

2022

# Salary & Benefits *Guide*

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

2022

# Introduction

Procurement & purchasing, supply chain, logistics, transport & warehousing, buying & merchandising, and HR & people salary guide

Your guide to the latest recruitment trends, average salaries, and most in-demand skills, benefits and perks.

## Welcome to our 2022 Salary & Benefits Guide

In 2021, we saw another year of non-stop disruption, from the continuation of the pandemic, to the aftermath of Brexit, plus the fuel crisis and IR35 reform. Whilst, naturally, this has caused a lot of uncertainty, it wasn't the most substantial problem for the job market. Instead, the main issue has been the ongoing skills shortage.

This has given candidates the power to demand higher salaries. So, the anticipated 'salary slump' – which we questioned the possibility of in our last report – hasn't materialised.

Soft skills have proven to be core in tackling the year's various crises – especially agility. Not only does it empower businesses to get through difficult and unexpected situations, it elicits better customer satisfaction, employee engagement, and operational and financial performance too.

Over the last few years, it's been evident that the future must be one where both businesses and individuals act with agility – it's the only way to stay competitive and move forward. 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 of 200 professionals across a variety of specialisms

### Extensive survey results from 200 professionals, including candidate insights like:

- Satisfaction with various factors in their role
- What would make them look elsewhere
- The most valued employer offerings and benefits
- The impact of the pandemic, Brexit and IR35 on their careers
- Views on the pandemic, Brexit, AI/automation and hybrid working

We hope you find our guide useful.



Wayne Brophy  
Managing Director



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# Key market and *hiring trends*

The key political, technological and legislative trends affecting recruitment in the UK.



Key market and hiring trends

# Post-Brexit squeeze on talent



Unsurprisingly, the repercussions of Brexit we foresaw in our last report have come to fruition. Coupled with post-lockdown, the UK economy now faces the largest candidate shortage on record.

There are now fewer European Union workers, and an increasingly worrying skills gap. This has led to an incredibly competitive talent market, impacting the supply chain and warehouse and distribution specialisms in particular. The demand for operations and engineering skills has skyrocketed, owing to the reshoring and nearshoring of manufacturing operations, plus the need to navigate the ban on petrol and diesel cars by 2030. With the cost of sea and air freight rising, along with supply chain uncertainty, there's been no choice but to increase warehouse-to-store inventory as a safeguard, or to manufacture closer to home.

In Q3 of 2021, 77% of organisations had trouble recruiting the necessary staff, showing just how serious the issue is. At Cast UK, we discovered that not all businesses were prepared for this ahead of Brexit, which is why many struggled to secure the right talent.

## The resulting impact on recruitment

- 🎯 Rise in salaries and wages for both permanent and temporary staff.
- 🎯 Reskilling and retraining of existing employees to help meet the skills shortage.

## Key takeaways

The post-Brexit squeeze on skills and talent won't always be an issue – but it's necessary to learn from it. Going forward, businesses should consider the following:

### Preparation makes all the difference

Employers must be ready for big changes, whether they're expected or not. And for that they need to be agile, which requires them to have the right staff in place.

### Seize talent whilst you can

Given the candidate-short market, you can't afford to hesitate. If you find individuals that seem worthy of the role, don't hang about with your offer. Great candidates are in high demand and will be snatched up by your competitors instead.

### Analyse skill sets

Look at the skill sets in your teams and identify anyone who could be upskilled. It's not always possible to recruit talent with the required capabilities, so training your people to acquire them is beneficial to both your company *and* their career.



Key market and hiring trends

# A learning mindset for digital

Data and digital has one of the biggest skills gaps. Up to 52% of the workforce don't possess the required capabilities, and if the UK doesn't fulfil it, the economy could lose out on up to £141bn over the next 10 years.

Digital is ever changing, so there's not just training to consider – but *retraining* too. It's a continuous process of learning, unlearning and relearning, which means that even digital-savvy employees require regular skills coaching.

Analysing data is just as important. Individuals need to be able to interpret the information, and have the agility to react to the task at hand, regardless of the situation. After all, it's the businesses with an agile workforce that have survived *and* thrived throughout the pandemic.

To keep up with the pace of technology and disruption, candidates must have a learning mindset. This has been especially important in the eCommerce industry, parts of which have experienced a huge transformation to ultra-fast delivery, or 'Q-commerce' (quick commerce). Agility, data analysis, and the ability to embrace change and training are key to meeting the demands of this new sector.



## The resulting impact on recruitment

- An increase in the demand for technically minded candidates with STEM backgrounds.
- Where there's a lack of STEM skills available in the relevant talent pool, employers have moved towards hiring on soft skills, personality and attitude rather than specific experience or qualifications.
- Market uplift in the demand for strategic, agile senior leaders.

## Employee training

38.28% have undertaken training in the last 12 months of their own accord, and 19.10% through their employer. Additionally, 3.81% have had specific training in digital and data mining skills.

Source: A survey of 200+ procurement & purchasing, supply chain, logistics, transport & warehousing, buying & merchandising, and HR & people professionals, undertaken by Cast UK in December 2021



## Key market and hiring trends

# Hybrid working

With the pandemic continuing to force people to work remotely, it's clear that there'll be no going back to the office 9 to 5 for the foreseeable future. Yet operating from home hasn't been for everyone, and we're now seeing a new trend develop: hybrid working.

The CIPD's 'Embedding new ways of working post-pandemic' report found that 40% of employers anticipate at least half their staff will work regularly from home following the end of the pandemic. Meanwhile, a survey by HRLocker discovered that 90% of employees viewed hybrid working as essential in their roles, and 60% would consider quitting if an employer didn't offer such flexibility.

In 2021, an Office for National Statistics report found that 85% of remote staff prefer hybrid working to full-time remote working. Many companies plan to incorporate homeworking as a permanent business model, with almost 80% citing improved wellbeing, and nearly 50% observing a cut to overhead costs and better productivity. Over 25% also noted reduced sickness levels. That being said, the report revealed that 32% didn't know how many employees would be working in the office in the future.

Hybrid working clearly has a number of benefits for candidates *and* employers. For example, 68.62% found that it improved their work-life balance, whilst 72.45% agreed the shift to remote working has increased the types of jobs/job locations they're interested in.

*Source: A survey of 200+ procurement & purchasing, supply chain, logistics, transport & warehousing, buying & merchandising, and HR & people professionals, undertaken by Cast UK in December 2021*

## The resulting impact on recruitment

- Online job adverts including terms relating to 'homeworking' have risen by three times, compared to the February 2020 average (this is at a faster rate than the total amount of adverts)  
*source: Office for National Statistics).*
- Up to 84% of employers are planning to offer hybrid working for the foreseeable future (*source: HRLocker*).



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





Key skills that employers are looking for

# Procurement & purchasing

Given the ramifications of Brexit, navigating and managing risk has been key for procurement & purchasing. There's been a focus on sustainability and social consciousness in processes and operations, in turn demanding candidates who can adapt to changes and flex with them.

## Qualifications

- ⦿ Chartered Institute of Purchasing and Supply (CIPS)

## Key skills/experience

- ⦿ Category management
- ⦿ Understanding of reliable 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

Considering the shortage of materials (such as semiconductors), there's now a demand for candidates who can adopt an agile approach to supplier relationship management. What's more, it's extremely valuable if they're able to demonstrate a technical understanding. This way, they can collaborate effectively with production and design, and negotiate around a lack of supply.



Key skills that employers are looking for

# Supply chain

Over the course of 2021, 'Supply chain' has been synonymous with the word 'disruption', with Brexit and the pandemic causing significant bottlenecks. Fragilities within specific sectors and businesses have become apparent, and there's now a requirement for candidates who can tackle whatever comes their way. In particular, flexibility and crisis management are highly regarded.



## 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 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

As businesses rationalised product lines, flipped operations and moved suppliers, the ability to pivot has been crucial. Supply chain professionals must be able to demonstrate key achievements supported by quantifiable data, timescales and net results. They should be specific on both their CV and in interviews to show process improvements and efficiencies, so that employers can understand the impact made.



Key skills that employers are looking for

# Logistics, transport & warehousing

This specialism can handle anything – and even prosper in hard times. Since the pandemic, there appears to be an endless Peak, and logistics has swiftly adjusted operations to meet ever-changing demands. Brexit caused a considerable rise in the need for import and specialist roles, though securing this talent hasn't been easy.

## 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 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
- 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

There's a big focus on team engagement, therefore candidates must be able to manage challenging operations, drivers and warehouse staff. They need to ensure health & safety is at the forefront too, enabling the business to achieve results without harming employee physical or mental wellbeing.





Key skills that employers are looking for

# Buying & merchandising

Whilst the three-month retail closure wasn't the best start to 2021, sales and consumer appetite remained strong – especially in eCommerce. People built up their savings during lockdown, and an 'at-home economy' arose. Now, it's a case of reflecting consumer demands and dynamism, and drawing on technology such as AI.



## Buyers Qualifications

- ⦿ BSc (Hons) Fashion Buying and Merchandising

## Key skills/experience

- ⦿ Category experience – almost always a must
- ⦿ Far East sourcing and product development – depending on the role
- ⦿ Strong negotiation skills
- ⦿ Analytical skills – often linked to commercial sense to ensure range is profitable, and all SKUs are relevant

## What candidates need

Candidates must have great stakeholder management abilities, being able to manage both up and down. It's important they include plenty of context on both their CVs and in discussions during interviews, such as budget size and category focus.

## Merchandisers Qualifications

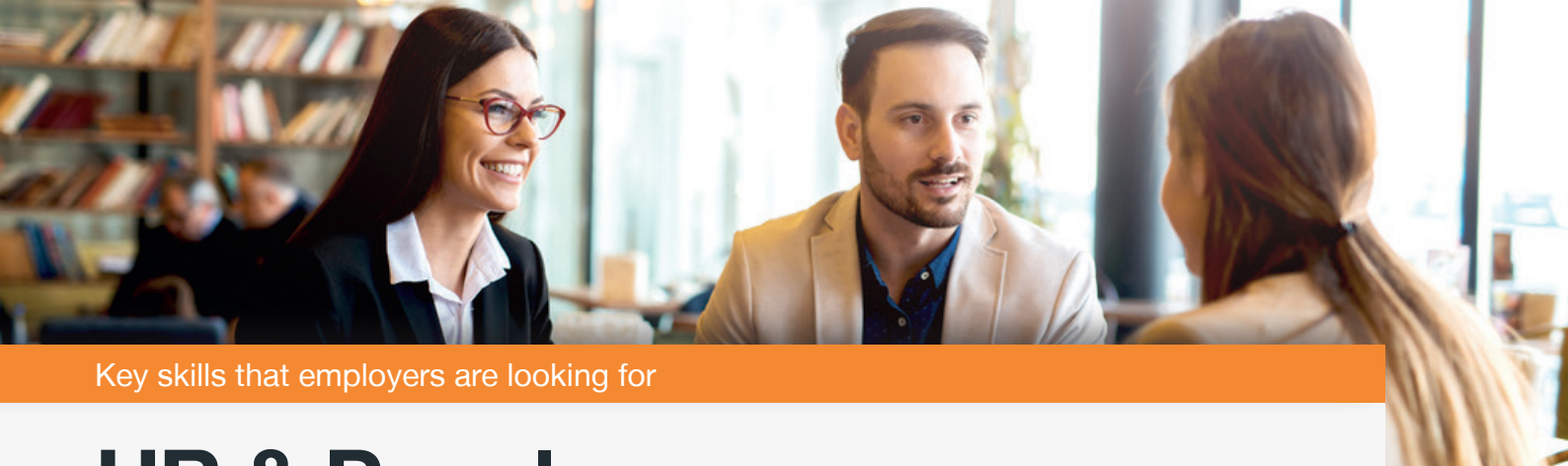
- ⦿ Not generally required

## 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

During interviews, candidates should focus on their retail experience when working in category buying – the size of the category, along with spend, plus relationship building with various stakeholders.



Key skills that employers are looking for

# HR & People

‘Hybrid’ is the new normal, and HR has never been more important. There’s now a technical focus, with social, mobile, analytics and cloud-based technologies being combined to boost HR efficiency and ensure connections. This must be effectively balanced with a focus on employee wellbeing too.



## Qualifications

- Chartered Institute of Personnel and Development (CIPD)

## 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

Clients often want candidates who have experience with blue-collar workers, and have exposure to providing support in areas like recruitment, absence and retention. They should be able to handle change management, and drive it – sometimes in the face of resistance. At a senior level, candidates need a commercial understanding of how people policy integrates with business goals and growth.



# **Salary benchmarking**

## Procurement & purchasing

Procurement Director/Head of:	£75k - £80k	▶
Procurement Manager:	£45k - £75k	▶
Category/Commodity Manager:	£40k - £75k	▶
Senior Buyer:	£35k - £65k	▶
Procurement Analyst:	£25k - £35k	
Buyer:	£25k - £35k	▶
Junior Buyer:	£18k - £22k	▶

## Supply chain

Supply Chain Director/Head of:	£75k - £100k	▲
Supply Chain Manager:	£50k - £75k	▶
Supply Chain Planning Manager:	£45 - £70k	
Demand Planner:	£30k - £45k	▲
Supply Chain Planner:	£25k - 45k	▲
Supply Chain Analyst:	£30k - £35k	
Production / Material Planner:	£25k - £35k	▲
Supply Chain Coordinator:	£22k - £25k	▲

## Logistics & transport

Distribution/Logistics/Fleet Director:	£90k+	▶
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	▶
Transport Supervisor/FLM/Team Manager:	£25k - £32k	▶
Transport Planner:	£25k - £35k	▶
Logistics / Transport Analyst:	£25 - £40k	



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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.

## 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)	£70k - £120k	▲
Buying Manager:	£60k - £75k	▲
Senior Buyer:	£50k - £55k	▶
Buyer:	£40k - £45k	▶
Junior Buyer:	£30k - £35k	▶
Assistant Buyer:	£22k - £28k	▶
Buying Admin Assistant:	£18k - £19k	▶

## Merchandising

Merchandise Director:	£100k - £110k	▶
Head of Merchandising:	£70k - £90k	▶
Merchandise Manager:	£50k - £60k	▶
Senior Merchandiser:	£40k - £50k	▶
Merchandiser:	£35k - £40k	▶
Junior Merchandiser:	£30k	▶
Assistant Merchandiser:	£25k - £30k	▶
Merchandising Admin Assistant:	£18k - £24k	▶

15.

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.



## 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 - £34k	▶
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:	£75k - £85k	▶
Head of HR:	£60k - £70k	▶
Regional HR Business Partner:	£65k	▲
HR Business Partner:	£50k - £55k	▲
Regional HR Manager:	£50k - £55k	▲
Talent Manager:	£40k - £45k	▶
HR Manager:	£40k - £50k	▲
Learning & Development Manager:	£40k - £50k	▲
Talent Advisor:	£30k - £35k	▶
HR Advisor:	£30k - £35k	▶
Learning & Development Advisor:	£30k - £32k	▶
HR Administrator:	£24k - £27k	▶
HR Assistant:	£22k - £26k	▶

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.



**Attracting talent**

# How to recruit in a peak candidate climate



The 'peak' candidate climate is the new normal, and businesses need to accept this. There was already a lack of talent prior to the pandemic, and the events of 2021 have only heightened things. With the economy recovering from the ramifications of various lockdowns better than expected, and many people unwilling to change roles, employers have little choice. This impact is deepened by the need for specific skills which a lot of individuals lack, such as adaptability, collaboration, and resilience.

## What should businesses do?

*Don't hesitate:*

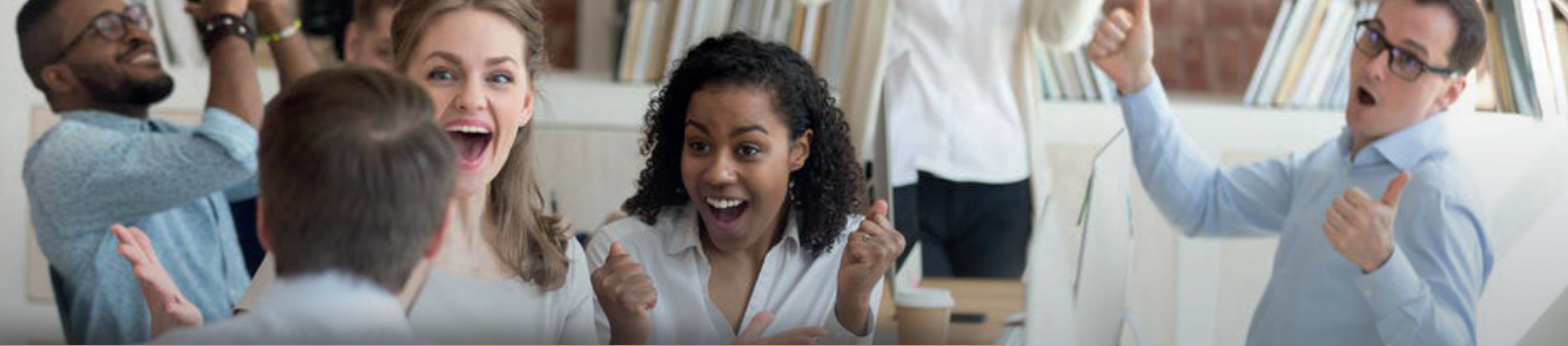
- ⦿ Plan for your hiring rather than waiting and seeing what happens. If you think a candidate is right for a role, seize them with both hands. Otherwise, your competitors will be three steps ahead, securing the talent you need.
- ⦿ Pay them what they're worth. Listen to the market and understand what competitors are offering. Definitely don't low-ball candidates at offer as this increases the risk of them backing out if they receive a better one.

*Get candidate experience right the first time:*

- ⦿ This is especially important in dynamic and accelerated remote recruitment processes, so take guidance from recruitment partners to manage post-offer periods effectively.
- ⦿ Implement the likes of genuine face time/social connection and efforts to integrate with the team. It's a lot easier for candidates to accept alternate or counter offers when they're only letting down a digital image of you as their new employer, or after a one-hour meeting on site.

*Don't focus solely on skills, experience and qualifications*

- ⦿ Candidates can still have the required abilities without these. Over the last couple of years, a stand-out personality, agility and a learning mindset have proven to be necessary qualities to succeed.
- ⦿ Look for evidence that they're able to adapt and take on new challenges, rather than prove that they've done something previously. Many candidates want a fresh challenge to progress their career, and simply need training and mentoring to become the 10/10 employee you require.



Attracting talent

# Why you need a holistic EVP

In a post-pandemic world, your EVP needs to be holistic, going beyond the likes of salary and monetary factors. Winning the war on talent is crucial, and will help you stand out amongst competitors.

Research from Gartner found that an increasing number of businesses are adopting a holistic approach. This is because just 31% of HR leaders believe that their employees are satisfied with what their workplace is offering.

Gartner also discovered that 45% of respondents feel that their employer treats them as an individual, rather than just an employee. Yet 82% agreed that being seen as a person *first* is extremely important.

## It's recommended that a holistic approach is centred around:

- ⦿ Health and wellbeing (including physical, financial, social and emotional)
- ⦿ Opportunities for career and personal growth
- ⦿ Compensation, benefits, discounts and memberships
- ⦿ Retention, trust and respect

The pandemic triggered many to rethink what they want from life and work, and try to create more of a balance between the two. Support for mental health and lifestyle choices (like parental leave) has risen in importance, as has remote working. Though, flexible working must also be weighed up with compelling office experiences, if applicable.

With *hybrid* working, employers must be clear on what this means for them. They need to figure out if it's sustainable rather than something they'll change or remove altogether depending on market conditions. Those that are too quick to make empty promises will face challenges, resulting in a flight risk for new starters.





Attracting talent

# Understanding the market

In Cast UK's survey of over 200 professionals across different specialisms, we found that salary was usually the most valued factor when searching for a new role. Although you'd expect a benefits package to be just as favoured, none of the specialisms placed much value on it. Instead, they found issues with not getting along with a colleague or boss, feeling undervalued, or like they're not being challenged.

As for the most valued benefits, annual leave came out on top for all the specialisms, with a bonus scheme and pension also preferred. Similar to last year, there seems to be an issue with employers only offering these at a minimum level.

It's important to note that most specialisms didn't list hybrid or flexible working as one of the most influential factors prompting them to look for a new role, suggesting that this really is the staple within business. Therefore, employers need to consider other areas to win talent.

Candidate satisfaction was more around safety measures, the role itself, and work-life balance, which is expected given that they spent the entirety of 2021 working and living in a pandemic. A company's management of a crisis is evidently still very important.

As a result, it appears that whilst employers must continue to respond well to situations, they must also remember that monetary gains are always important – and shouldn't be at the sacrifice of candidates enjoying their role. With these reasons relating to not feeling challenged or valued, or not getting along with someone, there are clear lessons to take forward. It may be that leadership skills need to be worked on so that candidates are happier within their roles, and training and development is required at all levels.



**20.**

# The importance of a streamlined process

Your recruitment can't go back to what it was prior to COVID-19. Now is the best time to reassess it – and be realistic about it too. Given that candidates are involved in multiple processes with various employers, they often accept offers from the business with the most streamlined process. An offer in hand is far more attractive than a potential offer.

Therefore, it's important you cut down the time to hire.  
There are a number of ways to do this:

- Be clear about what's 'must have' and what's 'nice to have' – with so many roles demanding soft skills like agility, you now need to consider character just as much as ability and experience.
- Flex to salary requirements – if you can't, then be more flexible with benefits and perks.
- Ensure your holistic EVP is clear in your job advert, so it will draw candidates in.
- Book two-phase interviews in advance to save time coordinating diaries.
- Conduct video interviews – this can save one hour or more for each interview due to features like recording, and proves useful for effective screening.
- Sell your organisation during the interview – make sure candidates know what to expect, and keep the conversation around 80:20 in their favour.



# Survey results

What candidates really want in 2022

*Note: Where there is more than one choice with the same %, we selected the one chosen first by most candidates to formulate the top three answers.*

# What candidates really want in 2022



The blend of post-lockdown and post-Brexit has resulted in the most buoyant recruitment market we've ever seen. Whilst the UK deals with a skills shortage, candidates' expectations are both ever changing and increasing. We surveyed over 200 professionals in procurement & purchasing, supply chain, logistics, transport & warehousing, buying & merchandising, and HR & people, to discover what they crave most in 2022.

## We asked:

- ⦿ What factors are you satisfied with in your current role?
- ⦿ What factors would make you look for another role?
- ⦿ What factors do you value most when looking for a new role?
- ⦿ What benefits or perks do you value most?
- ⦿ Are you worried about the impact of AI or automation on your job security in the next five years, or do you welcome the changes?
- ⦿ How has Brexit affected your job this year?
- ⦿ How has the pandemic affected your job this year?
- ⦿ If you're a contractor, how have you been impacted by the IR35 private reform?
- ⦿ If your way of working is 'hybrid', have you found this has improved your work-life balance?
- ⦿ Has the shift to remote working increased the types of jobs/job locations you're interested in?
- ⦿ Have you undertaken training to learn new skills in the last 12 months, or has it been offered by your employer?
- ⦿ Has Brexit/the pandemic/hybrid working prompted you to consider a career change?
- ⦿ How optimistic are you about the future job market in your sector?

In the next section of our Salary & Benefits Guide, we've put together a summary of all the results, including a breakdown by each specialism. Armed with these insights, businesses will know precisely what *their* candidates want, and how to attract and recruit them successfully.

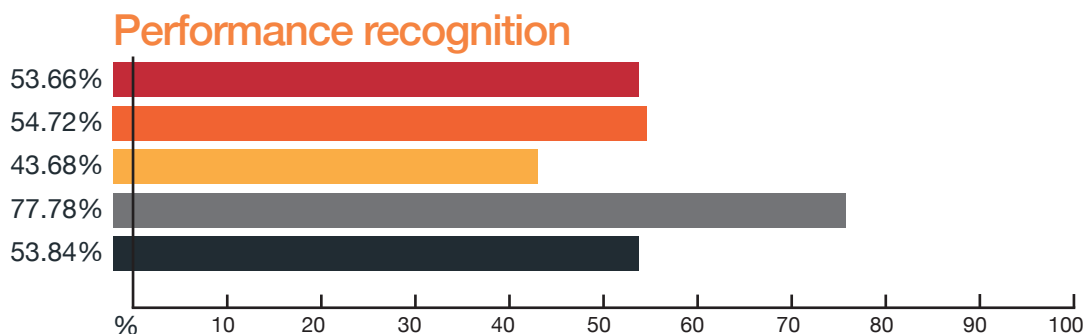
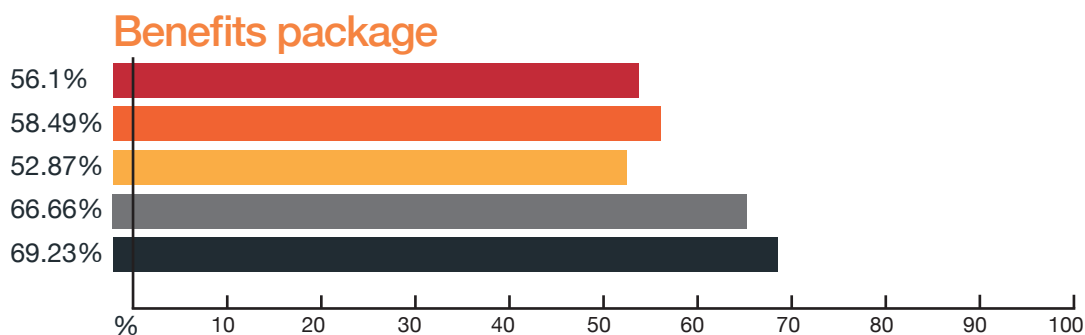
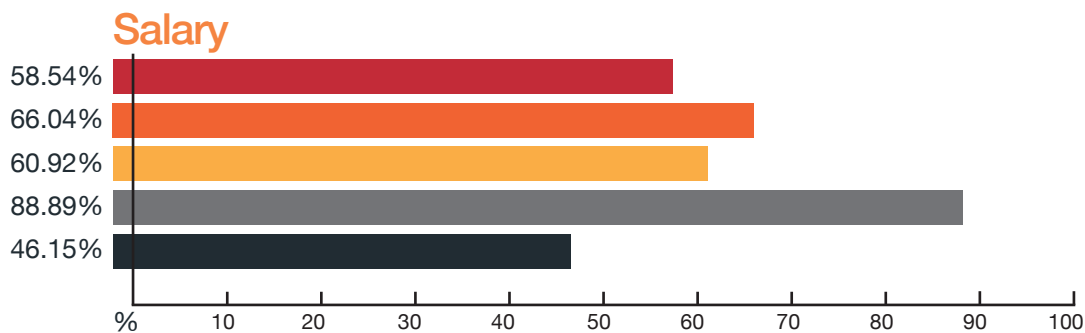


# A comparison of the satisfaction levels between specialisms

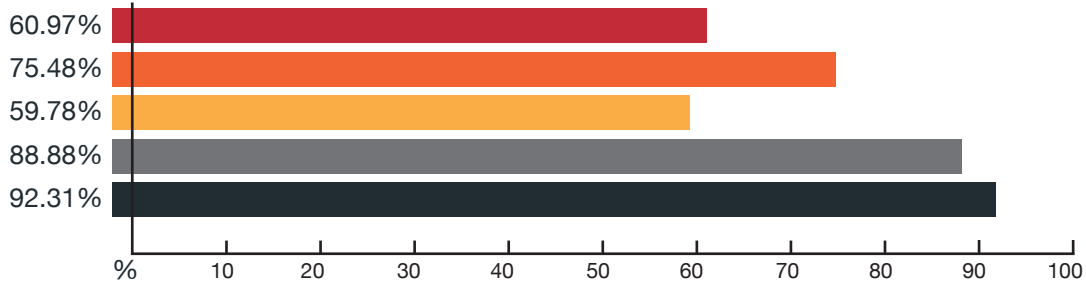
We asked respondents how satisfied they were with various aspects of their current role. The results have been calculated according to the percentage that answered 'satisfied', 'very satisfied', and 'extremely satisfied' (the rest were either unsatisfied or very unsatisfied).

## Key

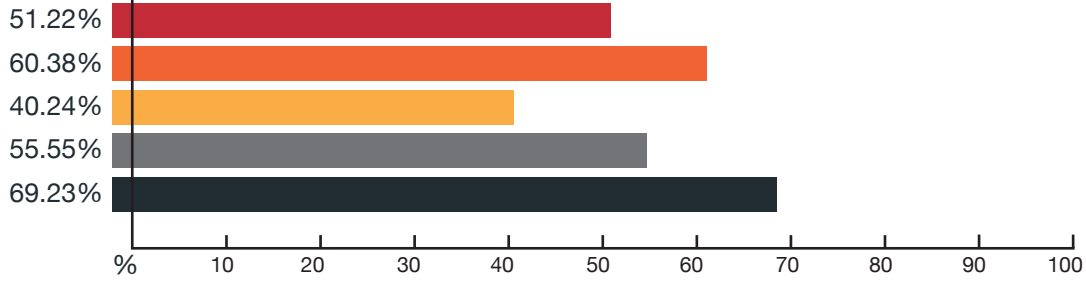
- Procurement & purchasing
- Supply chain
- Logistics, transport & warehousing
- Buying & merchandising
- HR & people



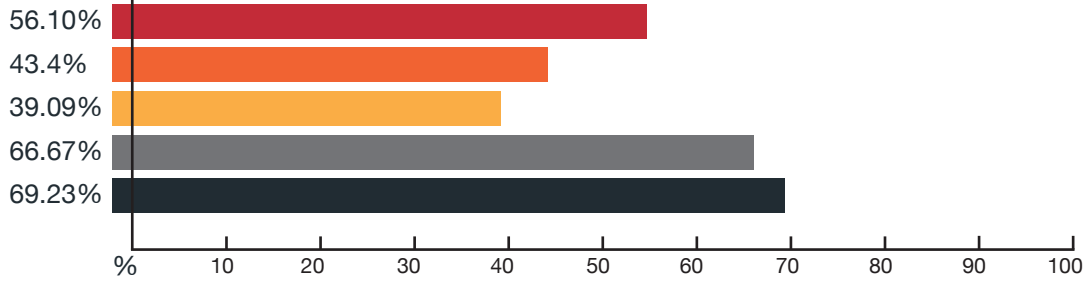
### Work environment



### Training and development opportunities

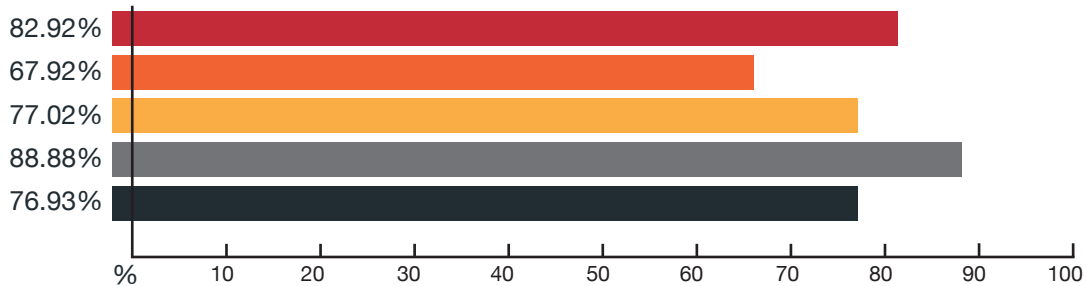


### Career progression

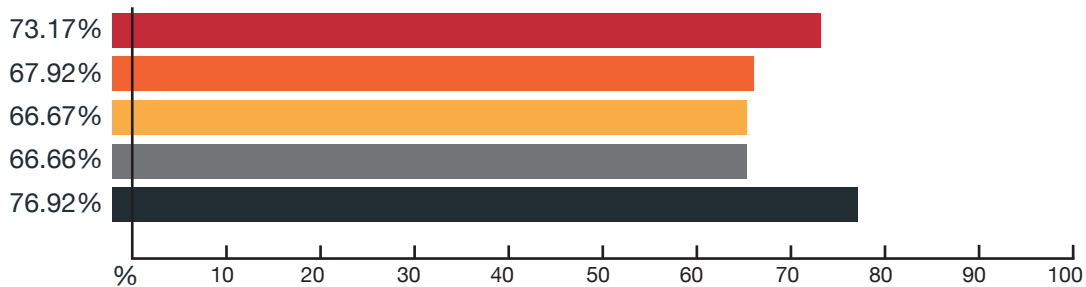


### The role itself

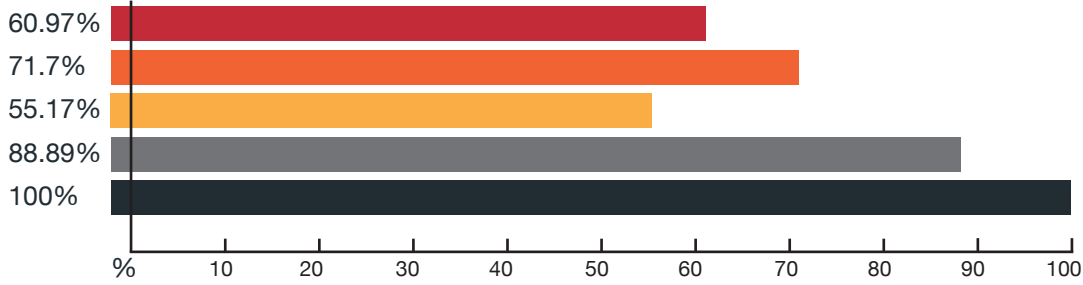
(i.e. whether it is challenging/interesting)



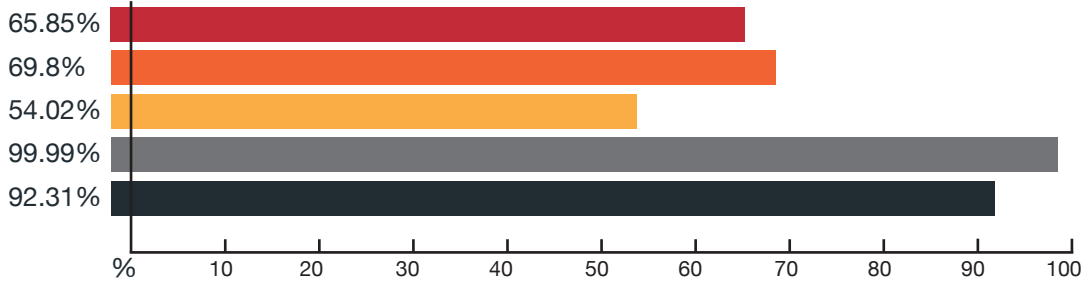
### Work-life balance



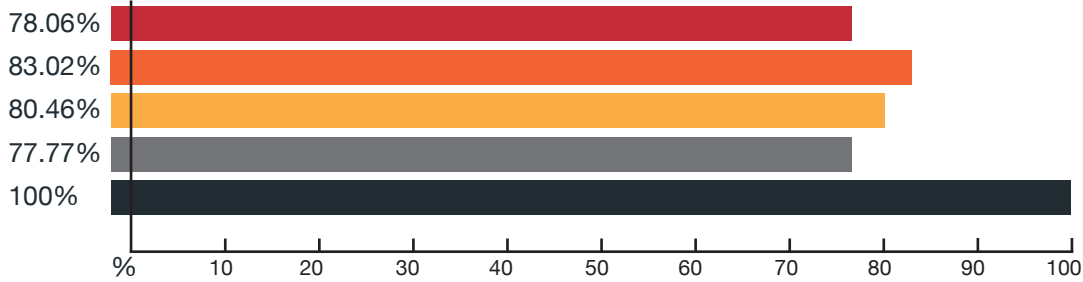
### Company ethos



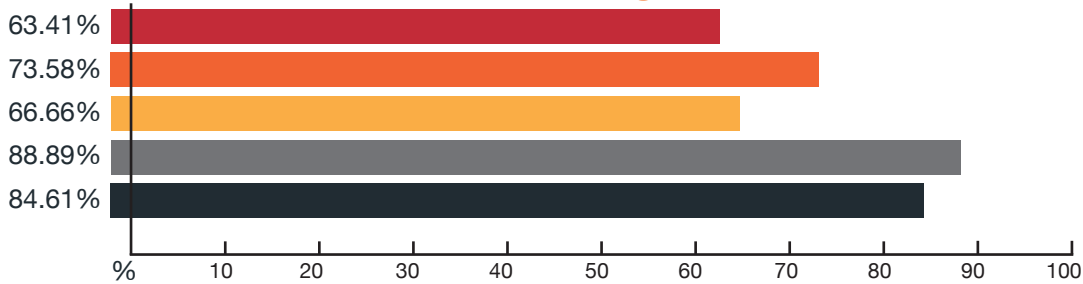
### A sense of purpose



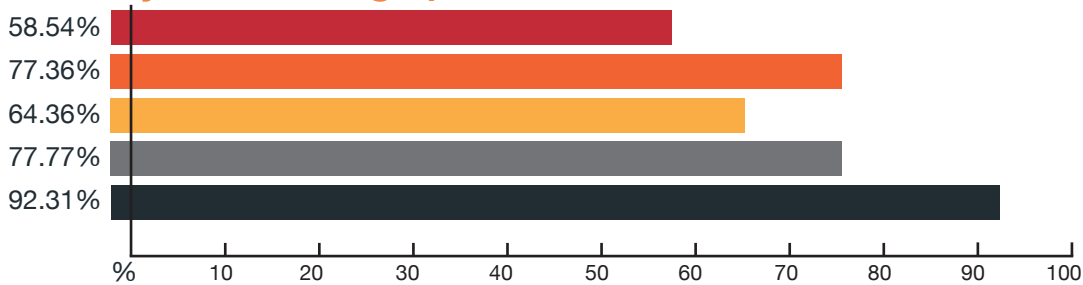
### Safety measures (e.g. social distancing/PPE)



### Response to uncertain changes



### Hybrid working options



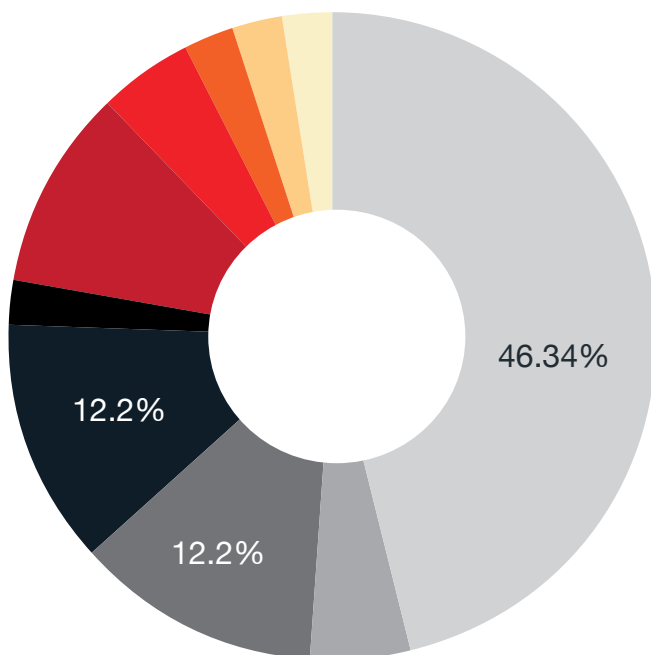
In 2020, it was aspects related to the pandemic (like remote working, company response, and safety measures) that were the most satisfactory elements overall for candidates across all specialisms. Safety measures still came out on top, however it was a return to 2019 in that the role itself and feeling a sense of purpose weren't far behind. This shows that whilst the pandemic is still having an effect, candidates are now more interested in what their job brings to their lives.

# Most influential factors causing candidates to 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 that selected it as their first choice.

## Key

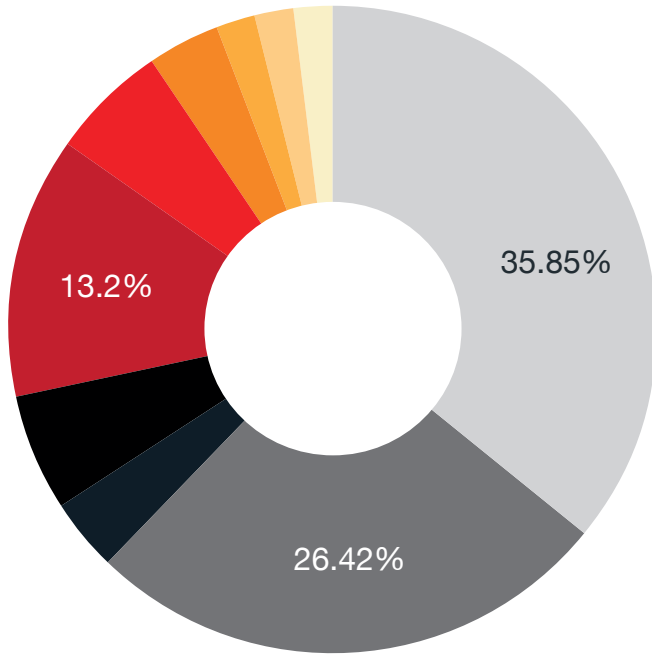
- Uncompetitive salary
- Uncompetitive benefits package
- Feeling undervalued in current role
- Not getting on with colleague or boss
- Company culture/ethos
- Needing a new challenge
- Change of location
- Change of industry
- No option for remote/flexible working
- COVID-secure measures not in place
- Redundancy fears
- Employer lagging behind



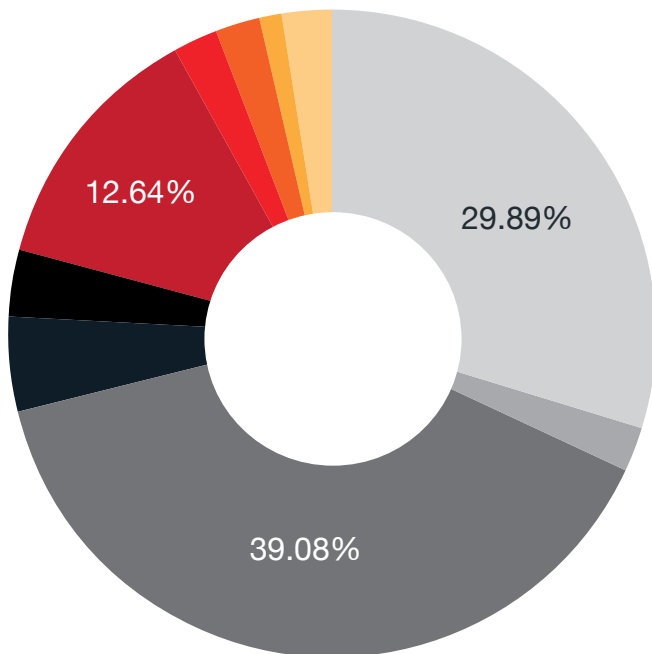
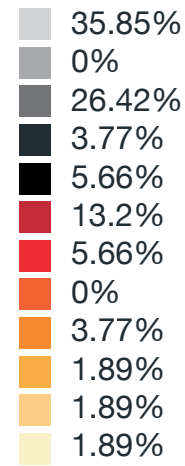
## Procurement & purchasing

- 46.34%
- 4.87%
- 12.2%
- 12.2%
- 2.44%
- 9.76%
- 4.87%
- 2.44%
- 0%
- 0%
- 2.44%
- 2.44%

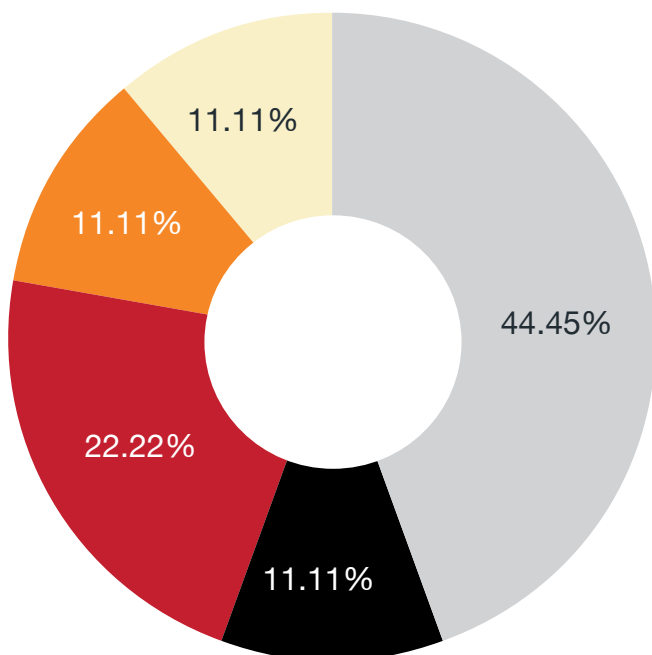
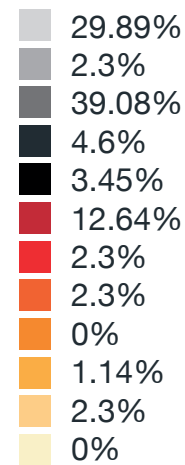




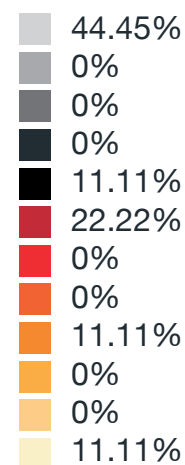
### Supply chain

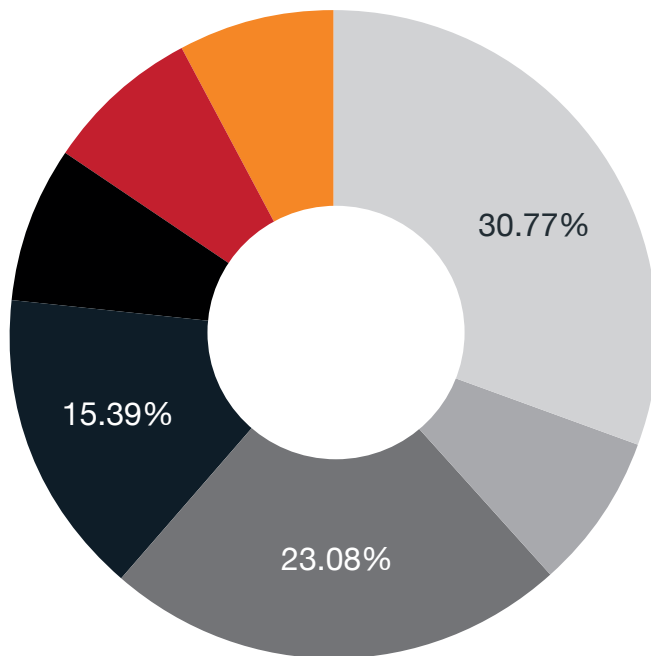


### Logistics, transport & warehousing



### Buying & merchandising





## HR & people

- 30.77%
- 7.69%
- 23.08%
- 15.39%
- 7.69%
- 7.69%
- 0%
- 0%
- 7.69%
- 0%
- 0%
- 0%



An uncompetitive salary was the top reason to seek out a new job – only logistics, transport and warehousing rated it second. For them, feeling undervalued was slightly more important, and this was something the other specialisms placed precedence on too. Needing a new challenge and not getting along with a colleague or boss were also key motivations to find a new role. This shows the significance of improving relationships in the workplace, and providing more stimulating work.

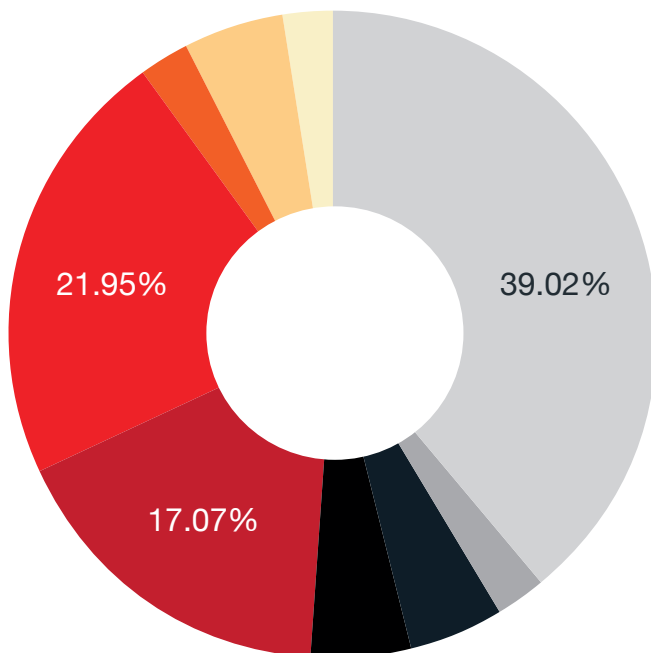
We always recommend establishing the *true* value of your employees. You can discover how much your cost to hire actually is by using our dedicated calculator.

# Most influential factors causing candidates to look for another role

We asked candidates the factors which are most influential when searching for another role. These are the top-rated factors by the percentage of those that selected it as their first choice.

## Key

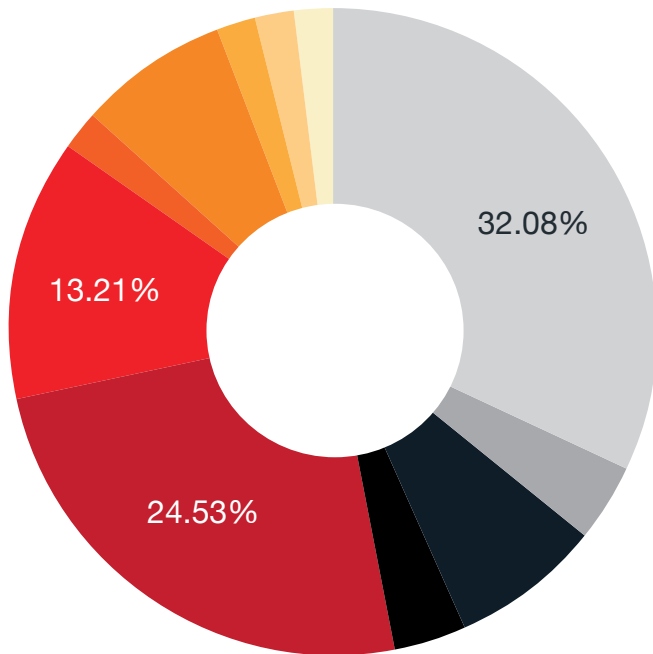
- Salary
- Bonus/incentives scheme
- Benefits package
- Company purpose/ethos
- Work environment
- Challenging/purposeful role
- Work-life balance
- Flexible working
- Training/development opportunities
- Hybrid working
- Better location
- Company diversity



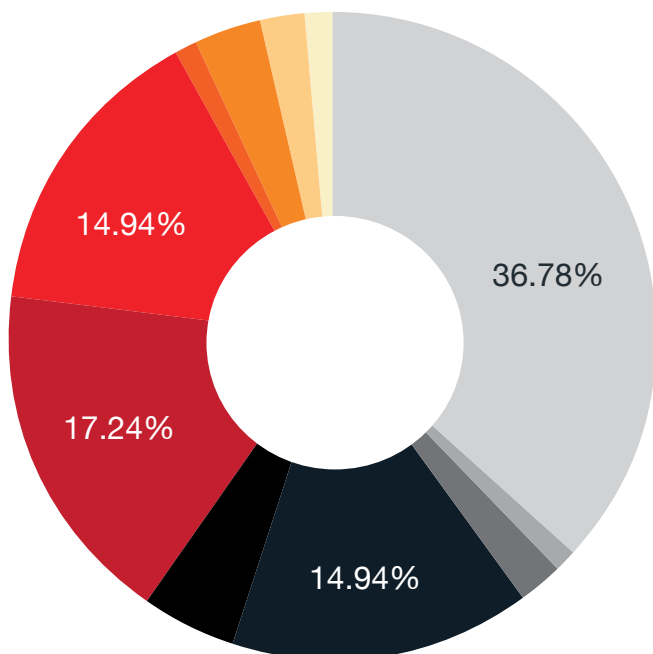
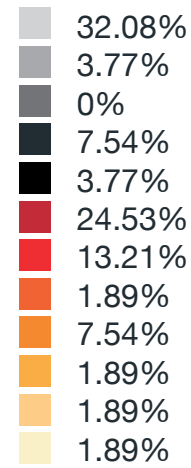
## Procurement & purchasing

- 39.02%
- 2.44%
- 0%
- 4.88%
- 4.88%
- 17.07%
- 21.95%
- 2.44%
- 0%
- 0%
- 4.88%
- 2.44%

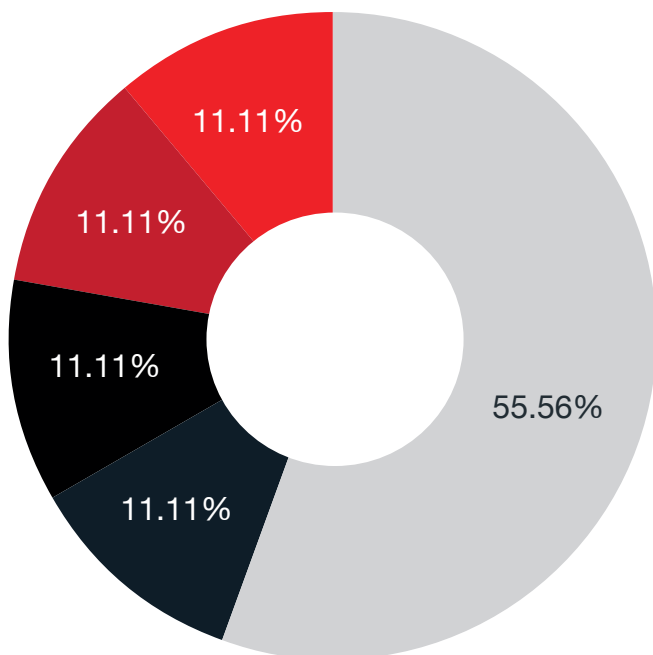
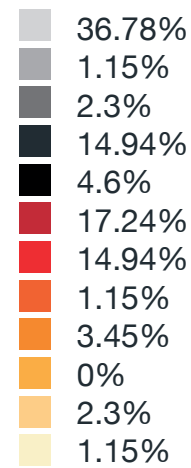
**30.**



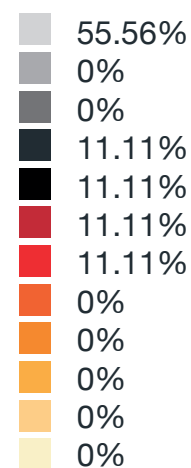
### Supply chain



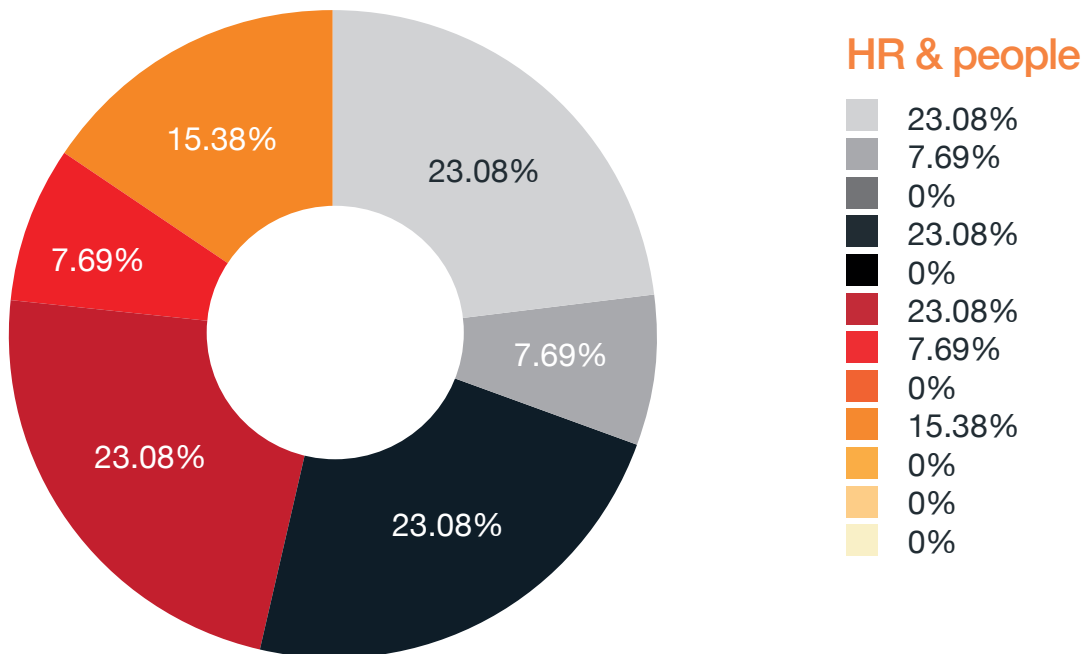
### Logistics, transport & warehousing



### Buying & merchandising







In the same vein as last year, salary was the most important factor across the specialisms. There was more disparity for the second and third most valued factors. Having said this, a challenging or purposeful role, along with the company’s purpose and a work-life balance, proved to be valued by candidates.

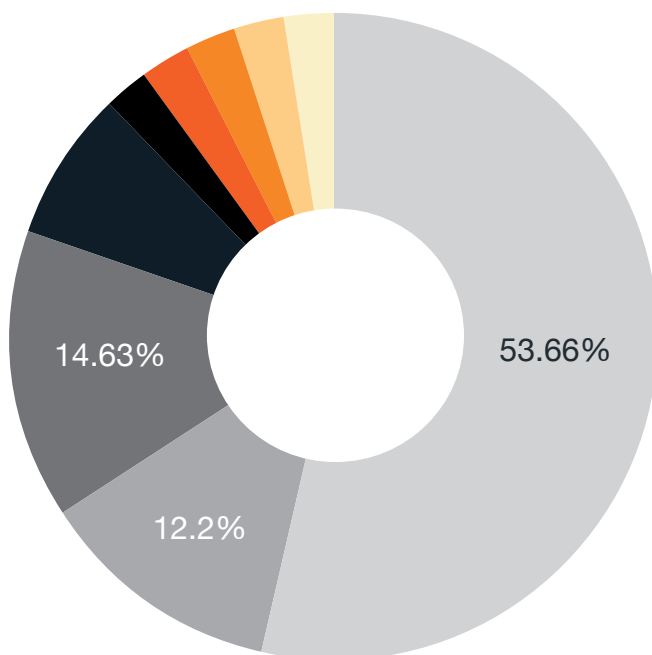
The core impacts of the pandemic (flexible and hybrid working, as well as development opportunities) weren’t in any specialisms’ top three most important factors. This could be because they’re now considered a staple, rather than something you’d leave another job for.

# Benefits that candidates 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

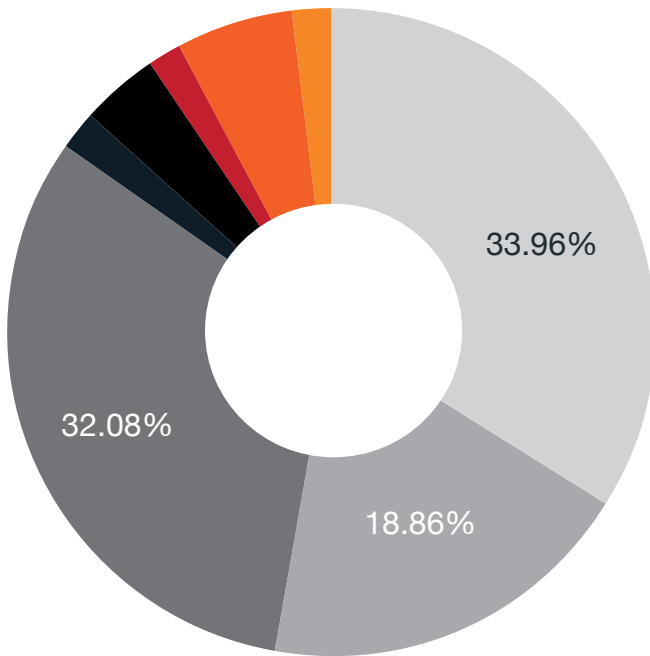
- Annual leave
- Pension
- Bonus scheme
- Professional studies
- Company vehicle
- Fuel card
- Overtime opportunities
- Health & life insurance
- Share incentives
- Subsidised health/leisure facilities
- Paternity/maternity
- Childcare



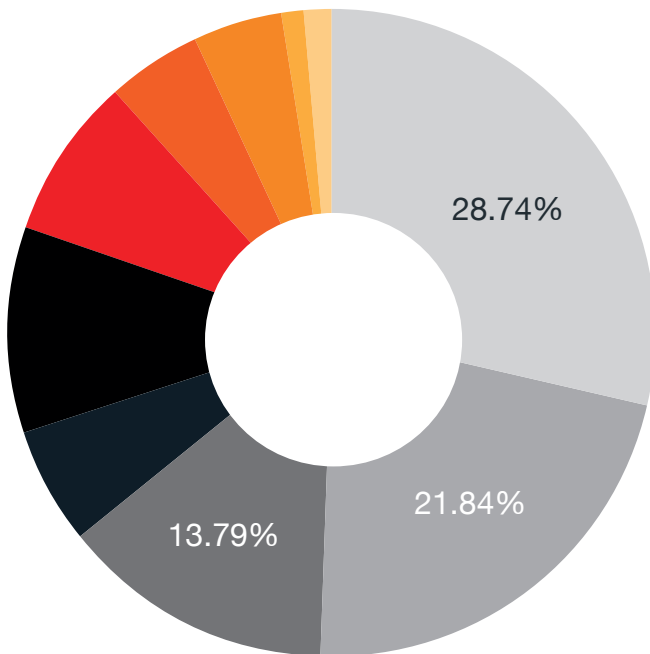
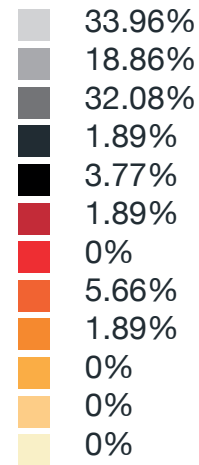
## Procurement & purchasing

- 53.66%
- 12.2%
- 14.63%
- 7.31%
- 2.44%
- 0%
- 0%
- 2.44%
- 2.44%
- 0%
- 2.44%
- 2.44%

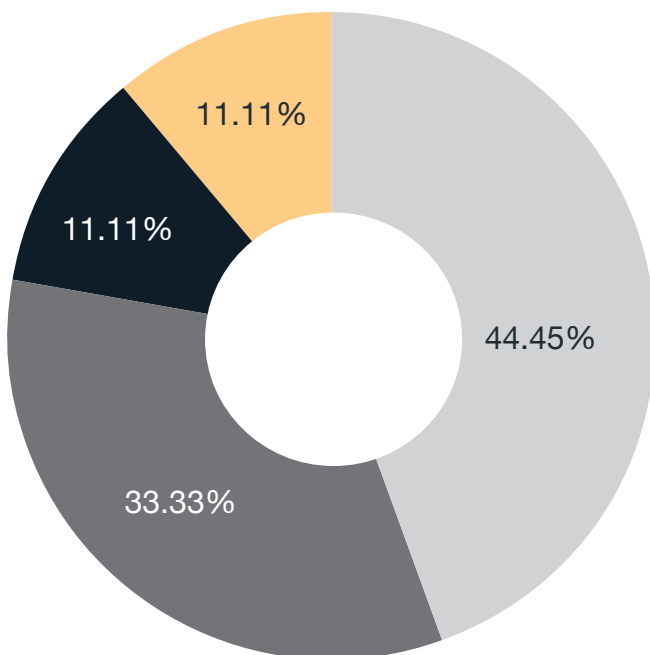
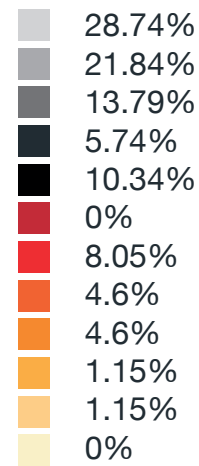




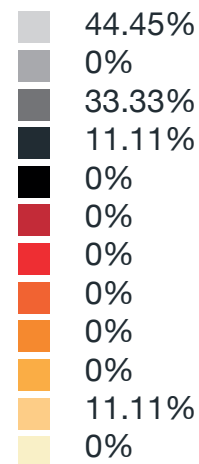
### Supply chain

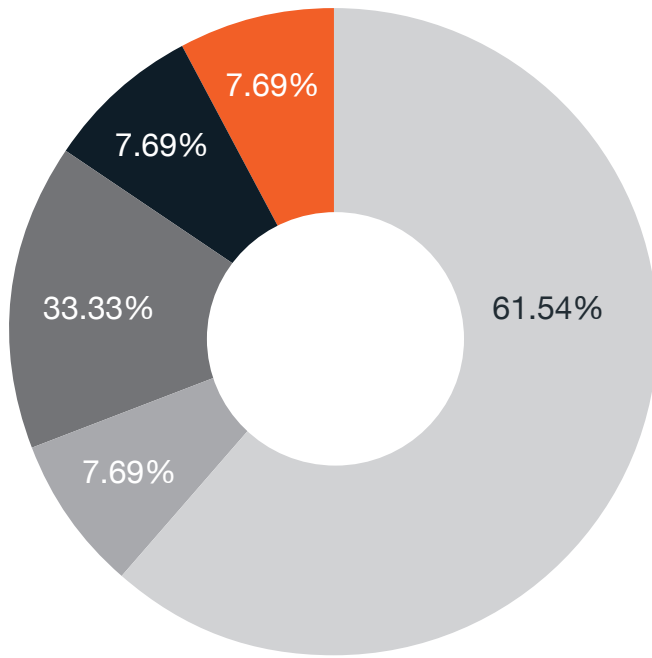


### Logistics, transport & warehousing

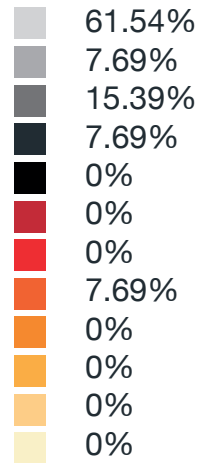


### Buying & merchandising





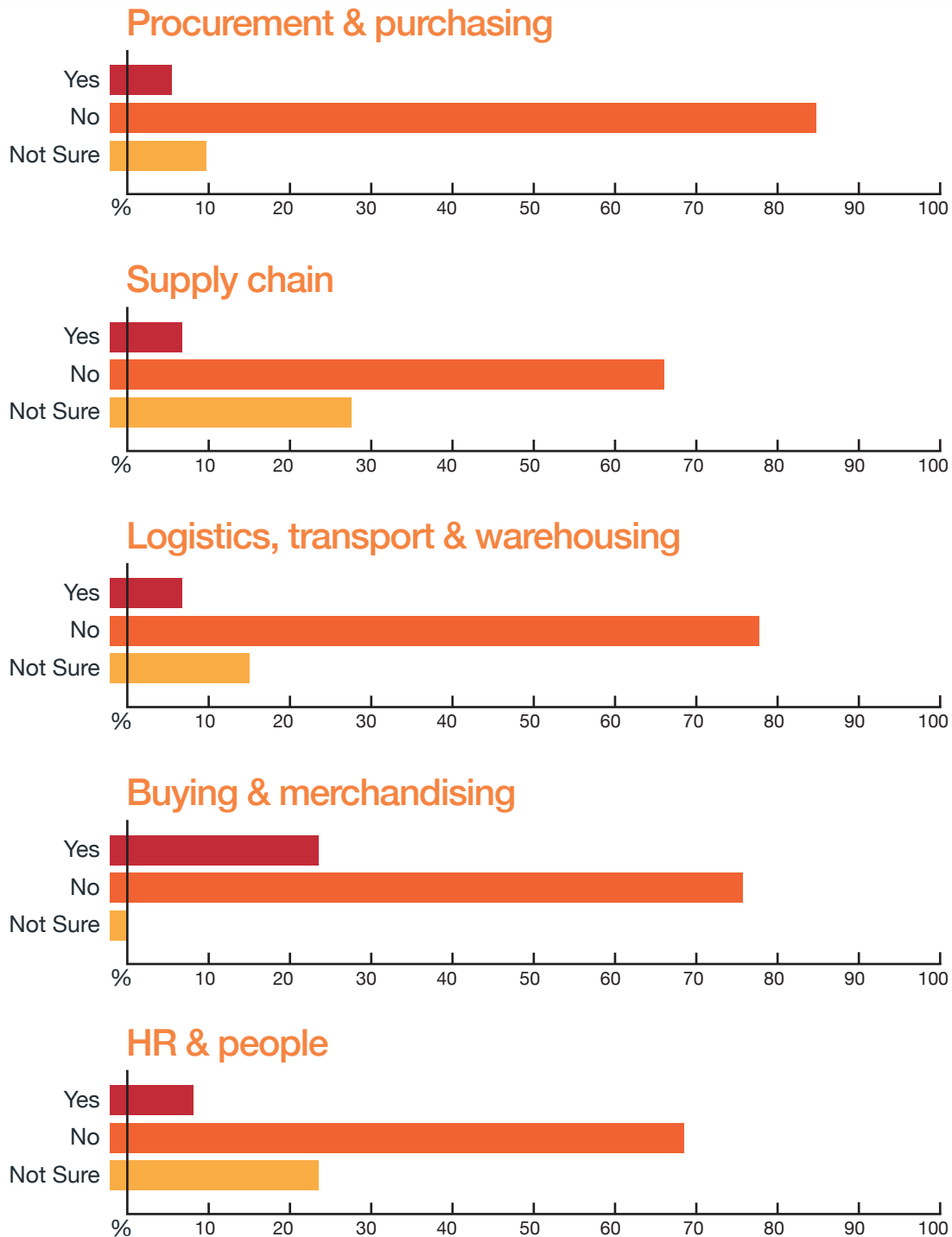
## HR & people



Annual leave, pension contributions and a bonus scheme were generally found to be the benefits that candidates valued most. Though, we've found that many employers still opt to offer the bare minimum in relation to these benefits. Homing in on better holiday entitlement, pension contributions and bonuses will help to improve your EVP, and as a result, draw in high-calibre candidates.

# AI job security fears amongst candidates

We asked respondents: are you worried about the impact of AI/automation on your job security in the next five years, or do you welcome the changes?



36.

Across the specialisms, 75.32% welcomed the changes brought about by AI and automation, rather than being worried that it would negatively impact their job security. The most concerned specialism was buying & merchandising, with 22.22% being worried about the changes.

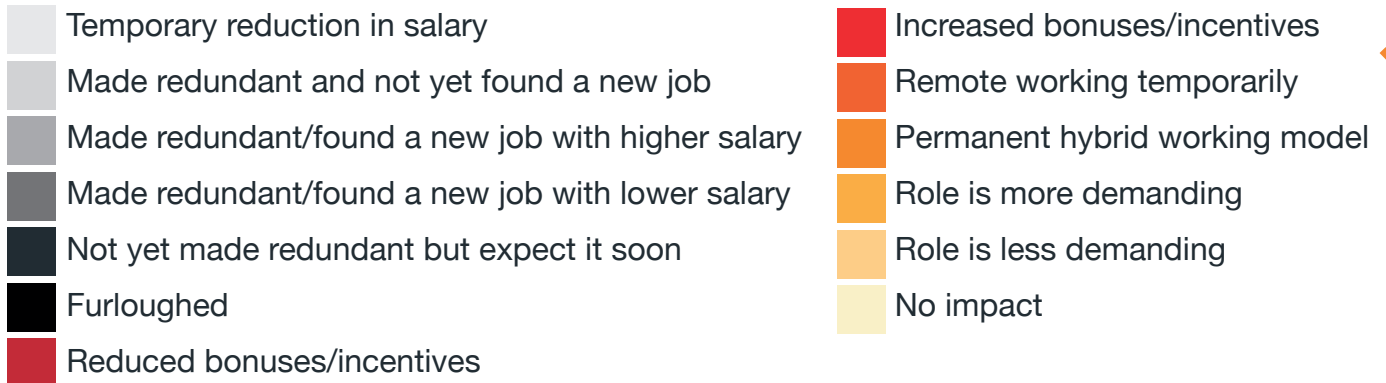
The background of the page is a solid orange color. On the right side, there are several concentric circles of varying shades of orange, creating a ripple effect that extends from the right edge towards the center.

# **Impact of events** *in 2021*

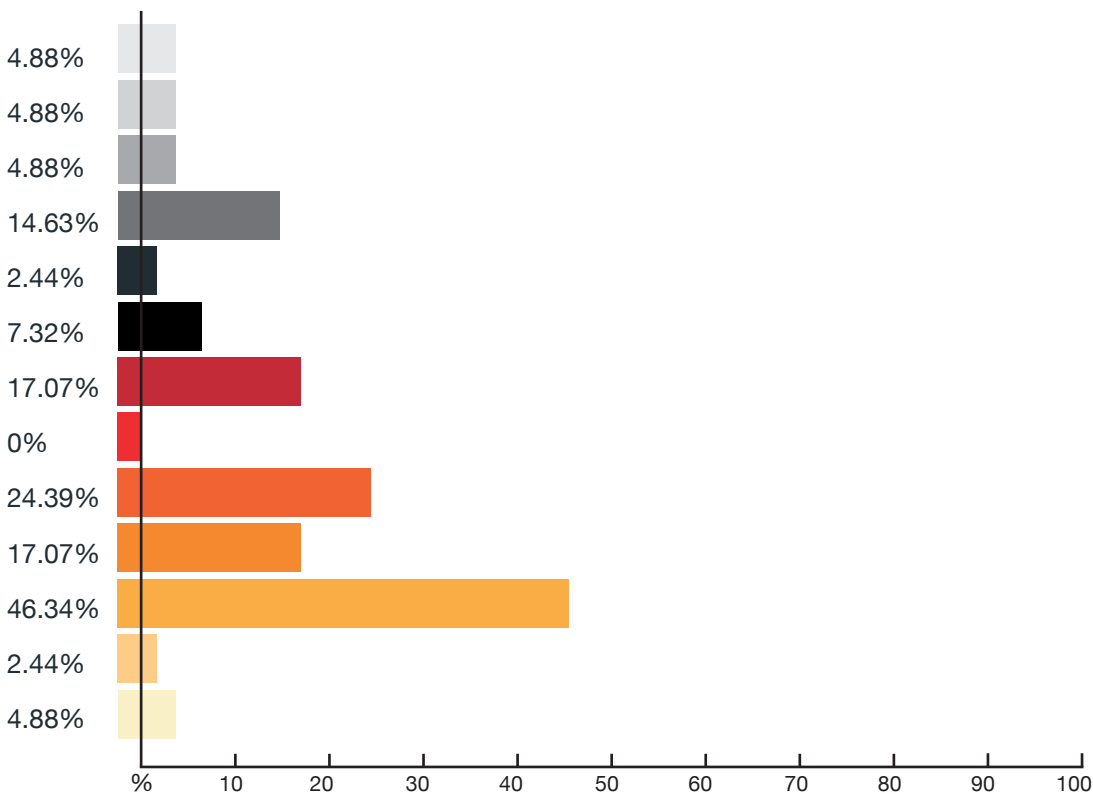
# Pandemic effect

We asked candidates: how has the pandemic affected your job over the past year?

## Key



## Procurement & purchasing

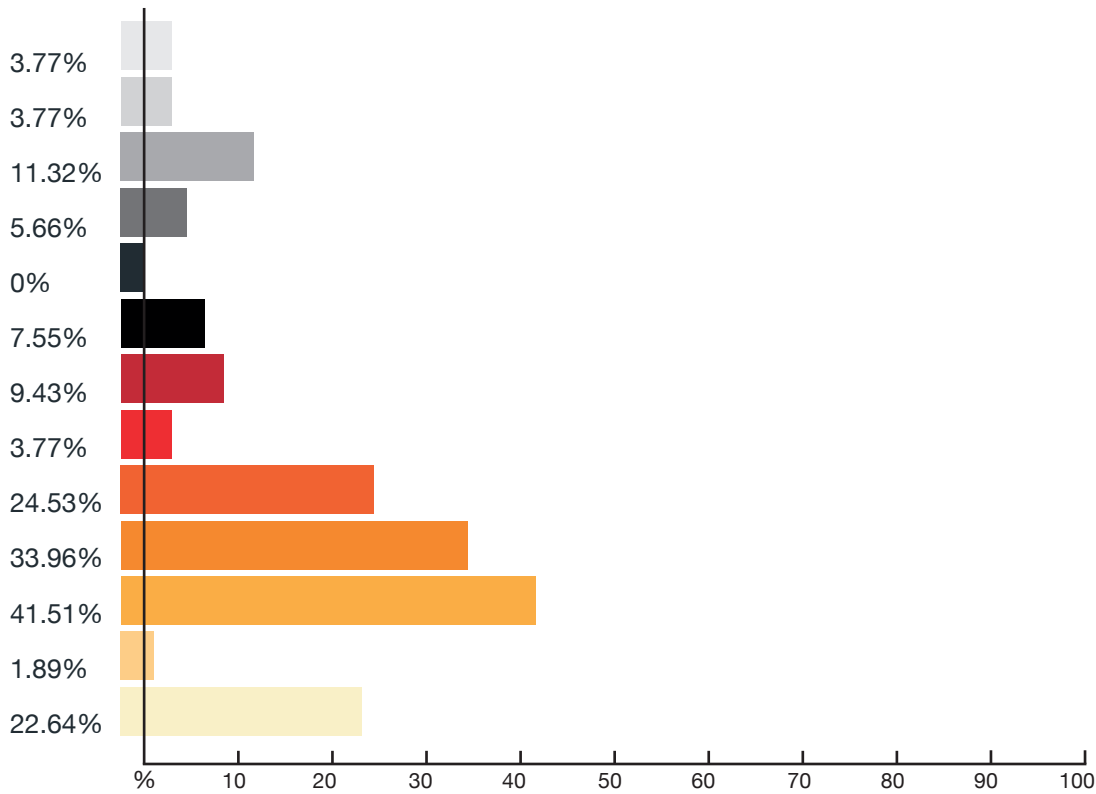


**38.**

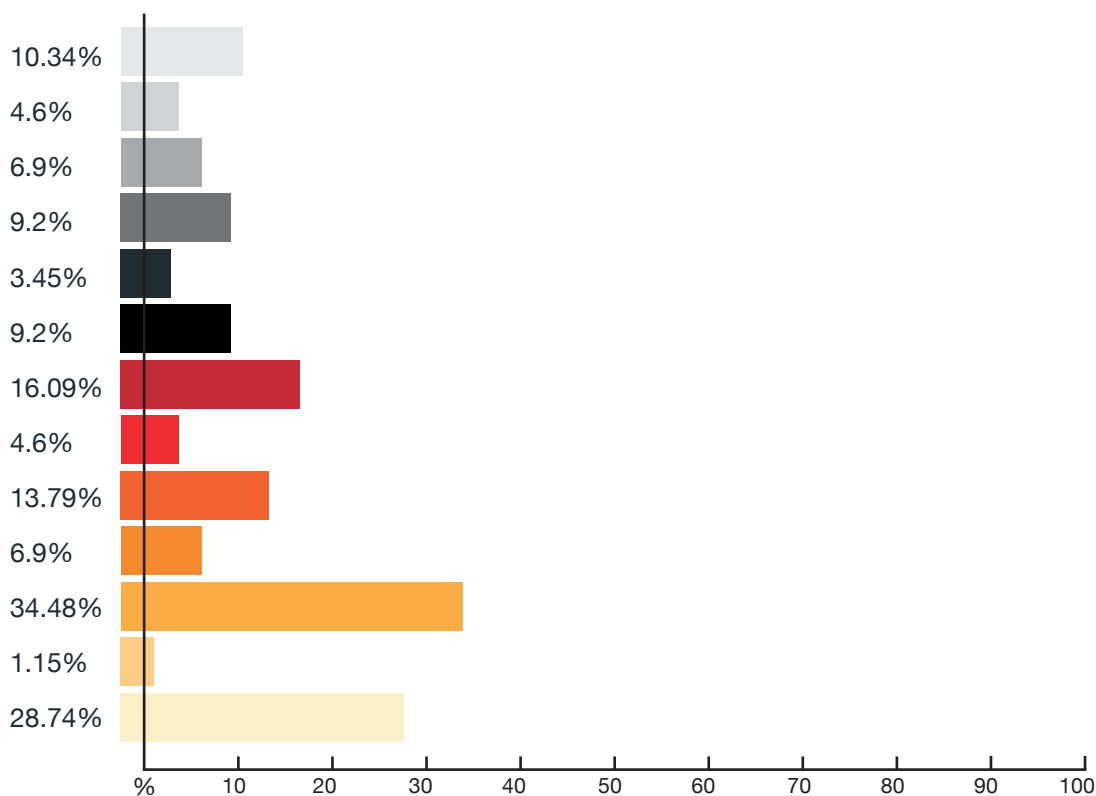
# Pandemic effect

We asked candidates: how has the pandemic affected your job over the past year?

## Supply chain



## Logistics, transport & warehousing



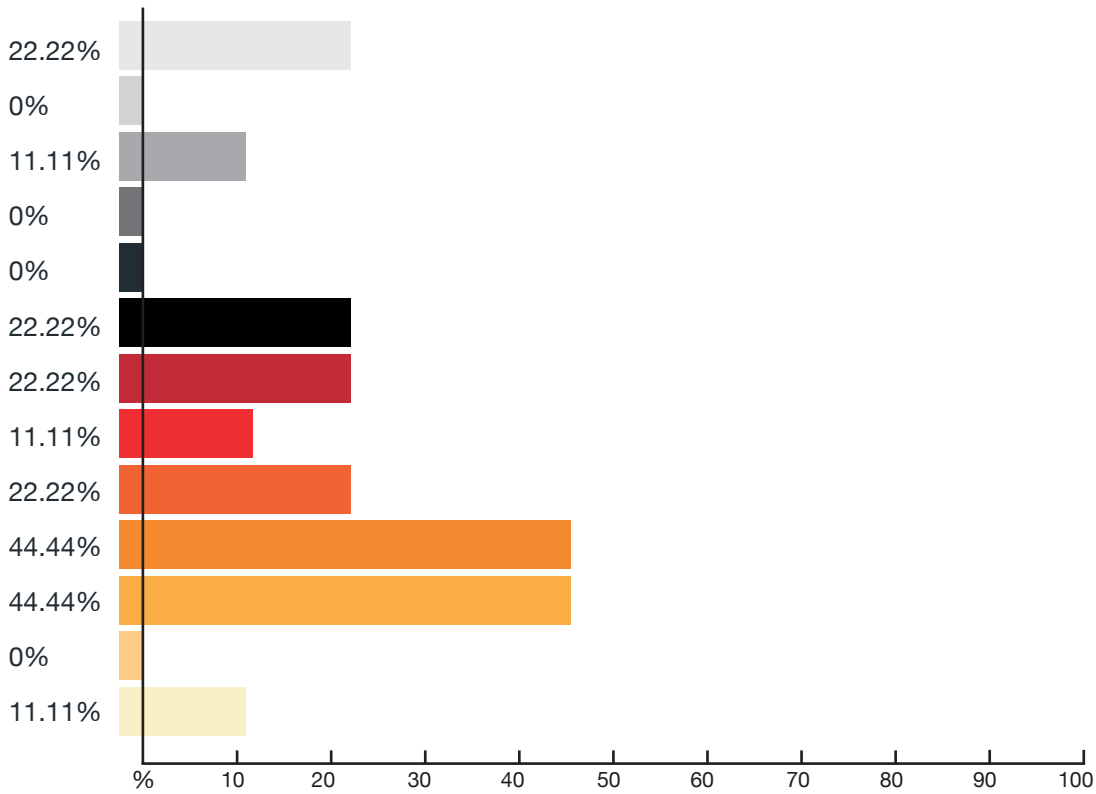
**39.**



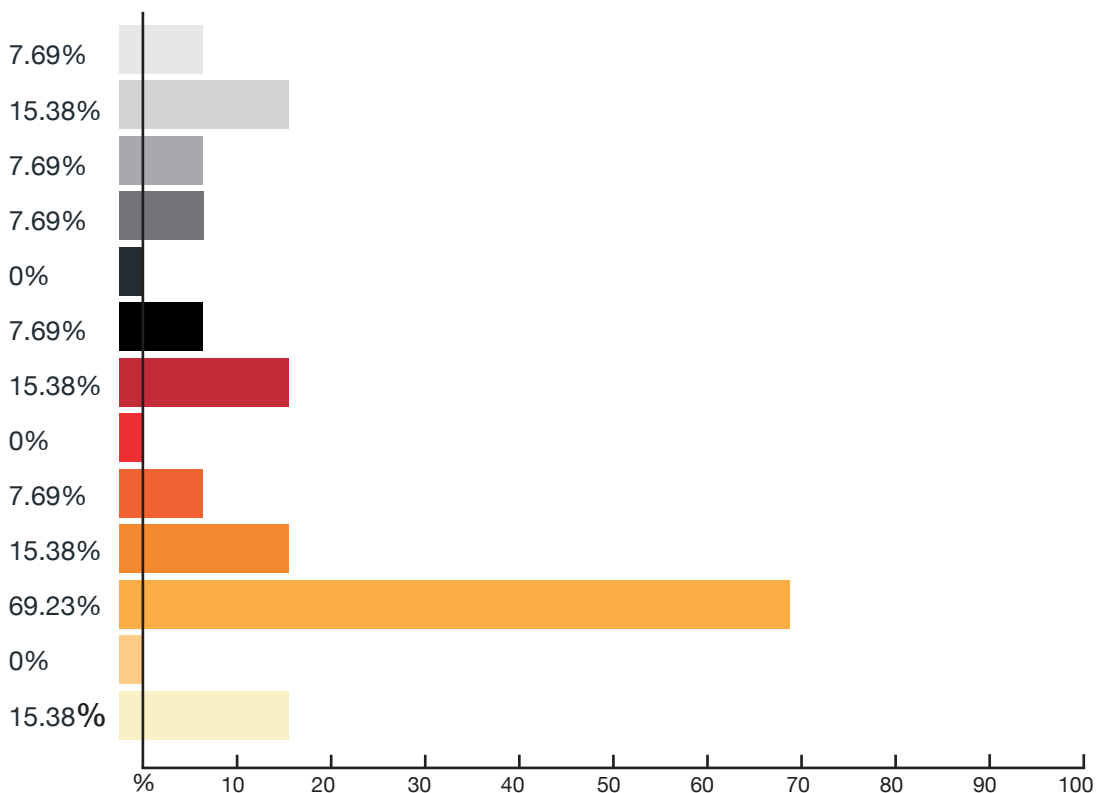
# Pandemic effect

We asked candidates: how has the pandemic affected your job over the past year?

## Buying & merchandising



## HR & people



# Brexit effect

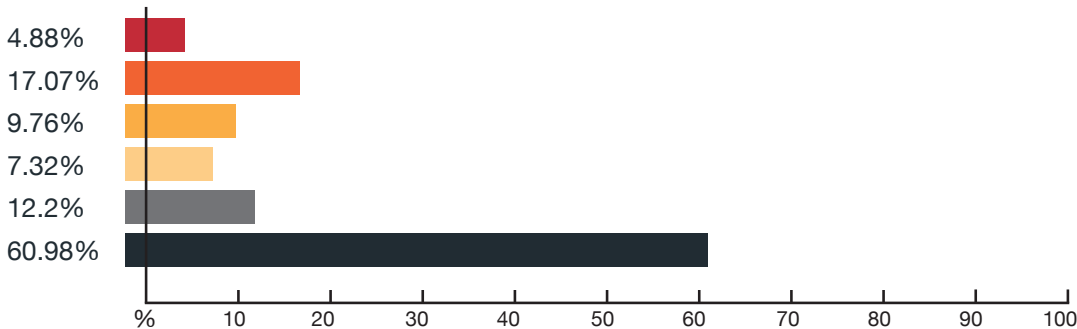
We asked candidates: how has Brexit affected your job this year?

## Key

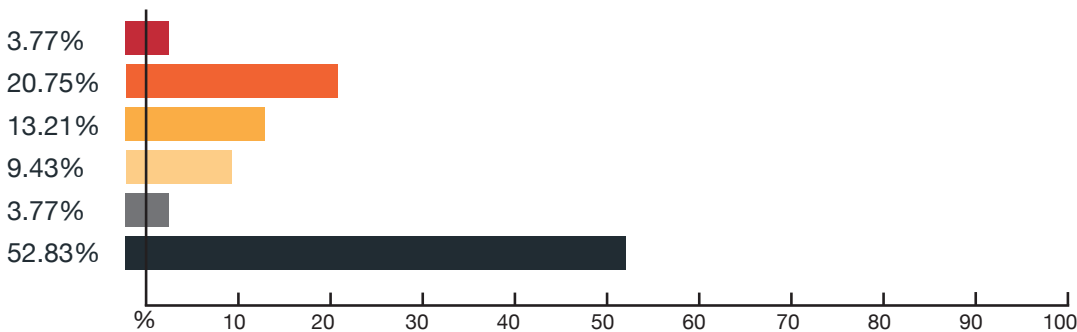
- Redundancy
- Changed responsibilities
- New role
- Increased salary
- Reduced salary
- No impact



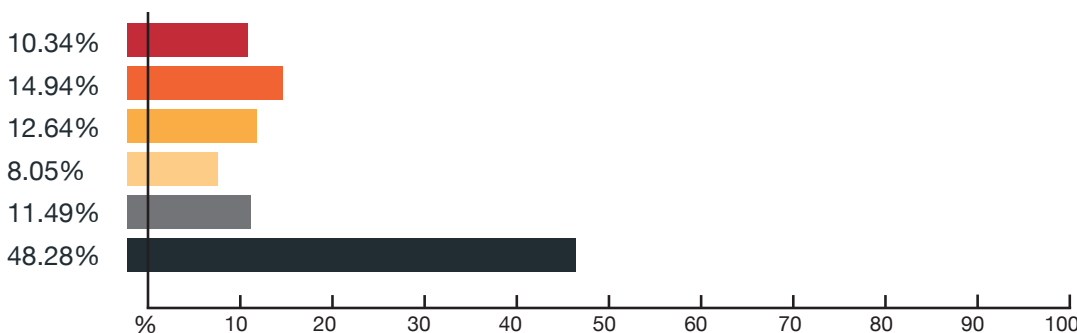
## Procurement & purchasing



## Supply chain



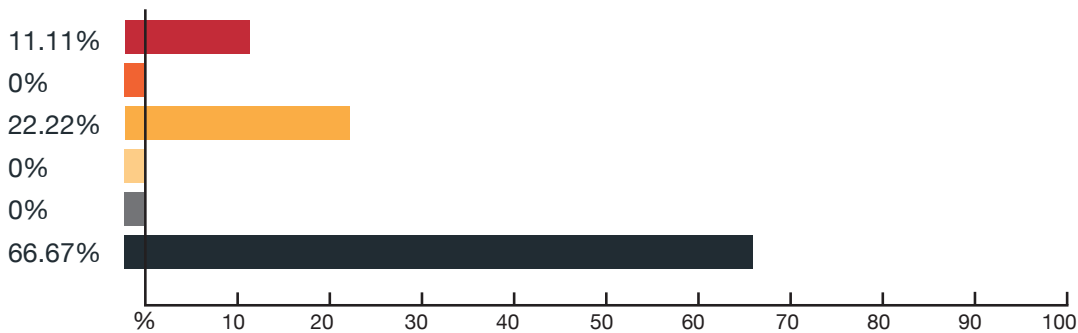
## Logistics, transport & warehousing



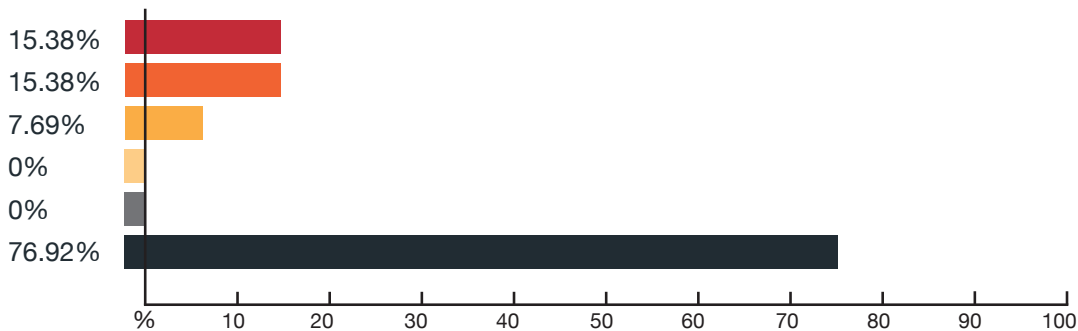
# Brexit effect

We asked candidates: how has Brexit affected your job this year?

## Buying & merchandising



## HR & people



**42.**

# IR35 effect

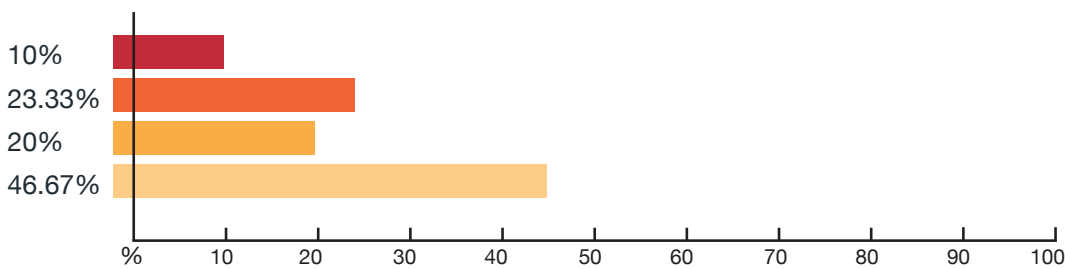
We asked candidates who were also contractors: how have you been impacted by the IR35 private reform?

## Key

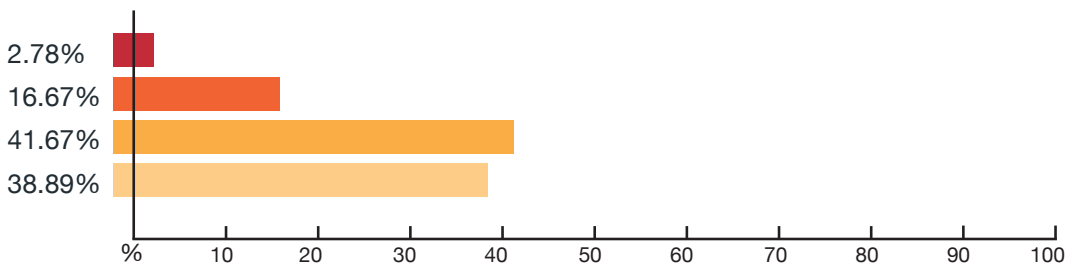
- Deemed inside of IR35 and left role for a contract
- Deemed inside of IR35 and now working as an employee under an umbrella company
- Deemed outside of IR35
- Left contracting for a permanent role



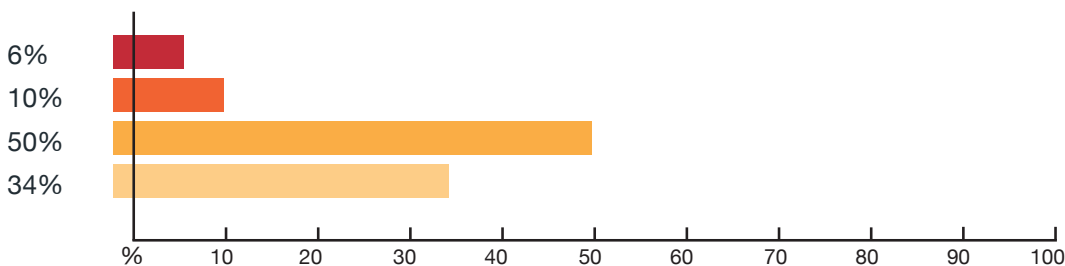
## Procurement & purchasing



## Supply chain



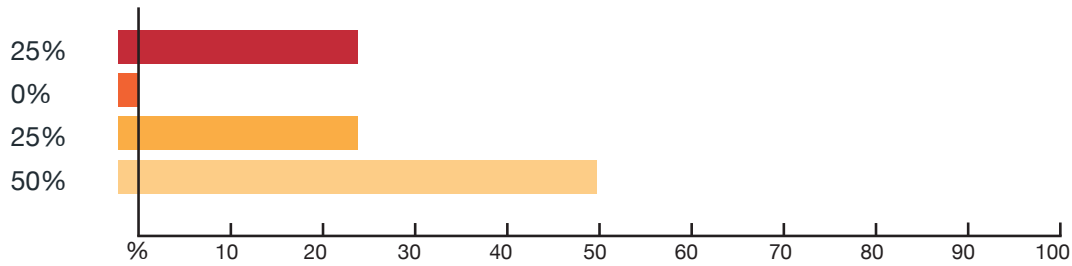
## Logistics, transport & warehousing



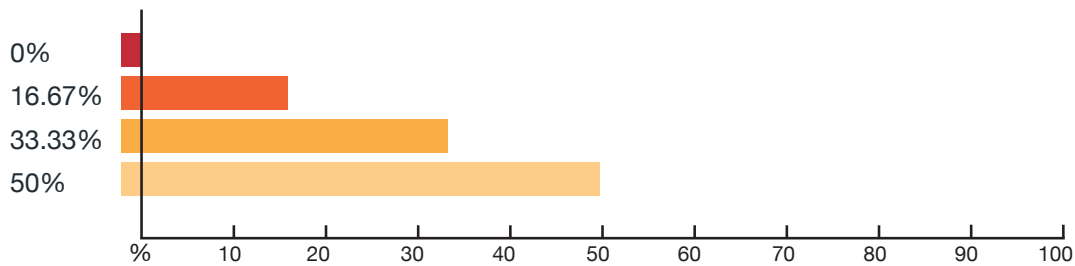
# IR35 effect

We asked candidates who were also contractors: how have you been impacted by the IR35 private reform?

## Buying & merchandising



## HR & people



# Brexit/the pandemic and hybrid working prompting career changes

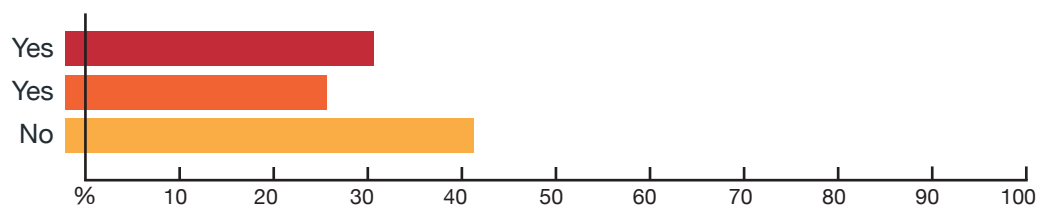
We also asked candidates: has Brexit/the pandemic/hybrid working prompted you to consider a career change?

## Key

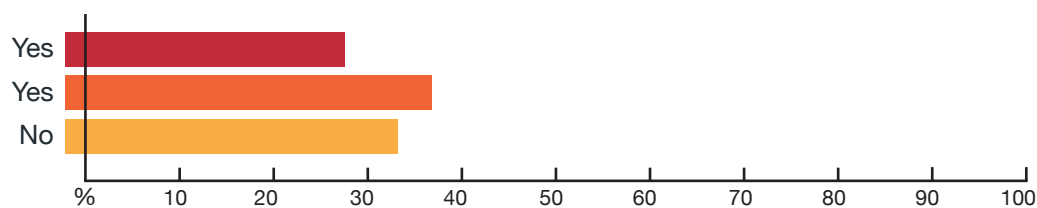
- Yes – in a different company, but the same type of role/industry
- Yes – in a completely different role/industry
- No



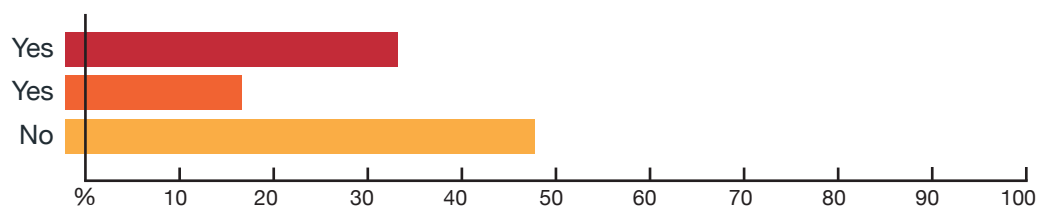
## Procurement & purchasing



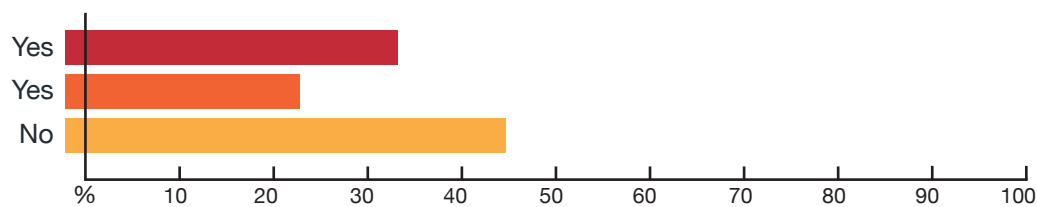
## Supply chain



## Logistics, transport & warehousing

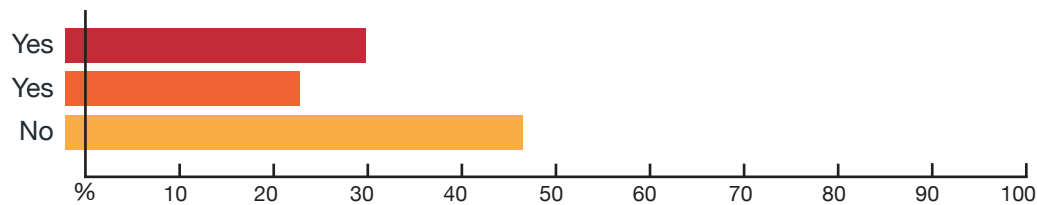


## Buying & merchandising



45.

## HR & people



# Future job market

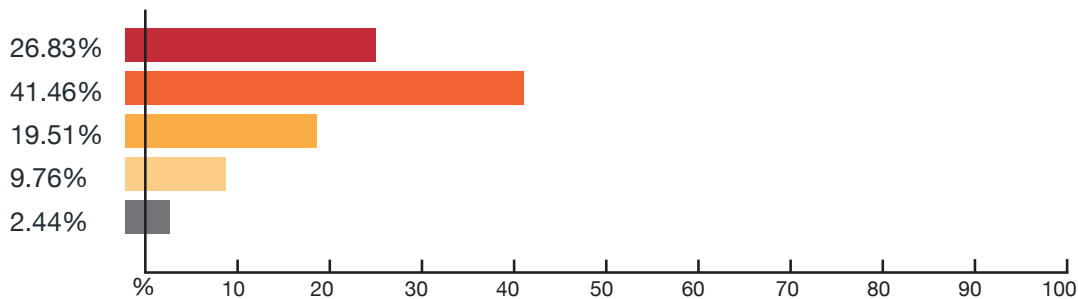
Finally, we asked: how optimistic are you about the future job market?

## Key

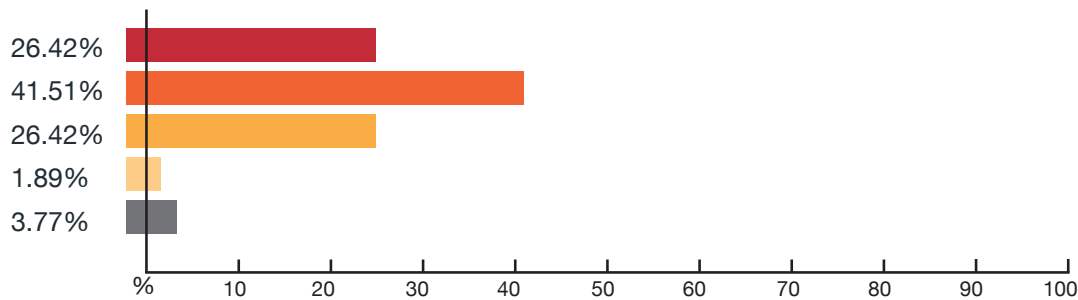
- Very optimistic
- Somewhat optimistic
- Neutral
- Not optimistic
- Really not optimistic



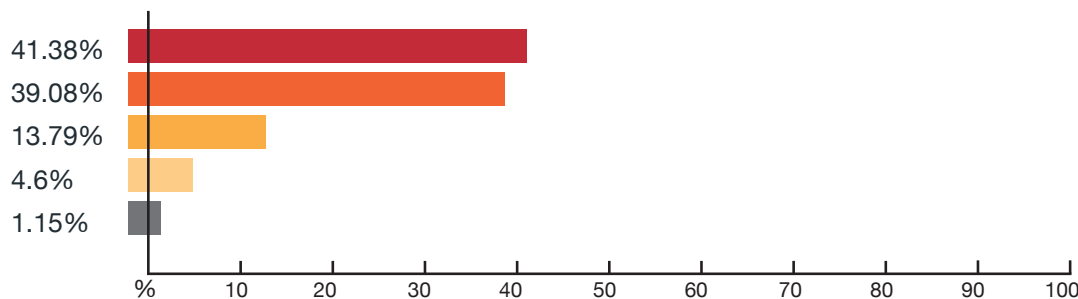
## Procurement & purchasing



## Supply chain



## Logistics, transport & warehousing

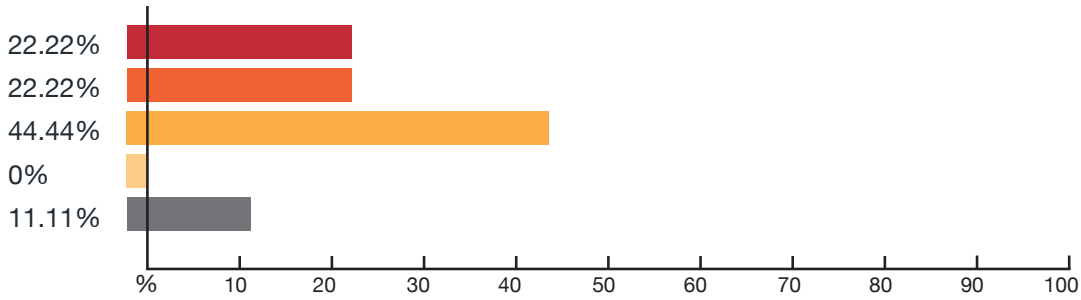


46.

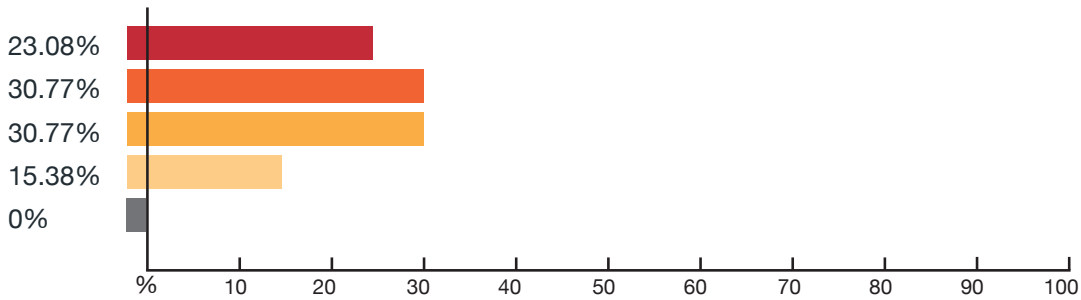
# Future job market

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

## Buying & merchandising



## HR & people







# Impact summary

Whilst we did find some concern around the impact of Brexit last year, for most specialisms, more than 50% of candidates didn't feel any repercussions in 2021. The effects weren't necessarily negative either, with 4.96% receiving an increased salary, and 13.63% experiencing changed responsibilities across all specialisms.

The impact of the pandemic, however, was felt significantly more. Over 90% of candidates were affected in 2020, though in 2021, this was slightly lower at 83.5%. Logistics, transport & warehousing continued to be the least struck sector, with 28.7% feeling no effects, closely followed by supply chain (22.64%).

Furloughs expectantly went down (12.29% last year, 10.8% this year). As for the mass redundancies, these never quite came to fruition, with fewer people made redundant overall compared to last year (21.54% in 2021 vs 23.6% in 2020). More have had their incentives reduced, particularly buying & merchandising (22.22%). They were also the specialism most hit by temporary salary reductions, though this was predicted given the retail closure during the early 2021 lockdown.

Although the pandemic has allowed temporary remote working to continue, almost a quarter of employers (23.55%) have chosen to adopt a permanent hybrid working model. What's more, 68.62% of candidates overall felt that hybrid working had improved their work-life balance.

As for IR35, the changes finally came into force in April 2021 and have had a significant impact. Overall, 43.91% opted to leave contracting altogether. But it's not all doom and gloom, as over half were either deemed outside of IR35, or inside IR35 and leaving the role for a contract or to work as an employee under an umbrella company.

Given the various events of 2021, it's no surprise that more candidates are considering a career change compared to last year. This was at over 50% in every specialism, with logistics, transport and warehousing experiencing the least (48.28%). Our 2021 survey found that supply chain was the only specialism that had more respondents desiring a completely different role or industry, but in 2020, it was buying & merchandising. Considering it's been another turbulent year for retail, this wasn't what we anticipated.

Having said that, we discovered that buying & merchandising also had the most increased optimism with regards to the job market – 0% were very optimistic last year, but this year it was 22.22%! As for overall optimism, this is definitely up on last year across all specialisms. In 2020, 26.87% of candidates felt some sort of optimism – now, it's 31.5%.



# Summary



# Procurement & purchasing

## Job satisfaction

Out of the five specialisms, procurement & purchasing candidates were actually the second *least* pleased specialism, with a 63.04% overall satisfaction rate. Though, this wasn't a major disparity – buying & merchandising were in the lead at 79.48%. They were happiest with the role itself (82.92%), followed by COVID safety measures (78.06%) and work-life balance (73.17%). This was complemented by the fact that 65.86% also had some level of satisfaction with their sense of purpose at work.

The least satisfactory element was training and development opportunities (51.22%). With over half not undertaking or being offered training, it's evident that procurement & purchasing employers should dedicate time and resources to this in 2022.

## Reasons to look for another role

An uncompetitive salary came out on top as the reason to seek a new role (46.34%), which makes sense given that 58.54% said they were satisfied with their salary. Feeling undervalued and not getting along with a colleague or boss followed this, though at a much lower percentage (less than 13% each). As for the least influential motivations to change jobs, these were COVID-secure measures and no option for flexible or remote working. Neither 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 valued factor when searching for a new role (39.02%). This was followed by issues more focused on the job itself, with procurement & purchasing candidates desiring purpose (17.07%) and a work-life balance (21.95%). Least valued factors included a benefits package, training opportunities and hybrid working, all of which weren't voted for – though that could be because they're now expected in the post-COVID landscape.

## Most valued benefits

Annual leave definitely took the trophy with over half (53.22%) valuing it the most. Second and third place went to a bonus (14.63%) or pension scheme (12.2%). As for the least valued, these were a fuel card, overtime opportunities, and subsidised health/leisure facilities, all of which received no votes.



# Supply chain

## Job satisfaction

Safety measures proved very important to supply chain professionals, with a satisfaction score of 83.02%. In fact, it was the second most pleased specialism after HR & people (which scored a fantastic 100%). Hybrid working options followed at 77.36%, then the work environment itself (75.48%). It's interesting that the other specialisms place more emphasis on the role, whereas supply chain candidates put a great deal of value on their location at work, and being safe within it.

What's more, 73.58% were satisfied with their employers' response to unpredicted changes, showing that the specialism has been strong over the course of the pandemic.

As for the least satisfactory parts of their job, these related to career progression (43.4%), performance recognition (54.72%) and the benefits package (58.49%), indicating some clear points of improvement for employers in the year ahead.

## Reasons to look for another role

The most influential factor in looking for another role was an uncompetitive salary (35.85%), followed by feeling undervalued (26.42%) and needing a new challenge (13.2%). Least probable reasons included a change of industry and uncompetitive benefits, both of which scored 0%.

## Most valued factors when seeking new opportunities

Similar to last year, salary was voted the most valuable factor (32.08%), followed by a challenging or purposeful role (24.53%) and work-life balance (13.21%). The least valued factor was a benefits package (0%), which mimics the trend above of uncompetitive benefits not being a reason to look for a new role.

## Most valued benefits

Supply chain candidates value annual leave the most (33.96%), then a bonus (32.08%) and pension scheme (18.86%). The least valued benefits were overtime opportunities, subsidised health/leisure facilities, paternity/maternity leave, and childcare, all of which received no votes.



# Logistics, transport and warehousing



## Job satisfaction

It's safe to say that the pandemic played a key part in logistics, transport and warehousing professionals' job satisfaction – just over 80% commended their employer's COVID-secure measures. The role itself came in second place (77.02%), with work-life balance behind at 66.67%. These are all very similar figures to last year, showing that the specialism has been consistent.

However, it's worth noting that employee sense of purpose went down from 74% to 54.02% – yet it was by no means the least satisfactory area. These were career progression (39.09%), training and development opportunities (40.24%), and performance recognition (43.68%). With 49.43% of candidates not experiencing any training in the last 12 months, this is an area employers need to work on.

## Reasons to look for another role

Logistics candidates were most likely to seek another role if they felt undervalued in their current job (39.08%), had an uncompetitive salary (29.89%), or needed a new challenge (12.64%). This is surprising considering an uncompetitive salary was the main reason across all other specialisms, and was for this specialism in last year's survey. In terms of the least likely reasons, these were no options for remote or flexible working, and their employer lagging behind in the sector (0% each).

## Most valued factors when seeking new opportunities

Salary came out on top for the most valued factor (36.78%), followed by a challenging/purposeful role (17.24%) and the company purpose/ethos behind it (14.94%). As for the least valued factor, this was hybrid working (0%), a fairly predictable result as logistics roles usually need to be carried out in person on site.

## Most valued benefits

Annual leave was the most preferred benefit at 28.74%, with a pension in second place (21.84%) and a bonus scheme in third (13.79%). As for the least favoured, these were a fuel card and childcare, both of which received no votes.

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# Buying & merchandising

## Job satisfaction

This year buying & merchandising candidates seemed to have a change of heart – at 79.48% they were the most satisfied of all the specialisms. With the reopening of retail in spring and a vaccination programme fighting against the pandemic, it may be that they're feeling more hopeful in comparison to the end of 2020. This is complemented by the fact that almost 90% were either optimistic or neutral about the future job market.

Buying & merchandising professionals were particularly pleased with their sense of purpose, which scored almost 100%. Their response to uncertain changes, company ethos and salary were all around the 90% mark, showing that monetary terms and a company's reaction is important to them. Although the role itself was still pertinent, and wasn't far behind the other stats, work-life balance wasn't as important, at less than 70%.

The least satisfactory area was training and development opportunities, rating just over 50%. Whilst still a good score, buying & merchandising employers should focus on improving this area for 2022, especially as almost half of candidates haven't undertaken any training in the last 12 months.

## Reasons to look for another role

The most influential reason to search for a new role was, like most of the other specialisms, an uncompetitive salary (44.45%). Needing a new challenge, and then no option for remote/flexible working, followed. Numerous factors scored no points, indicating the areas that employers don't need to work on.

## Most valued factors when seeking new opportunities

Salary was the indisputable winner for the most valued factor at 55.56%, with company purpose/ethos and the work environment taking joint second place at 11.11%. Some factors weren't valued at all, including hybrid and flexible working, along with better location. And so, employers should focus on monetary means, along with providing a great environment and culture for those who do need to work face to face.

## Most valued benefits

Like the other specialisms, annual leave took the lead with almost 50% of buying & merchandising candidates choosing this as their preferred benefit. Next was a bonus scheme and professional studies. Amongst the least valued were a company vehicle and fuel card, most likely because such roles don't generally require transport.



# HR & people

## Job satisfaction

HR & people candidates were the second-most satisfied of the specialisms (78.7%), rating only slightly less than buying & merchandising (79.48%). This is also an increase on 2020's score (74.04%). Respondents were especially happy with safety measures and company ethos (both scoring 100%), with hybrid working options not far behind. Though, it is easier to implement these models in HR roles compared to jobs in other specialisms.

Work-life balance and the role itself came in at just over 75%, with a sense of purpose at more than 90%. On the other side of the coin, the least satisfactory elements were salary (46.15%) and the work environment (53.84%).

## Reasons to look for another role

The most voted reasons to look for another role were uncompetitive salary (30.77%), feeling undervalued (23.08%) and not getting on with a colleague or boss (15.39%). Like last year, change of location and COVID-secure measures not being in place were some of the least favoured, which is expected considering remote working was already very common in this specialism.

## Most valued factors when seeking new opportunities

Salary, company purpose/ethos, and a challenging role were the three most valued aspects when looking for a new position. Amongst the least valued were flexible working, hybrid working and work environment – likely because these have long been ingrained within the HR & people specialism.

## Most valued benefits

Annual leave definitely took the lead on the most preferred benefit, scoring 61.54%. It was followed by a bonus scheme (15.39%), and health and life insurance (7.69%). As for the least valued perks, these included a company vehicle and fuel card. Like buying & merchandising, there isn't usually a requirement for transport in such roles.



## How we can help

Over the course of 2021, the key lesson from 2020 really has been echoed: it's those businesses and individuals who act with agility, and have a learning mindset, that are able to succeed – regardless of what they're faced with. By producing this exclusive salary guide, we're sharing the most effective actions for the year ahead, so you can achieve the best results.

If you require advice on your next career move or hire, we're here to help. Whether you're a candidate or a business, find out what we can do for you below.

### Candidates

We're well-versed in all our specialisms, but we go the extra mile. Our team won't match you with any old job – we'll get to know you, your needs and what you want from your career, considering factors from salary and culture to training opportunities. With access to a network of fantastic companies and positions, you can be certain we'll find you a career move you'll love.

### Clients

Helping clients recruit since 2005, we work hard to build a positive relationship with you from the very start, 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, and our dedicated team, we find the right skills and talent, at the right time.

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





# We're here *to help*

You're always welcome to call us or join us for a coffee and we'll get to understand just how we can help.

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