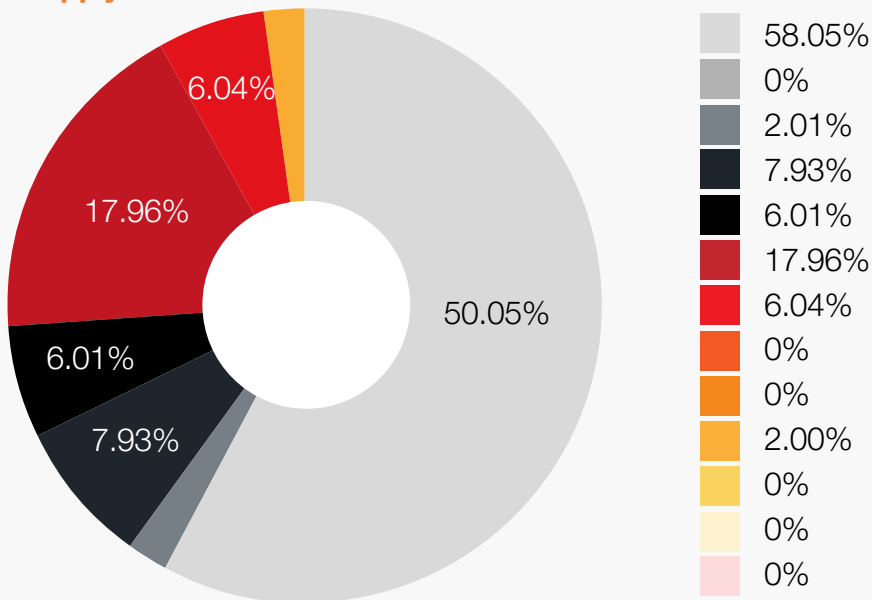


We asked candidates: What factors do you value most when looking for a new role?

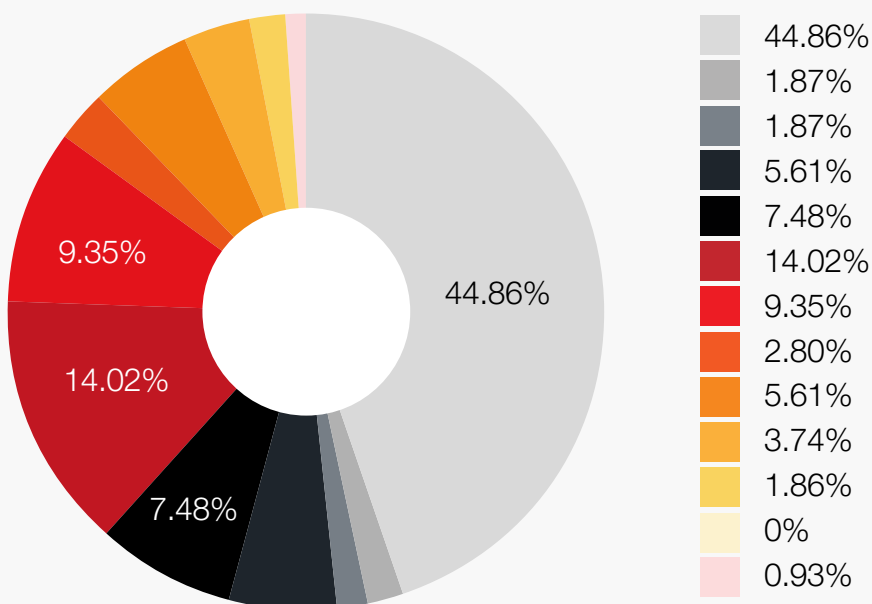
Key

- Salary
- Bonus/incentives
- Benefits scheme
- Company purpose/ethos
- Work environment
- Challenging/purposeful role
- Work/life balance
- Flexible working arrangements
- Training/development opportunities
- Better location
- Company diversity
- Corporate social responsibility
- Overseas working

Supply Chain



Logistics, transport and warehousing



37.

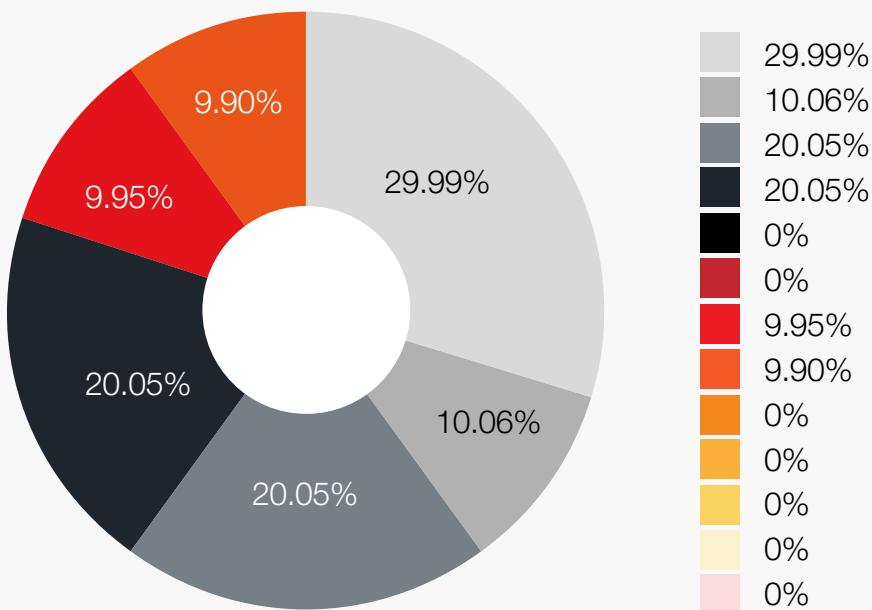


We asked candidates: What factors do you value most when looking for a new role?

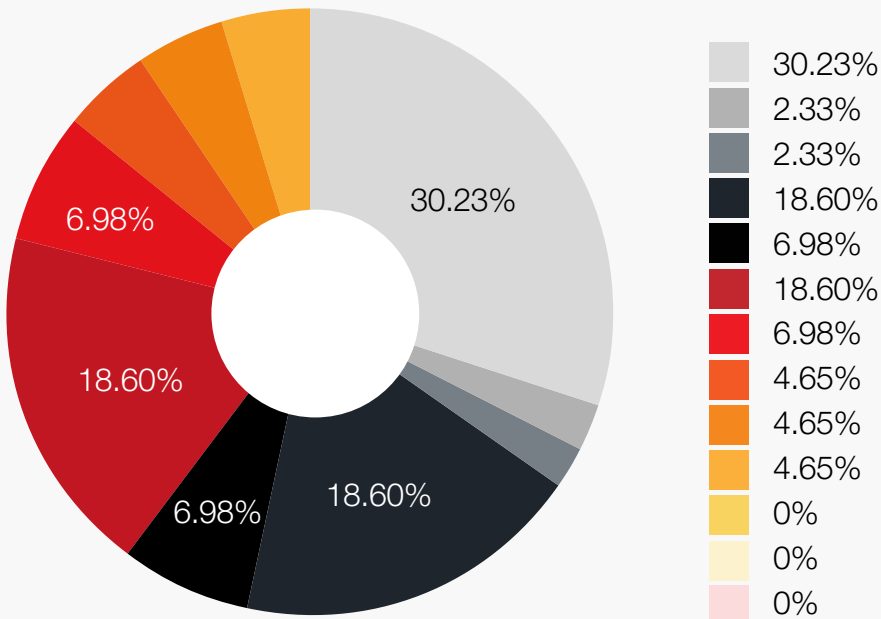
Key

- Salary
- Bonus/incentives
- Benefits scheme
- Company purpose/ethos
- Work environment
- Challenging/purposeful role
- Work/life balance
- Flexible working arrangements
- Training/development opportunities
- Better location
- Company diversity
- Corporate social responsibility
- Overseas working

Buying & Merchandising



HR & People



38.

In the same vein as last year, generally salary was the most important factor across the specialisms when looking for a new role.














A demanding and purposeful position ranked second in importance, and a company's purpose/ethos was also crucial.

Most sought-after benefits

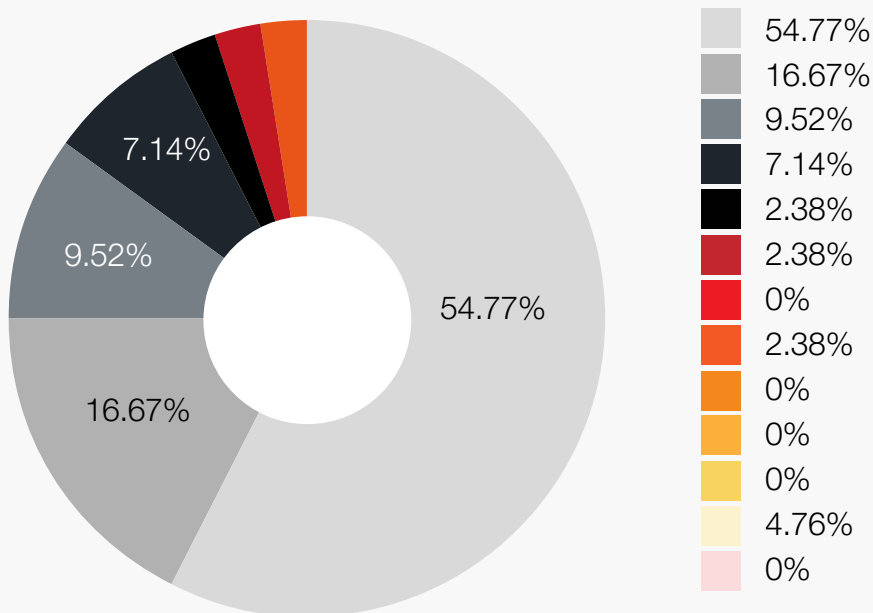
We asked candidates: *Which benefits or perks do you value most?*

We asked respondents to state the benefits they value most. These are the top-rated benefits by the percentage of those that selected it as their first choice

Key

 Annual leave	 Health & life insurance
 Pension scheme	 Share incentives
 Bonus scheme	 Subsidised health/leisure facilities
 Professional studies	 Enhanced maternity/paternity leave
 Company vehicle	 Childcare voucher scheme
 Fuel Card	 Overseas working
	 Regular social events

Procurement & purchasing



39.

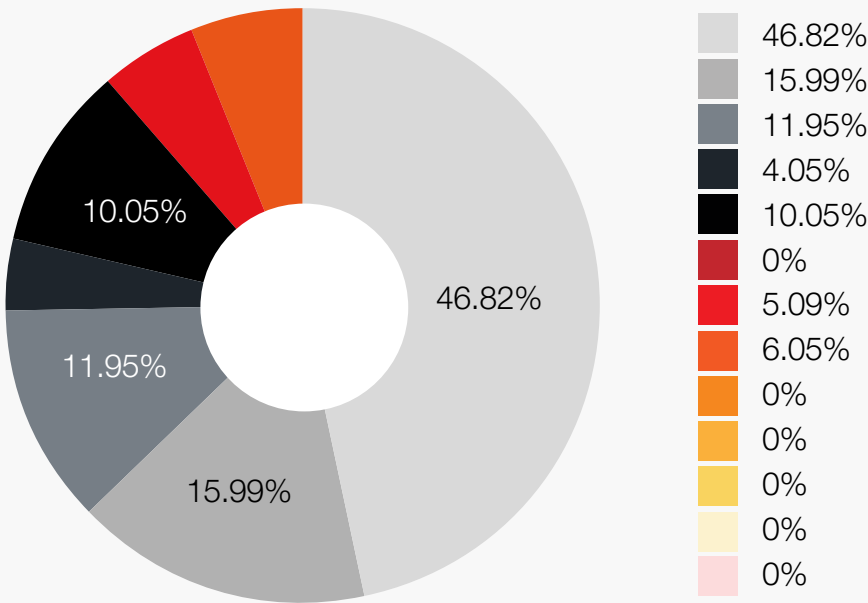


We asked candidates: Which benefits or perks do you value most?

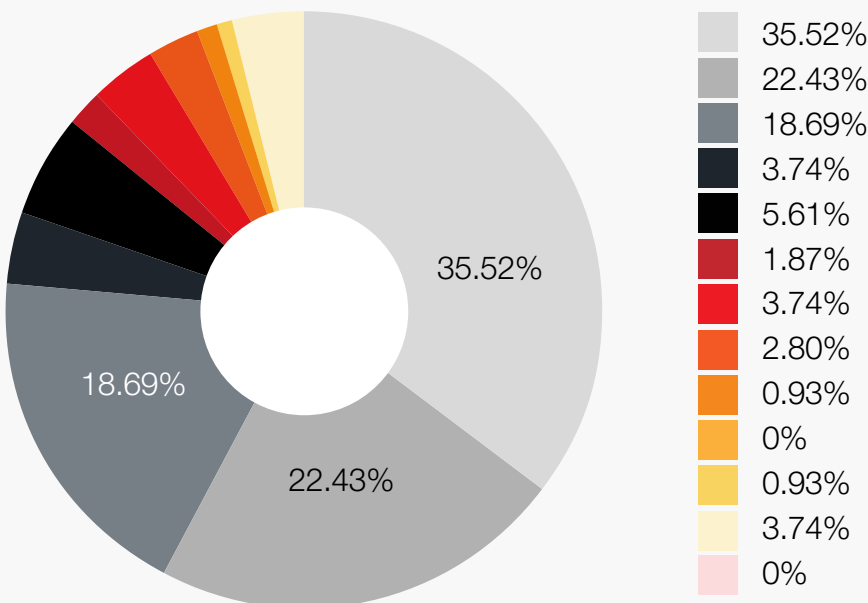
Key

- Annual leave
- Pension scheme
- Bonus scheme
- Professional studies
- Company vehicle
- Fuel Card
- Health & life insurance
- Share incentives
- Subsidised health/leisure facilities
- Enhanced maternity/paternity leave
- Childcare voucher scheme
- Overseas working
- Regular social events

Supply Chain



Logistics, transport and warehousing



40.

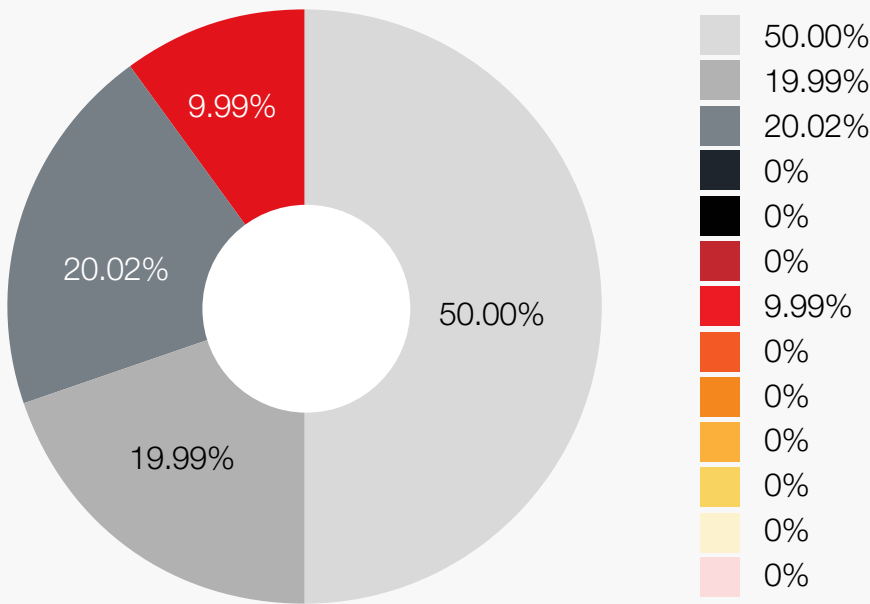


We asked candidates: Which benefits or perks do you value most?

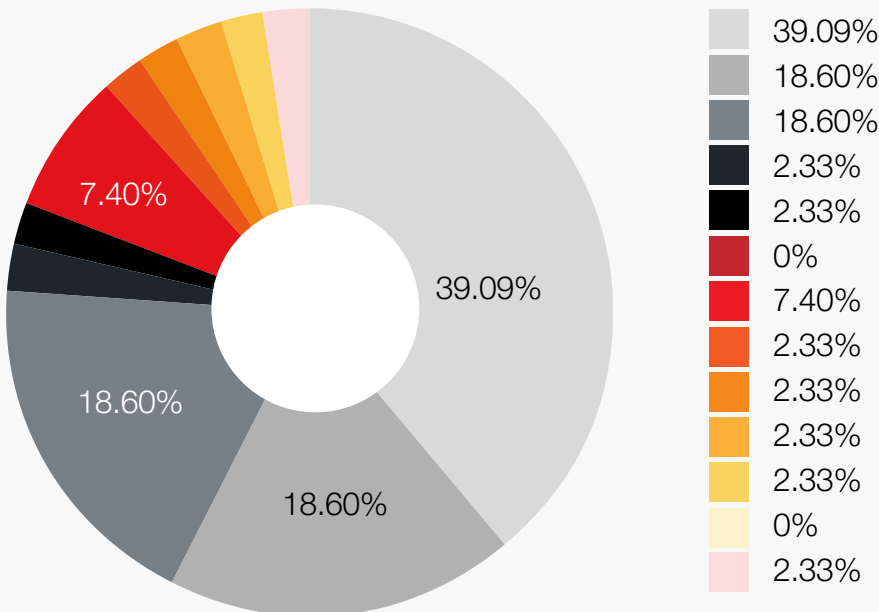
Key

- Annual leave
- Pension scheme
- Bonus scheme
- Professional studies
- Company vehicle
- Fuel Card
- Health & life insurance
- Share incentives
- Subsidised health/leisure facilities
- Enhanced maternity/paternity leave
- Childcare voucher scheme
- Overseas working
- Regular social events

Buying & Merchandising



HR & People



In general, annual leave, a pension scheme, and a bonus were the most valued perks among candidates.

We have learned, though, that many companies still only offer the bare minimum. If employers want to attract top talent and enhance their EVP, they need to offer a better benefits package; including enhanced holidays, benefits, and incentives.

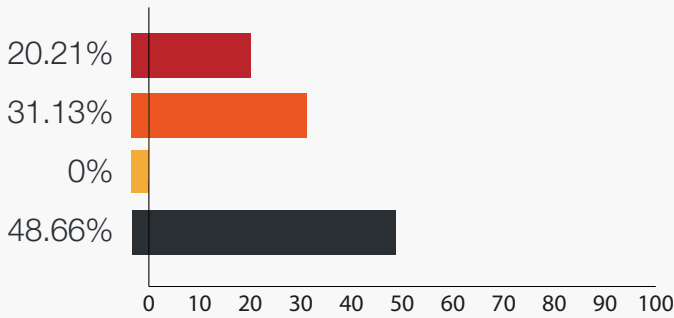
41.

We asked candidates: *Have you undergone training to learn new skills in the last 12 months, or has it been offered by your employer?*

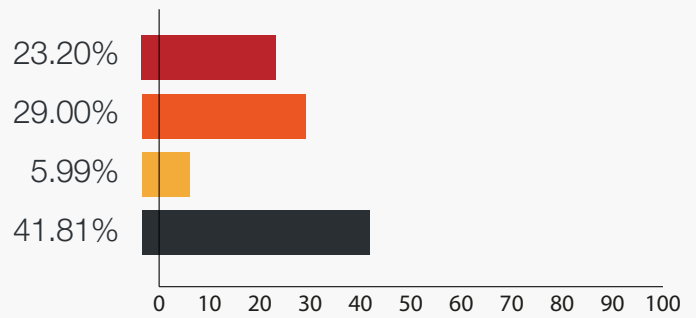
Key

- Yes - of my own accord
- Yes - through my employer
- Yes - in digital/data mining skills
- No

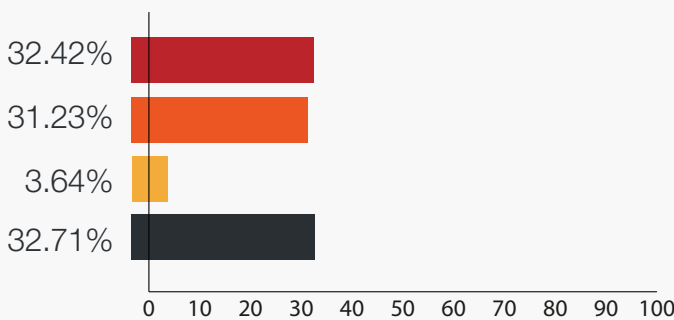
Procurement and purchasing



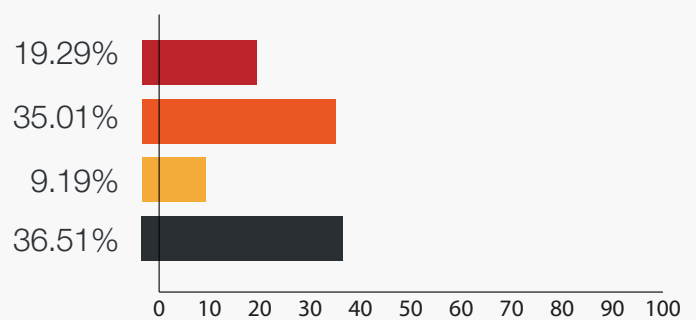
Supply Chain



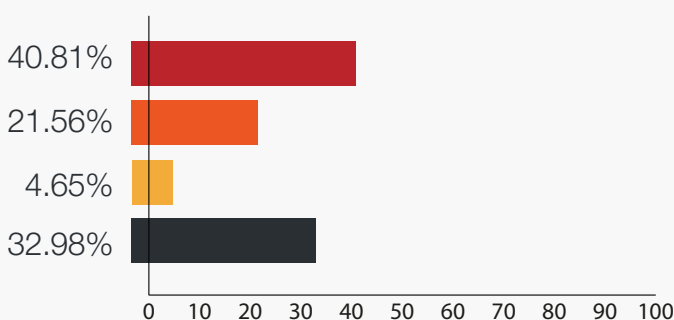
Logistics, transport and warehousing



Buying & Merchandising



HR & People



Employers should provide training and development programmes to keep their employees engaged and challenged in their roles.

42.

Training and development is often an effective method for retaining current employees and attracting fresh talent too. It is vital that companies look to upskill their teams in traditional or new data-driven skills to ensure their organisation retains the edge over competitors.

Working arrangements

We asked candidates: *What working arrangements are offered by your current/most recent employer and which are important to you?*

We asked respondents to state the benefits they value most. These are the top-rated benefits by the percentage of those that selected it as their first choice

Key

Existing working arrangements offered by employer:

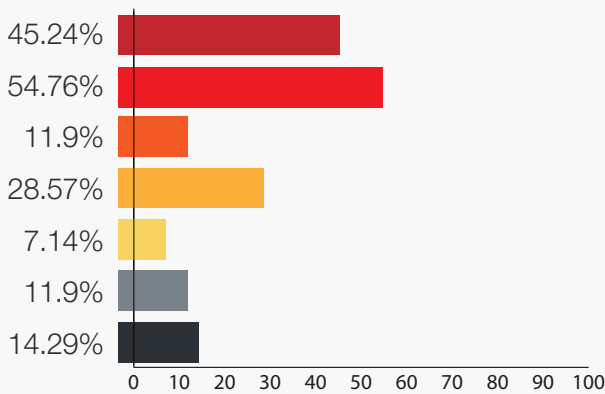
- Flexible working hours
- Hybrid working (mix of remote and office working)
- Full-time remote working
- Full-time office/on-site working
- Four-day working week
- Overseas working option
- None of the above

Most preferred:

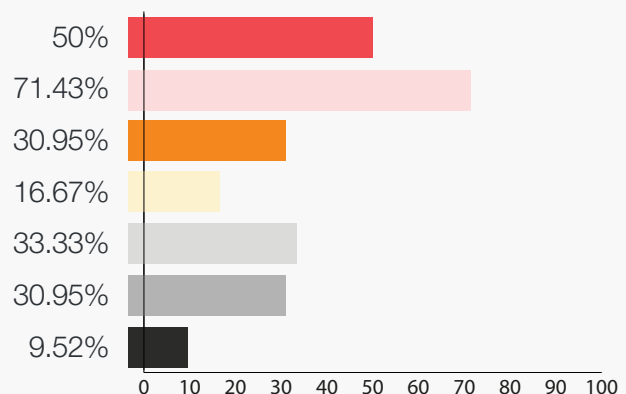
- Option for flexible hours
- Option for hybrid working (mix of remote and office working)
- Option for full-time remote working
- Option for full-time office/on-site working
- Option four-day working week
- Option for overseas working option
- None of these are important to me

Procurement & purchasing

Existing working arrangements offered by employer:



Most preferred:



43.



We asked candidates: What working arrangements are offered by your current/most recent employer and which are important to you?

Key

Existing working arrangements offered by employer:

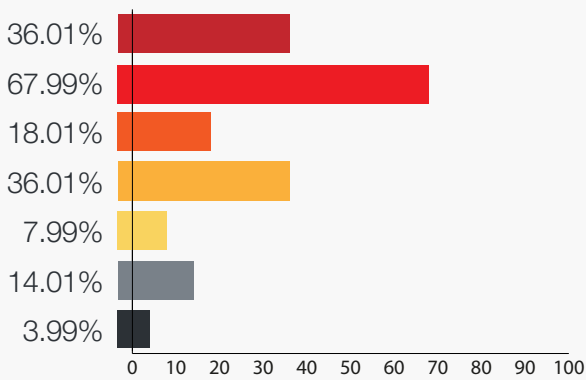
- Flexible working hours
- Hybrid working (mix of remote and office working)
- Full-time remote working
- Full-time office/on-site working
- Four-day working week
- Overseas working option
- None of the above

Most preferred:

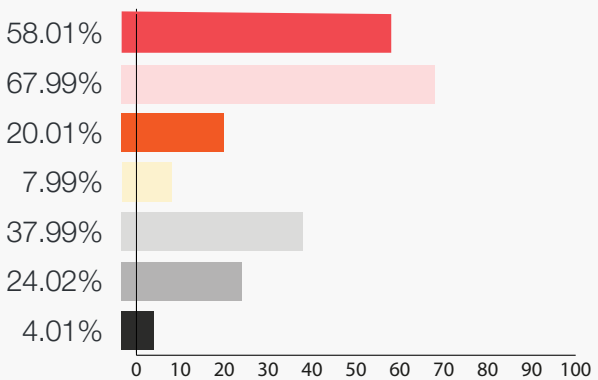
- Option for flexible hours
- Option for hybrid working (mix of remote and office working)
- Option for full-time remote working
- Option for full-time office/on-site working
- Option four-day working week
- Option for overseas working option
- None of these are important to me

Supply Chain

Existing working arrangements offered by employer:

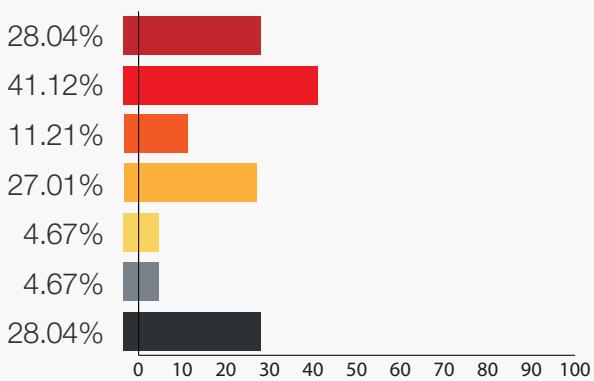


Most preferred:

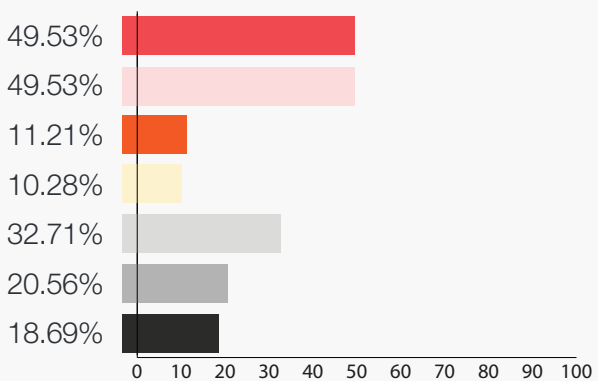


Logistics, transport and warehousing

Existing working arrangements offered by employer:



Most preferred:



44.



We asked candidates: What working arrangements are offered by your current/most recent employer and which are important to you?

Key

Existing working arrangements offered by employer:

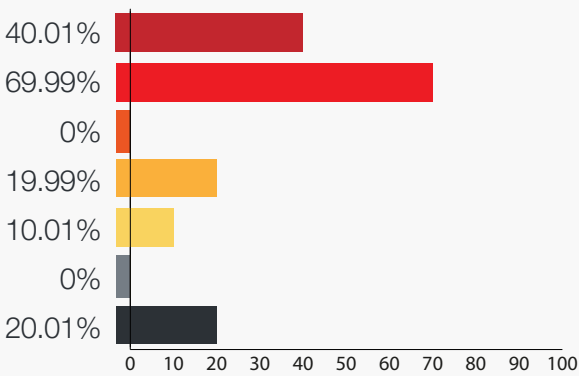
- Flexible working hours
- Hybrid working (mix of remote and office working)
- Full-time remote working
- Full-time office/on-site working
- Four-day working week
- Overseas working option
- None of the above

Most preferred:

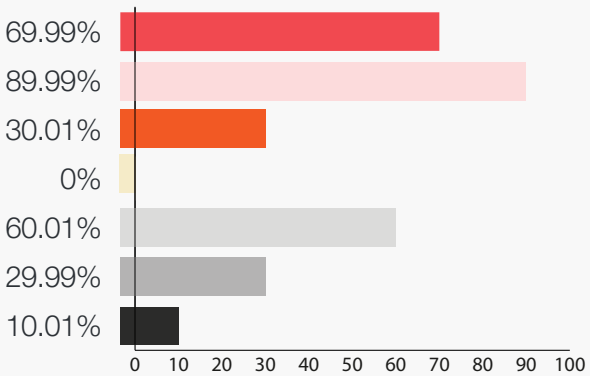
- Option for flexible hours
- Option for hybrid working (mix of remote and office working)
- Option for full-time remote working
- Option for full-time office/on-site working
- Option four-day working week
- Option for overseas working option
- None of these are important to me

Buying & Merchandising

Existing working arrangements offered by employer:

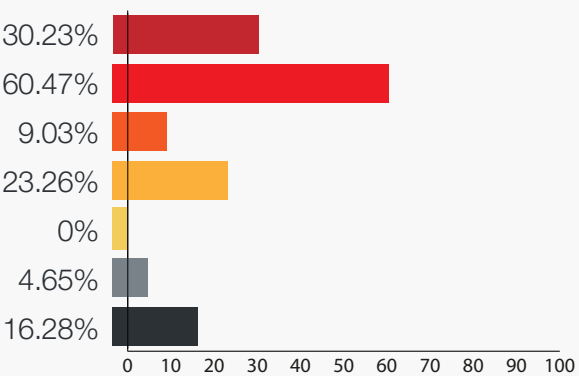


Most preferred:

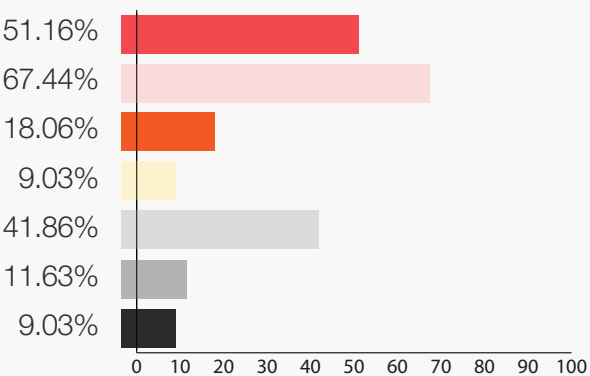


HR & People

Existing working arrangements offered by employer:



Most preferred:



45.

Hybrid working (a mix of remote and office work) was the most prevalent working arrangement across all industries, followed by flexible hours and full-time office / on-site employment.

With the trial of a four-day workweek and the ongoing effects of the pandemic on working arrangements, it is unsurprising that hybrid working is currently the most prevalent working arrangement. This tendency will continue beyond 2023 as companies begin rationalizing of costs meaning less office space and therefore we believe we will see hotdesking scenarios become even more widespread. Research shows that [40% of permanent desk space](#) is unnecessary for an office.



Impact of events
in 2022

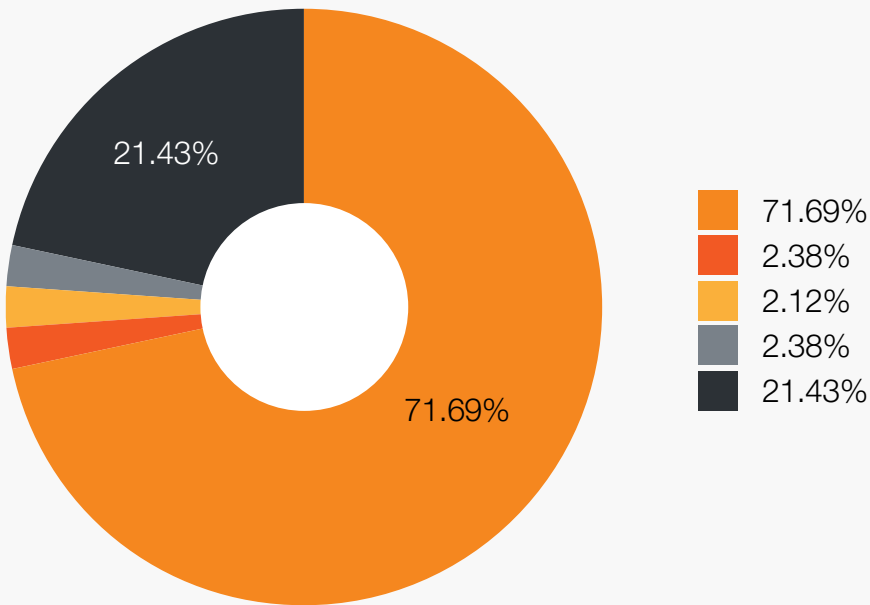
Supply Chain Disruption

We asked candidates: *Has supply chain disruption affected your job over the past year?*

Key

- Yes - role is more demanding
- Yes - role is less demanding
- Yes - employer has had to recruit new specialist staff
- Yes - employer has withdrawn from some markets or withdrawn some products/service
- No impact

Procurement & purchasing



47.

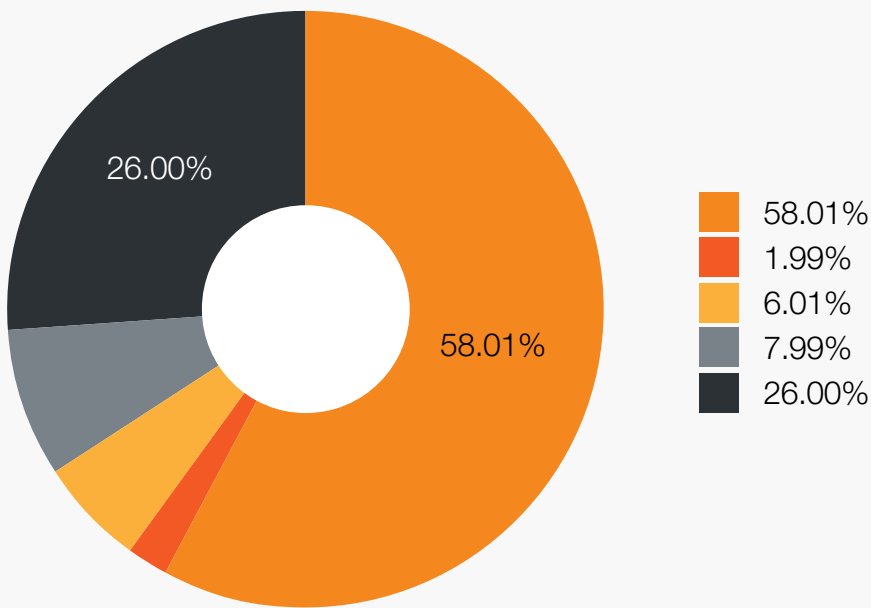


We asked candidates: What are you satisfied with in your current role?

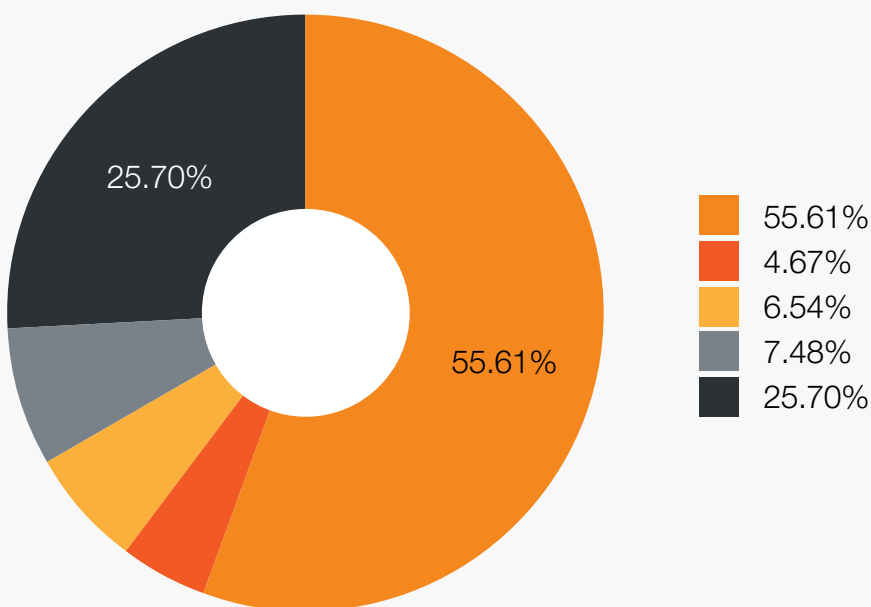
Key

- Yes - role is more demanding
- Yes - role is less demanding
- Yes - employer has had to recruit new specialist staff
- Yes - employer has withdrawn from some markets or withdrawn some products/service
- No impact

Supply Chain



Logistics, transport and warehousing



48.

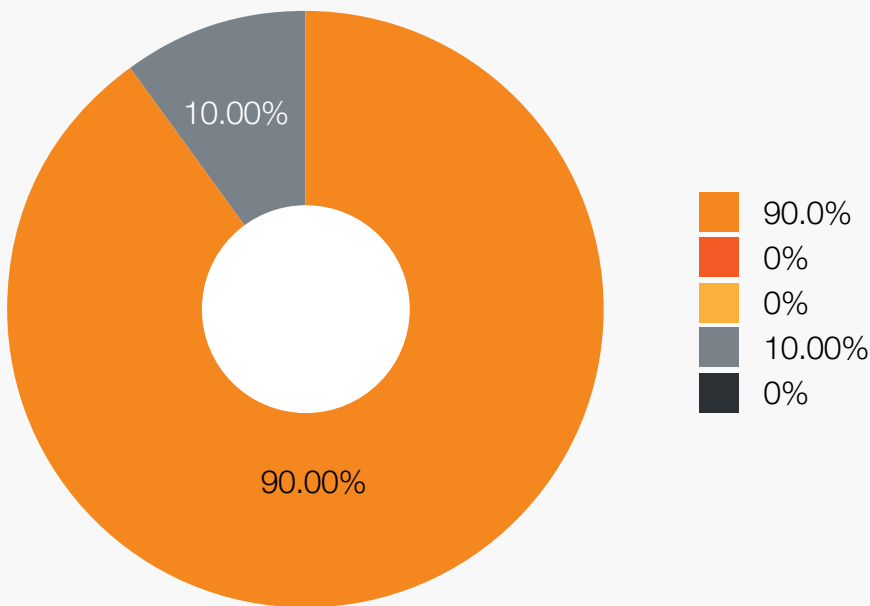


We asked candidates: What are you satisfied with in your current role?

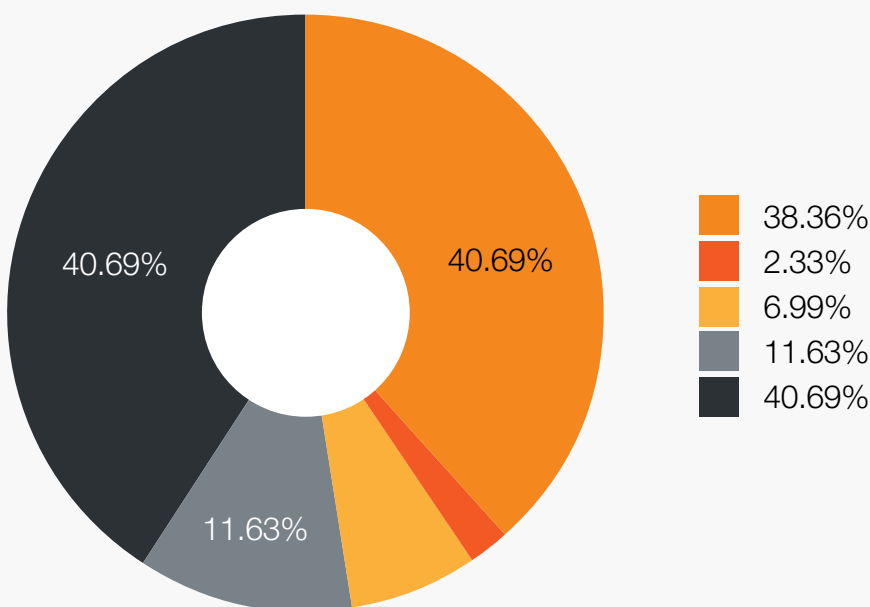
Key

- Yes - role is more demanding
- Yes - role is less demanding
- Yes - employer has had to recruit new specialist staff
- Yes - employer has withdrawn from some markets or withdrawn some products/service
- No impact

Buying & Merchandising



HR & People



49.

Supply Chain, Procurement and Purchasing, Logistics, Buying and Merchandising are all sectors that have been impacted by the disruption, making their roles more demanding, with the HR and People specialism less impacted, as you would expect.

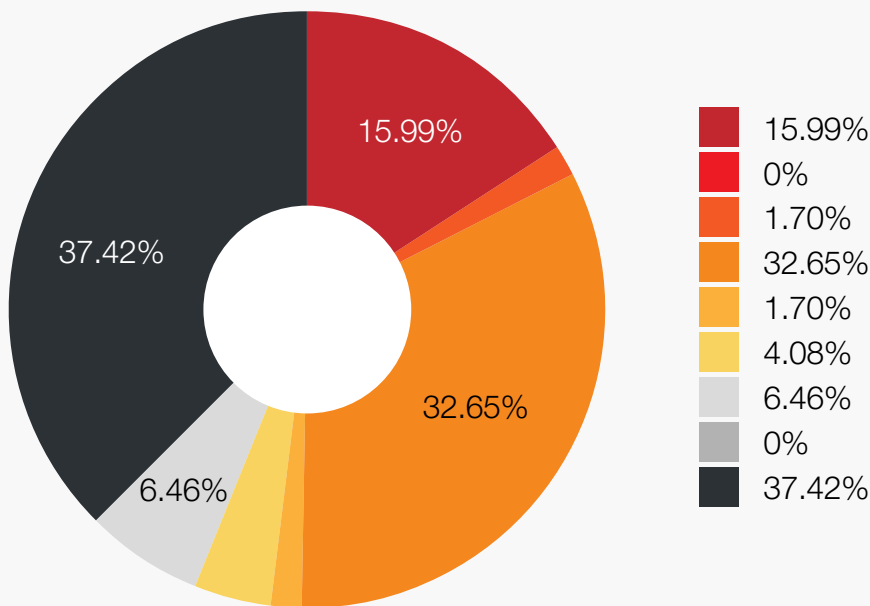
Cost of Living Crisis

We asked candidates: *How has the cost of living affected your outlook on your current role or employer?*

Key

- Decided to stay in current job for another 12 months for job security
- Opted for early retirement
- Temporary reduction in salary
- Actively looking for a role with a higher salary
- Actively looking to work full time in an office to reduce domestic energy bills
- Worried about the potential of redundancy
- My employer has reduced bonuses/incentives
- My employer has increased bonuses/incentives
- No impact

Procurement & purchasing



50.

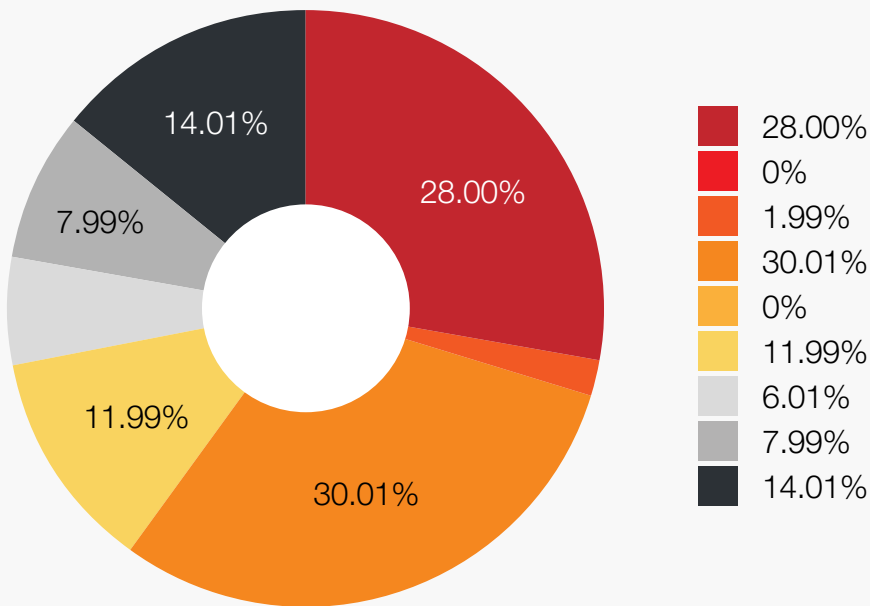


We asked candidates: How has the cost of living affected your outlook on your current role or employer?

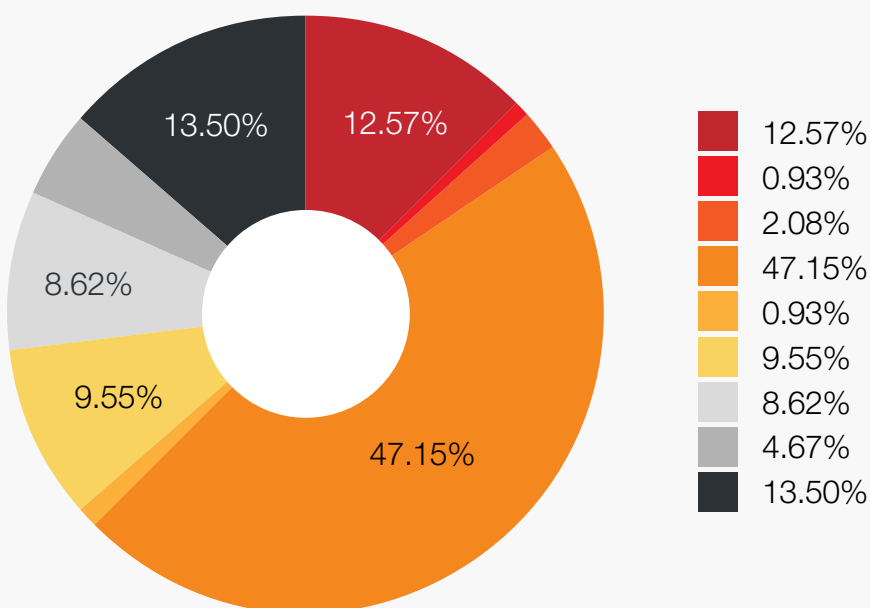
Key

- Decided to stay in current job for another 12 months for job security
- Opted for early retirement
- Temporary reduction in salary
- Actively looking for a role with a higher salary
- Actively looking to work full time in an office to reduce domestic energy bills
- Worried about the potential of redundancy
- My employer has reduced bonuses/incentives
- My employer has increased bonuses/incentives
- No impact

Supply Chain



Logistics, transport and warehousing



51.

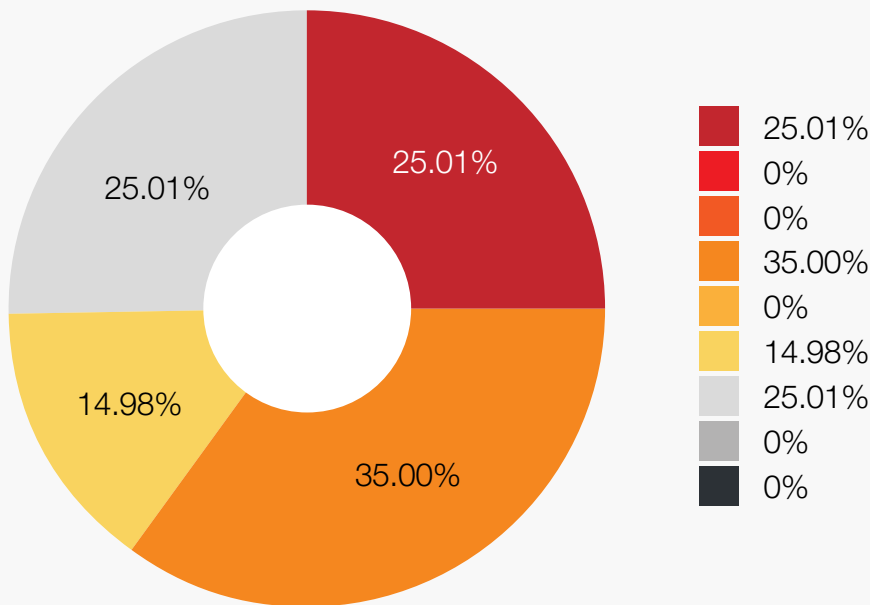


We asked candidates: How has the cost of living affected your outlook on your current role or employer?

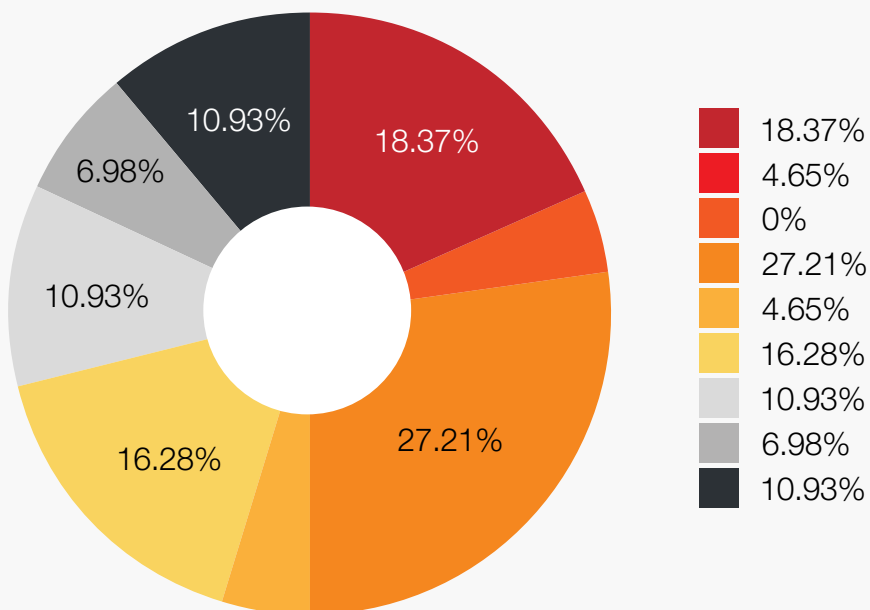
Key

- Decided to stay in current job for another 12 months for job security
- Actively looking to work full time in an office to reduce domestic energy bills
- Opted for early retirement
- Worried about the potential of redundancy
- Temporary reduction in salary
- My employer has reduced bonuses/incentives
- My employer has increased bonuses/incentives
- Actively looking for a role with a higher salary
- No impact

Buying & Merchandising



HR & People



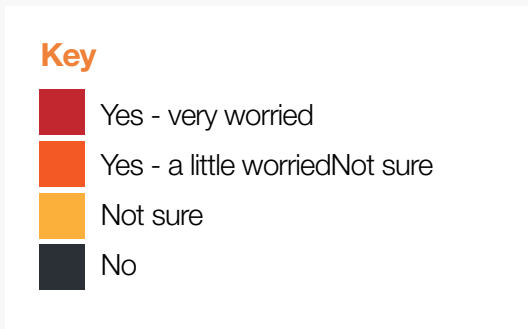
Unsurprisingly, we discovered that the majority of people across all industries are feeling the impact of the rise in the cost of living and, as a result, are actively looking for a new job with a higher salary. Despite the fact that the Procurement and Purchasing score is not as high, 35.71% of respondents surveyed are looking for a role with a higher salary.

52.

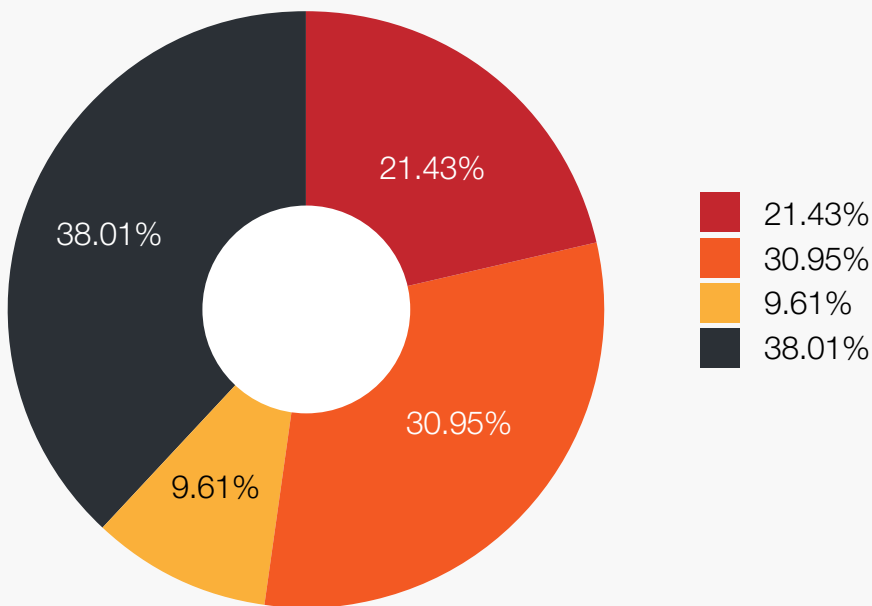
Job Security

We asked candidates: *Are you worried about the impact of the cost of living on your job security?*

We wanted to find out if employees are concerned about the impact of the rising cost of living on their job security over the next five years.



Procurement & purchasing



53.

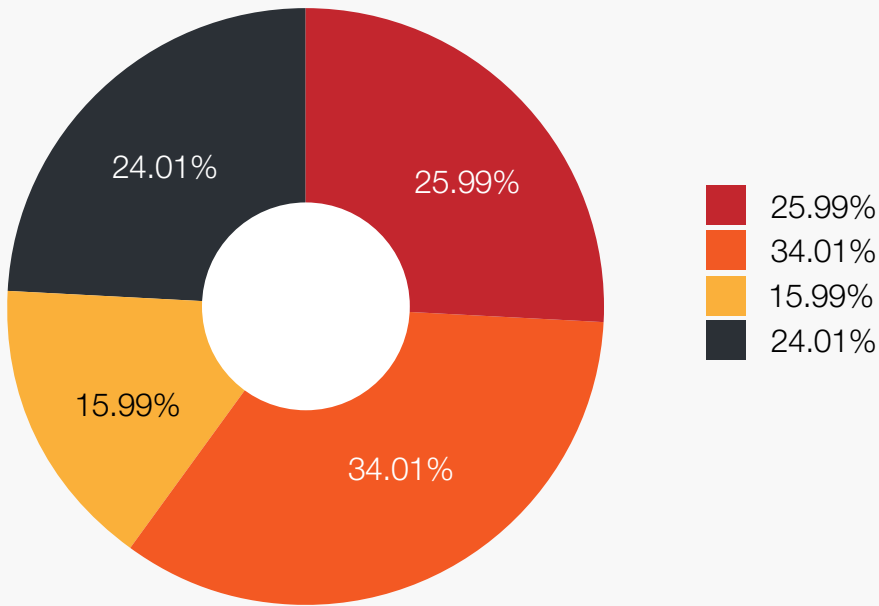


We asked candidates: Are you worried about the impact of the cost of living on your job security?

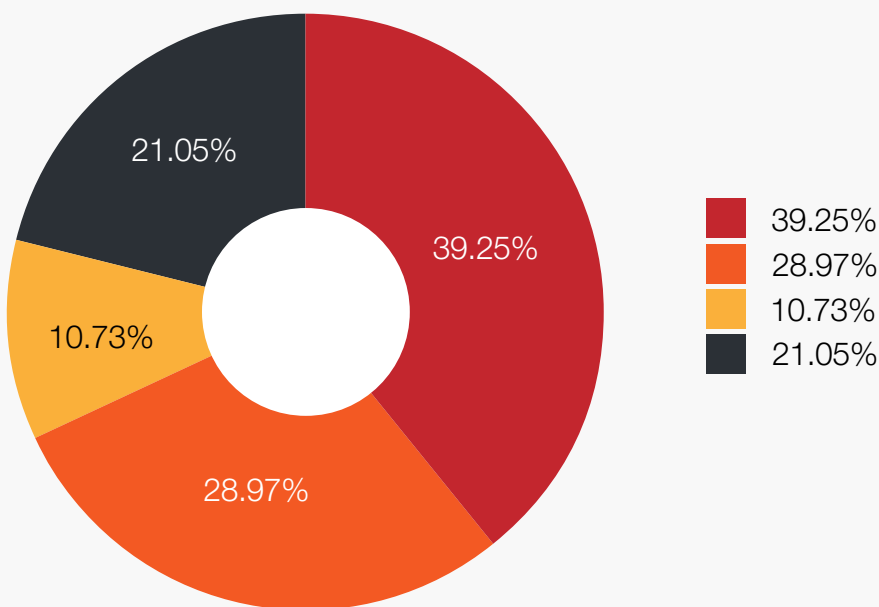
Key

- Yes - very worried
- Yes - a little worried
- Not sure
- No

Supply Chain



Logistics, transport and warehousing



54.

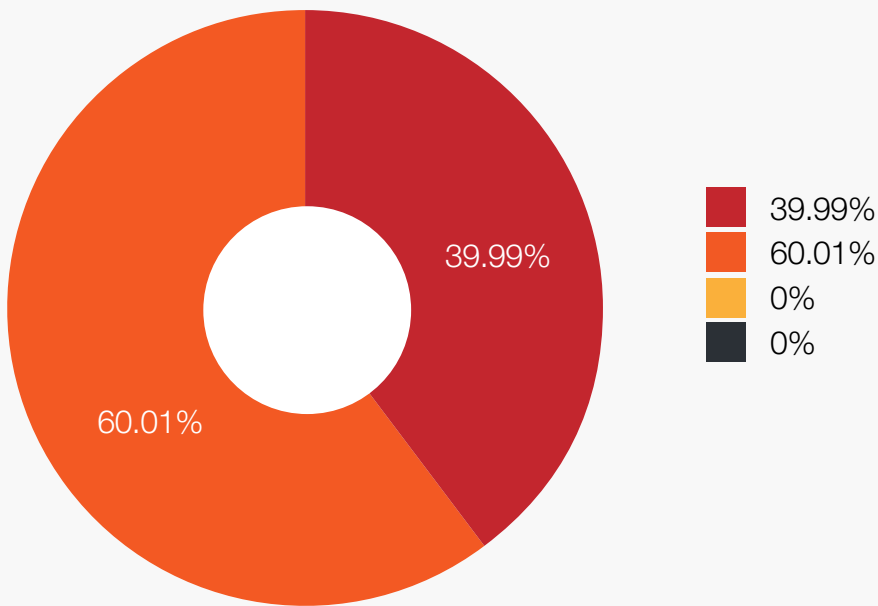


We asked candidates: Are you worried about the impact of the cost of living on your job security?

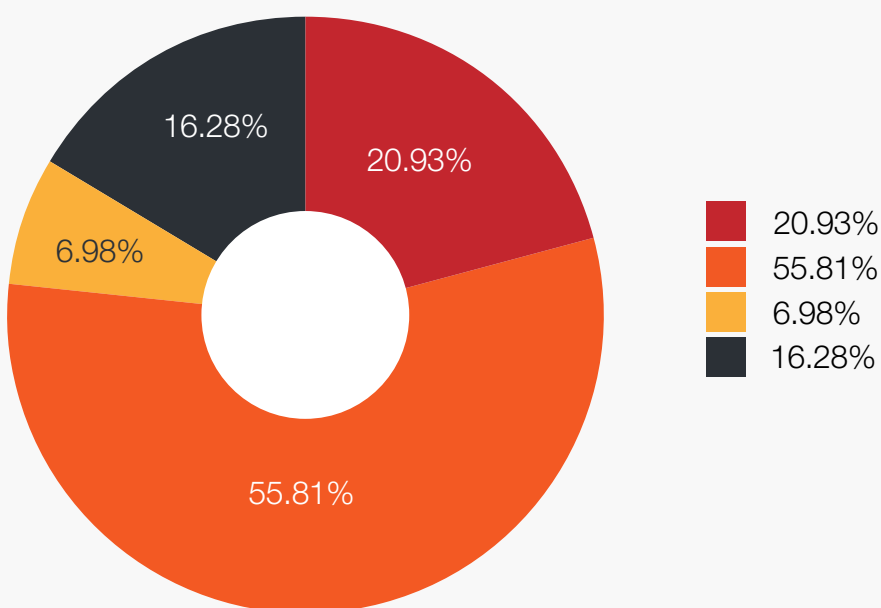
Key

- Yes - very worried
- Yes - a little worried
- Not sure
- No

Buying & Merchandising



HR & People



The majority of survey respondents are somewhat concerned about the influence of the cost of living on their job security. However, procurement professionals are less concerned than those in other specialisms. Businesses must be aware of this and stay compassionate, empathic, and aware of the hardships that employees are facing, as well as maintain open lines of communication, while employees must carefully weigh up their realistic alternatives in the face of economic uncertainty. It is interesting that 76% of those in the HR specialism are very concerned about their job security, perhaps indicating that those who are not on the operational side are more concerned about potential cuts.

55.

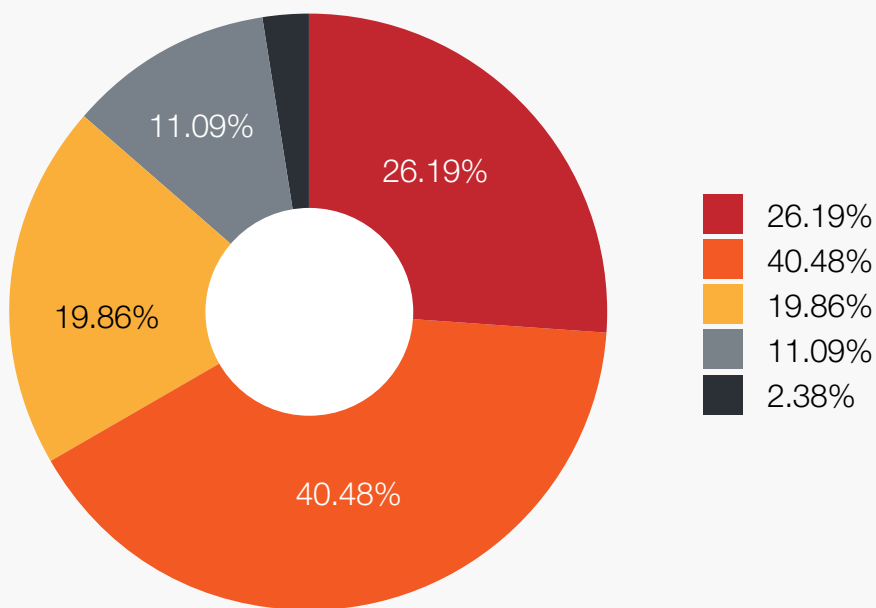
Future Jobs Market

Finally, we asked candidates: *How optimistic are you about the future job market?*

Key

- Very optimistic
- Somewhat optimistic
- Neutral
- Not optimistic
- Really not optimistic

Procurement & purchasing



56.

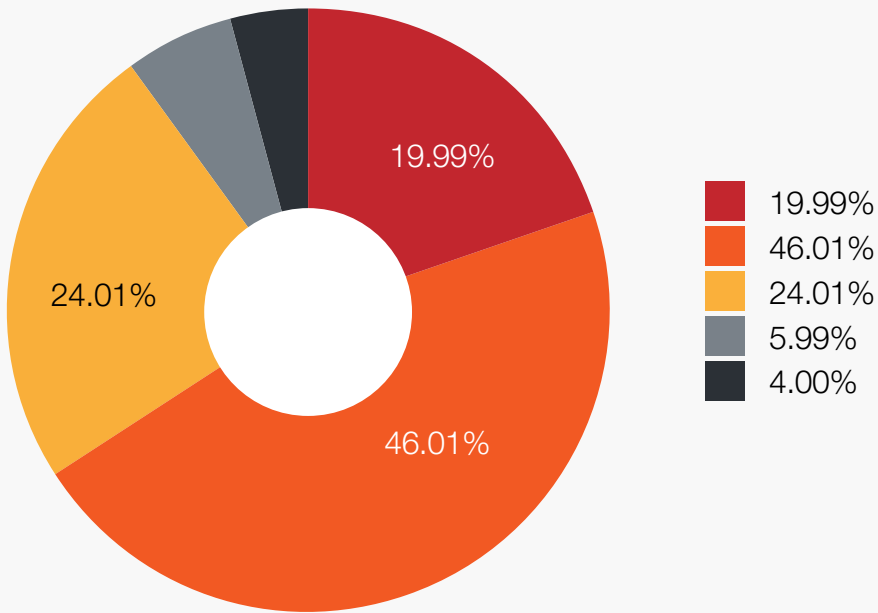


Finally, we asked candidates: How optimistic are you about the future job market?

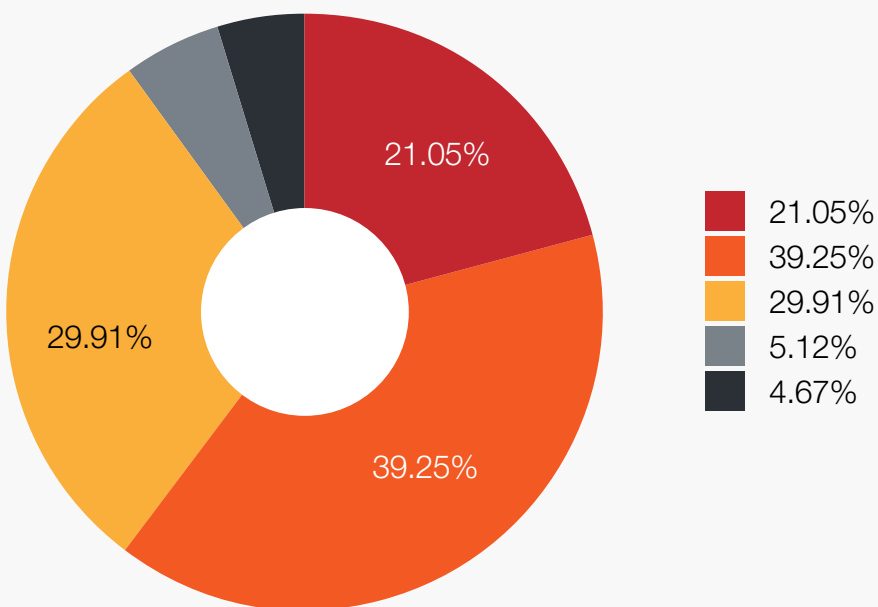
Key

- Very optimistic
- Somewhat optimistic
- Neutral
- Not optimistic
- Really not optimistic

Supply Chain



Logistics, transport and warehousing



57.

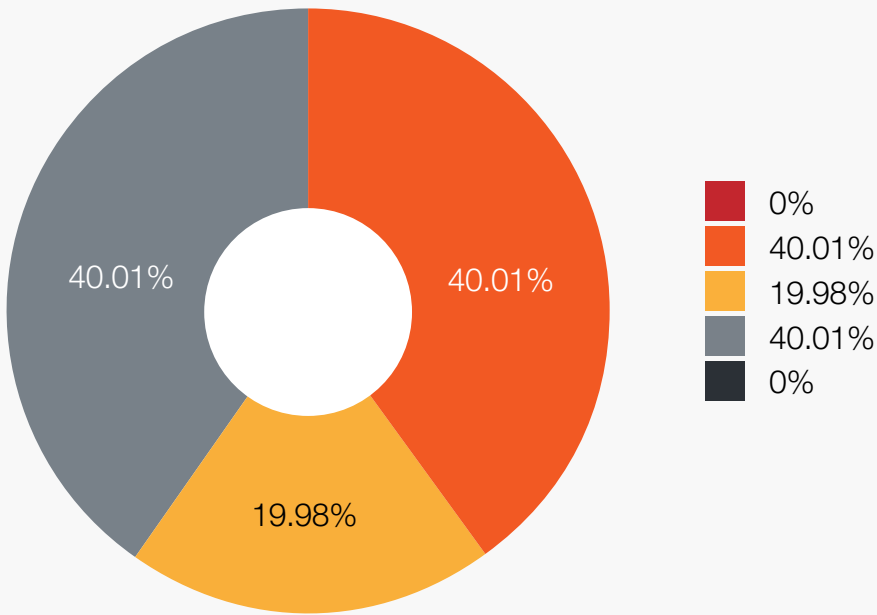


Finally, we asked candidates: *How optimistic are you about the future job market?*

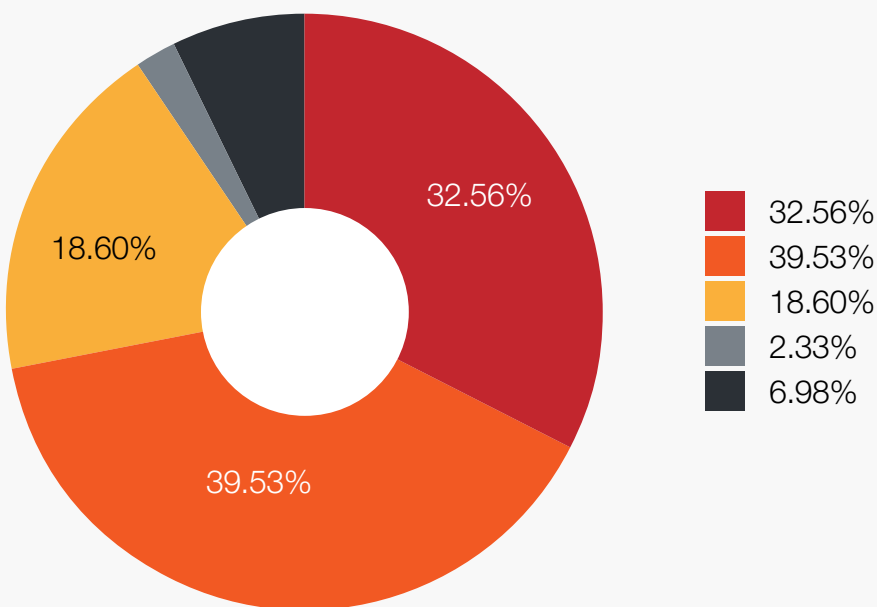
Key

- Very optimistic
- Somewhat optimistic
- Neutral
- Not optimistic
- Really not optimistic

Buying & Merchandising



HR & People



All specialism professionals surveyed selected that they were 'somewhat optimistic' about the future of their respective employment markets, this option received the most votes out of the available answer choices, which is a positive result but there is still room for improvement.

However, a large proportion of Buying and Merchandising professionals selected that they were "not optimistic" about their sector, which isn't surprising as high-street retail is suffering presently due to the growth and influence of online retail.

58.

08

Summary



Procurement & Purchasing

Job satisfaction

Procurement and Purchasing candidates were the most satisfied of the five specialisms. In fact, 76.19% of employees are extremely happy with their overall role in procurement and purchasing, which stands out as evidence that companies are operating well.

Other employee-satisfying aspects include business ethos (76.19%), a sense of purpose (78.57%), and response to uncertain change (71.43%). As for the least satisfying variables, these were career progression (54.76%) and performance recognition (61.90%), indicating that staff leaders / managers should consider providing training & improving opportunities for advancement.

Reasons to look for another role

Uncompetitive pay is the leading reason (43.34%) for looking for a new position. This is followed by feeling undervalued (23.81%) and the desire for a new challenge (4.29%), reinforcing the notion that companies need to express appreciation for their employees' work and maintain their engagement.

Most valued factors when seeking new opportunities

Salary came out on top as the most valued factor when looking for a new role with 40.48% of people choosing this. They also believe a challenging and purposeful role (19.05%) is crucial in keeping them happier, motivated, and more productive. . As for the least valued factors, these were; bonus/incentives scheme, better location, corporate social responsibility and overseas working, which all came in at 0%.

Most valued benefits

Over half of those in the Procurement and Purchasing specialism chose annual leave (54.77%) as their most valued benefit, with a pension scheme coming in second (16.67%). Some factors weren't valued at all, including health and life insurance, subsidised health/leisure facilities, enhanced maternity/paternity leave, childcare voucher schemes, and overseas working.

Impact of events

Unsurprisingly Procurement and Purchasing professionals have really felt the effects of supply chain disruption, with 71.69% of people saying their roles are now more demanding because of it and only 21.43% have said they have felt no impact. The cost of living crisis, unlike other sectors, has left a large proportion of Procurement and Purchasing professionals feeling no impact on their outlook of their current employer (37.42%) and 38.01% have voted 'no' when asked if they are concerned about their job security in relation to the cost of living crisis, making them the least worried of all 5 specialisms we surveyed.

Supply Chain

Job satisfaction

Salary was the most important benefit for Supply Chain professionals, 61.99% of those in the sector said they were satisfied with their current income, coming in highest in satisfaction across all the other answer choices. While still a good score, Supply Chain employers should focus on improving this area for 2023 to combat continuing inflation.

Career progression (46.00%) and work-life balance (63.98%) also ranked among some of the factors with the greatest levels of satisfaction. Moreover, 69.99% of respondents were satisfied with the position itself when considering how challenging and interesting the role is.

As for the least fulfilling elements, chances for training/development (50.01%) and performance recognition (58.01%) received the lowest number of votes, indicating some clear areas for improvement for employers in the year ahead.

Reasons to look for another role

An uncompetitive salary came out on top as the reason to seek a new role (48.01%), Feeling undervalued and needing a new challenge followed this, though at a much lower percentage (less than 15% each). Change of location, change of industry and COVID secure measures not in place were the three least influential factors considered when looking for a new role. None of these were voted for, giving our post-pandemic world a positive boost.

Most valued factors when seeking new opportunities

Unsurprisingly, salary was the most important factor when searching for a new role (58.05%). This was followed by a challenging/purposeful role (17.96%). Least valued factors included bonus and incentive schemes, flexible working, training and development opportunities, company diversity, corporate social responsibility, and overseas working.

Most valued benefits

By a substantial margin (46.82%), employees place the most value on annual leave. Second and third places went to pension scheme (15.99%) and bonus (11.95%) No votes were made for a fuel card, childcare voucher scheme, working overseas, subsidised health/leisure facilities, or regular social activities.

Impact of events

The disruption of the supply chain has of course heavily affected those in the Supply Chain profession, with a high percentage of employees (58.01%) saying this has made their role more demanding. The cost of living has had a varying impact with some candidates actively looking for a new role with a higher salary (28.01%) while others appear to be sticking with their current employer for job security reasons (30.01%).

61.

Logistics, Transport & Warehousing

Job satisfaction

The fact that 61.68% of respondents indicated they were satisfied with their wage is encouraging, given that salary was rated the most significant benefit for this specialism. Safety measures such as social distancing and PPE were extremely highly rated at 85.98% indicating that these are still very important factors for employees given that the majority of Logistics, Transport & Warehousing roles are on site.

Companies responsiveness to uncertain changes such as the economic landscape came in at a 69.16% rate, which is positive given that 58.88% of employees claim supply chain disruption has affected their role. Career progression received the most unfavorable votes for Logistics at 42.06%, indicating that this is an area where leaders in this specialism must improve.

Reasons to look for another role

Logistics candidates were most likely to look for a new role if their salary wasn't competitive (41.13%). Like other sectors, feeling undervalued (19.63%) was the second most popular choice when considering looking for a new role. COVID secure measures was the only one to score no points, which would make sense as those within this specialism believe the COVID secure measures are being carried out at a good standard.

Most valued factors when seeking new opportunities

Salary constituted almost half of votes at 44.86% in comparison to corporate social responsibility which was the only factor to receive 0%. Coming in second was a challenging and purposeful role (14.02%), followed by work-life balance (9.35%).

Most valued benefits

It is no surprise that annual leave (35.52%) came out on top for the most valued benefit as this has been a common theme across all specialisms, similarly with pension (22.43%) which came in second and bonus scheme (18.69%) in third. The least valued benefits were increased maternity/paternity leave (0%) and regular social events (0%), although this could be due to the industry still being a predominantly male demographic.

62.

Impact of events

Despite the fact that a majority of respondents (55.61%) said that supply chain disruption had made their jobs more difficult, 25.70% of respondents claim to have had no impact at all, which may vary depending on the product/service they are working with. However, the cost of living has prompted more than half (54.21%) of our respondents to actively seek a new position with a higher salary.

Buying & Merchandising

Job satisfaction

The fact that 77.42% of respondents in the Buying and Merchandising discipline are happy with the company ethos demonstrates that companies in this specialism are on the ball with DEI and CSR. Employees also feel a great sense of purpose in this sector, scoring it at 69.95% satisfaction.

Flexible working arrangements were also rated well, with a satisfaction score of 69.25%, which makes sense given that many of these roles can be performed both at home and in the office, unlike Logistics, Transport, and Warehousing. 69.95% of employees are happy with their sense of purpose in employment, indicating that companies must continue to provide opportunities that are stimulating and challenging.

The most unsatisfactory factors for Buying and Merchandising were opportunities for career progression (40.08%) and the response to uncertain changes such as the economic landscape (30.91%), which makes sense given that 90% of employees in this sector believe their role has become more demanding since recent supply chain disruption began.

Reasons to look for another role

Like most other specialisms, the most influential reason to search for a new role was an uncompetitive salary (40.14%), with a change of location (20.01%) coming in second. Buying and Merchandising selected a change of industry (8.81%) as a reason to seek a new role, which was the highest vote across all the specialisms, which could be due to the could be due to structural changes in the retail sector and in particular high street retail.

Most valued factors when seeking new opportunities

Salary is once again the most significant element to influence individuals in Buying and Merchandising to seek a new role (29.99%), while corporate purpose/ethos and benefits package came joint second (20.05%), indicating that salary isn't the only thing candidates care about.

Most valued benefits

50% of Buying and Merchandising candidates have selected annual leave as their most preferred benefit. A pension scheme (19.99%) and bonus plan (20.02%) followed. Among the least valued benefits were a company vehicle and a fuel card, perhaps because these positions rarely need transportation as part of their job function.

Impact of events

Almost all of those who took part believe that their role within the Buying and Merchandising specialism is more demanding as a result of supply chain disruption. Whilst 10.00% have said that their employer has withdrawn from certain markets, products or services. The majority of those in this sector (35.00%) are actively looking for a new role with a higher salary, no surprise when 25% also said they had received cuts to bonus and incentives.

HR & People

Job satisfaction

HR & People were overall a happy specialism when looking at factors of their role, with salary (62.79%), benefits package (62.79%), and performance recognition (53.49%) standing out as particularly satisfied aspects. 74.42% of HR professionals report being satisfied with the role itself, the second highest percentage of this level of satisfaction among the five specialisms, coming just after Procurement and Purchasing.

76.74% of people working in HR are satisfied with the current flexible working options available to them, which makes sense, as these are mostly office-based roles, meaning there is more opportunity for employers to offer varying working arrangements to suit the employees.

The least fulfilling aspect of working in HR appears to be training/development opportunities, which scored 48.84%. In order to address this, businesses should consult with their employers to understand which areas they wish to progress in to provide the relevant development and training schemes.

Reasons to look for another role

The most cited reasons to look for a new role were an uncompetitive salary (27.91%), feeling undervalued (27.91%) and company culture/ethos (15.39%). COVID-secure measures not being in place and redundancy fears were some of the least selected receiving zero votes, which is positive as employees are not worrying about redundancy, however this may change as we continue into 2023.

Most valued factors when seeking new opportunities

Salary, like all other sectors, was the most important factor when looking for a new role, which was voted by 30.23% of participants. Company purpose/ethos (18.60%) and a challenging/purposeful role (18.60%) both took second place, which isn't surprising as candidates want to feel as though they are adding value to the success of the business. Company diversity, corporate social responsibility, and overseas working all received 0% votes.

Most valued benefits

Once again, annual leave takes the first place for being the most popular benefit to employees, at 39.09%, followed by pension and bonus scheme which both received 18.60% of votes. Least valued factors for HR and People were a fuel card and overseas working, which both received 0% votes, this could be because more people in this sector work remotely or have flexible hours, resulting in them travelling less.

Impact of events

The results for supply chain disruption implications were nearly split down the middle, with 38.36% of respondents indicating that their position has become more demanding as a result and 40.69% indicating that they have had no impact. The cost-of-living crisis has left 27.21% of people actively seeking a new role with a higher salary and 18.37% deciding to stay in their current role for another 12 months for job security.

How CAST *can help*

Throughout the course of 2022, we have noticed recurring patterns from 2021. These patterns refer to what engages candidates and motivates them in their work. The most significant takeaway from 2022 is that companies and people that are capable of adapting with agility and have a growth attitude are able to flourish regardless of the conditions. By creating our annual salary guide, we're shining a light on where employers can take action to make a difference to their workforce in 2023, allowing companies to maximise outcomes and attract the talent & skills needed in 2023.

For Candidates

We go the extra mile, taking the time to learn about you, your preferences, and your career goals before making a recommendation based on a variety of variables, including pay, company culture, and career advancement prospects. Our extensive networks include many great businesses and job opportunities, so you can be certain that we can help you find your next career move in 2023.

Clients

Helping clients find the best talent since 2005, we aim to build rewarding relationships, ensuring we understand your requirements, company, and culture. That way, we can secure the talent you need to help your business thrive. Through our range of solutions, our dedicated team and cutting-edge tech, we find the right skills and talent, at the right time.

Our recruitment solutions;

- ⦿ **CAST+ – our agile recruitment solution**
- ⦿ **CASTTalent – for multiple hires**
- ⦿ **CASTExec – for senior, executive and strategic roles**
- ⦿ **CASTInterim – for interim and contract talent**

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