



Insights

Benchmarking Report

Elderly Care Salary Benchmarking Report FY26



Introduction

As the Director for our UK Elderly Care division at Compass Associates, I am proud to lead one of Compass' most established and longest-serving teams, dedicated to supporting a wide range of elderly care providers across the independent, investor-backed, and charity sectors.

As a division, we have more than one hundred years of experience recruiting for the elderly care industry at middle management, up to director-level. It's the sole focus of the team, which is aligned to a specific geographical territory to provide the highest standards of knowledge, networks, and insight in every discussion with clients and jobseekers.

At Compass Associates our goal is to identify and place the best

talent in the sector, while ensuring our clients receive a well-structured and transparent recruitment process which reflects their brand and values. As the UK population ages, and demand for high quality care for our loved ones rises correspondingly, one of the biggest challenges providers will face is attracting outstanding talent while offering a competitive salary and benefits package.

To address this, I am pleased to share the latest Compass Associates Elderly Care Salary Benchmarking Report which serves as a valuable resource for care providers, providing clear insight into current salaries for key roles, specifically:

- Deputy Managers
- Registered Managers

- Regional Managers & Directors
- Quality Managers

Whether you're looking to structure a competitive compensation package, benchmark your team's current pay, better understand industry standards, look to grow organically or through M&A into new territories, or implement considered retention strategies, this report provides the data and insights necessary to make informed decisions.

I hope this resource will act as a useful starting point in supporting you to achieve your goals, while fostering greater transparency and fairness across the sector. Please do contact me directly if you have any questions.

Tom Berrisford, Divisional Director



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Divisional Director - Elderly Care

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South West & Coast

Luxury care providers have dominated the salary increases paid to registered managers in the last year in the South West and South Coast region, driven primarily from wanting to attract talent. Other care businesses who have increased manager pay are those who have witnessed a growth in number of services, so have aligned remuneration in line with increase in size and number of homes. Family run operators have increasingly focused on implementing bonus schemes, as a means of retaining managers in the business.

Retention is a real focus for many businesses in an attempt to keep key personnel, rather than rely on having to recruit managers – a process which is a cost both in time, and financial resources. This is being achieved through people leaders increasing benefits packages, frequently including PMI, annual leave increases, car allowances or mileage, significant pension contributions by employers, and EAP schemes. Care providers who have stopped car allowances and associated commuting support, have seen a direct increase in staff turnover, demonstrating its importance.

Bonus structures have also been increasingly rolled out by larger care providers, often linked to reduced agency usage; CQC outcome; occupancy levels; customer feedback; and retention in within the homes themselves. They also have clearly defined progression plans, and career pathways, to ensure talent is promoted from within.

Deputy Manager

🏠 Residential

Homes	Salary
<20	£30,000
21-50	£35,000
51-100	£38,000
100+	£40,000

Deputy Manager

👩 Nursing

Homes	Salary
<20	£43,000
21-50	£50,000
51-100	£57,500
100+	£60,000

Home Manager

🏠 Residential

Homes	Salary
<20	£45,000
21-50	£58,500
51-100	£67,500
100+	£69,000

Home Manager

👩 Nursing

Homes	Salary
<20	£53,500
21-50	£66,500
51-100	£77,000
100+	£80,000

Regional Manager or Director

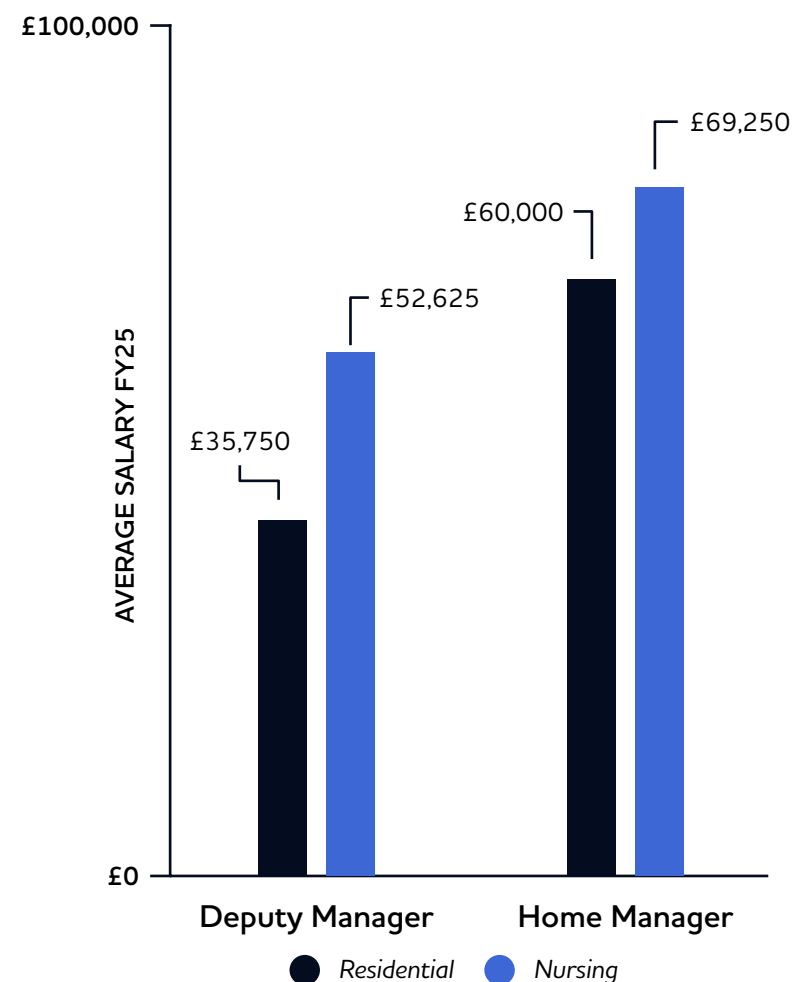
🏠 Residential 👩 Nursing

Homes	Salary
<10	£75,000
>10	£83,000

Quality Manager

🏠 Residential 👩 Nursing

Homes	Salary
<10	£62,500
>10	£73,000





Deputy Manager

🏠 Residential

Homes	Salary
<20	£33,000
21-50	£36,500
51-100	£42,000
100+	£44,000

Deputy Manager

🏠 Nursing

Homes	Salary
<20	£46,000
21-50	£52,500
51-100	£60,000
100+	£60,000

Home Manager

🏠 Residential

Homes	Salary
<20	£45,000
21-50	£60,000
51-100	£70,000
100+	N/A

Home Manager

🏠 Nursing

Homes	Salary
<20	£53,000
21-50	£68,000
51-100	£80,000
100+	£83,000

Regional Manager or Director

🏠 Residential 🏠 Nursing

Homes	Salary
<10	£80,000
>10	£94,000

Quality Manager

🏠 Residential 🏠 Nursing

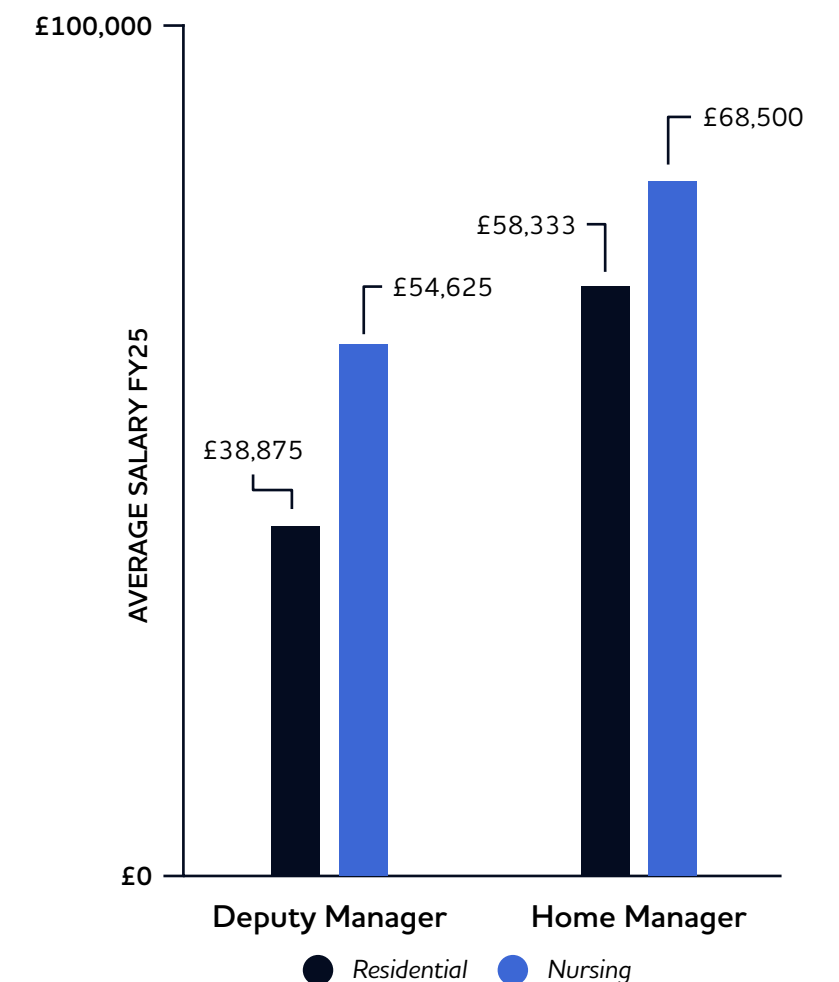
Homes	Salary
<10	£69,000
>10	£79,000

London, East Anglia & Home Counties

High end luxury care providers, and retirement living providers have dominated the market in the London, South East, and Home Counties region in terms of salaries being paid to registered managers and regional senior leaders.

Similarly, large elderly care operators have increased their salaries for management roles, as the demand from the candidate base continues to dictate salaries to accommodate London cost of living.

Commuting in the area has become more expensive, and takes longer, which has meant the people leaders are building benefits packages geared towards accommodating this issue. This is increasingly more appealing and a frequently cited question for any prospective home manager looking to change roles in the area, in terms of understanding what is being done to mitigate this.





Midlands & Wales

Across the Midlands, there has been a sharp rise in care providers cutting bonuses in efforts to combat rising costs linked to both national insurance increases, and national living wage hikes.

Compass Associates has also observed first-hand accounts of where registered managers are given false promises of a high bonus to supplement a lower base salary – for instance up to 50%. However there is a lack of transparency around details of how managers can achieve this; often business performance is linked to the bonus payout, which is not often communicated to the managers. Subsequently, the last twelve months has seen a number of registered managers leave owing to providers failing to honour payouts despite individual KPIs being hit to access the higher bonus structure, as business performance has been poor.

Further issues in the region for mid management care leaders, are that they are finding lower-level recruitment has been so poor that service stability and transparency around agency usage is impacting commercial performance at homes, leading to a lack in confidence around strategy and long-term recruitment for many homes – leading to higher levels of churn.

In Wales, rural areas mean there's high loyalty to homes from current managers, so location is critical, and salaries have little impact in managers considering a move.

Deputy Manager	
Residential	
Homes	Salary
<20	£28,000
21-50	£31,500
51-100	£34,000
100+	£36,000

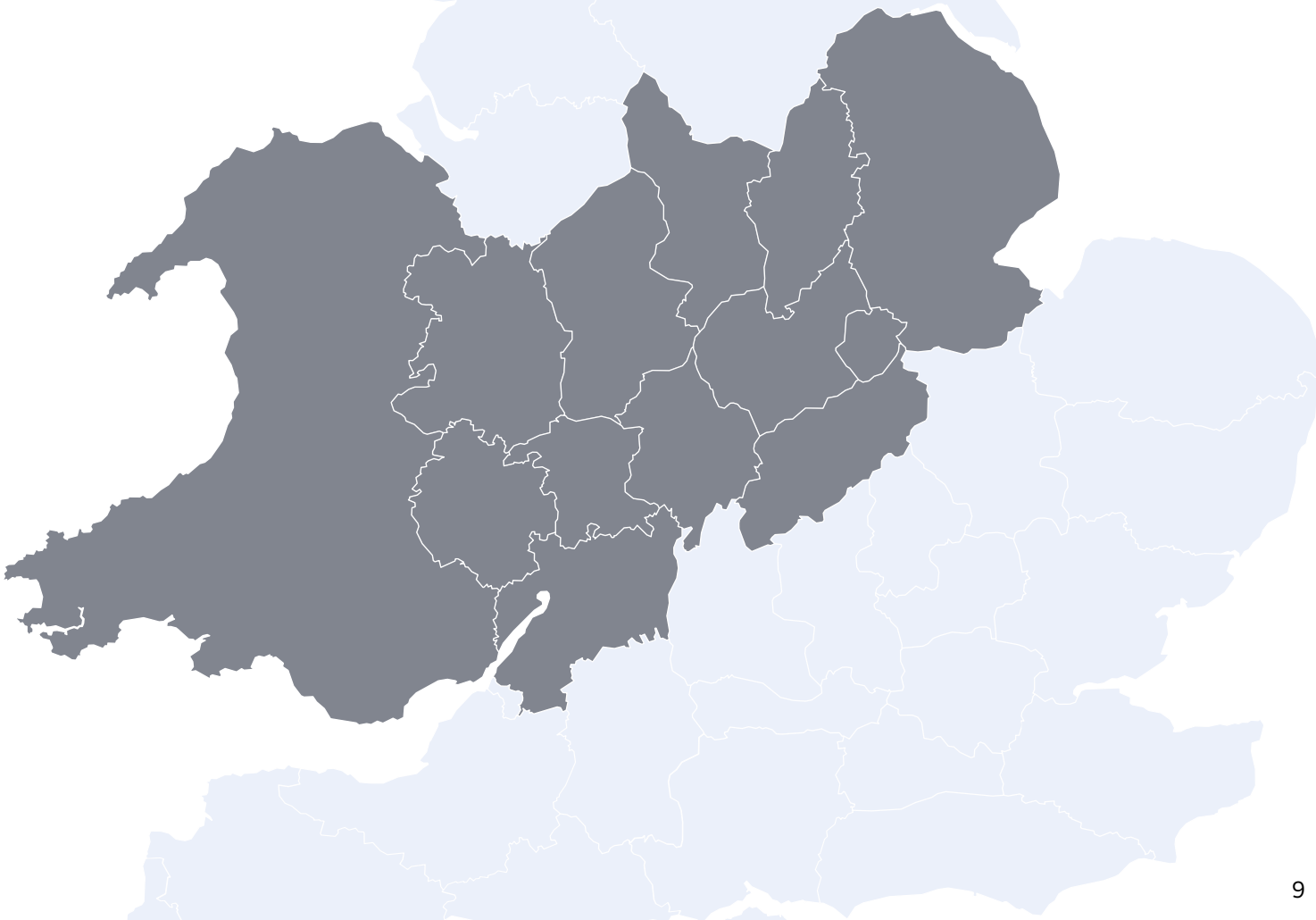
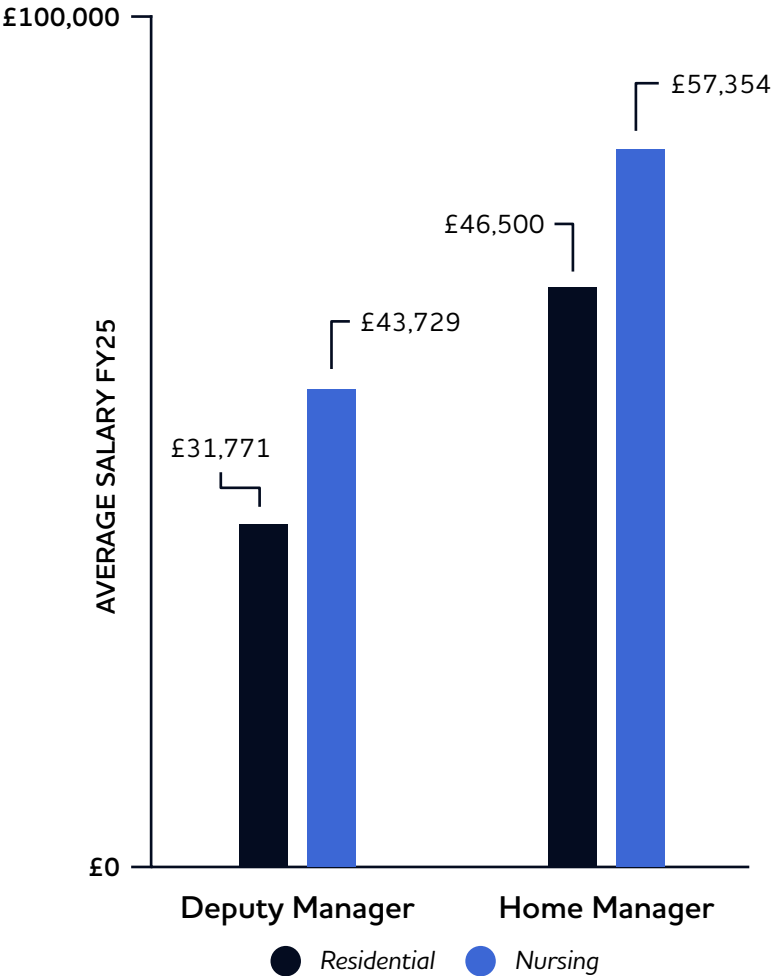
Deputy Manager	
Nursing	
Homes	Salary
<20	£37,000
21-50	£43,500
51-100	£47,000
100+	£52,500

Home Manager	
Residential	
Homes	Salary
<20	£39,000
21-50	£46,500
51-100	£54,000
100+	N/A

Home Manager	
Nursing	
Homes	Salary
<20	£47,000
21-50	£56,000
51-100	£63,500
100+	£72,500

Regional Manager or Director	
Residential Nursing	
Homes	Salary
<10	£67,000
>10	£72,000

Quality Manager	
Residential Nursing	
Homes	Salary
<10	£56,500
>10	£64,750





Deputy Manager

🏠 Residential

Homes	Salary
<20	£26,500
21-50	£29,500
51-100	£31,500
100+	£35,500

Deputy Manager

🏠 Nursing

Homes	Salary
<20	£35,000
21-50	£41,000
51-100	£47,000
100+	£48,000

Home Manager

🏠 Residential

Homes	Salary
<20	£38,000
21-50	£42,000
51-100	£51,500
100+	N/A

Home Manager

🏠 Nursing

Homes	Salary
<20	£42,000
21-50	£52,000
51-100	£65,000
100+	£67,500

Regional Manager or Director

🏠 Residential 🏠 Nursing

Homes	Salary
<10	£62,500
>10	£70,000

Quality Manager

🏠 Residential 🏠 Nursing

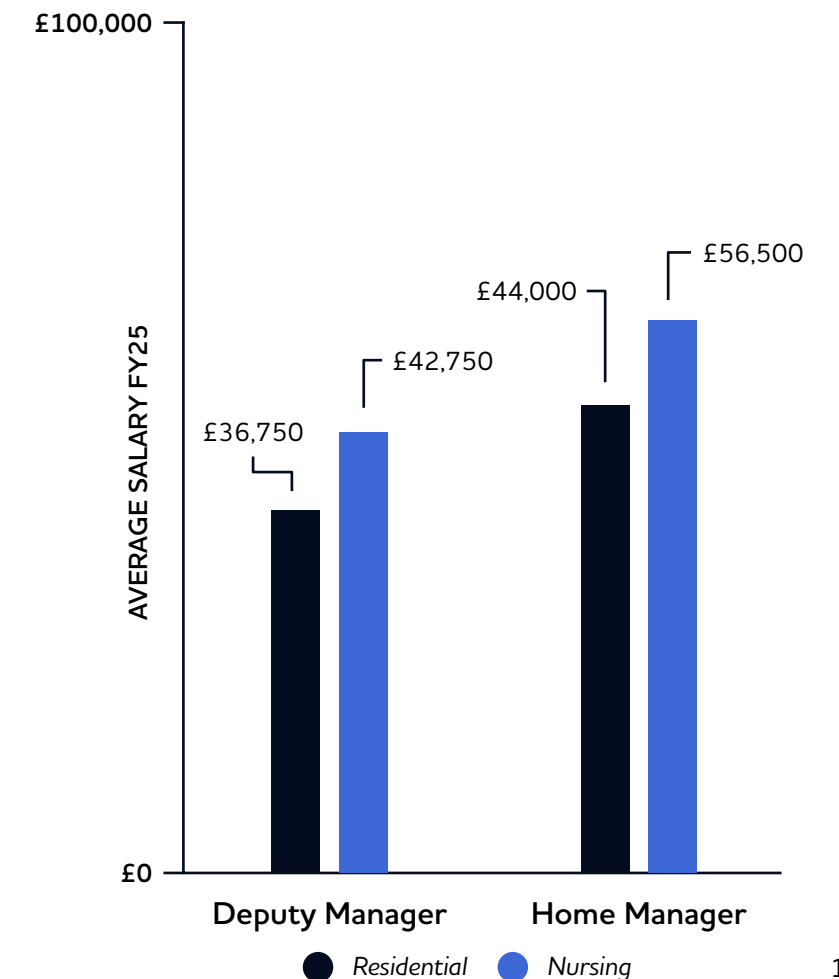
Homes	Salary
<10	£53,000
>10	£60,000

North East & Yorkshire

In the last 12 months, care providers in the North East of England have seen continuity in the region, with little change across the year in terms of management movement. Many providers are finding recruitment of regional managers or directors challenging, owing to availability of the talent, which is leading to a notable increase in salaries at this level to attract senior leaders from other parts of the UK to the region. This has therefore inflated the salaries at a regional level as a direct consequence.

Despite long-standing management in services, there has been little wider investment by providers in the region, which has kept churn rates in the area low, as there are less homes being opened which could drive competition in the area.

West Yorkshire remains a tough area to recruit registered managers, which is resulting in benefits packages often being a key differentiator to attract talent in this territory.





North West

Care providers in the North West of England have seen a big increase in M&A activity in the last twelve months, particularly around the luxury care provision markets, which has had an impact on salaries being paid to management teams. As part of the investor-led growth strategies, many owners are implementing bonuses linked to reducing the use of agencies, to both reduce overheads in businesses, and retain managers.

There has also been a key emphasis in employee engagement in the region, with several providers who have undergone transactions – particularly mergers – bringing a more modern benefits and engagement system which had not been prevalent in the region in recent years.

Retention of staff is another key consideration internally as a means to avoid going to market to recruit registered managers. Consequently, salaries remain a small component to the package consideration based on recent CPO and other senior HR hires being made, with these people leaders introducing platforms to enable meaningful staff retention and reduce recruitment needs.

Deputy Manager

Residential

Homes	Salary
<20	£26,500
21-50	£30,500
51-100	£33,000
100+	£37,500

Deputy Manager

Nursing

Homes	Salary
<20	£35,000
21-50	£42,000
51-100	£45,000
100+	£48,500

Home Manager

Residential

Homes	Salary
<20	£38,500
21-50	£43,500
51-100	£55,000
100+	N/A

Home Manager

Nursing

Homes	Salary
<20	£46,000
21-50	£55,000
51-100	£68,000
100+	£75,000

Regional Manager or Director

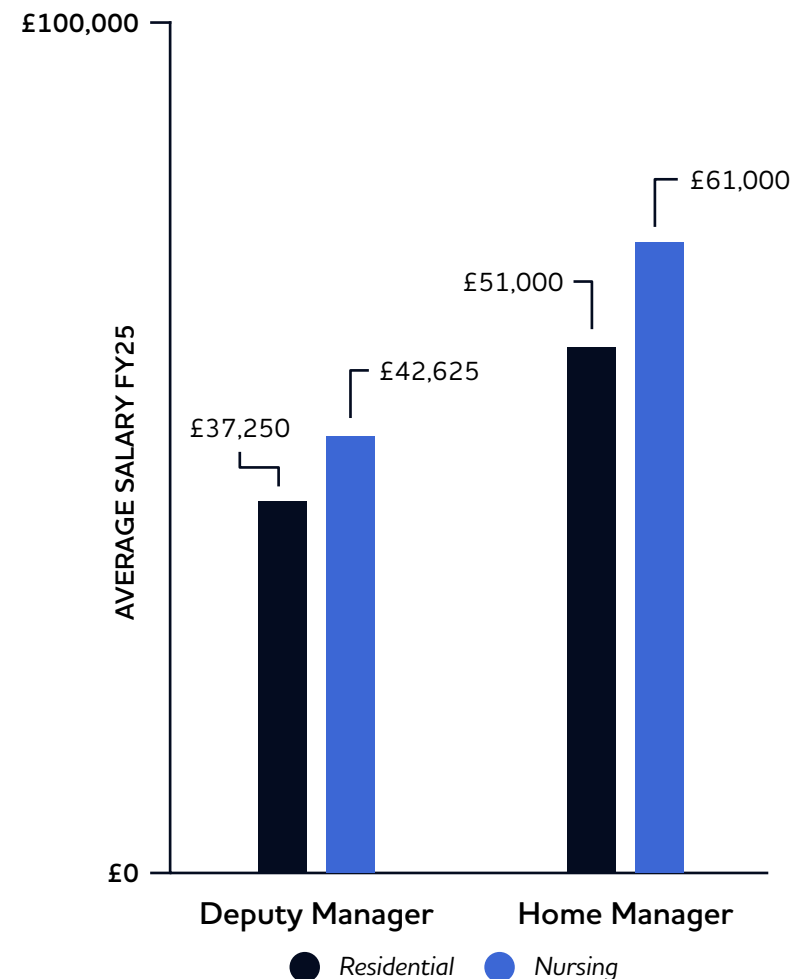
Residential Nursing

Homes	Salary
<10	£67,500
>10	£72,500

Quality Manager

Residential Nursing

Homes	Salary
<10	£55,000
>10	£65,000





Deputy Manager

🏠 Residential

Homes	Salary
<20	£27,000
21-50	£31,000
51-100	£33,000
100+	N/A

Deputy Manager

👩 Nursing

Homes	Salary
<20	£36,500
21-50	£40,000
51-100	£46,000
100+	N/A

Home Manager

🏠 Residential

Homes	Salary
<20	£37,500
21-50	£41,750
51-100	£52,000
100+	N/A

Home Manager

👩 Nursing

Homes	Salary
<20	£42,500
21-50	£52,500
51-100	£63,750
100+	£67,500

Regional Manager or Director

🏠 Residential 👩 Nursing

Homes	Salary
<10	£60,500
>10	£68,000

Quality Manager

🏠 Residential 👩 Nursing

Homes	Salary
<10	£52,750
>10	£60,250

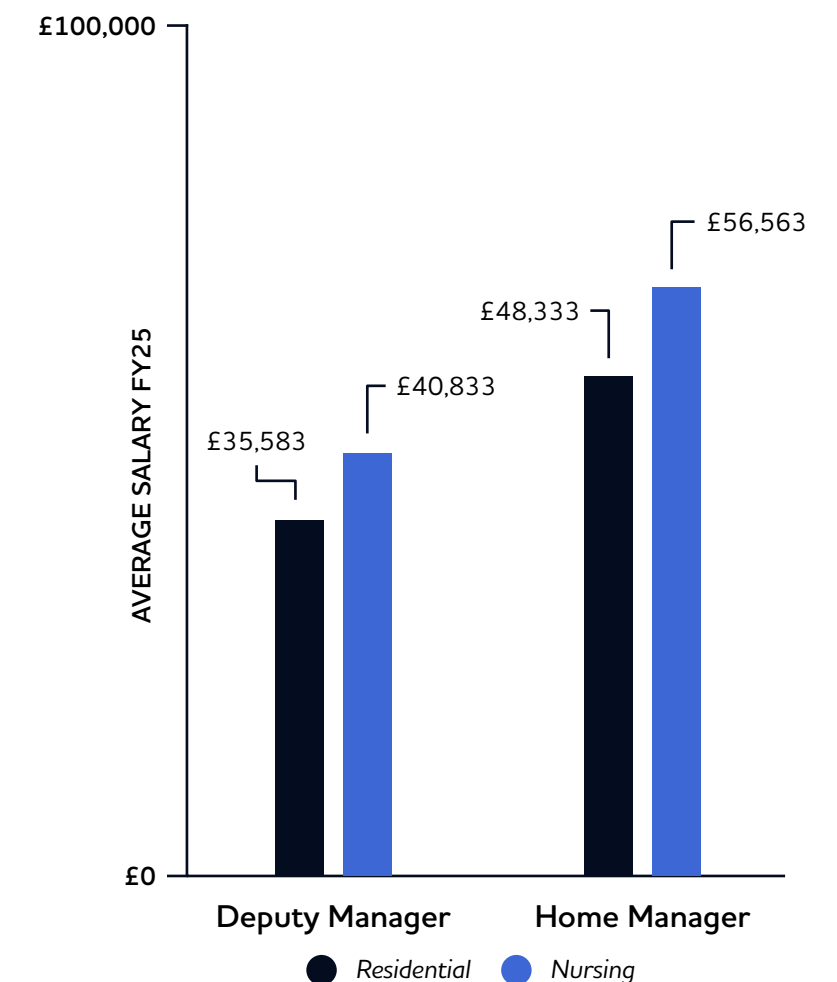
Scotland

In Scotland, Compass Associates has observed a steady rise in basic salaries paid to registered managers in the last year.

Some English headquartered providers have exited Scotland owing to difficulties in recruitment of lower-level staff, however more established, Scottish headquartered providers have retained staff compared to exiting providers, which has provided acquisition growth opportunities – leading to a positive growth trajectory for Scottish care operators. Consequently, there have been stable salary growth year-on-year owing to the decreased competition in the local area.

However, a number of Scottish care providers have cited the recruitment of regional managers and regional directors as a challenge across the last year, owing to the limited availability of the target hires. As a result, there have been significant salary increases at this level in an effort to attract relocation to the region.

A higher proportion of providers are investing in employee wellbeing and welfare, putting this as a priority ahead of increasing base salaries, with less of a focus on implementing bonuses: 40-50% of Scottish businesses offer a bonus whereas in the England it's closer to 70-75%.



Deputy Managers

National Observation

Compass Associates’ clinical team provide national coverage and have made the following observations around Deputy Manager salaries, and market feedback from across the last year.

One of the most frequent reasons Deputy Managers cite for leaving is the lack of compensation for extra hours. There is a consistent issue around transparency to deputies from care providers on supernumerary: many make clinical management cover shifts to avoid agency spend, which leads to dissatisfaction amongst Deputy Managers who traditionally move into this role to upskill themselves towards management roles.

Deputy Managers are typically heavily financially motivated: high levels of supernumerary equate to more pay, however they would rather be doing less clinical, more management work as a deputy. Therefore, if the former isn’t articulated during an interview process clearly addressing the balance, they tend to feel that they’ve missed out financially by being given a management role, but additional clinical responsibilities without the associated reflective pay – being a driving force in prompting them to leave.

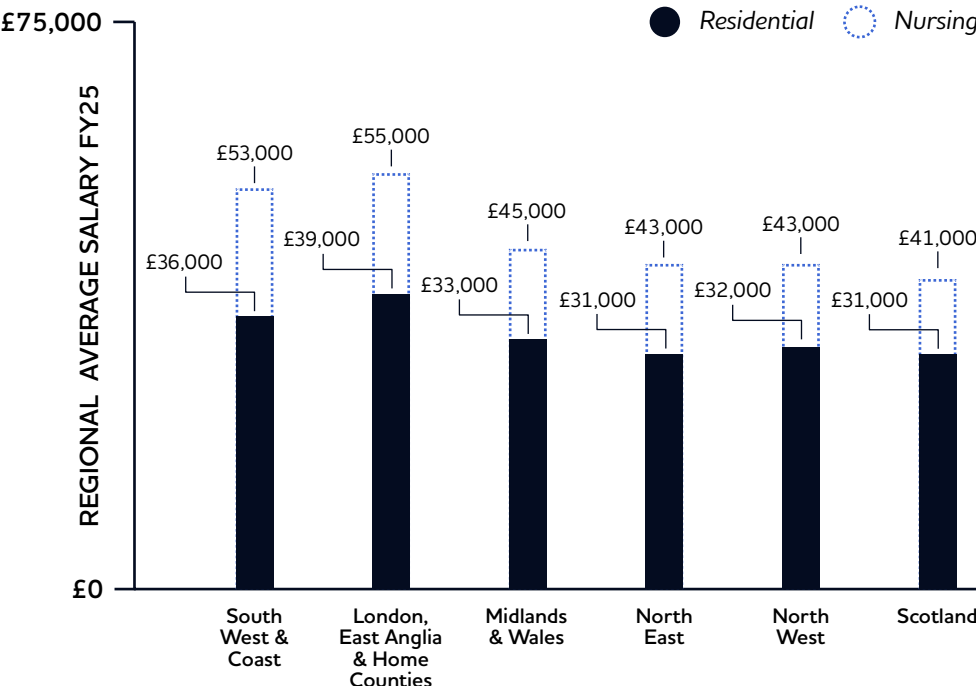
Similarly, a lack of transparency around the quality or issues with the homes they’re interviewing at results in high turnover rates if care providers do not provide clarity on the state of the home.



£64,250
Deputy Manager
AVERAGE NATIONAL SALARY
FY25, NURSING



£56,500
Deputy Manager
AVERAGE NATIONAL SALARY
FY25, RESIDENTIAL



Summary

I hope this salary benchmarking report has provided an insight into the current market trends around salary and compensation within the elderly care sector.

It’s clear that remuneration is an ever-evolving and complex subject; providers are facing growing pressure to offer competitive packages not just to attract top talent, but to retain great people they already have.

Across the UK, we’re seeing that salary alone isn’t enough anymore. Care leaders want clarity, recognition, and the right support to grow in their roles with clear pathways to achieve their ambitions. The introduction of more meaningful bonus schemes, offering better benefits tailored to geographical areas, or simply being more transparent about leadership expectations, it is the providers who take a people-first approach who are seeing the best results in terms of retention and recruitment.

There are also clear regional trends at play. For example, in areas like London and the South East, higher salaries are essential just to keep pace with the cost of living. In Scotland and Wales, on the other hand, loyalty and location often play a bigger role than pay. Wherever you’re based, the message is the same: understanding what matters most to your team is key to building a strong, stable workforce.

At Compass Associates, we’ve been partnering with care providers for more than 15 years, placing thousands of elderly care professionals along the way – we understand just how important it is to get your recruitment and reward strategies right. If you’re reviewing your current setup and want to know how it stacks up in today’s market, or where there might be room to improve, we are here to support if needed. Our consultants are specialists in their designated regions across the UK, with deep networks and real insight into who’s on the move and where the best talent is. Whether you’re hiring for a key leadership role, entry level assignments or planning for the future, the team can offer clear, informed advice and connect you with the right people. If you’d like to hear more about how we work and some of the recent projects we’ve supported on, don’t hesitate to contact me.

For all enquiries, please contact:



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Team Breakdown

Our Elderly Care experts

 Senior Appointments Stuart Cousins Head of Compass Associates	 Senior Appointments Tom Berrisford Divisional Director	 Senior Appointments Gavin Fox Divisional Manager	 Care Home Retirement Living Matt Goalen Senior Consultant	 Nursing Home Residential Care Josh Drewry Consultant	 Nursing Home Residential Care Toyin Afuye Consultant
 Senior Appointments Jon Mondey Divisional Manager	 Nursing Home Residential Care Lily Bulbeck Senior Principal Consultant	 Senior Appointments Nursing Home Residential Care Ben Cotton Lead Consultant	 Interim Appointments Nursing Home Residential Care Kiley Cox Consultant	 Nursing Home Residential Care Ky Tsoggerel Consultant	 Nursing Home Residential Care George Graham Consultant
 Interim Appointments Nursing Home Residential Care Rachel Kraan Principal Consultant	 Care Home Retirement Living Robbie Peto Principal Consultant	 Senior Appointments Nursing Home Residential Care Gareth Guyll Principal Consultant	 Nursing Home Residential Care Chabely Lainez Consultant	 Property & Estates HR Finance & Marketing Jim Walker Senior Consultant	 HR Finance & Marketing Simon Codling Consultant
 Senior Appointments Nursing Home Residential Care Zenon Raddon Lead Consultant	 Senior Appointments Nursing Home Residential Care Courtney Butterfield Senior Consultant	 Nursing Home Residential Care Dominic O'Malley Senior Consultant			



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