

THE UK'S LARGEST HOSPITALITY SALARY SURVEY 2025

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WHAT IS COVERED

Welcome to the UK's Largest Hospitality Salary Survey. This survey will continue to take place annually, providing you with the benchmarking tools to ensure you are aligned with current salary expectations and understand what benefits are most important to help grow and retain your team.

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MORE INFO



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Our stats from the last 12 months:

- ★ 6x application increase
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- ★ 200k monthly audience reach
- ★ 352% job views increase
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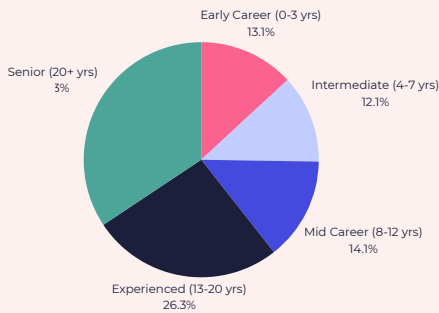


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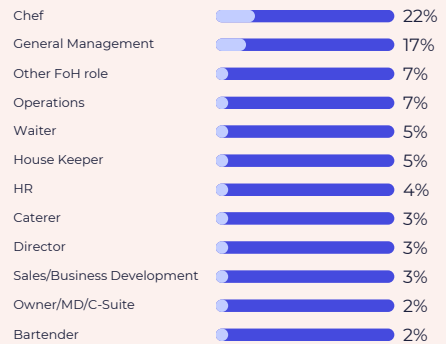
MEET THE RESPONDENTS

The UK's Largest Hospitality Salary Survey was conducted Jan-Feb 2025, with a sample of 570 UK hospitality employees. The following shows the breakdown of those who took part.

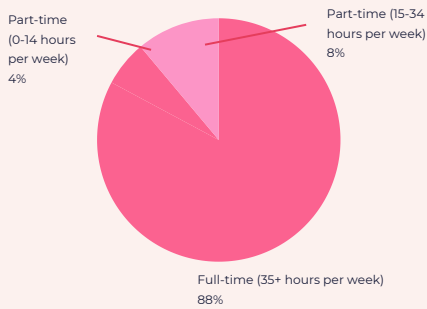
Level of experience



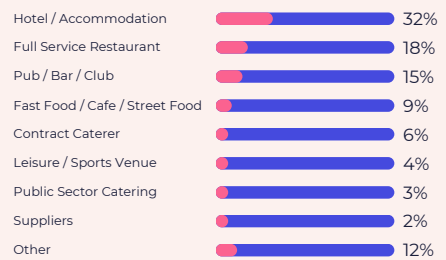
Top job roles



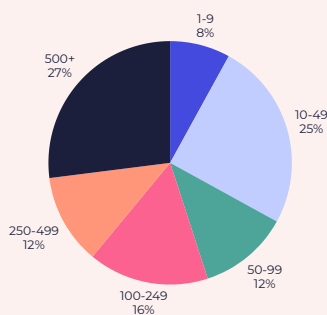
Employment status



Sector

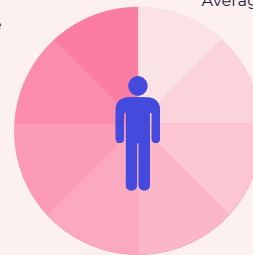


Size of company (employees)



58% Male
42% Female

Average age, 41 years



Ethnicity breakdown

73% White
12% Asian/Asian British
7% Black/ African/Caribbean/Black British
4% Mixed/Multiple ethnic groups
2% Other ethnic group

Region breakdown

47% London & SE
21% Midlands & Wales
18% North & Scotland
11% South West

INVESTING IN HOSPITALITY EMPLOYEES: A KEY TO NAVIGATING TOUGH TIMES

This year's Salary Survey paints a concerning picture for the hospitality sector. It highlights that employees are facing increased challenges, with many key results moving in a negative direction compared to previous years. While this is disappointing, it's not entirely unexpected. The sector is under immense pressure, especially with impending changes to National Insurance Contributions and the Minimum Wage. In this environment, it's understandable that employee satisfaction may not be the top priority as operators wrestle how to manage costs.

But employees are the beating heart of any hospitality business. Without them, there is no business. So, if we're facing an increasingly tough market, should we not be investing in them now more than ever?

With costs increasing, it's tempting for operators to start looking at where to cut costs. But perhaps the question should not be "Where can we cut costs?" but rather, "Where can we make the most of what we have?"

A happy and well-trained workforce is undeniably more productive. But the benefits don't stop there. They're also more likely to stay, reducing costly staff turnover. In fact, replacing a single employee in a UK hospitality business can cost thousands of pounds. That's a significant saving if you can retain your staff and ensure they're performing at their best.

So, how do we make this happen? One place to start is technology. This year's Survey reveals that just 48% of employees feel they've received sufficient training to fully qualify for their roles, and only 66% say that technology has made their work lives easier or much easier. Furthermore, only 61% report being happy in their current role. That means there is considerable room for improvement, particularly in areas like training and technology.

If hospitality operators truly want to succeed in these challenging times, they need to look beyond just cost-cutting measures. Investing in staff training, offering better technology, and closing the gaps in employee satisfaction should be the focus. By doing so, operators can create a more efficient, engaged, and loyal workforce—ultimately positioning their businesses for long-term success.



Anthony Tattersall
General Manager Hospitality for Access Group

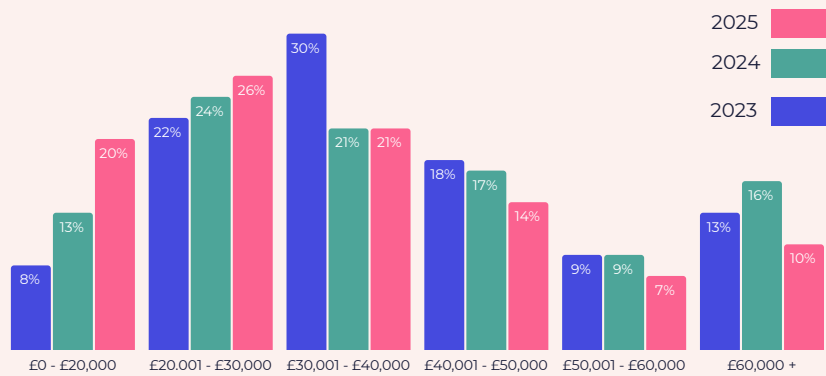
SALARY IN DETAIL

This year's results suggest that we are seeing a squeeze in the lower-level salaries, with an increase in the percentage of workers earning less than £30,000 increasing for the second consecutive year, now up to nearly half of all employees surveyed.

IN 2023, 30% of the hospitality workers in the survey had an annual salary of £30k or less.

IN 2024, 37% have a salary of £30k or less.

In 2025, 46% have a salary of £30k or less.

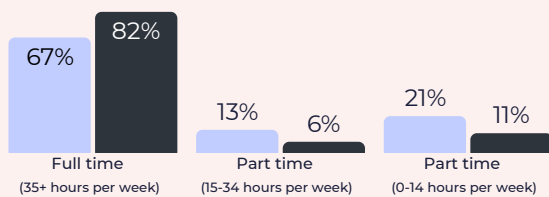


Taking a look at what is driving the increasing salaries at the lower end (£30k or less) and we can see that these employees are more likely to be in the early career (3 years or less), which is to be expected. However, we also see a significant increase in the intermediate years (5-7 years experience). Again, they are more likely to be younger, but we also see higher percentages of those earning £30k or less in the 45+ age brackets.

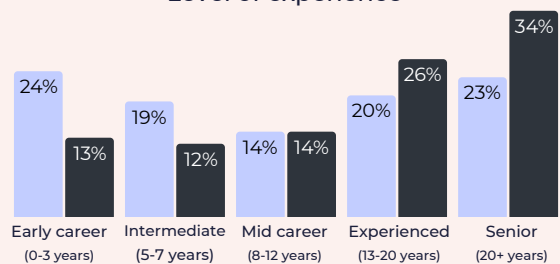
Earning £30k or less

Total sample

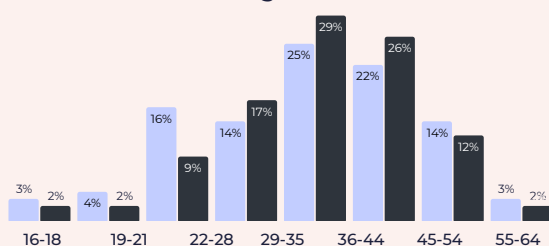
Employment status



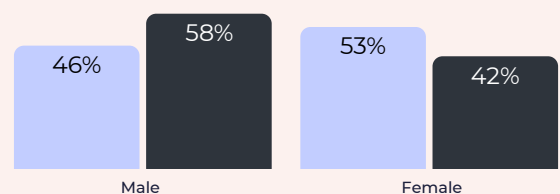
Level of experience



Age



Gender



AVERAGE SALARY BREAKDOWN

The following charts take a deeper look at the average salaries of hospitality employees by sector type, job role, level of experience and age. This helps us to understand which factors, if any, have the greatest influence and impact on salary.

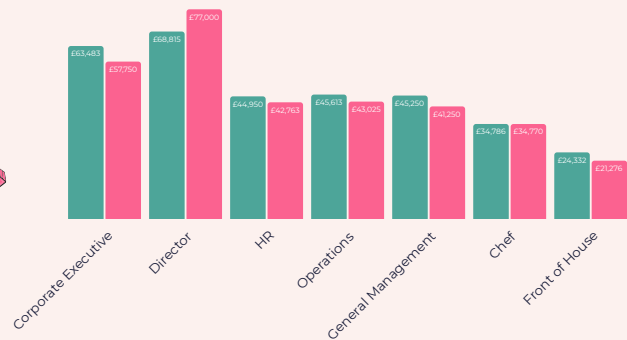
2025

2024



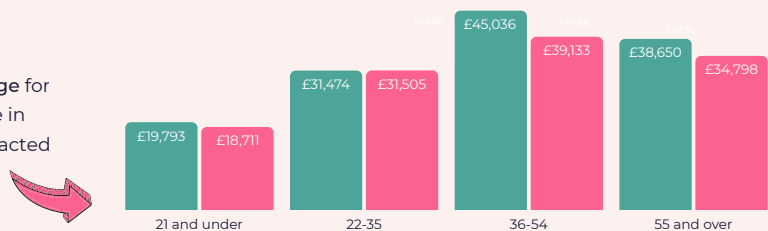
Comparing average salary breakdown by sector for 2024 and 2025, the results show a decrease across the main sectors captured within the survey, with the exception of Contract Caterers.

Comparing average salary breakdown by job role for 2024 and 2025, the results show a decrease across the main job roles captured within the survey, with the exception of Directors (up) and Chefs (stable).



Comparing average salary breakdown by level of experience for 2024 and 2025, the results show a decrease in average salaries across all experience levels but with Mid Careers and Seniors the least impacted.

Comparing average salary breakdown by age for 2024 and 2025; the results shows that those in the 36-54 age bracket have been most impacted



8 PROVEN WAYS TO WRITE BETTER JOB ADVERTS IN 2025

Hiring in hospitality is more competitive than ever. To attract top talent in 2025, job adverts must capture attention, resonate with candidates, and convert views into applications. Here are 8 proven tips to enhance your job postings:

STAND-OUT JOB TITLES

Use specific and engaging titles such as 'Head Chef – Fine Dining Experience' or 'Hotel Operations Manager – Luxury Boutique Hotel.' Including your site name also helps, e.g., 'Manager – The Dog & Duck.'

TRANSPARENT SALARIES

Avoid vague terms like 'Salary: Competitive.' Clearly stating salary ranges demonstrates openness and sets clear expectations, leading to more relevant applications.

SHOWCASE YOUR COMPANY CULTURE

Highlight what makes your organisation unique—staff wellbeing initiatives, professional development, sustainability efforts, or internal promotion opportunities. Clearly communicate why candidates should choose you over competitors.

INCLUSIVE LANGUAGE

Craft adverts using inclusive, accessible language that appeals to a broad candidate base. Format text for readability, avoiding direct copy-pasting from job descriptions.

Mobile-Friendly Design

Many job seekers use mobile devices. Structure your adverts using short paragraphs, bullet points, and clear calls to action for optimal readability on smartphones.

Strategic Keywords

Use terms candidates naturally search for, such as 'Chef,' 'Front of House,' or 'Events Manager.' Incorporating these keywords boosts visibility and attracts relevant talent.

Simplify Application Processes

Complex application procedures deter candidates. Simplify the process by requesting minimal information. Regularly test your application journey and streamline it further if necessary. HJUK offers a 'one-click apply' solution, significantly increasing high-quality applications.

Targeted Job Posting Locations

Advertise on platforms your ideal candidates frequently visit, such as Hospitality Jobs UK or the Institute of Hospitality Jobs Board. Visibility in relevant spaces maximises results.

Hospitality Jobs UK provides more than job postings. Our advanced technology and strong industry connections ensure your vacancies reach suitable candidates. Visit www.hospitalityjobsuk.com or contact Paul James at paul@hjuk.com to discuss how we can elevate your recruitment strategy.

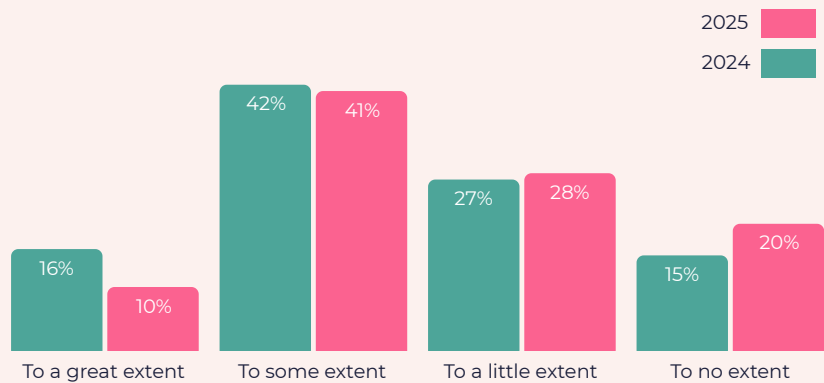
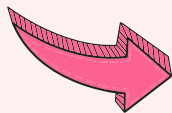


Dawn Lawrence CBII
Founder & CEO of Hospitality Jobs UK

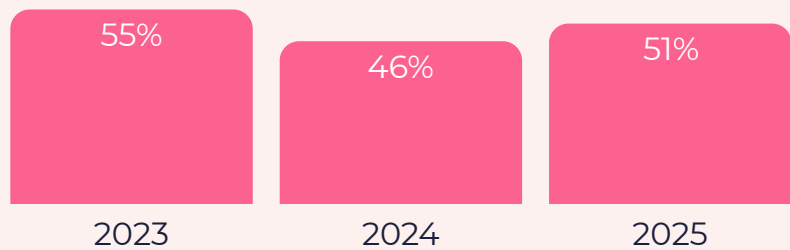
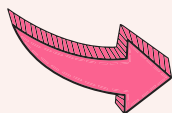
SALARY IMPACT BEHAVIOURS

We take a look at some of the behavioural impacts that salary can have on employee satisfaction, retention and engagement.

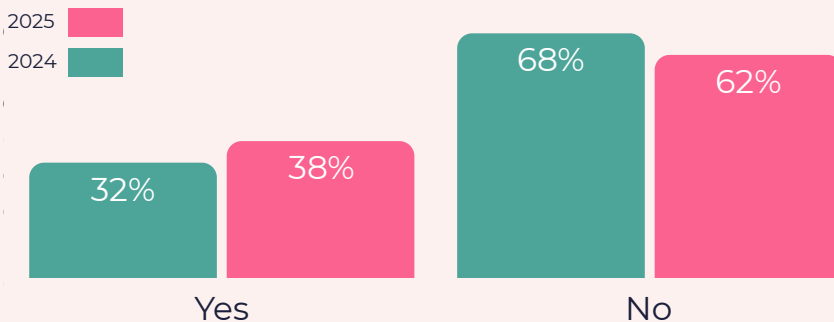
To what extent do you believe the salary you receive is a fair reflection of the job you do, compared to other industries?



Would you still apply for a job if a salary isn't listed? (%NO)



Have you experienced imposter syndrome after a salary increase or promotion?

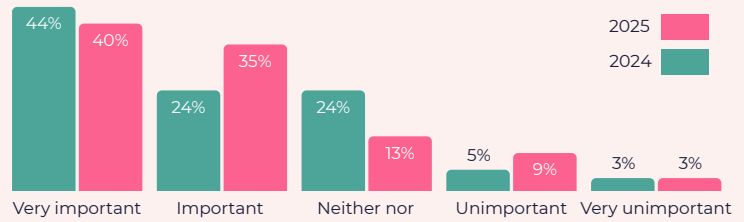


TIPS AND BONUSES

We explore in more detail the importance of tips & and bonuses to job satisfaction and the risk to staff retention if tipping was reduced significantly.

How important are the contribution of tips on top of your paid salary?

(Sample reflects FOH and BOH employees only)



How much in addition to your basic salary do you earn annually from tips & and bonuses?

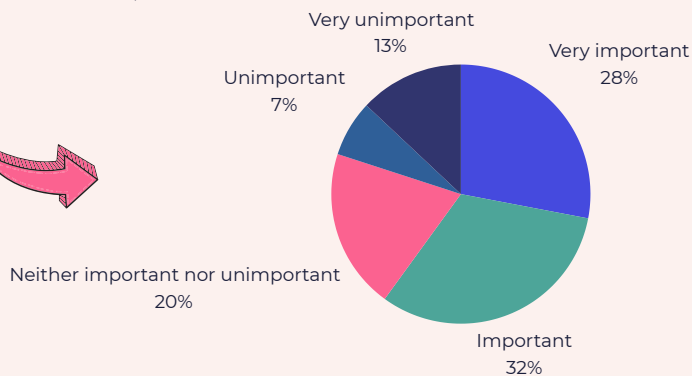


When compared to the 2024 data, we see that the percentage of employees earning no tips/bonuses remains around 2 in 5. With the majority now under the £2000 mark per year. This suggests that tip contributions are continuing to decline year on year.

(Sample reflects FOH and BOH employees only)

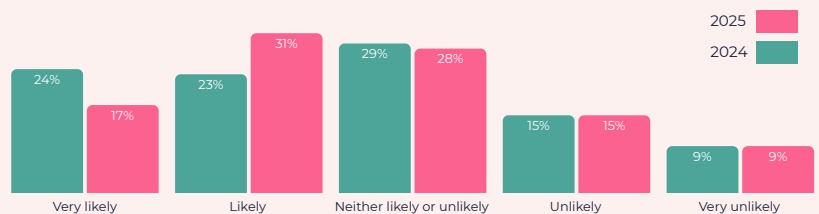


How important are the tips you receive to your overall work satisfaction?



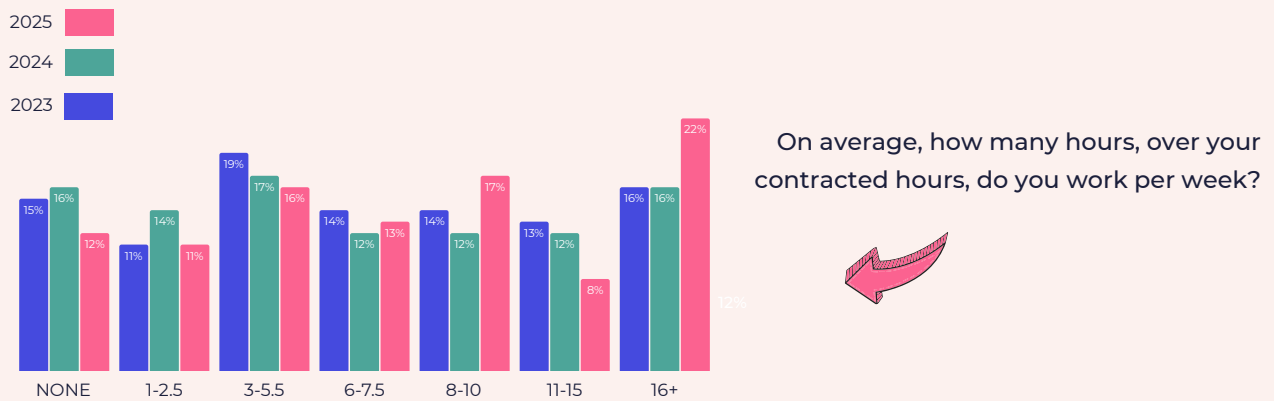
If you no longer received tips, how likely would you be to still be working in the hospitality industry?

(Sample reflects FOH and BOH employees only)



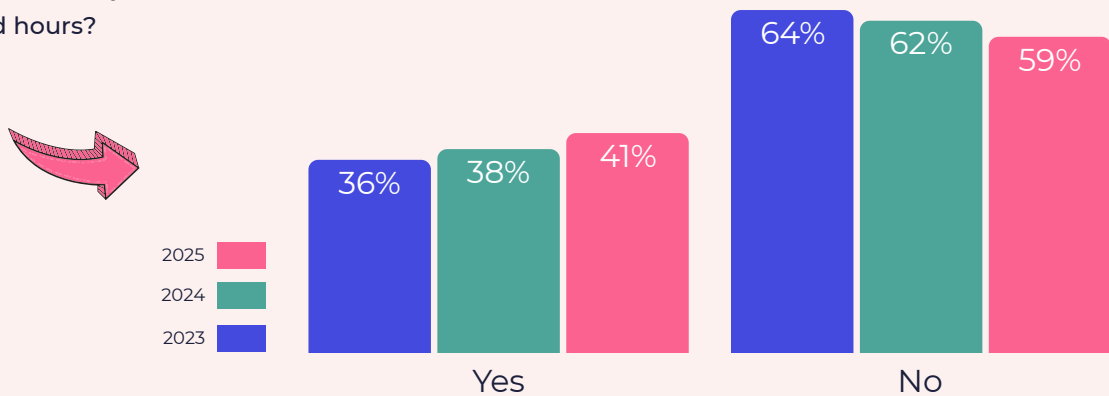
CONTRACTED HOURS

In 2023, 43% of hospitality employees worked 8+ additional hours per week, outside of their contracted hours. This fell slightly to 40%, in 2024. In 2025, however, this has increased to 47%, with those working 16 or more hours, in particular, increasing significantly.



Although it would appear that there is a slight trend towards more hospitality employees being paid for the additional hours they work, this is only a slight increase. This is despite a significant increase in the number of hours being worked in addition to their contracted hours. The data suggests that employees are being asked to work longer hours and not being compensated to the same extent.

Are you paid for the hours you work in addition to your contracted hours?



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- 24/7 GP service
- Fitness & gym membership discounts
- Exclusive hospitality venue discounts
- Cinema & family day out discounts
- Cashback, shopping vouchers & discount codes



SCAN ME

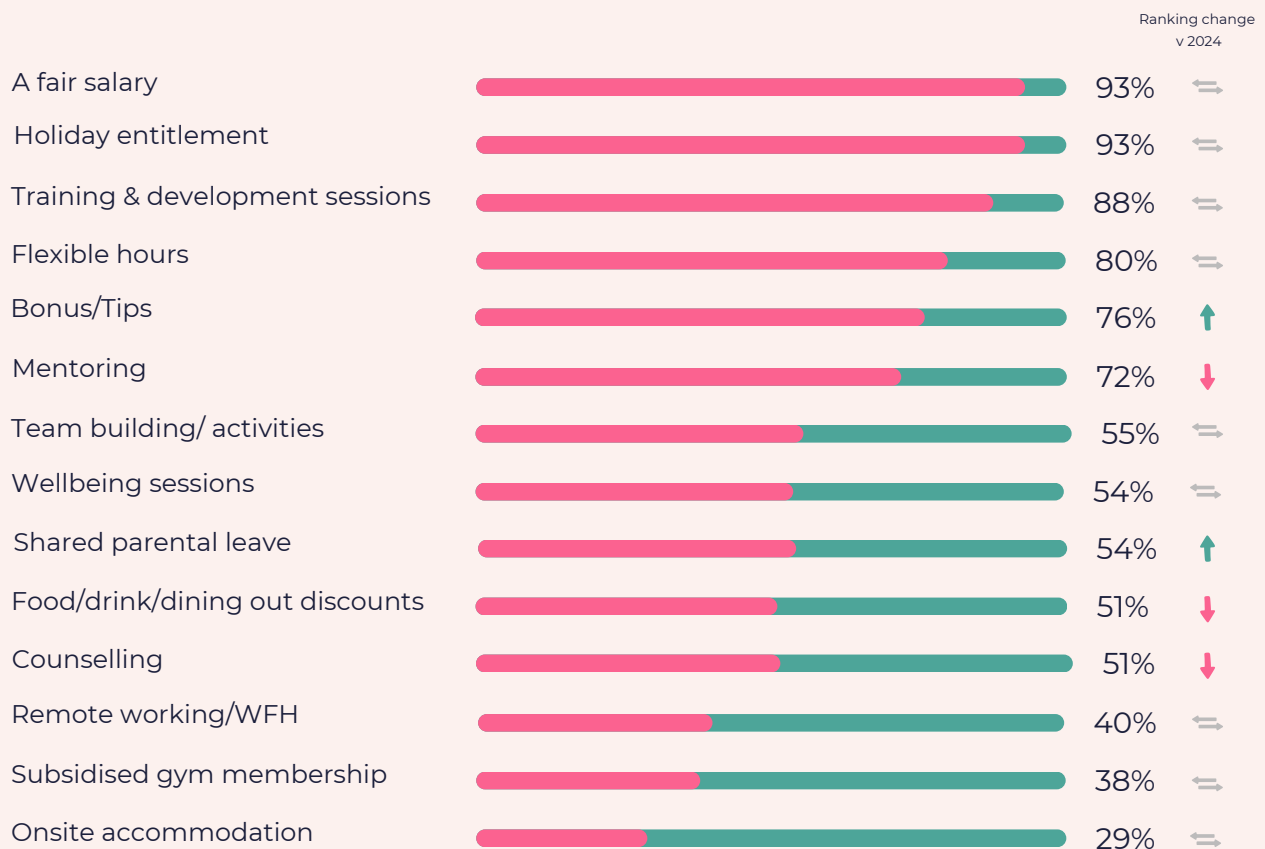


Scan the QR code to see how we can support you & your team

TOP EMPLOYEE BENEFITS

A fair salary is clearly a priority for hospitality employees, however there are a raft of other benefits which matter to them. Employers must consider the whole package, and understand that increasingly employees are looking for more than just a salary in order to provide them with job satisfaction.

How important are the following employee benefits to you? (Very/Quite Important %)

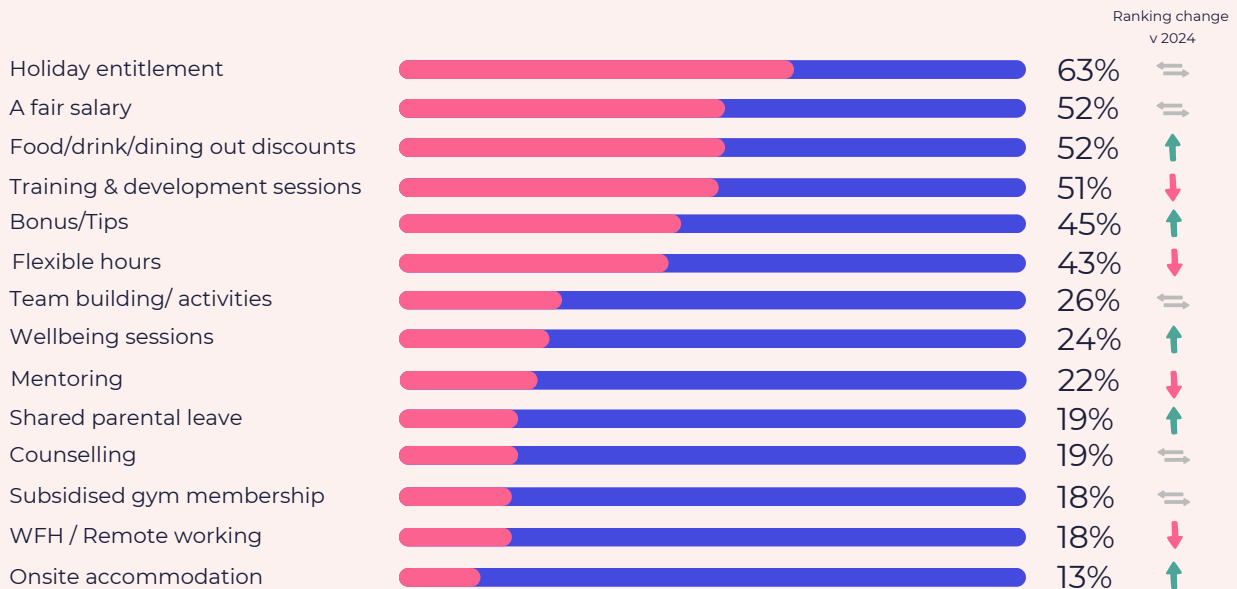


Receiving a fair salary has remained the most important employee benefit and we also see no movements in the top 4 most important employee benefits overall. Alongside a fair salary, holiday entitlement, training & development and flexible hours remain the most important benefits for employees. This year we have seen an increase in relative importance for bonus/tips and shared parental leave, with a relative decrease in importance, as a result, for mentoring, dining discounts and counselling.

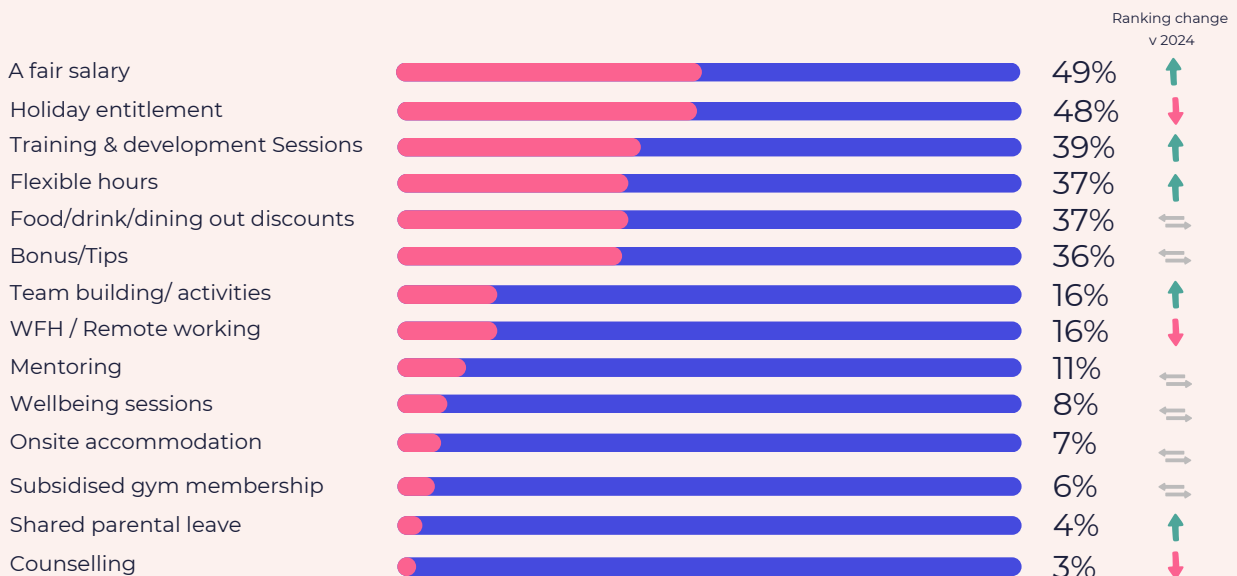
EMPLOYEE BENEFITS USED

We see below both the benefits that employees believe are available to them from their employers and also those specific benefits that they currently utilise. We can see a distinct difference between what is available and what is used, suggesting that not all benefits are important to employees. In 2025 we see an increase in those employees utilising training & development sessions alongside flexible hours and team building activities.

Which of the following employee benefits are available to you from your company?



Which of the following employee benefits, from your company, do you utilise currently?



Attract. Upskill. Retain.

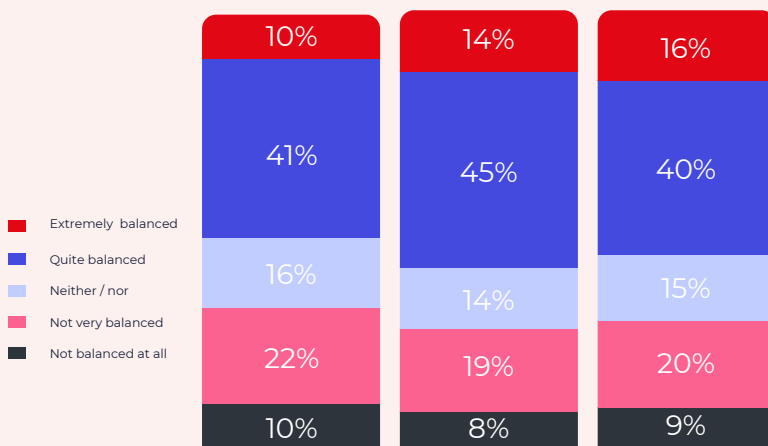
Apprenticeships are the key to building
a diverse and skilled workforce.



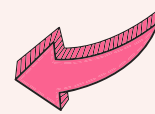
Learn more at hittraining.co.uk

WORK/LIFE BALANCE

Maintaining a 'healthy' life/work balance is crucial to ensuring positive mental and physical well-being for hospitality employees. It can also drive an increase in productivity, work satisfaction and enjoyment, and ultimately increase employee loyalty and retention rates.

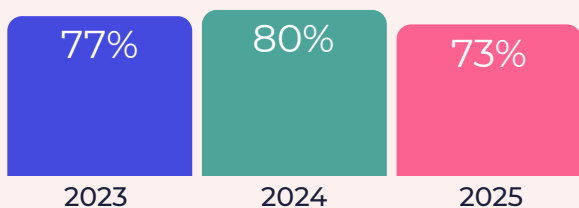


In 2023, just 51% said they had a good life/work balance. Last year, in 2024, this stood at 59%. Fast forward to 2025 and the figure is now 56%. So we've seen a slight drop off with a knock-on impact of an increase in those saying that they now do not have a good work/life balance.

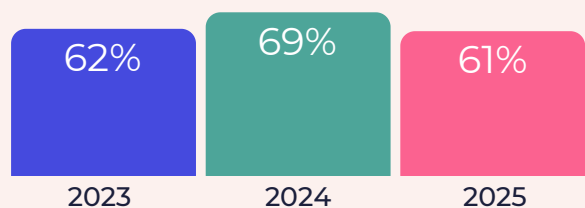
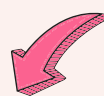


As well as a decrease in the quality of life/work balance, since 2024, we have also seen an decrease in both the happiness that employees have within their current roles and how proud they are to work in the hospitality industry in general. These three results, coupled with the increase in additional hours being worked and the relative reduction in remuneration presents a perfect storm for the industry, whereby employees are potentially heading to a point of being overworked, underpaid and unmotivated.

Are you **proud** to work in the hospitality industry? (%YES)



Are you **happy** in your current role? (%YES)



EMPLOYEE DEVELOPMENT

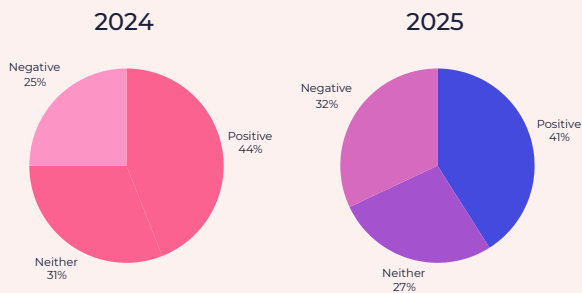
Creating a diverse and inclusive workspace is essential for a fun and vibrant hospitality environment. It ensures employee safety and supports their development, providing the opportunities they seek in their careers. In 2025 we see significant declines in those employees who feel that the industry provides great career opportunities and being paid appropriately. With drops in other factors too causing a subsequent fall in those employees who believe that working in hospitality positively impacts their mental health (down from 44% in 2024 to 41% in 2025).

Thinking of your job in the hospitality or foodservice industry, how strongly do you agree with the following statements? (% strongly agree / agree)

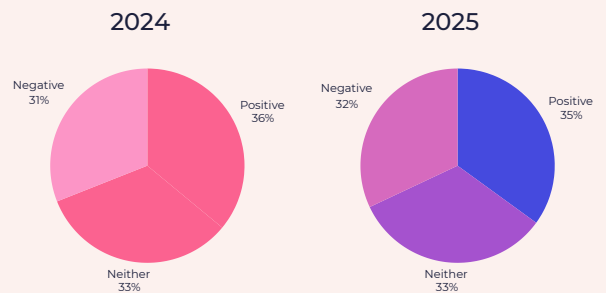


To what extent does your work positively or negatively affect the following...

...your mental health



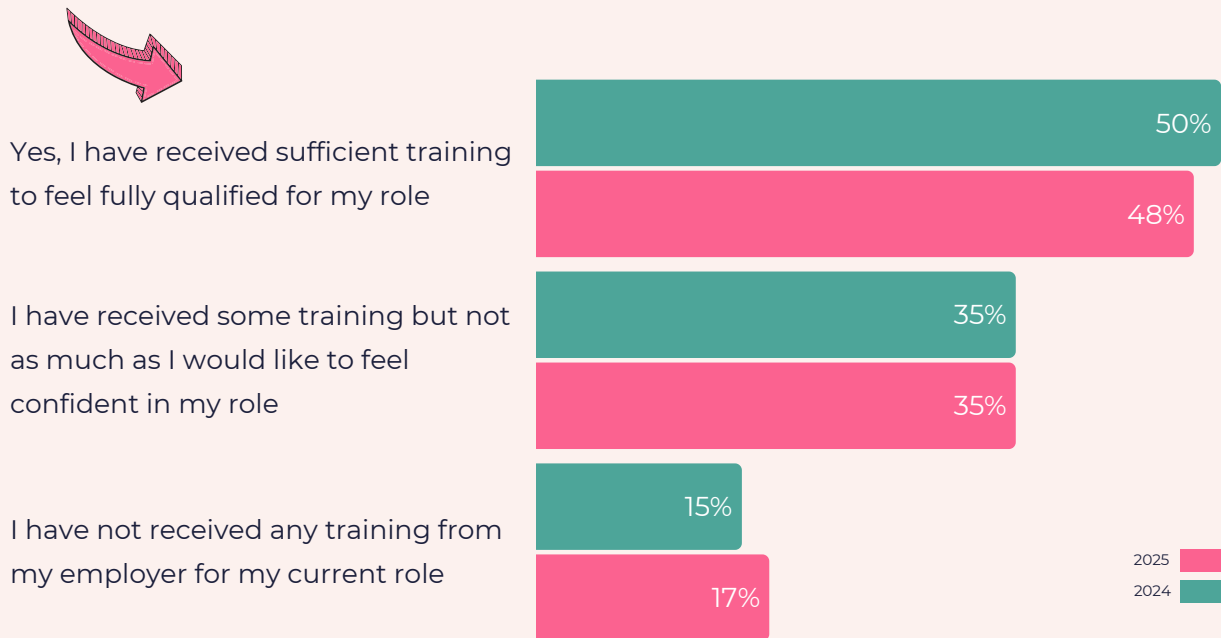
...your physical health



EMPLOYEE TRAINING

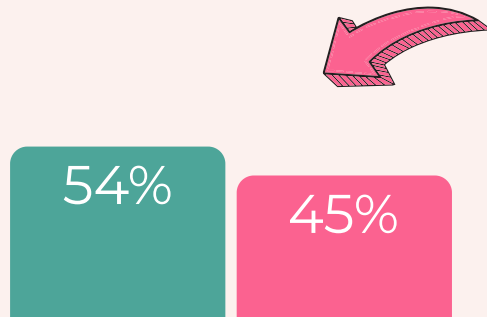
With an ever-evolving commercial landscape, operational developments, the rise of technology and increasing customer demands, employee training has never been more critical to ensuring a workforce that is fit for purpose.

Have you received the correct amount of training to succeed in your role?



2025 2024

Does your employer offer apprenticeships within your company? (%YES)



We've seen an increase of 9%, since 2024, in companies offering their employees apprenticeship schemes.

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LEARN

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and workshops

CONNECT IN

The Social
Business Space

STAND OUT OR LOSE OUT: THE POWER OF EVP IN HOSPITALITY RECRUITMENT

With increased competition and rising employee expectations, businesses must go beyond traditional hiring methods. A strong Employee Value Proposition (EVP) is now essential to attract and retain top talent. However, crafting an EVP is just the first step—marketing it effectively is what truly sets leading brands apart. At Scrumptious, we help hospitality brands build and communicate EVPs that make an impact. Salary and benefits remain crucial, but employees today also value transparency and meaningful perks. Marketing these perks through job ads, career sites, and social media ensures they reach the right audience.

One of the biggest challenges in hospitality is the perception of jobs as 'temporary.' Companies that showcase internal career growth, such as promotions from junior front of house to management positions help shift this narrative. Investing in mentorship programmes, leadership training, and apprenticeships attracts ambitious candidates looking for long-term careers. Hospitality is built on people, passion, and purpose. A strong work culture keeps employees engaged and motivated. Businesses must actively communicate what makes their workplace unique, whether it's inclusive hiring practices, a sense of belonging, or team camaraderie. Sharing behind-the-scenes videos, staff testimonials, and social media content provides an authentic glimpse into company culture. Long hours and unpredictable shifts have historically been a drawback of hospitality jobs. However, progressive brands are addressing this with flexible scheduling, guaranteed hours, and wellbeing support. Companies that actively promote their commitment to work-life balance in job descriptions and careers pages gain a competitive edge in recruitment. Employees also seek purpose-driven workplaces. Brands with strong sustainability initiatives, ethical sourcing, or community engagement should highlight these values in their recruitment marketing.

An effective EVP doesn't just exist, it must be consistently communicated across multiple touchpoints. Websites and careers pages should tell an employer's story, while social media, job descriptions, and especially LinkedIn business pages help reinforce the message. Encouraging employees to share their experiences builds trust and strengthens employer branding.

Winning the talent war in hospitality requires more than just offering jobs. Businesses must sell the experience, growth opportunities, and culture that make them unique. By actively marketing a compelling EVP, hospitality brands can attract top talent, improve retention, and build an employer brand that resonates.

At Scrumptious, we specialise in defining and marketing EVPs that transform hospitality brands. If your business is ready to stand out, get in touch. www.scrumptiousmarketing.com



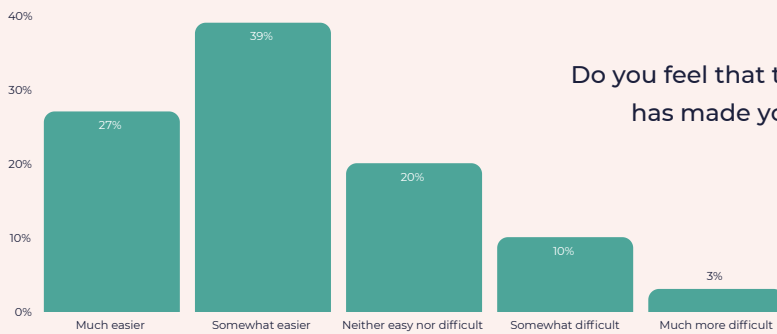
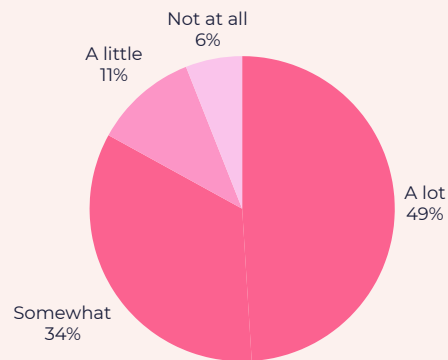
Sam Chance
Founder of Scrumptious - EVP Marketing Specialists

THE USE OF AI AND OTHER TECHNOLOGY

A new area for this year's report is to explore the increasing use of technology and AI within the hospitality workplace and to assess the perceived opportunities and risks that this presents to the workforce.

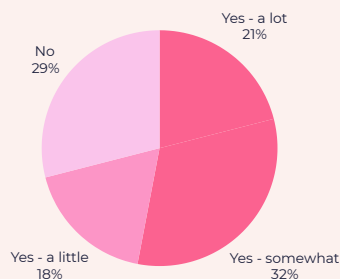
41% Of hospitality employees see AI as a **HELPFUL TOOL** for them in their job. Compared to 21% who see it as a threat, with the remaining 39% still undecided.

How does the use of technology (e.g., reservation systems, point of sale systems, scheduling & training solutions, mobile apps) impact your job satisfaction?

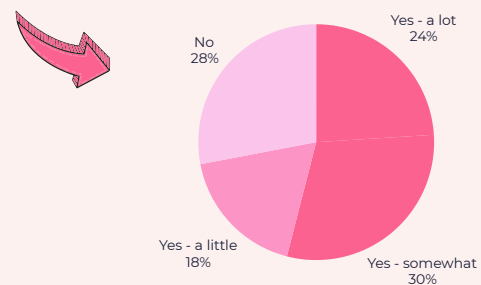


Do you feel that the technology used in your workplace has made your daily tasks easier or more difficult?

Do you feel that technology has made it easier to manage your time between work and personal life?



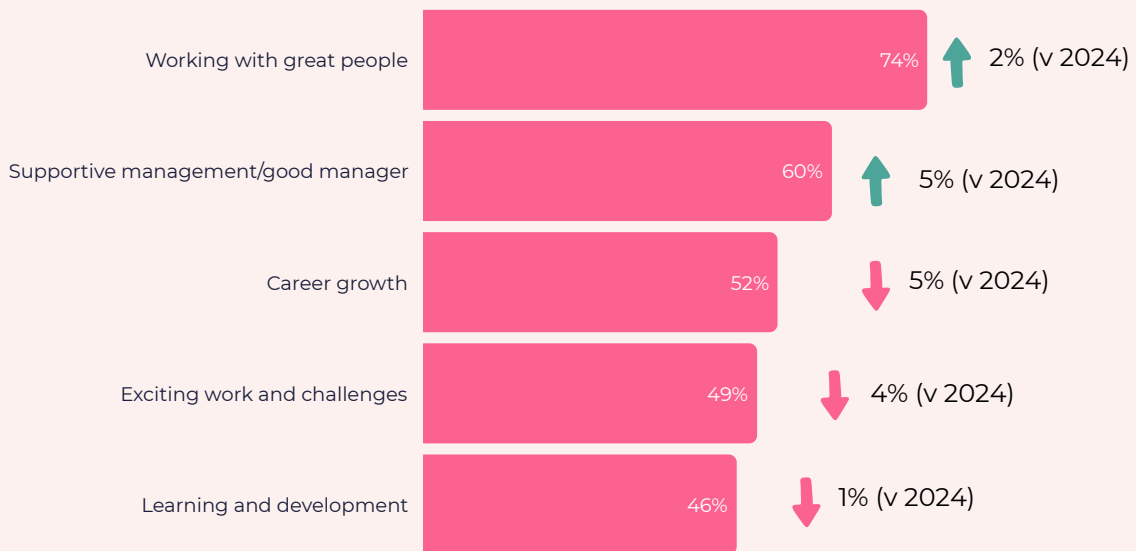
Do you think the use of AI could improve your job satisfaction by automating repetitive tasks?



EMPLOYEE RETENTION

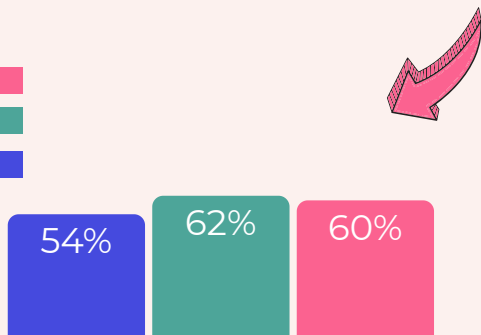
The top 3 factors that are most likely to keep hospitality employees in their role are 'working with great people', 'supportive management' and 'career growth'. The top 2 have seen year-on-year increases since 2024. Whereas we have seen a year-on-year decrease in employees citing 'exciting work challenges' and 'learning and development' as factors which are most likely to keep them working within the hospitality industry going forward.

Outside of employee benefits, which of the following are likely to keep you in your current role?



How likely or unlikely do you think it is that you will still be working for the same company in 12 months time? (% Very likely / Likely)

2025 ■
2024 ■
2023 ■

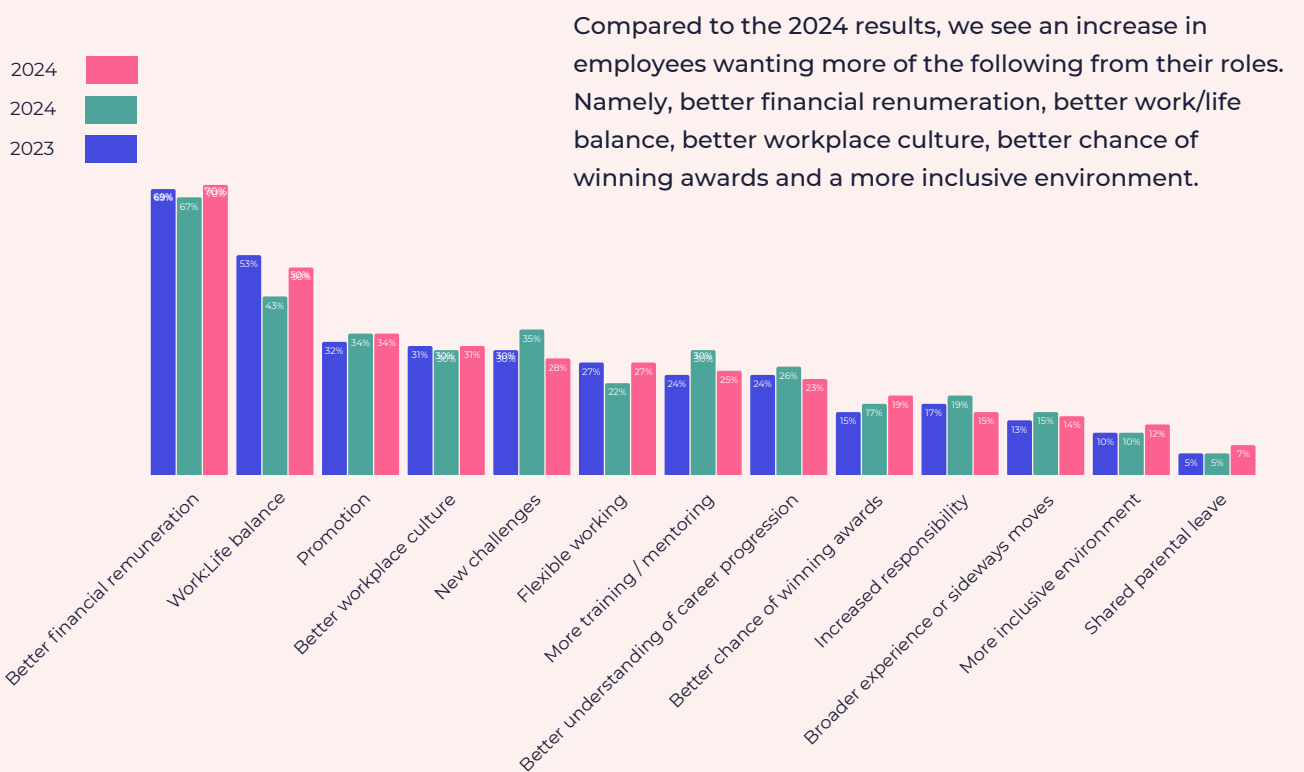


How important are the following to you if you were looking to join a new hospitality business? (% Very important / important)

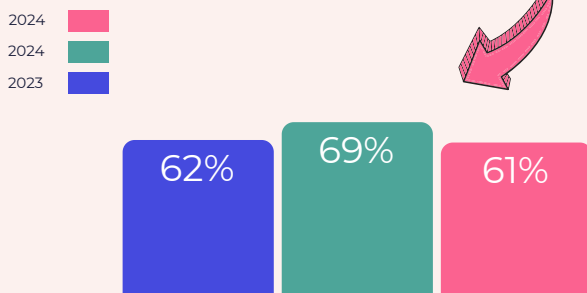


EMPLOYEE SATISFACTION

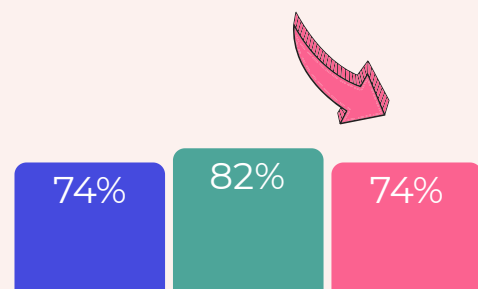
74% of employees would recommend a career in hospitality, compared to 82% in 2024. When we look at these results alongside the fact that we've also see an decrease in employee happiness, it would suggest that overall employee satisfaction is down, compared to last year.



Are you happy in your current role? (%YES)



Would you recommend a career in the hospitality or foodservice industry to friends or family? (%Yes)



SUMMARY

The UK's Largest Hospitality Salary Survey 2025 offers a detailed look at an industry navigating significant change. Labour shortages, rising costs, and economic uncertainty continue to challenge operators, yet hospitality remains a resilient and people-focused sector. While salary pressures persist, strong workplace relationships and a sense of camaraderie continue to drive employee satisfaction and retention.

The data highlights financial strain among workers, with 46% now earning £30,000 or less - up from 30% in 2023. Inflation and the cost-of-living crisis have made salary concerns more pressing, yet stability in workforce retention suggests that pay is not the only factor keeping people in their roles. Sixty percent of employees expect to stay with their current employer in the next year, a slight dip from 62% in 2024 but still a sign of industry resilience. This indicates that hospitality offers more than just a salary - it provides a sense of belonging and career stability.

Workplace culture remains a key driver of retention. Employees cite working with great people as the most important reason for staying, followed closely by a supportive management team—both of which have grown in importance. This reinforces that while competitive pay is essential, a strong team dynamic and positive leadership are just as crucial in keeping staff engaged.

Beyond salaries, employees are placing greater value on non-monetary benefits. Holiday entitlement, flexible working hours, and training and development opportunities rank high on their priority list. Meanwhile, tips and bonuses have become increasingly important, reflecting the need for additional earnings in the face of financial pressures. However, concerns around career development remain, with fewer employees citing "exciting work challenges" as a reason to stay. Only 48% feel they have received sufficient training, and apprenticeship offerings have dropped by 9% since 2024. To retain talent long-term, businesses must create clear pathways for progression, mentorship programs, and structured training initiatives.

Despite broader industry concerns, hospitality continues to embrace innovation. AI and automation are increasingly seen as enablers rather than threats, with two-thirds of employees stating that technology has improved their work. While 39% remain undecided on AI's impact, only 21% see it as a risk. This openness presents an opportunity for operators to further integrate digital tools and automation to streamline operations while ensuring staff feel supported, not replaced.

Hospitality remains a sector built on people, passion, and adaptability. The industry must now focus on balancing competitive wages with career growth, culture, and innovation. Those who invest in retention strategies, rethink benefits, and embrace technology will emerge stronger, ensuring that hospitality continues to thrive in 2025 and beyond.



Blake Gladman
Strategy & Insight Director, KAM



THE KNOWLEDGE HUB

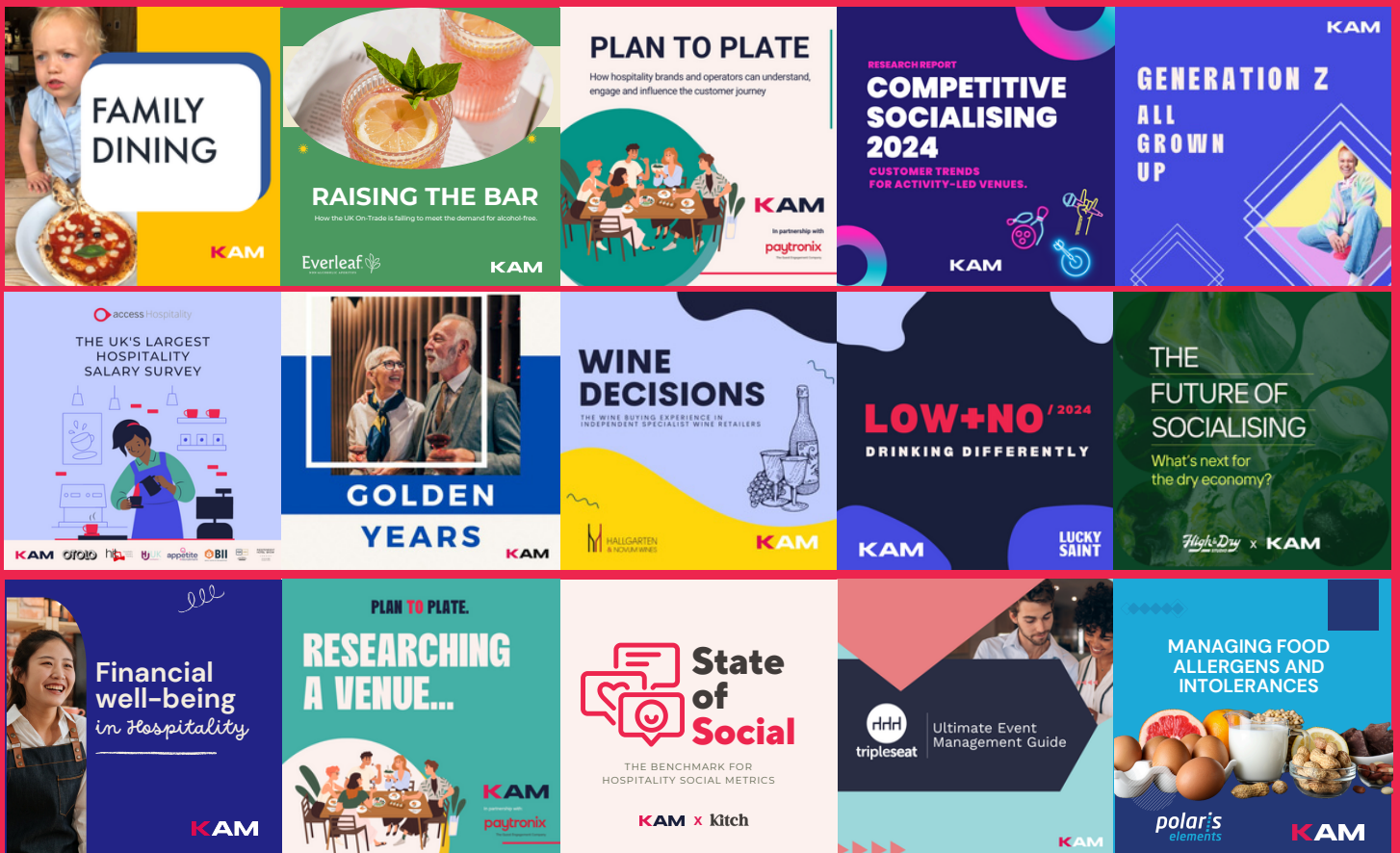


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