



SALES & MARKETING

SALARY GUIDE 2026

**HENDERSON
SCOTT**

hendersonscott.co.uk

Contents

Introduction	03
Sales in Construction	04
Market overview	05
Salaries	06
Retention & hiring insights	07
How candidates can stand out	08
The road ahead	09
Sales & Marketing in Consumer Goods	10
Market overview	11
Salaries	12
Retention & hiring insights	14
How candidates can stand out	15
The road ahead	16
Contact us	17

About Henderson Scott

At Henderson Scott, we go beyond traditional hiring, bringing a personalised approach to the Accountancy & Finance, Legal, Sales & Marketing, and Technology sectors.

For clients, we deliver specialist expertise for immediate hiring needs and strategic insight for long-term growth. For candidates, we connect you with roles that match your skills, ambitions, and next career move.

Our consultants are true market specialists, using deep industry knowledge, proactive search methods, and a global network to deliver exceptional talent.

Partnering with Henderson Scott means working with a team committed to raising the bar, building long-term relationships, and helping businesses and professionals succeed in a competitive market.

For tailored and effective workforce planning, visit our [Recruitment Solutions](#) page to explore how we deliver adaptable, results-driven hiring strategies.

Introduction

This year's salary guide delivers the latest insights shaping the labour market. Whether you're planning to attract and retain talent or assessing your market value, this resource offers a clear and reliable view of hiring trends and salary expectations across key sectors.

Drawing on extensive market research, recruiter expertise, and survey responses from our network of employers and professionals, it reflects the realities of today's market, from evolving pay patterns to shifting priorities in career development, flexibility, and retention.

In this guide, you'll find:

Market insights – Explore the latest trends, motivations, and challenges influencing professionals and employers today.

Salary benchmarks – Access up-to-date salary data for key roles, supporting confident, informed decisions on compensation and career planning.

METHODOLOGY

This guide is built on extensive market research and insights from our specialist recruiters who work directly within these markets. Salary data has been carefully compiled using information gathered throughout 2025 from job board partners, our own survey results, and our extensive network of clients and candidates. It reflects current job listings, hiring trends, and the real-time insights of consultants across the Henderson Scott offices nationwide. Together, these inputs provide a comprehensive and accurate picture of salary benchmarks and market sentiment across the UK.

**All salaries are a guideline, and there are several factors including industry, working pattern, and wider cash/non-cash benefits that will influence the basic salary on offer.*



RICHARD VICKERS

CEO

“In today's hiring climate, the right data can make the difference between attracting talent and losing it. Salary and market insight has become a strategic tool for leaders who want to act decisively and stay ahead of the curve.”

Our research combines real-time market intelligence with the experience of specialist recruiters, giving organisations the clarity to benchmark effectively and professionals the confidence to understand their true worth.”

SALES

Construction



Market overview

Resilience continues to define the construction sales market across the UK, EU, and US.

Activity throughout 2025 was led by the supply chain, particularly among businesses selling into major distributors and distribution networks. Employers continue to favour candidates who combine commercial acumen with strong interpersonal skills and the drive to build lasting relationships in technical environments.

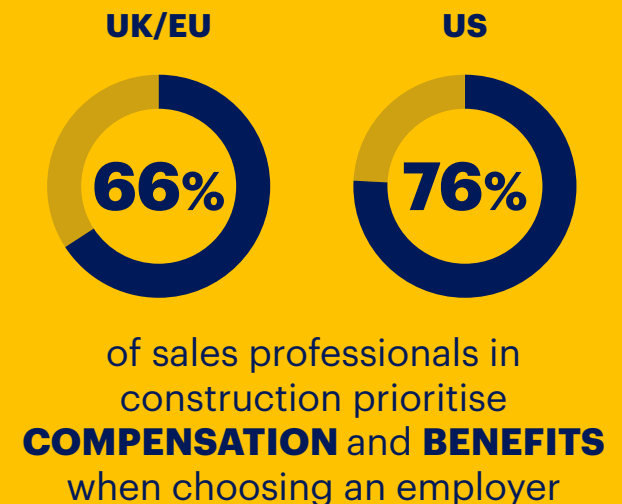
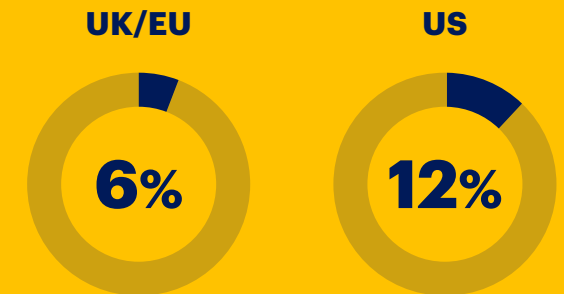
Many are now increasingly open to hiring “blank canvases”, candidates with limited construction sales experience but the right mindset and learning agility. This shift has widened the talent pool but made assessing long-term fit more complex.

In the US, demand has remained strong, fuelled by large-scale infrastructure investment and sustained contractor backlogs. With major projects still in motion, suppliers and manufacturers continue to experience steady order flow and an ongoing need for technically aware sales talent.

Junior sales roles remain the most competitive segment, driven by retirements, replacement hiring, and regional growth. Even as senior representatives retire, many firms reinvest in junior talent rather than replace like-for-like, developing homegrown capability over time.

Pay structures vary widely. Some businesses favour high-base, low-commission stability, while others use lower bases with aggressive commission schemes to attract entrepreneurial talent. The most effective blend immediate security with strong earning potential.

Engineering backgrounds continue to stand out, particularly when selling to technically sophisticated client bases. However, qualifications alone are rarely decisive, as most firms value personality and potential, supported by tailored in-house training.



Salaries

CONSTRUCTION - SALES

ROLE	UK	EU	US
Territory Sales Representative	£30,000 - £45,000	€35,000 - €52,500	\$80,000 - \$110,000
Sales Engineer	£45,000 - £55,000	€52,500 - €64,500	\$100,000 - \$130,000
Regional Sales Manager	£55,000 - £65,000	€64,500 - €76,000	\$130,000 - \$150,000
National Sales Manager	£65,000 - £80,000	€76,000 - €94,000	\$160,000 - \$170,000
Sales Director	£80,000 - £100,000	€94,000 - €117,000	\$175,000 - \$200,000
Business Development Manager	£55,000 - £70,000	€64,500 - €82,000	-
Vice President of Sales	-	-	\$175,000 - \$250,000
Commercial Director	£80,000 - £100,000 +	€94,000 - €117,000 +	-

Retention & hiring insights

Retention within construction sales remains notably stable. Most movement is still driven by retirements rather than resignations, as many professionals spend the majority of their careers with a single employer.

Where turnover does occur, compensation remains the leading driver. Businesses that lag behind on bonus or commission structures risk losing talent to competitors offering more competitive packages.

Career progression has become an increasing priority. Ambitious sales professionals now expect to see a clear path from Sales Representative to VP-level leadership, rather than a static trajectory that stalls mid-career. Employers that fail to demonstrate this development risk losing their next generation of talent.

The single greatest improvement most businesses can make is optimising travel structures. Many territories remain too large for one person to manage effectively, leading to burnout and attrition. Restructuring territories or building regional teams can significantly improve both retention and overall performance.



MYLES BREARTON

DIRECTOR

“Sustainable retention in construction sales relies less on stopping people from leaving and more on building structures that help them stay.”

Clear career progression and manageable territories are the real differentiators in a market where loyalty runs deep.”

How candidates can stand out

Throughout 2025, it became clear that commercial acumen and relationship-building now outweigh technical expertise.



“As markets mature, the true competitive edge lies in strategic thinking and relationship capital.”

VITO PARKIN, MANAGING CONSULTANT



Commercial acumen

Those who link solutions to real business outcomes, not just product specs, are standing out from the crowd.



Relationship-building

Credibility and trust drive lasting success as genuine partnerships outperform every time.

The ability to communicate effectively, build trust, and close deals in complex environments consistently outperforms deep product knowledge.

That said, cross-sector experience from engineering, manufacturing, or industrial distribution remains highly valuable, as it equips candidates to navigate technically sophisticated buying processes.

When evaluating offers, candidates should focus on total earning potential rather than base salary or headline commission alone. The most reliable bonus structures tend to be within established businesses with consistent order books, rather than early-stage suppliers or niche distributors.

Realism is also key. Candidates frequently overestimate their market value, with some seeking 40 to 60 percent salary increases, figures that remain unrealistic even in a buoyant market. Employers value confidence, but pragmatism wins offers.

The road ahead

Hiring processes within construction sales and marketing remain refreshingly efficient, particularly compared to other commercial sectors.



Clients who identify strong candidates move fast by accelerating interviews and extending offers to avoid losing talent in an increasingly competitive market. The shortlisting stage, however, still demands the most time and focus, as finding the right blend of personality, drive, and technical skill in such a close-knit market remains complex.

Looking ahead to 2026, hiring demand should stay robust, with growth in sustainability and digital transformation. The rise of green building materials, eco-efficient systems, and digital sales enablement tools will open new opportunities for sales professionals who blend relationship-building with data-driven selling.

Businesses investing in digital infrastructure and CRM systems to better engage distributor networks will gain a clear competitive edge. Meanwhile, macroeconomic drivers, such as US infrastructure programs and renewed European construction spending, are set to sustain momentum into 2026. Firms aligning their commercial strategy with these long-term projects will maintain steady demand for skilled sales talent.



Clients

Move with pace and purpose. A confident, well-structured process is your strongest competitive advantage.



Candidates

Show your impact and adaptability. Clear evidence of your value will set you apart.

SALES & MARKETING

Consumer Goods



Market overview

The consumer goods industry remains highly fragmented across the UK, EU, and US, with a persistent supply-demand imbalance at mid-management level.

Multinationals continue to face challenges attracting talent for lateral commercial moves, while SMEs and challenger brands are leveraging progression opportunities, particularly title advancements from NAM to SNAM, to secure high-calibre candidates.

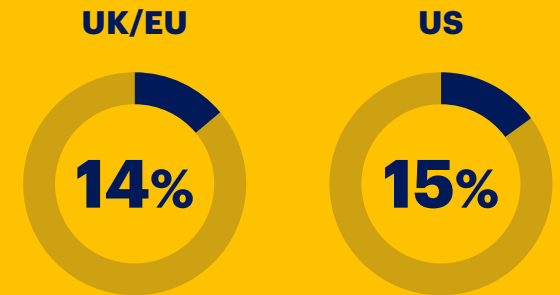
Across all regions, professionals are cautious about financial stability and progression certainty. Candidates are prioritising roles that combine clear advancement potential with tangible remuneration growth, reflecting wider cost-of-living concerns.

E-commerce expertise, especially within Amazon-focused functions, dominated hiring throughout 2025. These were often newly created roles as businesses recognised the need for

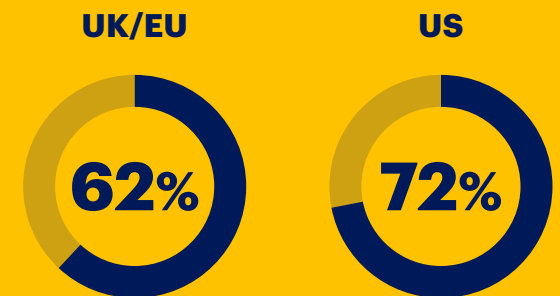
dedicated ownership rather than dispersed responsibility. Moving into 2026, demand is broadening toward talent capable of unlocking white space within the Out-of-Home (OOH) channel, which continues to offer faster growth and less saturation.

From a total rewards perspective, SMEs have become increasingly creative, introducing EMI share schemes across multiple levels and extending company-wide performance bonuses. Hybrid working remains standard (three days in office, two remote), but flexibility around travel and location continues to influence decisions. A growing number of employers now allow staff to work from anywhere for up to four weeks annually, a highly valued benefit among mid-senior professionals.

UK/EU
1.9
US
2.0
YEARS MEDIAN TENURE



AVERAGE ATTRITION RATE



of sales and marketing professionals in consumer goods prioritise **COMPENSATION** and **BENEFITS** when choosing an employer

Salaries

CONSUMER GOODS - SALES

ROLE	UK	EU	US
National Account Executive	£35,000 - £45,000	€41,000 - €52,500	-
Territory Manager	-	-	\$90,000 - \$110,000
National Account Manager	£50,000 - £65,000	€58,500 - €76,000	\$140,000 - \$165,000
Senior National Account Manager	£65,000 - £80,000	€76,000 - €94,000	\$160,000 - \$185,000
National Account Controller	£80,000 - £95,000	€94,000 - €111,000	-
Head of Sales	£85,000 - £100,000	€100,000 - €117,000	\$180,000 - \$200,000
Sales Director	£115,000 +	€135,000 +	\$175,000 - \$210,000
Export Manager	£60,000 - £90,000	€70,000 - €105,000	-
Vice President of Sales	-	-	\$200,000 - \$250,000
Senior Vice President of Sales	-	-	\$250,000 +
Head of Export	£70,000 - £100,000	€82,000 - €117,000	-
Managing Director	£130,000 +	€152,000 +	-

Salaries

CONSUMER GOODS - MARKETING

ROLE	UK	EU	US
Brand Manager	£50,000 - £60,000	€58,500 - €70,000	\$120,000 - \$150,000
Senior Brand Manager	£60,000 - £75,000	€70,000 - €88,000	\$150,000 - \$180,000
Marketing Manager	£55,000 - £65,000	€64,500 - €76,000	\$130,000 - \$150,000
Senior Marketing Manager	£65,000 - £80,000	€76,000 - €94,000	\$150,000 - \$180,000
Ecommerce Manager	£55,000 - £75,000	€64,500 - €88,000	\$120,000 - \$140,000
Ecommerce Lead	£75,000 - £85,000	€88,000 - €100,000	\$150,000 - \$180,000
Social Media Manager	£35,000 - £50,000	€41,000 - €58,500	\$100,000 - \$130,000
Marketing Director	£85,000 - £140,000	€100,000 - €164,000	\$160,000 - \$180,000
Head of Marketing	£85,000 - £120,000	€100,000 - €141,000	\$250,000 +

Retention & hiring insights

Mission-driven culture emerged as the strongest retention tool of the year. In uncertain markets, employees gravitated towards businesses with a clear purpose and authentic leadership.

Internal progression remains equally critical, with a lack of visible career pathways continuing to drive attrition.

The leading causes of turnover were increased pay opportunities and counteroffers, though the latter are proving increasingly ineffective. Once employees feel undervalued, a reactive pay rise rarely rebuilds trust.

Employers achieving the strongest retention results are those mapping out transparent career frameworks and running regular salary reviews. Failure to review compensation annually can leave employees 5–10 percent behind market averages within two years, creating a compelling reason to move externally.

The most effective way to strengthen attraction and retention in 2026 will be through speed and structure. Many hiring processes falter due to poor upfront planning and extended timelines. Businesses should work backward from an ideal start date, designing a two- to three-week process from first interview to offer. Acting decisively not only prevents talent loss but also demonstrates confidence and commitment to prospective hires.



JAMES VICKERS

DIVISIONAL MANAGER

“Mission-driven culture and authentic leadership have become the strongest levers for retention.

In uncertain markets, employees stay where purpose and progression are clear.”

How candidates can stand out

In 2025, deep market understanding became the ultimate differentiator for high-performing individuals.



Category expertise

Being fluent in your category's nuances has become the new fast-track to career progression and premium offers.

Employers sought professionals who could deliver impact immediately, those already embedded in the category, familiar with product nuances, and connected to key buyers. Such candidates consistently secured the most attractive offers in both salary and progression.

Looking ahead, the functional health category stands out as a key growth area, driven by consumer demand for performance nutrition and wellness-focused products. Challenger brands in this space offer exceptional career exposure, giving professionals access to senior stakeholders and broader cross-functional experience than is typically available within larger businesses.

When evaluating opportunities, candidates should take a holistic view of total compensation. While SMEs often lead on base salary, bonus, and equity (particularly through EMI share schemes), multinationals tend to excel in structured benefits such as pensions, holidays, car allowances, and private healthcare. The most effective approach is to identify which elements of the package matter most personally, as each business model brings distinct advantages.

Common candidate pitfalls include overestimating market value after recent pay rises and underestimating the impact of counteroffers. Addressing concerns directly with current employers before starting a job search can prevent unnecessary disruption and ensure any move made is driven by long-term goals rather than short-term reaction.

The road ahead

In 2026, the most successful employers will combine decisiveness with discipline.



A streamlined, two-to-three-week process from first interview to offer demonstrates confidence, clarity, and respect for a candidate's time. Efficiency and communication are now seen as reflections of leadership quality and company culture, strongly influencing how candidates assess long-term opportunity.

For candidates, preparation will be key. Those who clearly articulate their category expertise, commercial results, and adaptability will stand out in a competitive field. Flexibility, purpose, and visible progression will continue to shape career choices, and the professionals who align these priorities with the right cultural fit will be best positioned.

Hiring activity is expected to stabilise in early 2026 as confidence returns to the consumer goods market. Demand will remain strong for commercial, digital, and category specialists who can deliver immediate impact.



Clients

Act fast on talent and leverage digital tools to stay ahead.



Candidates

Combine people skills with digital know-how to stay in demand.



Contact us

To discuss the insights from our Salary Guide 2026 in more detail, please contact us at contact.sales@hendersonscott.co.uk

If you would like to explore salaries and hiring trends across our key specialist areas, including Accountancy & Finance, Sales & Marketing, Legal, and Technology, [access the full Salary Guide 2026](#).

**HENDERSON
SCOTT**

hendersonscott.co.uk