

# UK Contact Centre Salary Guide 2025



# Salary Guidance for Industry Leaders

The UK contact centre industry has always been dynamic, resilient, and people-driven, and in 2025, those qualities are more vital than ever. Against a backdrop of evolving customer expectations, rapid technological transformation, and a heightened focus on colleague experience, our industry continues to step up.

Our 2025 Salary Guide provides much more than numbers. It offers meaningful insight into how roles are changing, how organisations are responding to shifting demands, and how we’re collectively building stronger, more rewarding career pathways in our sector.

With average starting salaries improving and a rise in pay across all leadership levels, this year’s data tells a story of growing recognition for the skills and value that contact centre professionals bring.

Powered by CCMA Benchmark, the data in this guide reflects the real experiences of our members - those on the front line and those leading teams - across every UK region. It’s

designed to support strategic workforce planning, internal benchmarking, and honest conversations about reward, progression, and retention.

What’s equally encouraging is how the data links to wider people trends. Attrition is falling. Training hours are increasing. Hybrid working continues to evolve. And importantly, contact centres are investing more in the mindset, behaviours, and capabilities of their people, not just their processes.

That doesn’t mean the industry can rest on its laurels, however. Continuous improvement is the key. At the CCMA, we remain committed to shining a spotlight on the value of the contact centre profession. We’re proud to support our community with the data, insights and learning needed to attract talent, retain great people, and helping to raise standards across the board.

I hope you find this guide useful in shaping your thinking, strengthening your teams and preparing for the opportunities that lie ahead.



**Kate Law,**  
Director of Services, CCMA

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## A Benchmark for Success

The CCMA's UK Contact Centre Salary Guide 2025 is underpinned by data from CCMA Benchmark, a vital annual temperature check of the UK contact centre industry.

CCMA Benchmark asks member organisations to track and compare their contact centres across 25+ performance indicators each year – including providing up-to-date salary data.

While members are protected by anonymity in the CCMA's publishing of any year-on-year industry-wide data, each participating organisation receives a personalised report to help track their own performances against the industry averages.

### How it Works

Organisations taking part submit data through a series of core questions during a dedicated one-month window. Once collected, the responses are thoroughly analysed to identify trends and patterns across the 25+ key contact centre metrics.

Each participating organisation receives their bespoke report showing how their results compare to the wider benchmarking

dataset. The report includes a detailed scorecard, clear comparisons, and expert commentary offering practical guidance on where and how to improve.

"The real value lies in using these insights to set meaningful goals, shape action plans, and drive performance improvements," says Kate Law.

The annual Benchmark study also provides the foundations for identifying training gaps, in correlation with CCMA Academy (see pages 12-13).

### What's Benchmarked?

Metrics are grouped into three core areas: **Customer Measures** including Net Promoter Score (NPS), call quality monitoring volumes, and average first contact resolution, **Operational Measures**, covering ratios such as advisor-to-team leader and shrinkage rates, and **People Measures**, examining factors like salaries, advisor attrition and absence rates, and hybrid working models.

This holistic approach gives participants a well-rounded view of how their contact centre stacks up and where there's room to grow.

## Key stats from CCMA Benchmark 2025

CCMA Benchmark 2025 has revealed several compelling overarching industry trends, when compared to 2024's corresponding study.

### Response times across channels are getting quicker

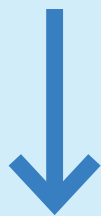
The average speed to answer (ASA) for voice calls improved, decreasing by 9.2%. For webchats, the ASA fell by 26%, while WhatsApp saw a 17.1% reduction in average response time.



#### Voice

Response time decreased by

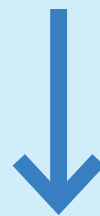
**9.2%**



#### Webchat

Response time decreased by

**26%**



#### WhatsApp

Response time decreased by

**17.1%**

### Contact complexity Average Handling Times (AHT)

As contact complexity increases within most contact centres, Average Handling Times (AHT) have increased.

To  
**9 mins 13 secs**  
per interaction

From

**8 mins 18 secs**  
per interaction



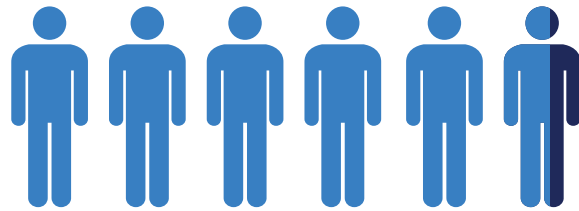
**There has been a small shift towards increasing the ratio of team managers to frontline colleagues.**

The average ratio in this year's study is 11.6 frontline colleagues to team managers, compared with 11 in last year's CCMA Benchmark.



**Last Year 11**

team managers to frontline colleagues



**This Year 11.6**

team managers to frontline colleagues



Average number of calls answered across the year:

**77,516**

The highest number of calls answered across the year by one single organisation:

**28.2m**

Shrinkage dropped from



**29.6%**

**29.3%**

\*96.1% of contact centres measure shrinkage

"This year's CCMA Benchmark highlights a contact centre industry that continues to rise to the challenge of changing customer demand and channel preference, the ever-evolving

technology landscape and the need for progressive learning and development programmes to match," says Kate.

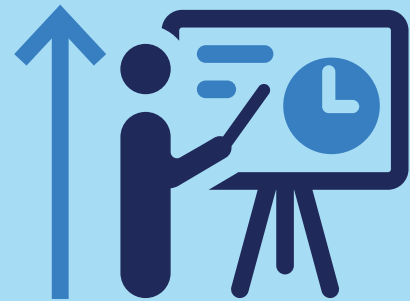
## Your Colleagues Matter

Crucially, CCMA Benchmark 2025 also revealed a number of important people and employee trends, when compared to 2024's corresponding study.

Average number of training hours contact centres provide to frontline colleagues is

24,736 up from 17,888

an increase of 38.3%



Hybrid working is becoming the standard

CCMA Benchmark 2025 data showed that the highest percentage of contact centre employees work in a hybrid model, compared to those based entirely in the office or entirely from home.



41%

of colleagues come into the office 2-3 days per week



6%

of colleagues are working from home full-time



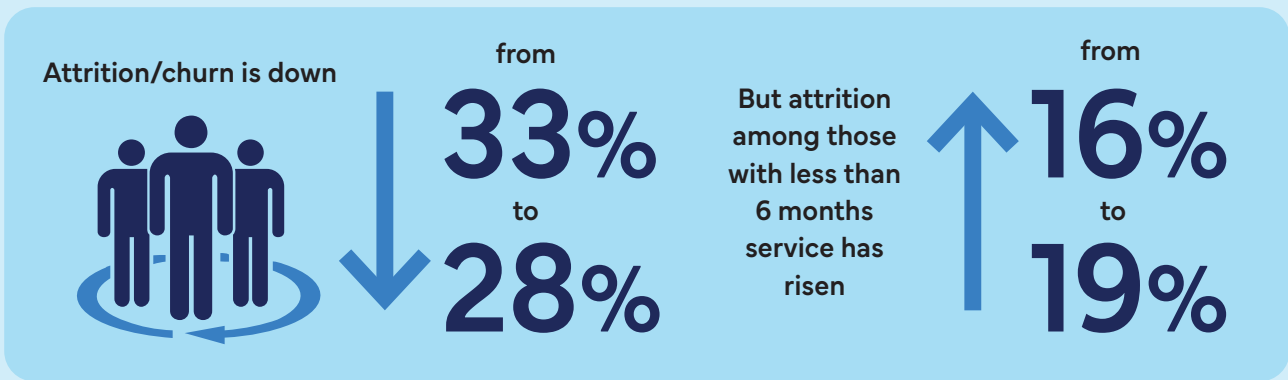
16%

of colleagues are working from the office full-time



Average frequency of employee pulse surveys is

5 Months



Kate Law says these trends highlight that more focus than ever before is being applied to employee engagement and career pathways within the contact centre.

“Teams are being trained on much more than systems and processes with a heightened emphasis on customer excellence and soft skills enabling contact centre teams to

be empowered and confident when dealing with customer interactions,” says Kate.

“We are seeing that contact centre teams go into the office for meaningful employee engagement days which strikes a balance between flexibility for ways of working and driving engagement for teams.”

## Vital year-on-year salary tracking

CCMA’s annual salary data provides vital insights into whether the financial incentives offered by contact centres are attractive enough to offer valid long-term career pathways, and how they correspond with UK averages. The data also provides insights into how contact centre salaries differ across the UK regions.

### Average salaries have increased across the board

From **£23,785 to £24,948** for starting salary to **£33,760 (from £31,060)** for team leaders and **£45,166 (from £42,439)** for operations managers.

### Starting salaries are above National Living Wage

UK National Living Wage salary for a 40-hour working week is **£23,795** compared with the **£24,948** average starting salary for contact centres.

### The highest salaries are in Head of Customer Experience roles

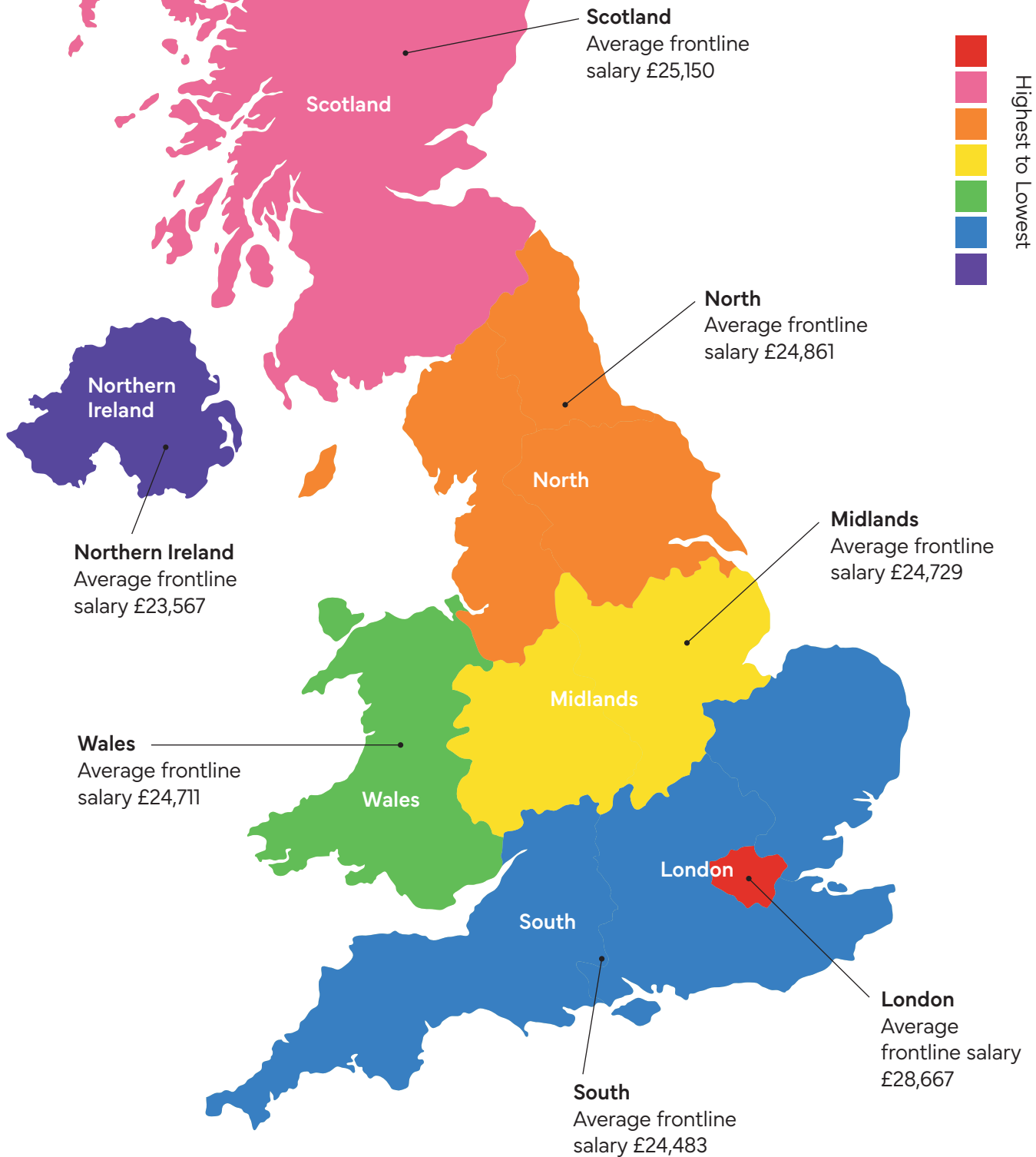
The highest salaries reported in these roles ranged from **£75,000 to £128,958** across the regions.

### Salaries vary significantly by region

Given the cost of living variance, it is unsurprising that London offers the highest average salaries across most contact centre roles. However in Scotland, for instance, the average salary for **Operations Managers is higher, at £55,785**. The average salary for **Head of Contact Centre roles is higher across the Southern regions outside of London, at £74,530**. The highest salary reported for a **Head of Contact Centre role in the North was £100,000** – comparable with the highest reported in London.



## Average frontline salaries by region



# UK Contact Centre Salary Breakdown by Region



London	Low	Average	High
Front Line	22,000	28,667	44,095
Team Leader	25,500	38,092	49,993
Operations Manager	35,000	47,914	60,759
Head of Contact Centre	55,000	72,539	100,000
Head of Customer Experience	60,000	93,635	128,958

Scotland	Low	Average	High
Front Line	22,750	25,150	30,271
Team Leader	28,882	35,049	46,000
Operations Manager	47,000	55,785	71,978
Head of Contact Centre	50,000	69,631	80,000
Head of Customer Experience	47,000	76,708	101,000



North	Low	Average	High
Front Line	22,000	24,861	32,000
Team Leader	24,739	32,257	42,500
Operations Manager	26,750	42,826	62,000
Head of Contact Centre	34,500	61,452	100,000
Head of Customer Experience	62,496	67,151	105,000

Midlands	Low	Average	High
Front Line	22,365	24,729	28,707
Team Leader	26,750	32,563	45,692
Operations Manager	33,370	42,843	54,600
Head of Contact Centre	35,000	62,496	85,000
Head of Customer Experience	30,000	61,836	75,000



## UK Contact Centre Salary Breakdown by Region



Wales	Low	Average	High
Front Line	23,444	24,711	26,965
Team Leader	28,397	31,227	34,500
Operations Manager	31,387	45,236	57,355
Head of Contact Centre	46,485	69,061	95,565
Head of Customer Experience	55,000	65,000	75,000

South	Low	Average	High
Front Line	21,000	24,483	29,046
Team Leader	24,000	32,645	55,000
Operations Manager	30,840	45,894	78,900
Head of Contact Centre	50,000	74,530	110,000
Head of Customer Experience	50,000	82,233	125,340



Northern Ireland	Low	Average	High
Front Line	23,000	23,567	24,000
Team Leader	24,739	31,635	37,800
Operations Manager	40,848	45,424	50,000
Head of Contact Centre	59,000	70,500	82,000
Head of Customer Experience	N/A	N/A	N/A

"As roles within the contact centres evolve with the support of technology and growing customer demands, we are seeing salaries increase in line with roles and responsibilities"

- Kate Law, Director of Services, CCMA

## Continuous improvement with CCMA Academy

Salary opportunities, career pathways and continuous improvement go hand-in-hand.

As committed supporters of the contact centre industry since 1994, the CCMA knows what is required to create excellence through contact centre training. As well as providing first class service for customers, contact centres need to be efficient, joined up with the rest of the organisation and a place where team members are proud to work. That's not always an easy balance to get right.

Through open courses and in-house training, CCMA Academy support hundreds of contact centres using the latest best practice. Training consultants are seasoned contact centre professionals who bring with them the practical experience to help your operation perform to the best it can be.

“Contact centres that prioritise human-centred service - where colleague mindset, behaviours, skills, and capabilities are deliberately nurtured - are not only elevating the customer experience but transforming their entire business impact,” says Mel Lomax, Awards and Accreditation Manager, CCMA.

CCMA's data highlights that organisations investing in colleague capability across three key dimensions are seeing measurable benefits:

**Mindset:** Colleagues with a growth mindset and ownership mentality are more likely to embrace feedback, solve problems at the first point of contact, and take personal accountability for the customer experience.

**Behaviours:** Consistent demonstration of empathy, curiosity, and resilience helps foster trust and reduce customer effort.

**Skills and Capabilities:** Complex conversation skills, including de-escalation, critical thinking, and adaptive communication,

are directly linked to improved customer satisfaction and resolution quality.

### Customer Excellence

The CCMA Academy Customer Excellence course for frontline colleagues is designed to precisely develop these capabilities. Focused on human and emotionally intelligent service, it equips agents with the confidence and tools to create effortless, positive and lasting customer interactions—no matter the complexity.

Whether delivered as a standalone programme or adapted for in-house delivery, this course is already having measurable impact in centres across the UK, with reported uplifts in first contact resolution, complaint reduction, and CSAT/NPS scores.

“Organisations are a bit more savvy on progression now,” says CCMA Academy Trainer, Mike Axford. “They’re wanting the Contact Centre Advisor to see their roles as the first step in their careers - and that they have career opportunities exclusively within the contact centre.”

The Customer Excellence course receives many delegates at different stages in their contact centre career - from advisors, coaches, trainers and team leaders, all the way to senior leadership level.



“What often works well is when the delegate groups are mixed, because it helps reiterate the different career stages to those involved, and when we do the introductions within each session I’m hearing many more advisors now talking about ‘step up’ opportunities and their progression plans, which is a great example of where the industry is focused.”

- CCMA Academy Trainer, Mike Axford

## Nurturing Future Leaders with CCMA Academy

CCMA data shows that the highest-performing centres have leaders who consistently model the desired mindset and behaviours - being visible, emotionally intelligent, purpose-led and empowering. These leaders build psychologically safe environments where people are not just engaged but energised. The result? Higher retention, better performance, and stronger alignment to customer-centric goals.

“Human-centred service doesn’t stop at the front line,” says Mel Lomax. “Leaders set the tone for team culture, drive motivation, and ensure that operational practices support excellence.

“Nurturing the next generation of leaders with the right skills to achieve these outcomes is vital - now more than ever.”

The CCMA’s Future Leaders programme directly supports this. It’s built to identify and grow the next generation of contact centre leaders—equipping them with the mindset, behaviours, and capabilities to lead high-performing, people-focused teams. Whether it’s coaching confidence, strategic thinking, or culture-building, we help aspiring leaders make the shift from managing tasks to leading people with purpose.

And for contact centres with unique priorities or cultures, all our learning solutions can be fully bespoke and embedded in-house, co-designed to reflect your language, systems, and values. From one-off interventions to end-to-end capability, our approach ensures learning is relevant, practical, and directly aligned to your business outcomes.

### About the Programme

This six-month programme is perfect for people that lead teams within the contact centre. It provides the basis for a successful career in the world of contact centres.

**Gain essential skills:** Learn core skills and discover models that will help you understand how to get the best out of your team.

**Build a strong foundation:** Better understand yourself and position yourself for future career opportunities.

**Practice your new talents:** Apply what you learn straight away, building your confidence as you learn.

### Helping your people progress

Delegates will undertake six in-person workshops delivered over six months, which will equip them with the skills to enhance personal effectiveness and master the art of

coaching, performance management and the ability to become highly effective leaders.

Using proven training models through practical exercises, action plans and on-going support, you will be empowered to strive for positive change and achieve exceptional results.

**CCMA Accredited:** Ensuring you receive the highest standard of training and recognition in the contact centre industry and have a certificate to be proud of.

**Learn from the Best:** 30 years of experience supporting leaders, you’ll benefit from our extensive knowledge, experience, and support, all aimed at enhancing your leadership capabilities.

**Interactive and Immersive Learning:** Over six months, you’ll learn with other like-minded contact centre leaders. This face-to-face format allows you to step away from your office or home environment and immerse yourself in a collaborative learning experience.

**Real-World Insights:** Engage with peers facing similar challenges and complexities in managing teams within dynamic environments. This shared experience enriches your learning and provides valuable perspectives you can apply directly to your role.

**The CCMA Experience:** Benefit from a fun, interactive, practical and professional experience throughout the programme. Meet new friends and learn together.

“Investing in development of contact centre leaders have never been so important,” says Kate Law.

“As the role of the leader continues to evolve, providing leaders with the skills and mindset is key with them holding great responsibility for inspiring and leading teams of individuals. We see by investing in their leadership team drives huge return on investment not only in commercials but also by retaining talent for future development.”



## About the CCMA

For more than 30 years, the CCMA has been absolutely dedicated to supporting contact centre professionals. We're constantly pushing ourselves to do more for our thriving community, which happens to be the largest community of contact centre professionals in the UK. The CCMA was founded with the goal of sharing best practice and networking to improve skills and knowledge in order to progress contact centre operations - and we live by that to this day.

We give those that work in contact centres the chance to discuss ideas and share experiences through member-only Special Interest Groups and online and in-person events.

Members are invited to become Accredited through the Contact Centre Standards Framework and get independent guidance on where to focus for improvements. There is also the opportunity to benchmark the operation against 25+ KPIs.

The CCMA Academy gives everyone a structured learning opportunity to support both personal and professional development for the benefit of their operation.

And of course, we celebrate the progress our industry is making through the UK National Contact Centres Awards. Those that win go on to share their stories through channels such as the UK National Contact Centre Conference, Best Practice Visits and CareerTalk. They are invited to input into the Special Interest Groups and other events.

[www.ccma.org.uk](http://www.ccma.org.uk)



Participate in this year's  
CCMA Benchmark



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