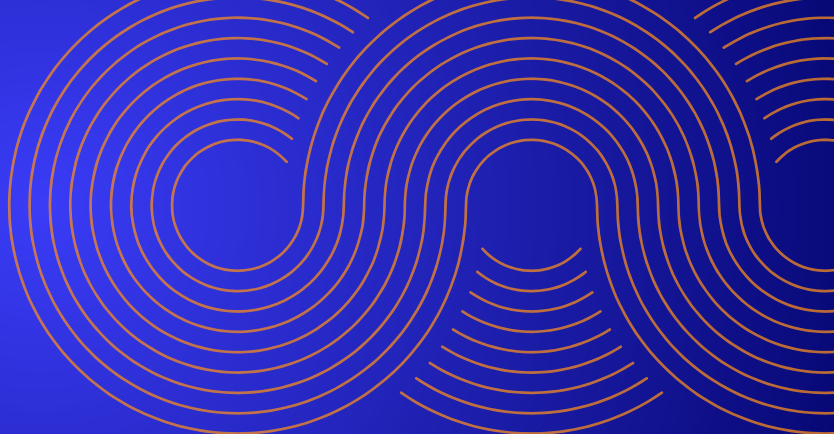




UK TECH MARKET RESEARCH AND SALARY SURVEY 2025

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ABOUT THIS REPORT

This report provides an in-depth look at the UK tech talent market, combining government data, industry research, and Noa Recruitment's insights from 2022–2025.

It also includes Noa Recruitment's proprietary salary survey, built from our own placement and candidate data. The survey benchmarks salaries across the 25th, 50th, and 75th percentiles to give employers a clear view of current pay expectations.



Neil Harvey
Managing Director, Noa Recruitment

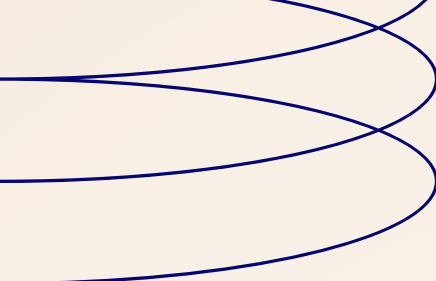
I hope the insights in this report - spanning growth sectors, regional dynamics, diversity and inclusion, and the role of AI in hiring - provide practical guidance to help you attract and retain the specialised talent your business needs.

OVERVIEW

Executive Summary



The UK tech sector thrives on dynamic SMEs and innovation, but talent challenges and inclusive practices remain key to long-term, sustainable growth.



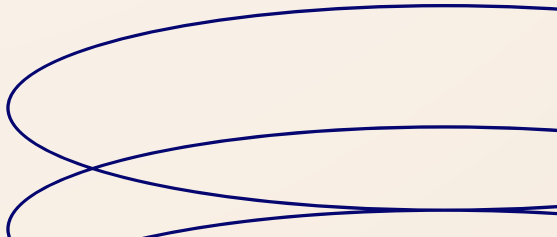
EXECUTIVE SUMMARY: KEY INSIGHTS INTO THE UK TECH TALENT LANDSCAPE

The UK tech sector remains dynamic and resilient, driven significantly by its Small and Medium-sized Enterprises (SMEs) and scale-ups. While market valuation and investment are strong, particularly in AI and cybersecurity, talent acquisition and retention remain challenging.

Competitive salaries are crucial, influenced by the cost-of-living crisis and demand for specialised skills. Pay directly impacts employee well-being, including housing and nutrition. **Flexible working**, especially hybrid models, is now a core expectation for tech professionals.

Diversity and inclusion are vital business imperatives. Biased hiring, including AI tools, limits access to talented minority, disabled, and neurodivergent candidates. Diverse perspectives foster innovation and business growth.

For recruitment companies, success means providing accurate market insights, advising on comprehensive employee value propositions, advocating for flexible work, and championing diversity.

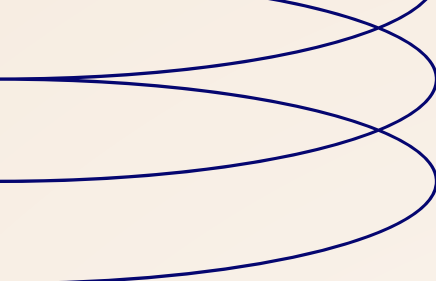


CHAPTER 1

The UK Tech Market: Growth, Innovation, and Resilience



The UK technology sector continues to show strong growth and resilience, establishing itself as a global innovation hub.



1.1 OVERALL HEALTH AND ECONOMIC CONTRIBUTION

MARKET SIZE AND GROWTH

The UK technology market was valued at **USD 1.30 trillion** in 2024 and is projected to reach USD 2.80 trillion by 2033, growing at a compound annual growth rate of 7.60%. This expansion is fuelled by digital transformation, AI, 5G, and investments in green technology and cybersecurity.¹

EMPLOYMENT AND SALARIES

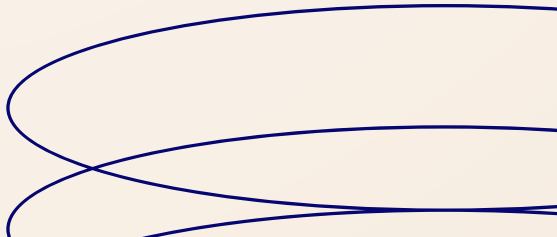
Net tech employment in the UK reached over **2.1 million workers** in 2023, a 3.4% increase from the previous year, accounting for about 6.4% of the total UK workforce. The median tech salary, at £44,949, is 52% higher than the overall UK median wage, reflecting the value of skilled tech professionals.

MARKET LEADERSHIP

The UK tech ecosystem has a market valuation of \$1.2 trillion, **surpassing France and Germany combined**. UK tech start-ups raised over \$7 billion in venture capital in the first half of 2025, with 81% going to growth-stage companies. **The UK has produced 163 'unicorns'** (companies valued over \$1 billion), with 90% remaining domestic.²

1. Exploring UK technology sector trends - Azets, <https://www.azets.com/en-uk/insights/exploring-uk-technology-sector-trends>

2. Tech Nation Report 2025: The UK Tech Sector Is Scaling - Blog - Immigram, <https://www.immigram.io/hi/blog/tech-nation-report-2025-the-uk-tech-sector-is-scaling>

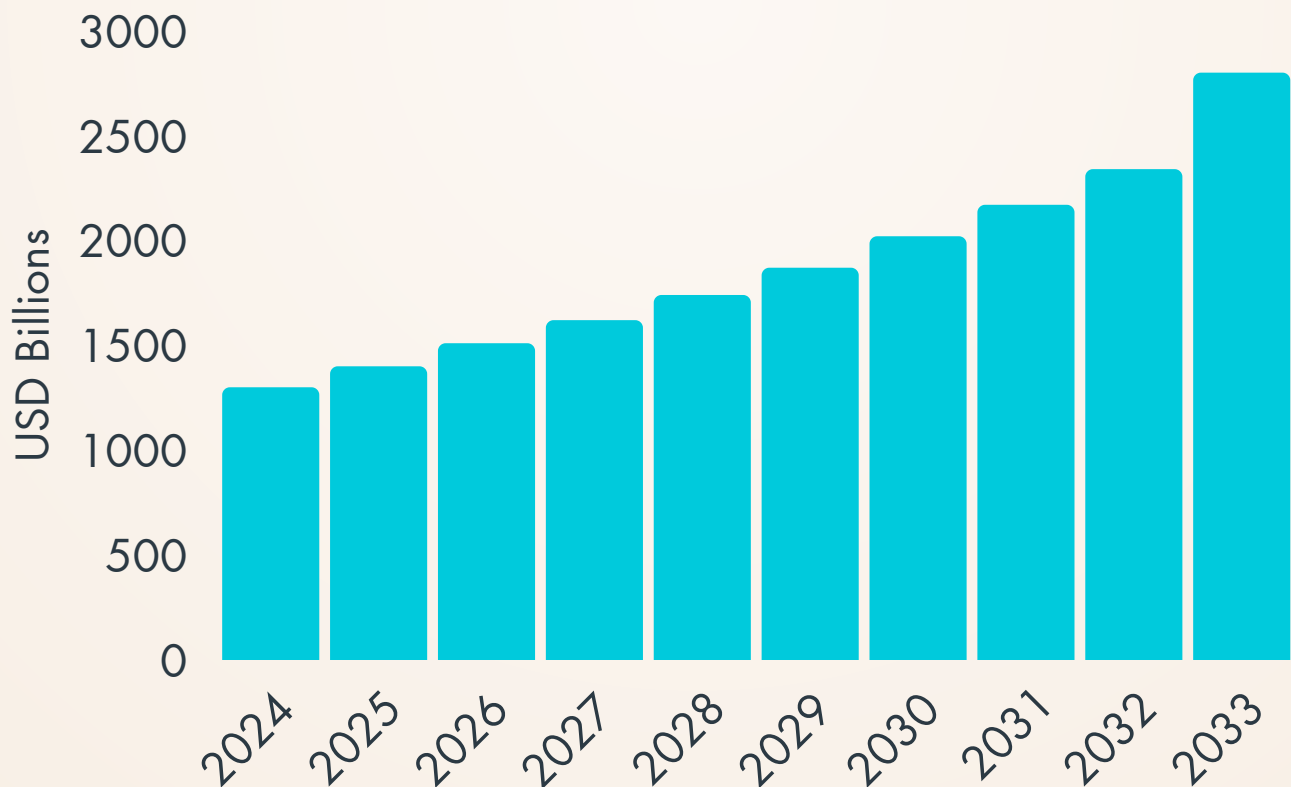


SECTOR EMPLOYMENT SCALE

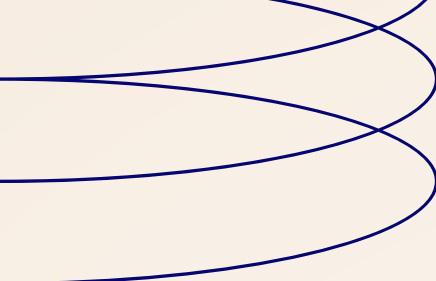
The broader engineering and technology sector employs about 6.4 million people, making up **19.3%** of the UK workforce. When considering all roles within the industry, its contribution rises to **29.5%** of total UK employment.

SME AND SCALE-UP RESILIENCE

The resilience of UK tech is strongly supported by its SME and scale-up ecosystem, not just large corporations.¹ This means a **substantial** hiring market exists within these agile, growing firms. Recruitment efforts should target these businesses, understanding their needs for rapid talent acquisition and specialized skills.



1. Exploring UK technology sector trends - Azets, <https://www.azets.com/en-uk/insights/exploring-uk-technology-sector-trends>



1.2 KEY GROWTH AREAS AND EMERGING TECHNOLOGIES

HIGH-IMPACT GROWTH AREAS

AI and FinTech are delivering most of the UK tech sector's revenue growth and continue to attract robust investment. **Green Technology** is highly profitable and aligns with ESG priorities. These sectors fuel job creation, global competitiveness, and sustained interest from both domestic and international investors.³

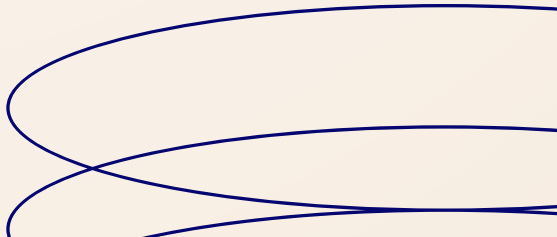
CONNECTIVITY AND INFRASTRUCTURE

The UK's **rapid 5G rollout** is enhancing connectivity, enabling faster data speeds and lower latencies - crucial for sectors like transport and smart cities. Broader adoption of 5G is already supporting new digital services, innovation in business models, and next-generation tech across the country.

TECH TALENT AND SKILLS GAPS

Competition for talent is intense, especially in AI, cybersecurity, and cloud computing. **AI jobs are growing 3.6 times faster than average UK roles**, but necessary skills evolve 25% faster. In 2024, 71% of organisations struggled with a shortage of cybersecurity talent.³

3. Technology industry outlook 2025 | RSM UK,
<https://www.rsmuk.com/insights/technology-industry-outlook>

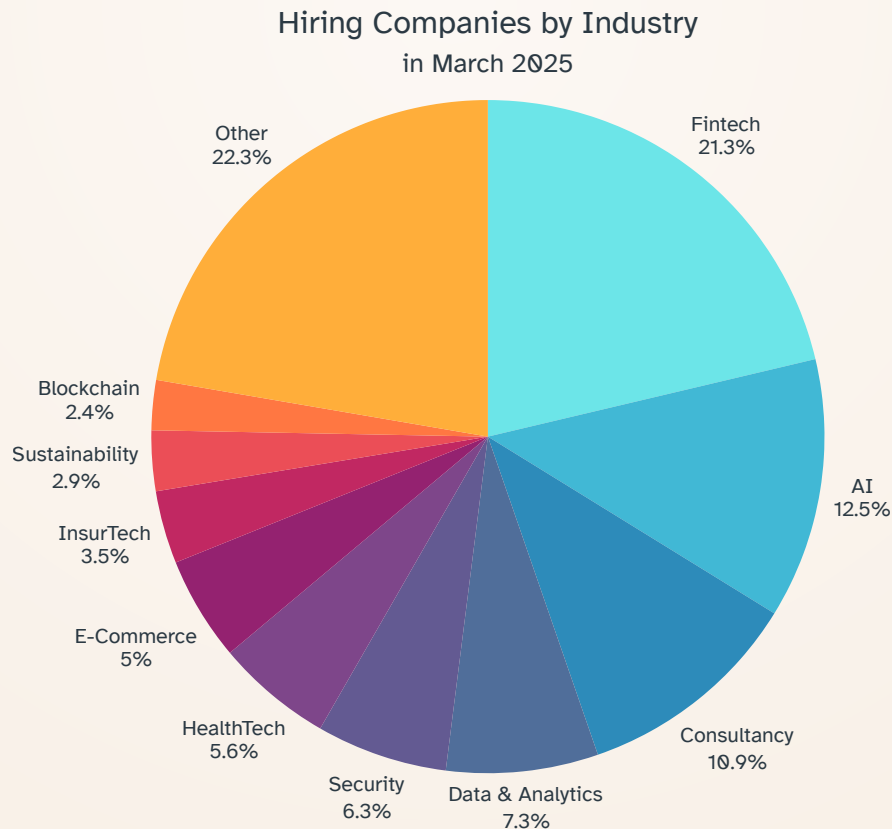


HIRING AND SECTOR DYNAMICS

FinTech leads hiring demand, responsible for **21% of tech company recruitment**. **AI** powers growth at **12.5%** of hiring companies, with a 35% average growth rate. **Blockchain**, though smaller, records **the fastest average growth at 40.5%**.⁴

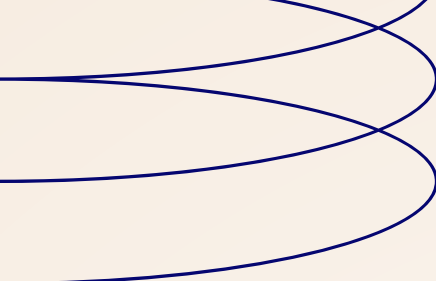
MARKET CHALLENGES

Rapid expansion in AI, Cybersecurity, FinTech, and Green Tech is creating a persistent **shortage of specialist skills**, driving salary premiums and competitive hiring. Companies must innovate to successfully attract and retain top talent.



Source - cord, The State of UK Tech Hiring

4. UK Tech Hiring Growth Trends Report | cord,
<https://cord.com/uk-tech-hiring-growth-trends-report-winter-2025>



1.3 INVESTMENT TRENDS AND THE VIBRANT ECOSYSTEM

M&A AND GROWTH

The UK tech sector has seen a notable rebound in **Mergers & Acquisitions (M&A)** activity. Early-stage capital is flowing into high-growth areas like AI, robotics, and life sciences. Subsectors such as telecoms, cloud computing, and cyber are consolidating through strategic acquisitions.²

STARTUP ECOSYSTEM

The UK boasts a dynamic **start-up scene**, attracting entrepreneurs with its innovative environment and access to venture capital. Major cities like **London, Cambridge, and Manchester** are key tech hubs, fostering collaboration between businesses, academia, and government. Government incentives further boost business growth.⁶

SAFETY TECH STRENGTH

Investment in the UK safety tech sector has remained robust despite a global slowdown in tech investment. The number of investments increased from 16 to 18 deals in 2023, raising **£42 million**. This shows sustained investor interest and reinforces the UK's reputation in this field.⁵

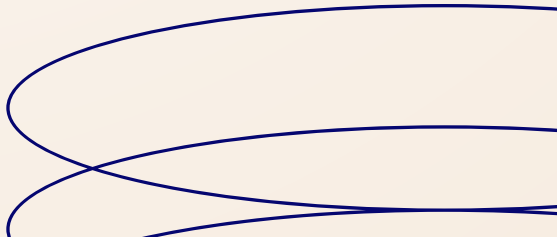
POSITIVE OUTLOOK

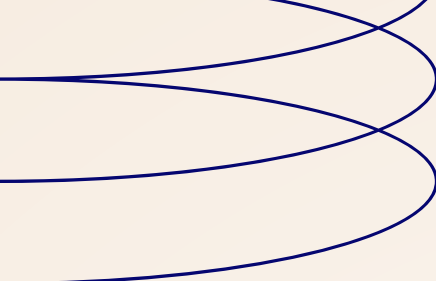
A report published in early 2025 by Barclays and Beauhurst, funded by the UK Government, indicates positive sentiment in the UK tech sector.⁶

Continued growth, inherent strength, and increased business resilience are shaping the sector's future.⁶

5. The UK Safety Tech Sector: 2024 Analysis - GOV.UK, https://assets.publishing.service.gov.uk/media/6707a9f030536cb927482f69/uk_safety_tech_sector_2024_analysis.pdf

6. Tech in the UK 2024 - Barclays and Beauhurst, <https://labs.uk.barclays/learning-and-insights/news-and-insights/thought-leadership/tech-uk-2024/>





1.4 CHALLENGES AND FUTURE OUTLOOK

INDUSTRY STRAIN

Despite its resilience, the UK tech sector continues to face pressing challenges. Workforce issues and recruitment difficulties remain prominent, even with some industry layoffs. Many leaders are calling for stronger government support, particularly around Research and Development (R&D) tax reliefs. **Access to capital** is a critical obstacle, with **74%** of founders citing it as their primary barrier to growth.²

BARRIERS TO GROWTH

Talent availability remains a concern, limiting scaling for one in three founders. **Tax structures and regulatory complexity** add further uncertainty, leaving many businesses cautious.

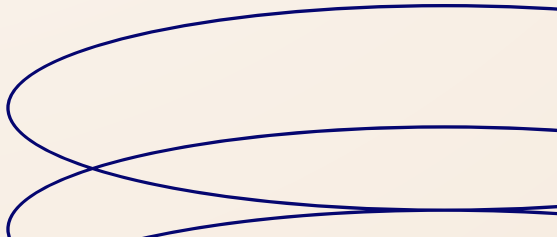
A striking **43%** of surveyed founders are considering relocating abroad, mainly to the United States, citing greater access to late-stage funding, more favourable tax environments, and closer proximity to strategic partners.²

TALENT PRESSURES

Recruitment is being reshaped by emerging tech. Some UK firms are slowing hiring for roles likely impacted by AI, driving a **43%** fall in online postings (May 2022–May 2025).⁷ This shift raises retention risks, as international competition may accelerate a “**brain drain**.” To stay competitive, businesses must strengthen their **employee value proposition** - not just salary, but innovation opportunities and career growth.

2. Tech Nation Report 2025: The UK Tech Sector Is Scaling - Blog - Immigram, <https://www.immigram.io/hi/blog/tech-nation-report-2025-the-uk-tech-sector-is-scaling>

7. Not yet productive, already disruptive: AI's uneven effects on UK jobs and talent - McKinsey & Company, <https://www.mckinsey.com/uk/our-insights/the-mckinsey-uk-blog/ai-uneven-effects-on-uk-jobs-and-talent>

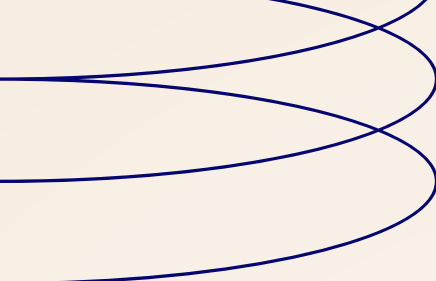


CHAPTER 2

UK Tech Salaries and Retention: Balancing Pay and Well-being



Competitive compensation is key to attracting and retaining talent in UK tech. It directly impacts employee well-being and stability amidst economic pressures.



2.1 CURRENT SALARY TRENDS AND AVERAGE PAY RATES

TECH SALARY PREMIUM

The median tech salary in the UK is **£44,949** - roughly **52% higher** than the median across all UK occupations. This underscores the premium placed on tech skills and reflects the high demand for qualified professionals. The differential highlights how critical it is for both employers and employees to understand the true market value of technical expertise.

RISING EXPECTATIONS

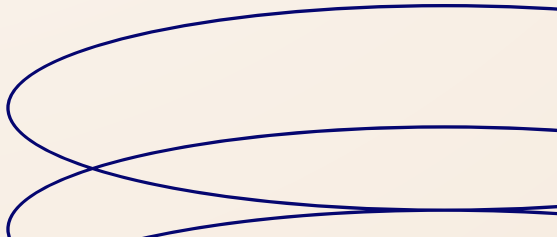
Nearly 50% of UK professionals are dissatisfied with their pay, making competitive salaries critical for retention and recruitment. **43%** of tech sector employees report working more hours than they're compensated for, underscoring the need for fair pay and workload. Of those unhappy with their salary: **60%** say it hasn't kept pace with the cost of living, **31%** feel it doesn't support their lifestyle, and **36%** struggle to save for financial goals. Salary increases remain the most impactful way to make employees feel valued, with **59%** ranking it top.⁸

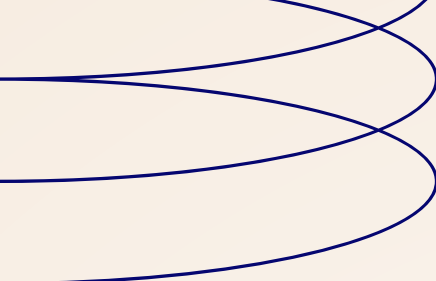
TYPICAL RANGES

Typical tech salaries in the UK range from £47,000 to £77,500, with an average of £62,500. **Mid-level Software Engineers** can expect £50,000–£75,000, while **Mid-level DevOps Engineers** earn £60,000–£77,500. **Senior Data Analysts** generally command £47,000–£70,000, and **Mid-Senior Cybersecurity Analysts** £55,000–£75,000.⁹ Understanding these ranges helps employers remain competitive and guides candidates in evaluating their worth.

8. Technology professional salary guide 2025 - Guide - Reed,
<https://www.reed.com/tools/technology-salary-guide-2025>

9. The State of Tech Salaries 2025: Part 1 - The United Kingdom - SGI,
<https://www.sourcegroupinternational.com/news/UK-Tech-Salaries-2025/>





HIRING INTENTIONS

Despite recent layoffs, **46% of IT and tech hiring managers plan to add new permanent full-time positions**, while another **25% intend to hire more contract talent**. Interestingly, **43% of IT and tech employees prioritise job security over higher salary**.¹⁰ These trends show that talent acquisition remains active, but employers must balance compensation, security, and role clarity to attract the right people.

COST-OF-LIVING IMPACT

Recent findings reveal that **private-sector median pay awards have flattened at 3%, significantly trailing behind inflation** - marking the **lowest real-term increase since 2021**. Despite wages stagnating, **four in five UK employees are receiving smaller pay rises** than last year, intensifying financial pressures for many.¹¹

STRATEGIC REMUNERATION

Increasing salaries and conducting regular pay reviews play a strategic role in attracting passive candidates and retaining top talent. Research shows that compensation is a significant driver of employee retention - workers who are paid more tend to stay longer. Moreover, prioritising competitive compensation and reviews helps organisations reduce turnover, lower recruitment costs, and strengthen workforce stability.¹²

10. IT and technology salaries and hiring trends - Insights - Robert Half, <https://www.roberthalf.com/gb/en/insights/salary-guide/technology>.

11. Pay trends 2025 | June report - Brightmine, <https://www.brightmine.com/uk/resources/total-rewards/pay-trends/pay-trends-2025-june-report/>

12. Sorn, Meng & Fienena, Adoree & Ali, Yasin & Anis Ur Rehman, Muhammad & Fu, Guanghui. (2023). The Effectiveness of Compensation in Maintaining Employee Retention. OALib. 10. 1-14. 10.4236/oalib.1110394. <https://doi.org/10.4236/oalib.1110394>

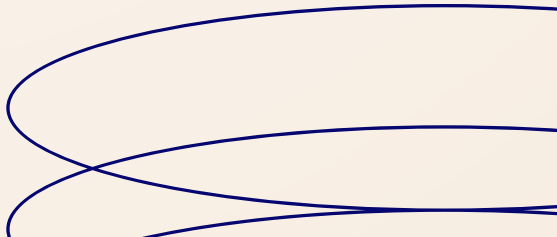
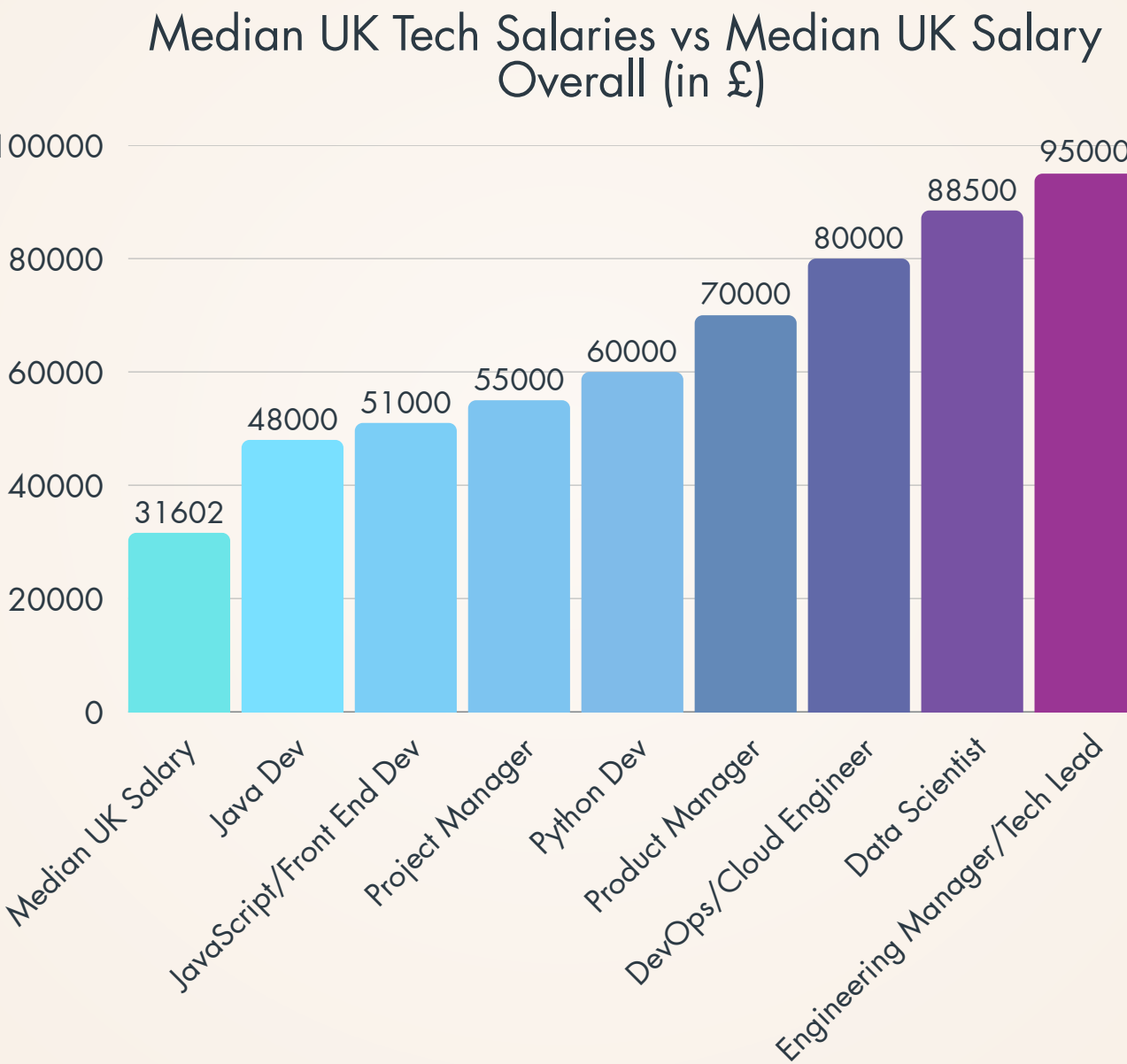


TABLE 1: UK TECH SALARY RANGES BY ROLE AND EXPERIENCE (2025) - NOA RECRUITMENT'S OWN DATA

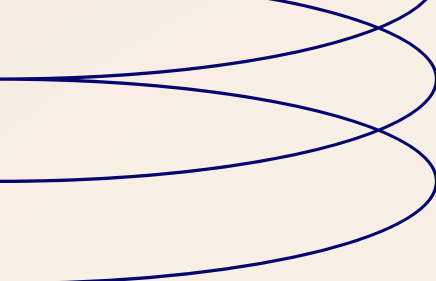
Role	25 th Percentile	50 th Percentile	75 th Percentile
Java Developer	£40000	£48000	£64555
Python Developer	£51375	£59285	£67000
JavaScript Developer	£33120	£51250	£65000
DevOps/Cloud Engineer	£68025	£77525	£89000
Data Scientist	£63125	£87250	£100000
Product Manager	£55000	£70450	£85000
Project Manager	£45500	£55000	£60100
Tech Lead/Engineering Manager	£77000	£95000	£110000

Note: Salary ranges are indicative and can vary based on specific company, location, and additional benefits. All salaries represent 25th to 75th percentile ranges. This table is only a sample of selected roles to give an initial snapshot of market trends; a full salary survey covering all roles for which we hold data will be presented at the end of this document.

CHART 2: MEDIAN UK TECH SALARIES VS MEDIAN UK SALARY OVERALL



Source of Median Salary UK: ONS, Source of Tech Salary Medians: Noa Recruitment



2.2 REGIONAL VARIATIONS IN COMPENSATION

REGIONAL PAY DIFFERENCES

In our experience, UK tech salaries vary significantly by region. **London and its surrounding areas** typically offer **higher compensation packages**. However, these higher wages must be considered alongside the UK's elevated **cost of living**, particularly for accommodation and transport.

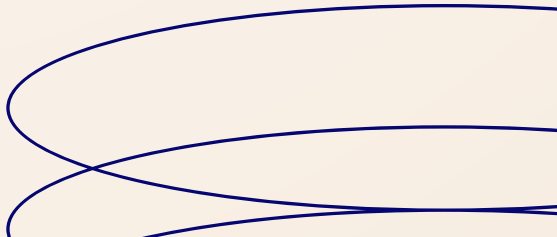
GLOBAL COMPETITIVENESS

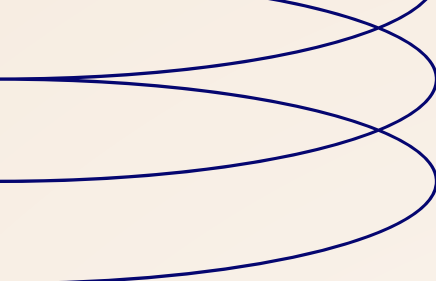
From a comparative perspective, even with London's higher pay, salaries can appear less competitive compared to other major European tech hubs such as **Germany and Switzerland**. The cost-of-living factor often reduces the **real value of earnings**, making international comparisons important for both employers and candidates.

EMPLOYMENT HOTSPOTS

According to CompTIA's State of the Tech Workforce UK 2024 report, **London and Manchester** recorded the **highest increases in net tech employment year-over-year**. Additionally, **London, Edinburgh, and Leeds** have the **highest concentrations of tech workers** relative to their overall workforces, each exceeding 7%, which is above the national average of 6.4%.¹³

13. State of the Tech Workforce UK 2024 - Research - CompTIA,
<https://www.comptia.org/en-us/resources/research/state-of-the-tech-workforce-uk-2024/>





2.3 THE CRITICAL LINK: SALARY, RETENTION, HOUSING, NUTRITION, AND OVERALL WELL-BEING

HIGH TECH DEMAND

Despite economic challenges like low growth and high inflation, the UK tech industry continues to experience high demand for staff. A recent Barclays report reveals that **62% of surveyed tech leaders favor the UK over Europe**, 61% over APAC, and 60% over the US as an attractive market for growth. Key drivers for this preference include a robust customer base, access to skilled and diverse talent, and rapid consumer adoption of new technologies. Additionally, **76% of leaders believe the UK's economic climate supports growth**, and 75% expect the political landscape to be beneficial over the next three years.¹⁴

HIGH STAFF TURNOVER AND ITS COSTS

High staff turnover remains a significant issue in the UK tech sector. **The average cost of replacing an employee in the UK is around £25000**, accounting for rehiring and lost productivity. For specialist and senior roles, this number can range higher, from £40000 to £100000 per head.¹⁵

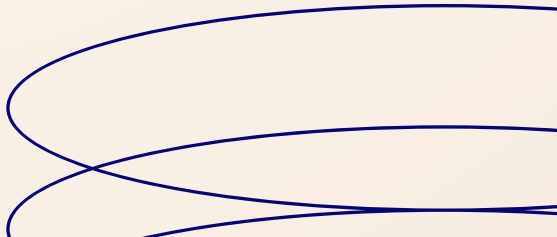
HOUSING AFFORDABILITY CRISIS

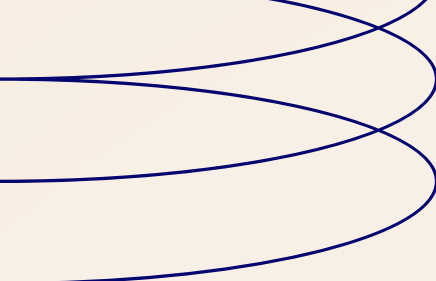
Housing affordability continues to be a pressing issue in the UK. In 2024, private renters in England spent an average of 36.3% of their household income on rent, up from 34.2% in 2023. **In London, this figure rises to 41.6%.**¹⁶

14. Tech firms see UK as most attractive market to grow - but for how long?
- TechRadar, <https://www.techradar.com/pro/tech-firms-see-uk-as-most-attractive-market-to-grow-but-for-how-long>

15. The True Cost of Employee Turnover from Hiring to Productivity and Beyond - PayFit, <https://payfit.com/blog/cost-of-employee-turnover/>

16. Private rental affordability, England, Wales and Northern Ireland: 2024 - ONS, <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/bulletins/privaterentalaffordabilityengland/2024>





STEADY RISE OF THE COST OF LIVING

The ongoing cost-of-living crisis has significantly impacted UK households. In July 2025, **85% of adults** in Great Britain reported cost-of-living at the biggest issue in the UK. In the same survey, **59%** of adults asked reported that their cost of living increased compared to **last month**.¹⁷

SALARY'S INFLUENCE ON WELL-BEING

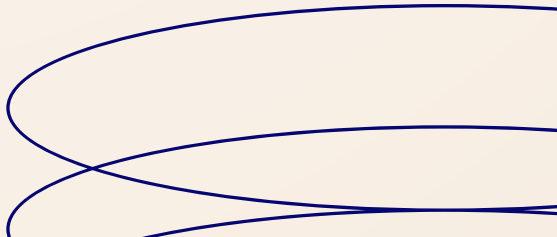
We find that salary plays a central role in overall well-being, shaping whether people can afford **stable housing and nutritious food**. When income falls short, it often leads to stress and insecurity that undermine both **quality of life and peace of mind**.

JOB SECURITY AND FLEXIBILITY

While competitive pay remains important, job security and flexible work arrangements are increasingly influencing tech professionals' decisions. A survey found that **43%** of IT and tech employees prioritize **job security** over higher salary. Additionally, **48%** seek financial allowances to support remote work, with some even willing to accept a **pay cut** in exchange for flexibility.¹⁸

17. Public opinions and social trends, Great Britain: July 2025 - ONS, <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/publicopinionsandsocialtrendsgreatbritain/july2025>

18. Tech Hiring in 2025: Growth Expected Amid Employee Caution - The Future Of Work, <https://thefutureofwork.pro/tech-hiring-in-2025-growth-expected-amid-employee-caution/>

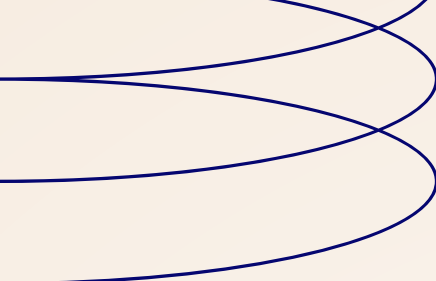


CHAPTER 3

Flexible Working: The Evolving Landscape of WFH vs. RTO



The debate between working from home (WFH) and returning to the office (RTO) defines the UK tech labour market. It has significant implications for talent attraction and retention.



3.1 CANDIDATE PREFERENCES FOR REMOTE AND HYBRID WORKING

DEMAND SURGES, BUT ROLES LAG

UK jobseekers are increasingly seeking remote opportunities – searches were **20% higher** in early 2025 compared to late 2024 and over **140% higher** than in early 2023, according to Jooble data. Despite soaring demand, remote listings fell dramatically: down **41%** from early 2024 and **51%** from early 2023.¹⁹

HYBRID NORMS & WORK-FROM-HOME TRENDS

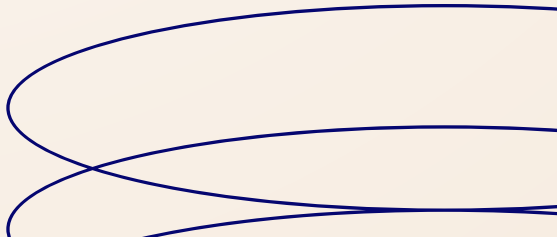
On average, UK employees now work remotely **1.8 days per week**, above the global average of **1.3 days**, making hybrid the dominant model for remote-capable roles. The high appeal of homeworking in the UK is driven by long commutes and costs, particularly in London. Parents favour hybrid setups, whereas younger workers often prefer office environments for visibility and informal learning.²⁰

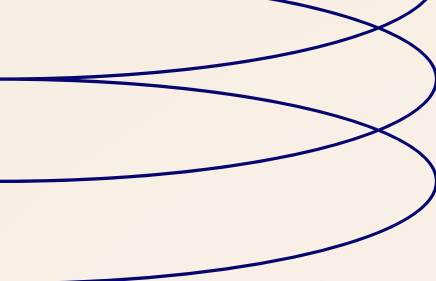
FLEXIBILITY AS A COMPETITIVE ADVANTAGE

We find that candidate expectations around flexibility are now ingrained – positions offering hybrid or remote setups attract significantly more applications, especially in tech. In contrast, businesses pushing rigid office mandates face growing retention risks.

19. UK Remote Job Demand Surges 140% as Listings Plummet 50% in 2025 – Onrec, <https://www.onrec.com/news/statistics/uk-remote-job-demand-surges-140-as-listings-plummet-50-in-2025>

20. UK employees work from home more than most global peers, study finds – G-SWA through The Guardian, <https://www.theguardian.com/business/2025/may/24/uk-work-from-home-british-staff-global-study>





3.2 THE IMPACT OF RETURN-TO-OFFICE (RTO) MANDATES ON EMPLOYEE RETENTION

TALENT RETENTION RISKS FROM RIGID RTO MANDATES

Employers enforcing rigid Return-to-Office (RTO) mandates face significant talent retention challenges. High-performing employees are particularly likely to quit. Nearly **one in ten (9%)** businesses reported staff **quitting specifically due to RTO requirements**.²¹

GROWING RESISTANCE TO FULL-TIME IN-OFFICE WORK

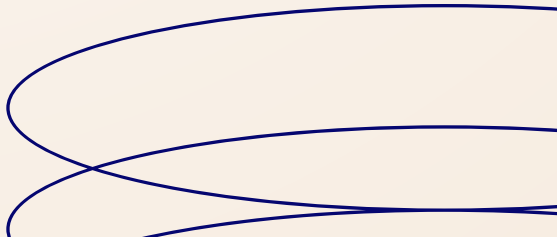
Resistance to RTO mandates has increased over time. In 2024, only **42%** of UK workers would comply with full-time in-office mandates, down from **54%** in early 2022. **Almost half (49%)** would look for a new job with remote options, and **9-10% would quit immediately**.²¹

IMPACT OF RTO MANDATES ON EMPLOYEE TURNOVER

Research tracking over 3 million S&P 500 tech and finance workers found turnover rates for firms implementing RTO mandates increased by **14%**. These firms also took longer to fill new positions and hired fewer employees.²²

21. Return-to-office mandates: What is at stake for workers, companies, and gender equality? (Page 4) - KCL, <https://www.kcl.ac.uk/gjwl/assets/return-to-office-mandates-what-is-at-stake.pdf>

22. WFH or RTO? What the data say about the role of the office in the postpandemic age - Chicago Booth Review, <https://www.chicagobooth.edu/review/wfh-or-rto>



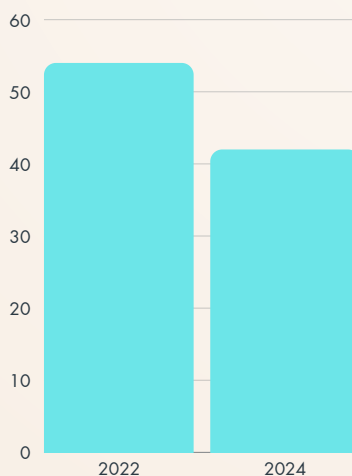
COMMUTING COSTS DRIVING PREFERENCE FOR REMOTE WORK

Commuting costs remain a major factor driving the preference for flexible work. In the UK, **88% of workers** say commuting expenses influence their stance on return-to-office mandates - especially imposing for **women, 58%** of whom consider quitting, compared with **42% of men**. These trends highlight how missed flexibility can deepen existing inequities and compound financial stress.²³

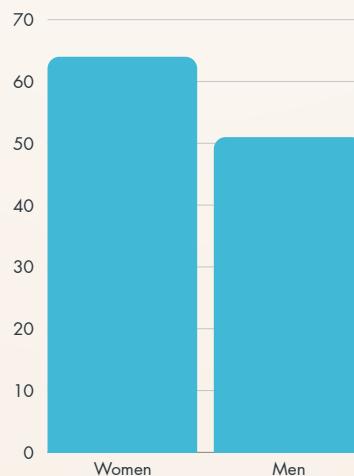
DEMOGRAPHIC FACTORS INFLUENCING RTO PREFERENCES

The preference for flexible work varies by demographics, like women and parents, and is influenced by economic factors. Rigid RTO policies can deepen existing inequalities. Employers need nuanced policies considering diverse needs, fostering an inclusive environment, and retaining a broader talent pool.²⁴

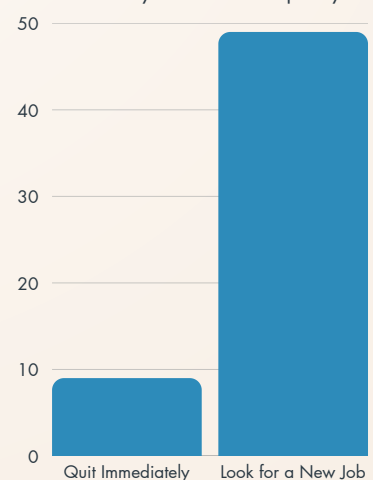
% of workers who WOULD comply with 5-day RTO (2022 vs 2024)



% split by gender of workers who said they would quit if made to RTO 5 days a week



Reactions (in % of respondents) to a 5 days a week RTO policy



23. Half of UK professionals might quit if ordered back to the office full time, poll shows - Hays findings through The Guardian, <https://www.theguardian.com/business/2025/mar/31/half-of-uk-professionals-might-quit-if-ordered-back-to-the-office-full-time-poll-shows>

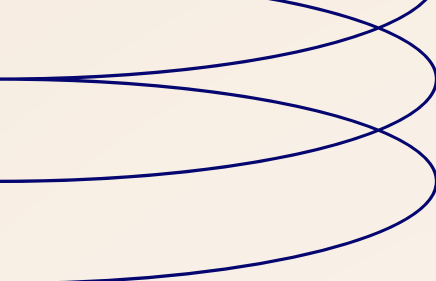
24. The Motherhood Penalty 2.0—Childcare And RTO Push Women Out, Forbes - <https://www.forbes.com/sites/jenniferpalumbo/2025/09/03/the-motherhood-penalty-20-childcare-and-rto-push-women-out/>

CHAPTER 4

Diversity & Inclusion: Unlocking the Full Potential of UK Tech Talent



A diverse and inclusive tech sector is a strategic business advantage. It drives innovation, financial performance, and addresses critical skills gaps.



4.1 HOW BIASED HIRING REDUCES ACCESS TO TALENTED CANDIDATES

AI TOOLS RISK BIAS AGAINST PROTECTED GROUPS

A 2024 ICO report flagged that some AI recruitment tools can **filter out candidates** based on protected characteristics, such as race, gender, and sexual orientation, **potentially violating UK data protection law**. These systems may even infer these traits from application data.²⁵

AI RECRUITERS EXHIBIT BIAS AGAINST RACE & GENDER

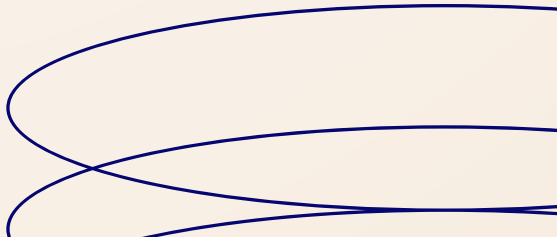
We find that AI-driven recruitment tools often **show bias:** applications with names traditionally associated with white or Asian identities are preferred. Female names get pushed toward HR roles, while Black female candidates are underprioritized for technical roles, regardless of their qualifications.

DIVERSITY FUELS PERFORMANCE

We find that UK tech companies with higher diversity levels are more likely to outperform financially. In 2024, 29% of IT professionals identify as women or non-binary, and 25% are from ethnic minority backgrounds. Yet, women hold **only 21% of senior tech roles**, and ethnic minority representation drops further at senior levels. These gaps show the urgent need for sustained efforts to improve inclusion and retain diverse talent in tech.²⁶

25. ICO intervention into AI recruitment tools leads to better data protection for job seekers - ICO, <https://ico.org.uk/about-the-ico/media-centre/news-and-blogs/2024/11/ico-intervention-into-ai-recruitment-tools-leads-to-better-data-protection-for-job-seekers/>

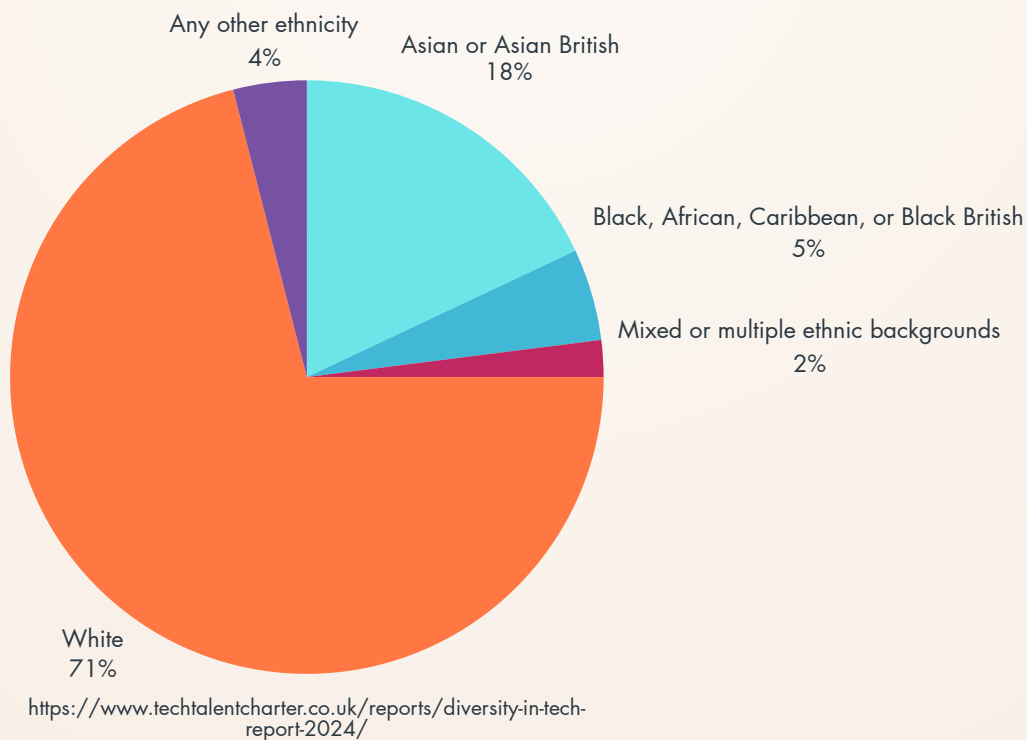
26. Diversity in Tech report 2024 - tracking diversity in the UK tech workforce - Tech Talent Charter, <https://www.techtalentcharter.co.uk/reports/diversity-in-tech-report-2024/>



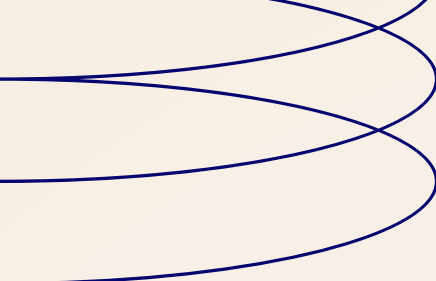
PERSONALITY TESTS DISADVANTAGE NEURODIVERGENT CANDIDATES

Many **psychometric and personality assessments**, commonly used early in the hiring process, disproportionately filter out neurodivergent applicants. A Big Issue investigation confirmed that such tests remain widely used in UK companies, and autism charities report they often **exclude talented neurodivergent candidates**. These assessments might offer insight, but using them as make-or-break gates is unfair and harmful to neurodivergent candidates such as those who are autistic or ADHD.²⁷

CHART 3: DIVERSE REPRESENTATION IN UK TECH: RACE SNAPSHOT



27. UK's biggest companies locking autistic people out of jobs with personality tests - Big Issue, <https://www.bigissue.com/news/employment/work-jobs-autistic-people-personality-tests/>



4.2 BENEFITS OF DIVERSE PERSPECTIVES AND EXPERIENCES FOR BUSINESS GROWTH

DIVERSITY DRIVES FINANCIAL PERFORMANCE

UK data shows companies in the top quartile for gender diversity on executive teams are **39% more likely** to financially outperform less diverse peers. Similarly, those with top ethnic representation are **39% more likely** to deliver above-average profitability.²⁸

GAPS IN EMPLOYEE FEELINGS OF FAIRNESS

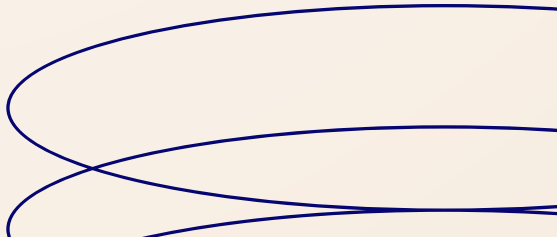
We find that many UK employees still feel unfairly treated in the workplace. In one cross-sector survey, **31%** of workers reported believing their organisation **does not treat everyone fairly**. This perception strongly correlates with lower motivation, reduced loyalty, and higher turnover risk.²⁹

INNOVATION & CULTURE: THE LESS MEASURED BUT CRITICAL ELEMENTS

We find that inclusive teams in UK tech foster stronger innovation, higher engagement, and healthier workplace culture. When people feel valued and supported, they are **more motivated, contribute more openly, and are more likely to stay and grow with their organisation**.

28. Lack of diversity more expensive than ever - HR Magazine, <https://www.hrmagazine.co.uk/content/news/lack-of-diversity-more-expensive-than-ever>

29. 31% of employees don't feel treated fairly, new data finds - Workplace Journal, <https://workplacejournal.co.uk/2025/01/31-of-employees-dont-feel-treated-fairly-new-data-finds>

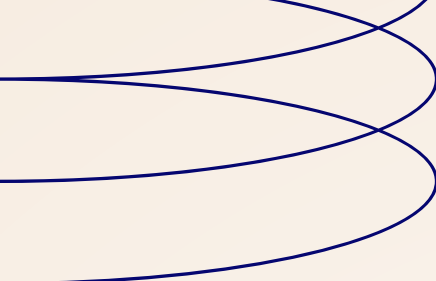


CHAPTER 5

Recruitment Success in the UK Tech Market



Beyond the core themes, other market dynamics offer crucial context and opportunities for tech recruitment in the UK.



5.1 PERSISTENT TECH SKILLS SHORTAGES AND IN-DEMAND SKILL SETS

AI TALENT DEMAND ACCELERATES

AI roles remain the fastest-growing area of demand and the skills employers need are shifting faster than before. In the UK, job postings for roles requiring AI skills have grown **3.6× faster than all jobs** (2012–2023), and the set of skills employers seek in AI-exposed roles is changing about **25% faster** than for other roles.³⁰

CYBERSECURITY SKILLS GAP PERSISTS

Cybersecurity skills gaps remain a material UK issue: government analysis estimates around **30%** of cyber firms reported technical skills gaps in 2024, a decline from higher levels in prior years, but still significant. Across the economy, **44%** of businesses say **they lack basic technical cyber skills** (e.g. tasks outlined in Cyber Essentials). Incident management skills gaps rose sharply - from **27% in 2020** to **48% in 2024**.³¹

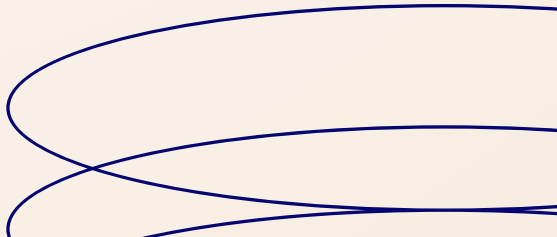
UK TECH WORKFORCE KEEPS EXPANDING

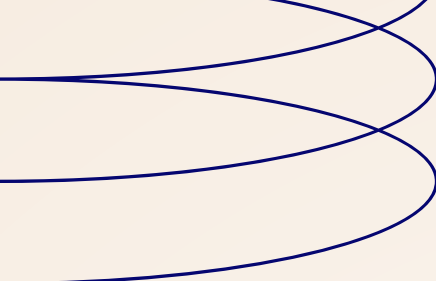
The UK tech workforce is substantial and still growing: net tech employment was estimated at **~2.13 million workers in 2023**, with modest projected growth into 2024. Vacancy and hiring activity is showing renewed strength - industry trackers report rising tech vacancies and clear demand in AI, cloud and cybersecurity roles.¹²

12. State of the Tech Workforce UK 2024 - Research - CompTIA, <https://www.comptia.org/en-us/resources/research/state-of-the-tech-workforce-uk-2024/>

30. Artificial Intelligence (AI) exposed sectors see a fivefold increase in the rate of productivity growth(...) - PWC, <https://www.pwc.co.uk/press-room/press-releases/research-commentary/artificial-intelligence--ai--exposed-sectors-see-a-fivefold-incr.html>

31. Cyber security skills in the UK labour market 2024 - GOV.UK, <https://www.gov.uk/government/publications/cyber-security-skills-in-the-uk-labour-market-2024/cyber-security-skills-in-the-uk-labour-market-2024>





SKILLS EMPLOYERS NEED MOST IN 2026

We find clients are hiring most for **cloud engineering, cybersecurity, data engineering, full-stack development and AI/ML roles** - these are the skills showing the strongest traction in briefs and job adverts across the market. Demand in these areas often outpaces available talent, meaning candidates with these skills are well-positioned to secure multiple offers and negotiate stronger packages.

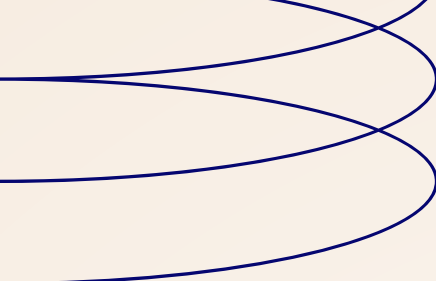
OUR FINDINGS: SECTOR GROWTH & SKILLS MAP

Based on our market tracking and client briefs, the table summarises the UK tech sectors showing the strongest growth in 2026 and the specific skills employers are actively seeking.

TABLE 2: KEY UK TECH SECTOR GROWTH AREAS AND IN-DEMAND SKILLS

Growth Area	In-Demand Skills
AI	AI and Machine Learning, AI-driven systems
Cybersecurity	Cybersecurity, CISSP
Cloud Computing	Cloud computing, Cloud development, AWS
FinTech	Data Engineering, Full-Stack Development
Data & Analytics	Data analytics, Data Engineering
Software Development	Application Development, Full-Stack Development





5.2 THE ROLE OF AI AND AUTOMATION IN RESHAPING RECRUITMENT PROCESSES

AI ADOPTION DRIVES EFFICIENCY IN RECRUITMENT

Many UK recruiters are increasingly using AI tools to improve efficiency. A 2024 survey by iCIMS found **99% of UK recruiters leverage AI in their workflows**; they report saving around **2.5 hours per week** on repetitive tasks like resume screening and summarising candidates.³²

CANDIDATE EXPERIENCE & MANAGER PERSPECTIVES

We find AI tools are game-changers for recruiters, but candidates and hiring managers are wary. In Access Group's 2025 study, **68%** of recruiting professionals say they use AI at work, yet **48%** also report concerns around AI's data security.³³

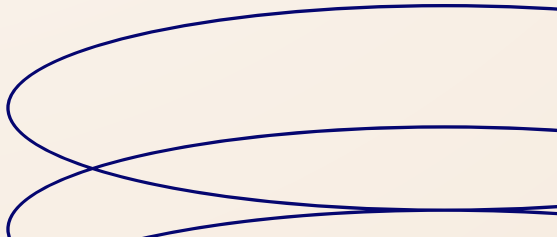
GROWING CANDIDATE CONCERN OVER AI IN HIRING

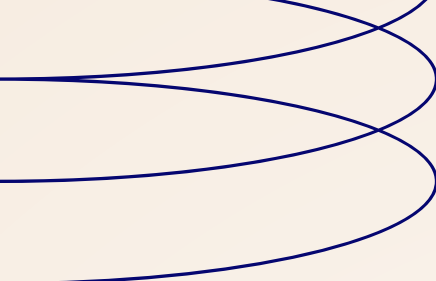
A 2025 candidate survey by Gi Group UK shows nearly **one in three UK candidates** say they feel **very uncomfortable with AI-led recruitment processes** - especially older candidates. The research suggests that automation (CV screening, chatbots etc.) needs to be **balanced with human interaction to avoid alienating talent**.³⁴

32. New iCIMS Research Launched at UNLEASH World Reveals 99% of Recruiters in the UK Embrace AI(...) - icims, <https://www.icims.com/en-gb/company/newsroom/2024talentexperierereportuk/>

33. AI at Work: New research reveals over 1/3 of employees are using AI in secret - The Access Group, <https://www.theaccessgroup.com/en-gb/evo/insights/>

34. UK candidates are 'uncomfortable' with AI-led recruitment processes - HRreview, <https://hrreview.co.uk/hr-news/recruitment/uk-candidates-are-uncomfortable-with-ai-led-recruitment-processes>





5.3 KEY REGIONAL TECH HUBS AND THEIR CHARACTERISTICS

REGIONAL EMPLOYMENT HUBS

The UK's tech workforce is concentrated in a few key metropolitan areas, with London, Manchester, Birmingham, and Bristol collectively accounting for over **700,000** tech workers, roughly one-third of the national total. London and Manchester led growth in net tech employment in 2023.¹²

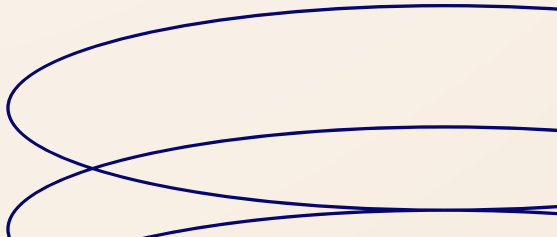
CITIES WITH HIGHEST TECH CONCENTRATION

London, Edinburgh, and Leeds have the highest proportion of tech workers relative to their total employment, each exceeding **7%**. This highlights technology's widespread importance across diverse UK cities. Additionally, the national benchmark of tech employment concentration stands at **6.4%** of the overall workforce. In contrast, the top metro areas surpass this, confirming that tech jobs are more densely clustered in certain cities. London leads with **~9.0%**, Leeds with **~8.5%**, and Edinburgh **~8.2%**.¹²

LONDON LEADS, BUT REGIONAL CLUSTERS GROW

London remains the UK's leading tech centre, attracting the bulk of investment and hosting the densest concentration of high-growth firms. Its international connectivity and access to finance make it a magnet for talent and rapid scaling. Still, clusters in cities like **Manchester and Dundee** illustrate the UK's growing regional diversity, supporting resilience and reducing over-reliance on London.

12. State of the Tech Workforce UK 2024 - Research - CompTIA,
<https://www.comptia.org/en-us/resources/research/state-of-the-tech-workforce-uk-2024/>

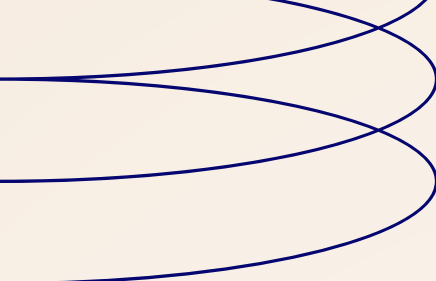


CONCLUSIONS

Actionable Takeaways



The UK tech sector in 2025 shows robust growth and opportunities, but also faces critical talent challenges. Its strength increasingly comes from dynamic SMEs and scale-ups.



CONCLUSIONS: ACTIONABLE INSIGHTS FOR NAVIGATING THE TALENT MARKET

Growth Driven by Specialisation

The UK tech market is projected for substantial growth, *especially in AI, cybersecurity, FinTech, and green technology*. This creates a competitive talent market where demand for niche skills outstrips supply

Compensation as a Foundational Element

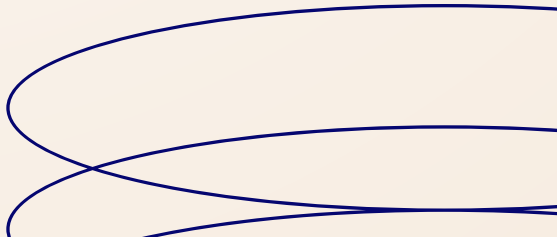
Competitive salaries are essential for attracting and retaining tech talent, particularly with the cost-of-living crisis. Salary directly impacts employee well-being, housing stability, and financial security.

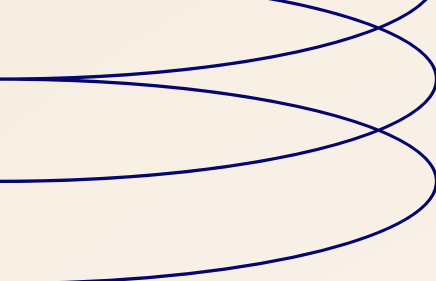
Flexibility as a Core Expectation

Flexible working, especially hybrid models, is a fundamental expectation for UK tech professionals. Employers mandating full RTO risk increased turnover and a reduced talent pool. Flexibility is now a critical part of a compelling employee value proposition.

Diversity and Inclusion as a Strategic Imperative

Biased hiring, particularly with AI tools, limits access to diverse talent. This hinders innovation and economic growth. Neurodivergent and disabled individuals are valuable, underutilised talent, whose strengths can be unlocked through inclusive practices.





ACTIONABLE RECOMMENDATIONS FOR UK TECH EMPLOYERS:

Strategic Talent Focus

Concentrate hiring efforts in the vibrant SME and scale-up segments of the market, which continue to act as key growth engines.

Invest in High-Demand Skills

Prioritise recruitment and upskilling in areas such as AI, cybersecurity, cloud computing, and data engineering, where demand is outpacing supply.

Strengthen the Employee Value Proposition

Ensure competitive compensation is paired with job security, career progression, and work-life balance. Addressing the cost-of-living crisis through tailored benefits will improve both attraction and retention.

Embed Flexible Work Practices

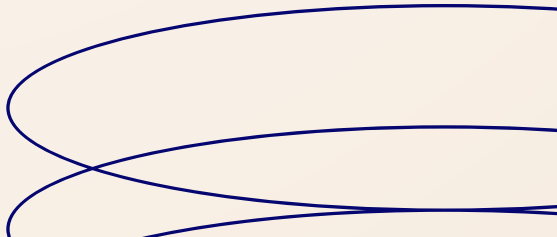
Offer hybrid and flexible arrangements as a core part of your proposition. Employers mandating full return-to-office risk increased turnover and reduced access to talent.

Champion Diversity and Inclusion

Audit recruitment and promotion processes for bias, including in the use of AI tools. Promote skills-based assessments and create inclusive workplace cultures that enable underrepresented groups to thrive.

Adopt AI with Human Oversight

Leverage AI and automation tools to improve efficiency, but maintain human oversight to ensure fairness, transparency, and authenticity in hiring decisions.



NOA RECRUITMENT'S OWN DATA

Full Salary Survey

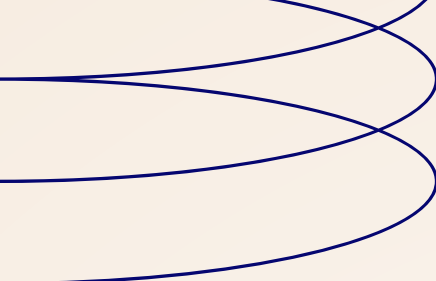


This survey is based on Noa Recruitment's proprietary data, segmented by skill area and shown across the 25th, 50th, and 75th pay percentiles.

TABLE 3: FULL UK TECH SALARY RANGES BY ROLE AND EXPERIENCE (2025) - NOA RECRUITMENT'S OWN DATA

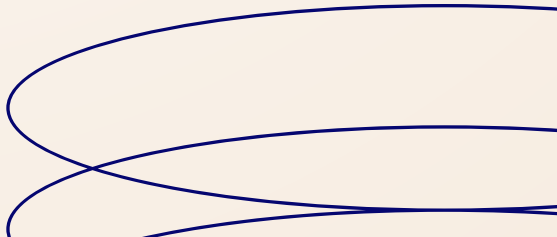
Role	25 th Percentile	50 th Percentile	75 th Percentile
Architect - Solutions	£67000	£87000	£95150
Architect - Technical	£60000	£80750	£96250
Business Analyst	£45240	£60000	£72000
Business Intelligence	£52000	£60100	£68750
C#/C#.NET	£48000	£60000	£76125
C++	£48750	£65000	£75120
Cyber Security Engineer	£56875	£63750	£77500
Data Analyst	£35025	£40525	£50000

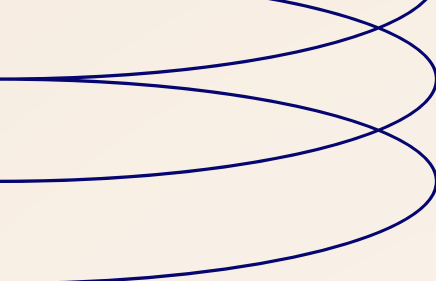
Note: Salary ranges are indicative and can vary based on specific company, location, and additional benefits. All salaries represent 25th to 75th percentile ranges.



Role	25 th Percentile	50 th Percentile	75 th Percentile
Data Scientist	£63125	£87250	£100000
Database Dev/DBA	£51500	£60750	£72050
DevOps/Cloud Engineer	£68025	£77525	£89000
Front End Engineer	£30000	£48150	£69120
Full Stack Engineer	£41500	£50000	£68120
Golang Engineer	£40125	£53450	£85000
Java Developer	£40000	£48000	£64555
JavaScript Developer	£33120	£51250	£65000
ML Engineer/ML Ops	£61255	£70000	£81050
Mobile Developer	£40000	£70350	£83000
PHP Developer	£38875	£47150	£62130
Product Manager	£55000	£70450	£85000

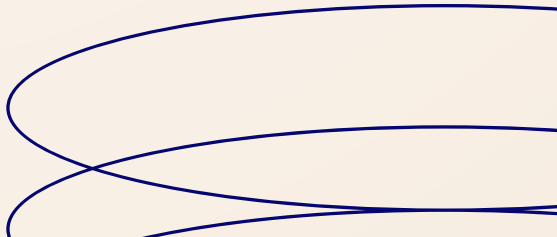
Note: Salary ranges are indicative and can vary based on specific company, location, and additional benefits. All salaries represent 25th to 75th percentile ranges.





Role	25 th Percentile	50 th Percentile	75 th Percentile
Product Owner	£52000	£63000	£70110
Project Manager	£45500	£55000	£60100
Python Developer	£51375	£59285	£67000
RPA	£38185	£60000	£73415
Ruby on Rails	£62375	£69900	£81925
Scrum Master	£42000	£50150	£69875
Software Dev Manager	£56175	£65300	£85450
Tech Lead/Engineering Manager	£77000	£95000	£110000
Technical Author	£35000	£45500	£53750
Testing - Automation	£42250	£51200	£64250
Testing - Manual	£35500	£42800	£51000
UX/UI	£45000	£56350	£75000

Note: Salary ranges are indicative and can vary based on specific company, location, and additional benefits. All salaries represent 25th to 75th percentile ranges.

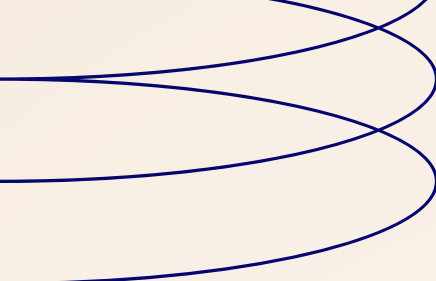
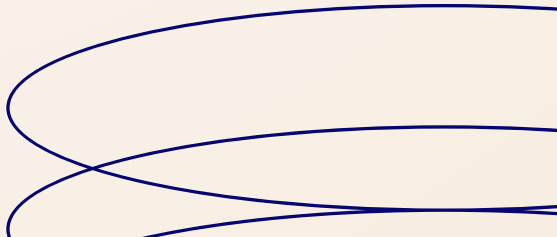


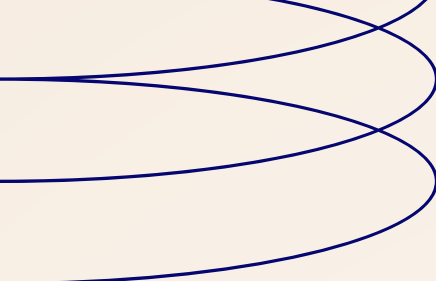
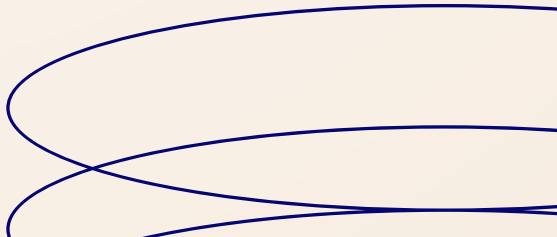
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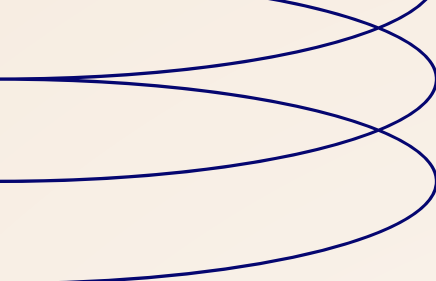
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All insights in this report draw on government statistics, industry research, and market studies, with references noted throughout for full transparency.

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 3. Technology industry outlook 2025 | RSM UK, <https://www.rsmuk.com/insights/technology-industry-outlook>
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 9. The State of Tech Salaries 2025: Part 1 - The United Kingdom - SGI, <https://www.sourcegroupinternational.com/news/UK-Tech-Salaries-2025/>
 10. IT and technology salaries and hiring trends - Insights - Robert Half, <https://www.roberthalf.com/gb/en/insights/salary-guide/technology>
 11. Pay trends 2025 | June report - Brightmine, <https://www.brightmine.com/uk/resources/total-rewards/pay-trends/pay-trends-2025-june-report/>
 12. Sorn, Meng & Fienena, Adoree & Ali, Yasin & Anis Ur Rehman, Muhammad & Fu, Guanghui. (2023). The Effectiveness of Compensation in Maintaining Employee Retention. OALib. 10. 1-14. 10.4236/oalib.1110394. <https://doi.org/10.4236/oalib.1110394>
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