

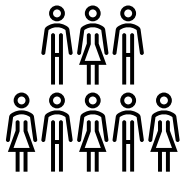
Pay Trends 2026

Regulators and Inspection Related Bodies Salary Survey – Full Report

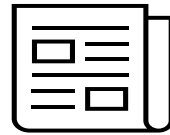
Sarah Nash
3rd February 2026



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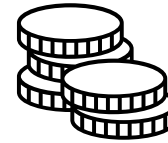
PARTICIPANTS



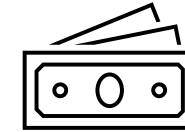
SURVEY
COMPOSITION
& HEADLINES



BUDGETS AND
PREDICTIONS



BASE PAY – PAY
MOVEMENTS

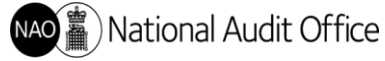


BASE PAY -
PREMIUMS



TOTAL
REWARD

2025 PARTICIPANTS



General
Dental
Council

General
Pharmaceutical
Council



The
Electoral
Commission



CLEARCAST



SURVEY COMPOSITION



27 Organisations – A Total of 17,364 Employees



9 Organisations operating Within the HMT Remit
18 Organisations operating Outside of the HMT Remit



17 Organisations With Less than 500 Employees
10 Organisations With More than 500 Employees



8 Organisations with a Turnover Below £25m
12 Organisations with a Turnover between £25m to £99m
5 Organisations with a Turnover between £100 to £249m
2 Organisations with a Turnover Over £249m

SURVEY HEADLINES

4.0%

Same incumbent salary movement (i.e. matched to the same role) as last year (5.0% in 2024)

8.0%

London Premium vs. National
The average difference between London and National (excl. London) median base pay (5.5% in 2024)

2025: 21 orgs (11690 employees (67%)) have London offices, 21 orgs (5674 employees (33%)) have non-London offices.

2024: 23 orgs (12264 employees (73%)) have London offices, 29 orgs (4459 employees (27%)) have non-London offices.

Having a higher proportion of London-based employees appears to have widened the regional pay gap.

Top Salary Movement by Function

Facilities & Estates Management 8.6% (2024: No data)

CM&I - Technical Enforcement 8.4% (2024: 8.9%)

CM&I - Legal Enforcement 7.5% (2024: 8.1%)

Policy - Standards 7.2% (2024: No data)

Economics 6.2% (2024: 5.7%)

Bottom Salary Movement by Function

Digital – Specialist 3.2% (2024: 4.6%)

Audit 3.4% (2024: 6.5%)

Digital – Support/Membership Both 3.5% (2024: Both 4.5%)

Policy - General 3.5% (2024: 4.1%)

Education & Professional Dev. 3.6% (2024: 5.9%)

2025 BUDGETS & 2026 PREDICTIONS

	Not Under HMT Remit 18 Orgs			Under HMT Remit 9 Orgs		
	Lower Quartile	Median	Upper quartile	Lower Quartile	Median	Upper quartile
2025 Actuals	3.0%	3.3%	3.8%	3.8%	3.8%	5.0%
2026 Predictions	3.0%	3.0%	4.0%	3.3%	3.6%	3.8%

Organisations are anticipating lower budgeted awards in 2026: Not under the HMT Remit: 3.0%
Under the HMT Remit: 3.6%

11% of organisations not under HMT and 44% within differentiated pay increases for specific staff groups by targeting employees in lower grades, or employees at/below the band minimum.

Factors impacting on salary increases	No impact	Moderate impact	Strong impact
External market practice	37% (0%)	52% (58%)	12% (42%)
Economic factors (e.g. inflation)	34% (8%)	46% (42%)	20% (50%)
Organisation wide results	51% (42%)	35% (50%)	14% (8%)
Business Unit/Department results	83% (67%)	17% (33%)	0% (0%)
Team results	94% (83%)	6% (17%)	0% (0%)
Employee's individual performance	51% (42%)	32% (17%)	17% (42%)
Line manager discretion	82% (50%)	15% (42%)	3% (8%)

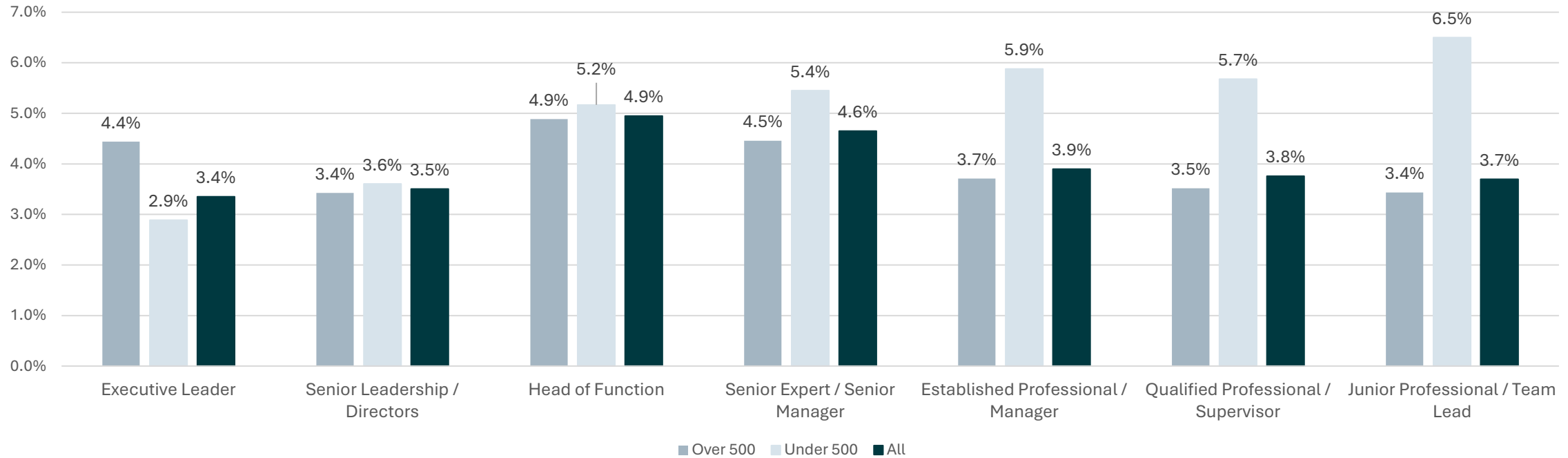
Figures in brackets are 2024 results

External Market Practice and Economic factors continue to be the main drivers for salary increases but to a lesser extent than last year with fewer organisations selecting 'strong impact'.

We see a similar trend for **Organisation Wide Results and Employee's Individual Performance**, and whilst remaining factors impacting salary increases have also decreased in strength.

BASE PAY – PAY MOVEMENTS

BY SURVEY LEVEL AND ORGANISATION SIZE

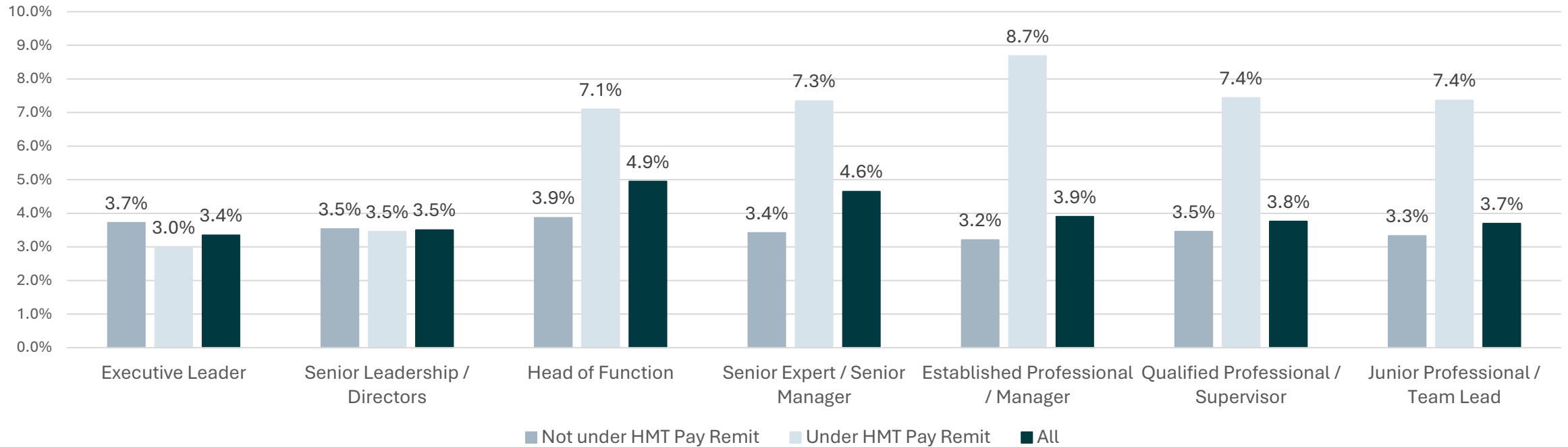


Organisations with less than 500 employees award higher pay increases on average and by level these tend to be focused on the lower roles in the organisation.

Average pay increases by Org Size:
Under 500 employees (17 Orgs) – 5.6%
Over 500 employees (10 Orgs) – 3.8%
All employees – 4.0%

BASE PAY – PAY MOVEMENTS

BY SURVEY LEVEL AND UNDER/NOT UNDER HMT REMIT

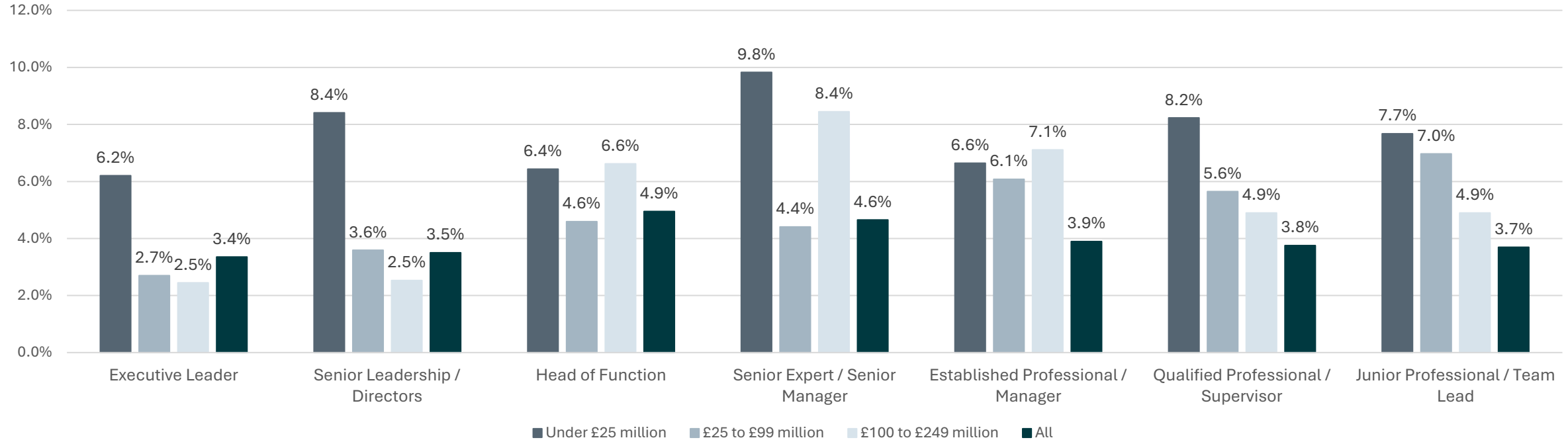


Similarly, organisations under the HMT pay remit receive higher pay increases on average and by level larger increases are awarded levels at Head of Function and below. For organisations not under the pay remit, pay increases are lower and do not increase in the lower levels of the organisation.

Average pay increases by HMT remit or not HMT remit:
Not under HMT Remit (18 Orgs) – 3.4%
Under HMT Remit (9 Orgs) – 7.7%
All employees – 4.0%

BASE PAY – PAY MOVEMENTS

BY SURVEY LEVEL AND TURNOVER



Organisations with a turnover of less than £25m award the highest pay increases overall followed by organisations with a £100 to £249m turnover.

Average pay increases by turnover:

Under £25m (8 Orgs) – 7.6%
£25m to £99m (12 Orgs) – 5.3%
£100 to £249m (5 Orgs) – 6.5%
Over £249m – Insufficient Data

BASE PAY – PAY MOVEMENTS

BY FUNCTION FOR SPECIALIST ROLES

Function	Av. Movement 2025	Av. Movement 2024	Change
Audit	3.4%	6.5%	-3.1%
Business Development	4.3%	5.4%	-1.2%
Case Management and Investigations - General*	5.2%	7.5%	-2.3%
Case Management and Investigations - Legal Enforcement	7.5%	8.1%	-0.6%
Case Management and Investigations - Technical Enforcement	8.4%	8.9%	-0.5%
Complaints Handling	5.9%	4.8%	1.1%
Economics	6.2%	5.7%	0.5%
Education and Professional Development	3.6%	5.7%	-2.1%
Fitness to Practise	3.8%	6.8%	-2.9%
Membership	3.5%	4.5%	-1.0%
Performance	5.9%	6.8%	-0.9%
Policy - General**	3.5%	4.1%	-0.6%
Policy - Standards	7.2%	-	
Policy - Supervision	5.7%	-	
Policy - Technical Policy Development	5.1%	-	
Registration	4.8%	6.0%	-1.3%

* Includes Case Management and Investigations - Information Registry

**Includes Policy – Licensing

Insufficient comparator data for Policy – Standards, Supervision and Technical Policy Development functions as these were introduced in 2024.

Highlights

The highest average pay movements are seen in the Case Management – Technical Enforcement, Case Management Legal Enforcement, Policy Standards and Economics.

The slowest growth in average pay movement is seen in Education & Professional Development, Membership, Policy – General and Audit.

Most functions have experienced a reduction in movement since last year except for Complaints Handling and Economics which has seen small growth.

BASE PAY – PAY MOVEMENTS

BY FUNCTION FOR SUPPORT ROLES

Function	Av. Movement 2025	Av. Movement 2024	Change
Administration & Secretarial	7.1%		
Digital - Data	3.7%	5.3%	-1.6%
Digital - Specialist	3.2%	4.6%	-1.4%
Digital - Support	3.5%	4.5%	-1.0%
Facilities & Estates Management	8.6%		
Finance & Accounting	4.0%	5.3%	-1.3%
Human Resources	4.4%	5.5%	-1.2%
Legal	5.1%	5.7%	-0.6%
Marketing, PR & Communications	4.6%	5.6%	-1.0%
Project Management	6.4%		

Highlights

The highest average pay movements are seen in the Facilities and Estates Management and Administration and Secretarial.

The slowest growth in average pay movement is seen in the all 3 Digital specialisms – Data, Support and Specialist.

All functions have experienced a reduction in movement since last year.

BASE PAY – PREMIUMS

BY SPECIALISM

Specialism Premium



Top Premiums (vs. last year)
Pay movement has **slowed** in almost all functions, but some still **maintain** their market premium.

Audit's premium has increased by 3% to 9.3%.

Economics has maintained a 9.2% premium.

Digital Specialist maintains a 6.9% premium although lower than last year.

Behind **Membership** falls c. 13% behind the market although there was no data last year.

CM&I - General continues to be c.10% behind the market.

BASE PAY – PREMIUMS

BY REGION



Regional differences highlights

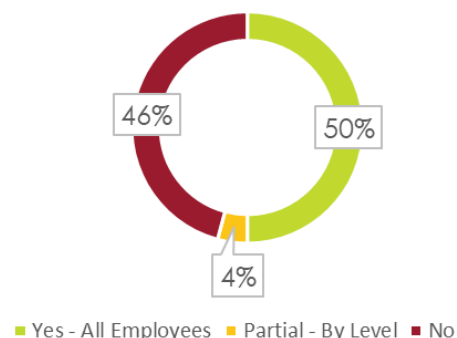
The **London** premium increased by 2.5 percentage points compared to last year, following two consecutive years of decrease.

All regions saw a widening of the pay difference with London, most significantly the southeast and northwest.

TOTAL REWARD

BONUS

Annual Bonus Schemes



Survey Level	2025 Median	2024 Median		2025 Median	2024 Median
Executive Leader	£15,428	£11,325	Overall	£1,525	£1,125
Senior Leadership / Directors	£11,756	£8,785	HMT Remit	£1,017	£1,125
Head of Function	£6,800	£5,596	Non-HMT Remit	£1,525	£1,750
Senior Expert / Senior Manager	£2,340	£1,125			
Established Professional / Manager	£1,525	£1,125			
Qualified Professional / Supervisor	£1,525	£1,125			
Junior Professional / Team Lead	£1,525	£1,125			
Early Professional / Administrator	£1,525	£1,100			
Apprentice	Insufficient Data				

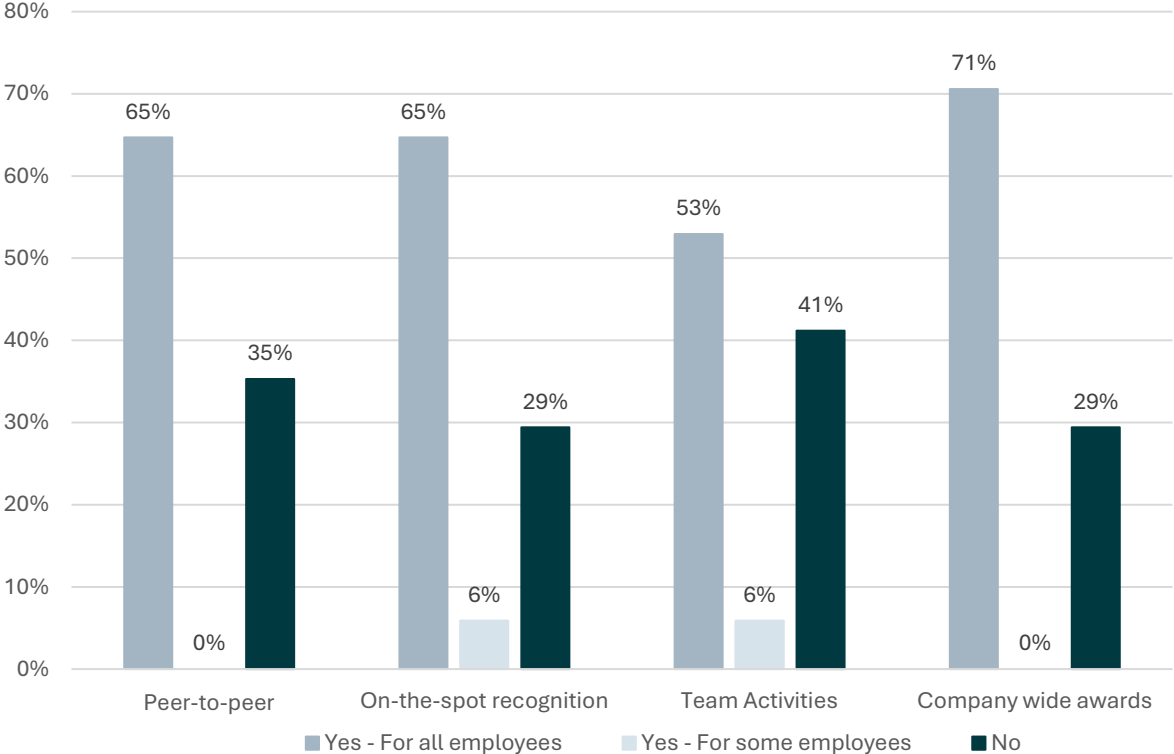
This year, 2959 more bonus payments were awarded than last year – this is more than double. Whilst the median bonus payment has increased in each level and overall, median bonus payments when separated into HMT and the non-HMT organisations has gone down.

Whilst there are more bonus payments per level, survey levels from Established Professional / Manager and below have received the largest increase in count in bonuses compared to last year. This is why the medians within the HMT/non-HMT split are lower in 2025 – there are more smaller bonuses awarded at the lower levels.

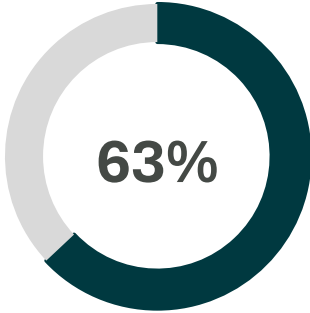
TOTAL REWARD

RECOGNITION

Type of recognition scheme



63% of participating organisations offer a formal recognition scheme with 53% of those budgeting between £50 and £100 per employee.



Annual recognition budget	%
Less than £50 per employee	18%
Between £50 and £200 per employee	53%
Between £200 and £500 per employee	6%
More than £500 per employee	24%

TOTAL REWARD

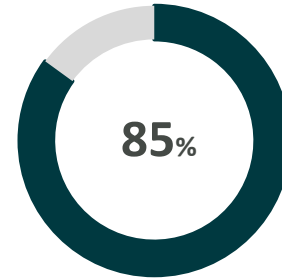
BENEFITS (1/2)

At least 85% of organisations offered these benefits to some employees in 2025. This is an increase from 70% in 2024.

Growing in prevalence is **Income Protection/PHI** which is now offered by 35% of organisations, an increase of 13%, and **Counselling Sessions** (separate from an EAP) and **Fitness Classes** which have both increased by 10% to 31% and 23% of organisations offering this.

Less prevalent this year are **Subscriptions (professional bodies)**, **Season Ticket Loans** and **Subsidised food/drink**.

Maintaining their position are **EAP schemes**, **enhanced leave provisions**, **cycle to work schemes** and **Study Leave**.



Benefits	% of Orgs (2025)	% of Orgs (2024)
Employee Assistance Programme	100%	100%
Enhanced Maternity/Paternity Leave	96%	100%
Cycle to Work Scheme	92%	96%
Study Leave	92%	100%
Eye Care Vouchers	88%	91%
Flu Jabs	85%	83%
Subscriptions (Professional Bodies)	85%	96%
Funding for education/professional qualifications	81%	88%
Resilience/Mental Health Awareness Training	81%	75%
Season Ticket Loan	77%	91%
Childcare vouchers	73%	87%
Time off for Voluntary Work	69%	83%
Sabbaticals (unpaid)	69%	71%
Formal Coaching/Mentoring Schemes	65%	75%
Leave for Military/Reserve Activities	62%	79%
Flexitime/Flexileave	58%	63%
Paid Carer's Leave	58%	58%
Wellness Events/Days	54%	54%
Give-As-You-Earn/Payroll Giving	50%	65%
Health Screening (as a stand-alone benefit)	50%	50%
Dental Cover	38%	33%
Gym Membership or Onsite	35%	38%

TOTAL REWARD

BENEFITS (2/2)

Benefits	% of Orgs (2025)	% of Orgs (2024)
Income Protection/PHI	35%	22%
Free/Subsidised Food/Drink	31%	50%
Retail/Leisure Vouchers	31%	43%
Counselling Sessions (separate from EAP)	31%	21%
Financial Advice	27%	22%
Social Club	27%	21%
Legal Advice	23%	17%
Fitness Classes	23%	13%
Healthcare Cash Plans	19%	13%
Leave to Train/Compete in Sports Events	15%	25%
Elderly Dependent Support	15%	13%
Travel Insurance	15%	13%
Critical Illness Insurance	15%	9%
Fuel Allowance	12%	13%
Online fitness programme	12%	9%
Mobile Phones (for personal use)	12%	4%
On-site Massages	12%	4%
Physiotherapist	8%	13%
Sabbaticals (paid)	8%	9%
Laptops (for personal use)	8%	8%
Travelcard	8%	8%
Will Writing	8%	0%
Student Grants/Repay Student Loans	4%	9%
Discounted Own Products/Services	4%	4%

Benefits	% of Orgs (2025)	% of Orgs (2024)
Personal Accident Insurance	4%	4%
Concierge	4%	4%
Event Tickets	4%	0%
Gifts	4%	0%
Car Salary Sacrifice	0%	4%
Learning Assistance (not work related)	0%	4%
Motor Insurance	0%	4%
Car Loan	0%	0%
Carbon Offsetting	0%	0%
Congestion Charge Reimbursement	0%	0%
Corporate ISA	0%	0%
Discounted Ethical Products	0%	0%
Driving Lessons	0%	0%
Financial Incentives for Reducing Energy Usage	0%	0%
First Home Deposit	0%	0%
Home Insurance	0%	0%
Identity Theft Protection	0%	0%
Motor Breakdown Cover	0%	0%
On-site GP/Nurse	0%	0%
Personal Fitness Trainer	0%	0%
Pet Insurance	0%	0%
Tax Incentives for low CO2 Emissions	0%	0%

TOTAL REWARD

ALLOWANCES

	LQ	Median	UQ	Average
All Allowances	£1,500	£5,000	£5,761	£4,924
Excluding car allowance	£1,500	£5,000	£5,000	£4,833

Allowances Provided

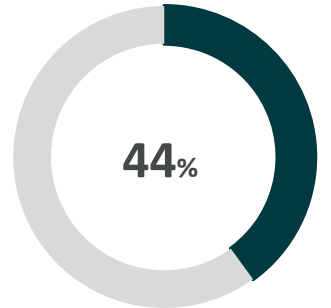
- Emergency Response Allowance
- Management Responsibility
- Recruitment & Retention Allowance
- Additional Responsibilities Allowance
- On-Call Allowance
- Non-consolidated payment
- Additional flex allowance
- DV Responsibility
- Economics Allowance
- FCPA
- Full Accountancy Allowance
- London Allowance
- Market Supplement
- Part-qual accountancy allowance
- Signalling Allowance

44% of participating organisations offer at least one type of allowance.

9% of employees within the survey receive an allowance.

Whilst 25 different allowances are provided by 44% of participating organisations, most organisations offer 1 or 2 at most.

Most prevalent are Emergency Response Allowances, Management Responsibility and Recruitment & Retention Allowances.



TOTAL REWARD

PENSION

Type of Pension Scheme	Not under HMT Pay Remit					Under HMT Pay Remit				
	DB	DC (enhanced)	Auto enrolment	Depends on Grade	Other/None	DB	DC (enhanced)	Auto enrolment	None	Other
New Employees	12%	53%	24%	6%	0%	78%	11%	11%	-	0%
Legacy Employees	12%	12%	6%	-	65%	38%	13%	0%	50%	0%

Employer Contributions	Not under HMT Pay Remit			Under HMT Pay Remit		
	Lower quartile	Median	Upper Quartile	Lower quartile	Median	Upper Quartile
New Employee	6%	8%	12%	28%	29%	29%
Legacy Employee	10%	12%	14%	22%	27%	28%

DB pension schemes continue to be offered to new employees by 78% of participating organisations under the HMT pay remit with median employer contributions of 28%.

53% of organisations not under the pay remit offer **DC pension schemes** to new employees with an average employer contribution of 8%, while 65% of organisations do not offer a pension scheme to legacy employees. Where a scheme is offered the average employer contribution is 12%.

TOTAL REWARD

HEALTH-RELATED BENEFITS

Life Insurance (Death in Service)	Level of cover for pension plan members		Level of cover outside the pension plan	
	Not under HMT Pay Remit	Under HMT Pay Remit	Not under HMT Pay Remit	Under HMT Pay Remit
None	6%	0%	6%	88%
1x salary	6%	0%	6%	0%
2x salary	6%	89%	13%	0%
3x salary	24%	0%	19%	0%
4x salary	35%	11%	25%	12%
8x salary or more	18%	0%	19%	0%
Other	6%	0%	0%	0%

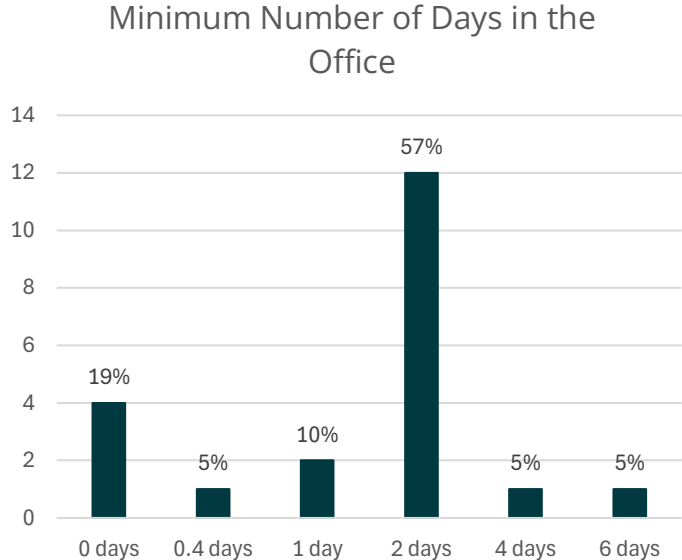
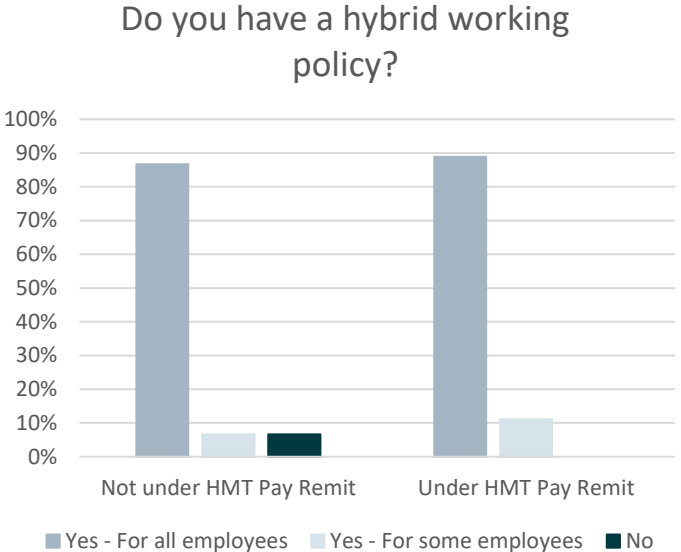
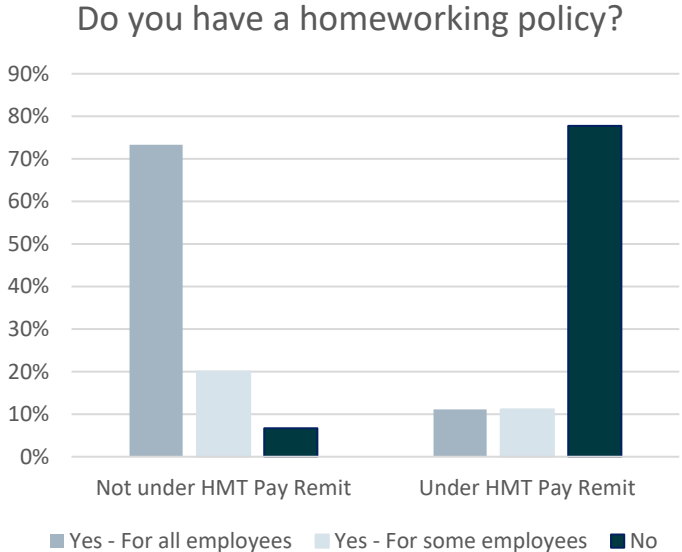
Private Medical Insurance	Not under HMT Pay Remit	Under HMT Pay Remit
None	41%	100%
Employee only	35%	0%
Employee + Family	18%	0%
Depends on Grade	6%	0%

Health-related benefits are more prevalent for organisations not under the HMT remit, apart from enhanced sick pay where 56% of organisations under the remit have 100% of pay for up to 1 year.

Level of cover for new employees	Not under HMT Pay Remit	Under HMT Pay Remit	Service qualifying criteria	Not under HMT Pay Remit	Under HMT Pay Remit	Highest level of cover provided	Not under HMT Pay Remit	Under HMT Pay Remit
Statutory cover only	24%	11%	No	41%	56%	100% of pay	75%	100%
Up to 3 months	41%	22%	3 months	35%	0%	Between 75% and 100% of pay	19%	0%
Up to 6 months	29%	11%	4 months	0%	0%	Between 50% and 75% of pay	6%	0%
Up to 1 year	6%	56%	5 months	0%	0%	Lower than 50% of pay	0%	0%
Over 1 year	0%	0%	6 months	18%	33%			
			7 months	0%	0%			
			1 year	6%	0%			
			Over 1 year	0%	11%			

TOTAL REWARD

FLEXIBLE WORKING



50% of participating organisations have a homeworking policy and **88%** have a hybrid working policy.

57% of organisations require employees to spend a minimum of 2 days in the office.

INNECTO

Thank you for participating.
To access all the 2025 salary benchmarking survey resources, please visit the Regulators and Inspection Bodies dedicated page:



 www.innecto.com

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 Innecto Reward Consulting