

TPP Non-Profit Salary, Rewards & Retention Survey 2021

Published November 2021



Principled Recruitment
For Work That Matters

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Welcome

The world has changed a lot since our last report in 2019, in what has been a challenging time for us all. We continue to work closely with the [Recruitment and Employment Confederation \(REC\)](#) to keep up-to-date on developments in the labour market and impact on the employment industry. Skill shortages remain within the non-profit and public sector, and as the REC reported, permanent and short-term candidates are falling at substantial rates.

Here at TPP we are optimistic about the job market recovery and are committed to doing our part in supporting clients with filling their vacancies, attracting diverse professionals and providing valuable work-finding services for our candidates to achieve their career goals.

As coronavirus (COVID-19) restrictions have lifted, organisations are adapting once again to new ways of working, such as hybrid working and new systems and processes to ensure services are delivered, whilst attracting and retaining staff.

In this report you will find insight into the job market, highlighting key trends and in some cases issues, including motivators, benefits, training and development and mental health and wellbeing. This year, we also delve into attracting and retaining diverse talent, as we have collated data across gender, sexuality and ethnicity.

Our survey covers the following areas within the sector:

- Finance & Accountancy
- Fundraising & Development
- Human Resources
- MarComms & Digital
- Office & Specialist Support (Data, Prospect Researchers and Supporter Care.)

The report gives an overview of remuneration and benefits within non-profit organisations for benchmarking purposes. If your organisation is interested in our bespoke benchmarking service or wider recruitment services, please contact Donna Newton, Head of Client Relations on 020 7198 6110 or donna.newton@tpp.co.uk.

If you have any questions regarding this report, please contact the marketing team on marketing@tpp.co.uk.

Thanks to all who filled in our survey, we hope you find the report insightful.

Regards,

Jayne Morris
CEO TPP Recruitment

The job market

The latest [ONS labour market report](#) shows the market is continuing to recover, with the number of payroll employees increasing month on month. However, it remains lower than pre-coronavirus (COVID-19) pandemic levels.

The ONS reported there were an estimated 953,000 job vacancies in May to July 2021, a record high. At TPP we certainly haven't experienced the normal seasonal slow downs we typically see, with live vacancies back to pre-coronavirus levels. Headlines from the REC's Report on Jobs show that London has seen a record growth in permanent placements, with a rising demand leading to a sharp decline in available talent and an unprecedented increase in starting salaries.

Respondents to our survey indicated that most people were happy in their current role with **46% saying they were 'quite happy'** and **13% saying they were 'extremely happy'**.

HR professionals were most happy in their current job, whilst MarComms & Digital employees were least happy.

Whilst it is a positive indicator that overall employees are happy in their current role, this means that there are less job seekers on the market and will make finding a suitable hire more difficult in the coming months.



Considering the current climate, we asked how inclined people were to look for a new job

	Finance & Accountancy	Fundraising & Development	HR	MarComms & Digital
More inclined to look for a new job	18%	25%	14%	29%
Have no impact on job search	48%	39%	46%	34%
Less inclined to look for a new job	34%	36%	40%	37%

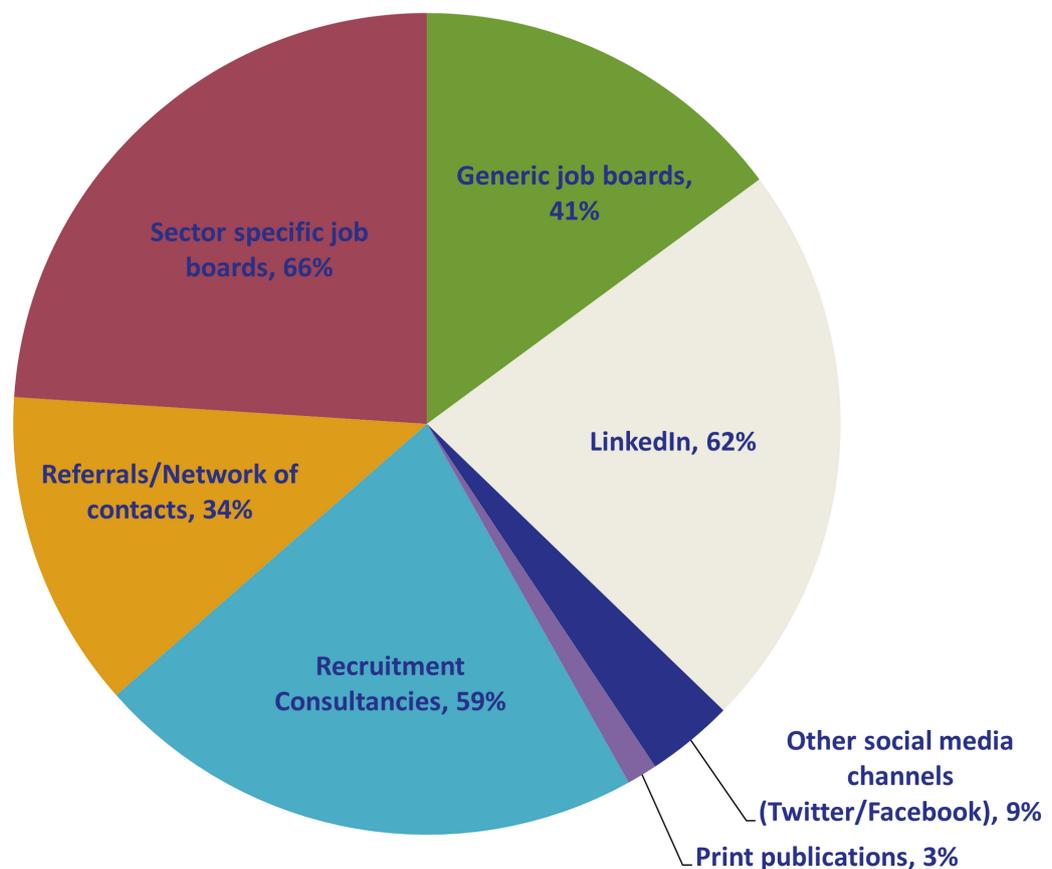
Since our 2019 survey results, **17%** more people on average are **less inclined to look for a new job**. Overall, **36%** of people across the sector were **less inclined to look for a new job**, adding to the lack of candidates on the market.

The majority of people said that the current climate would have no impact on their job search, but within Fundraising and Development and Marcomms and Digital there are over **25%** of people that are **more inclined to look for a new role**. It is essential employers are ensuring they are taking necessary steps to attract this talent in a candidate short market.

Those that indicated that they were more inclined to look for a new role mainly stated that they would likely stay within the sector, however **41%** said they would be willing to move sectors **depending on the right opportunity**. With over **86%** of respondents having **worked in the non-profit sector for over 4 years**, it is crucial for employers to make sure they are meeting employee expectations in order to keep this talent.

Preferred methods of finding a new role when actively looking:

Sector specific job boards, LinkedIn and recruitment consultancies remain the top 3 preferred methods of finding a job for candidates.



What's happening to salaries?

This chart shows average salaries across different job functions by year. Most salaries have stayed consistent within non-profit organisations since 2019 and the [rate of low pay in the charity and non-profit sector has not improved for over five years](#), however there has been a slight increase in MarComms & Digital and Finance.



"We are currently working in a candidate short market, and many candidates have more than one offer on the table. Organisations need to be able to respond quickly, sell themselves (it isn't always about offering the most competitive salary) and be flexible with the recruitment process to recruit the best talent."

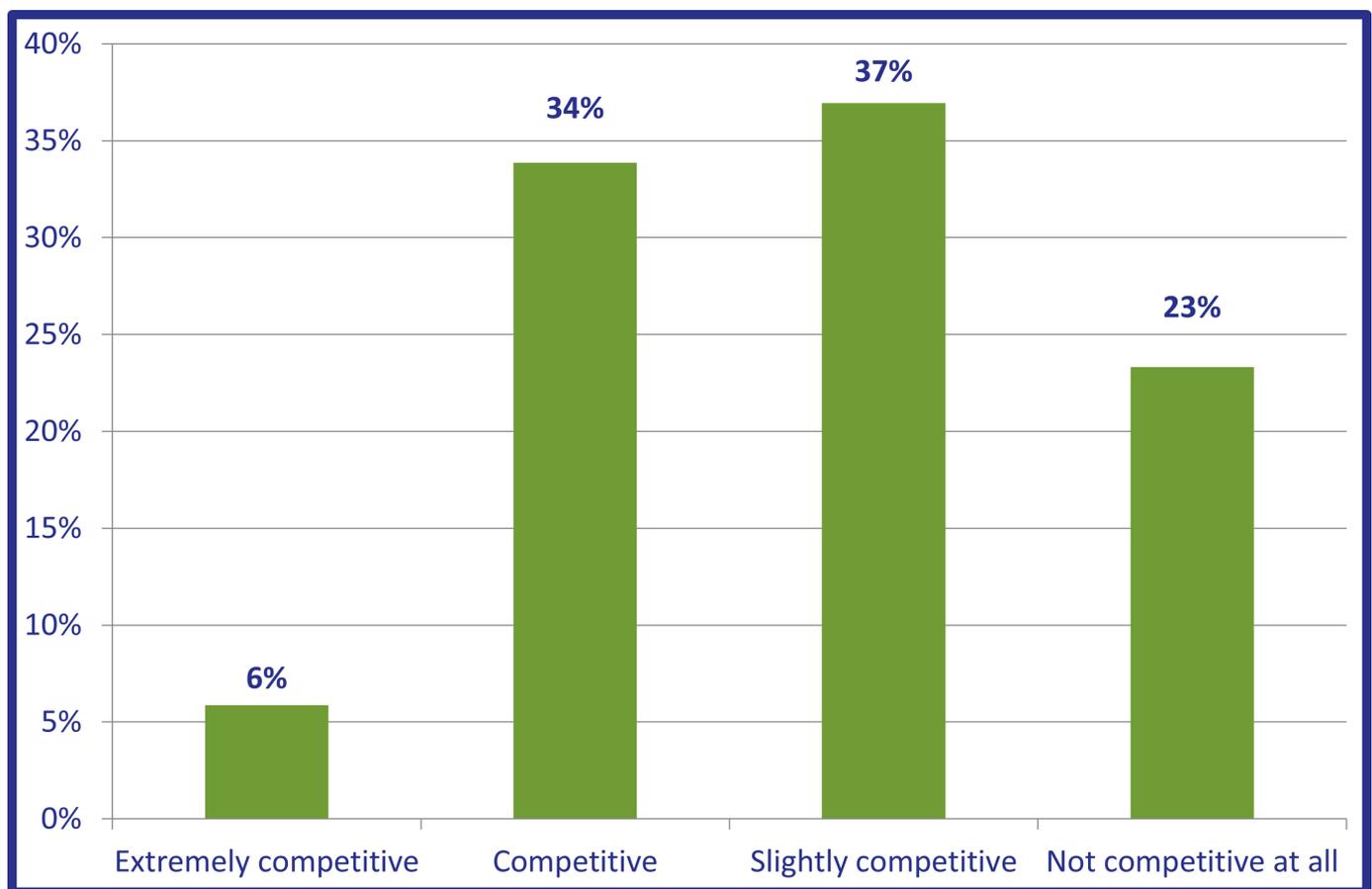
Alex Gittins, Business Manager - TPP Recruitment

Salary competitiveness

Overall, most people felt that their salaries were only '**slightly competitive**' however that was closely followed by '**competitive**' which was consistent across job functions indicating a split of opinion from those who felt their salary was fair to those who felt they could be improved.

What is concerning however is that **23%** of people said their salary was **not competitive at all**. This is an important consideration for organisations who have retention issues or want to attract the best and most diverse talent to their teams.

The chart below shows a breakdown of how competitive people feel their salaries are.



*"Not all career success should be based on salary achieved.
It is so much more important to do a job you love."*

Fundraising & Development professional respondent

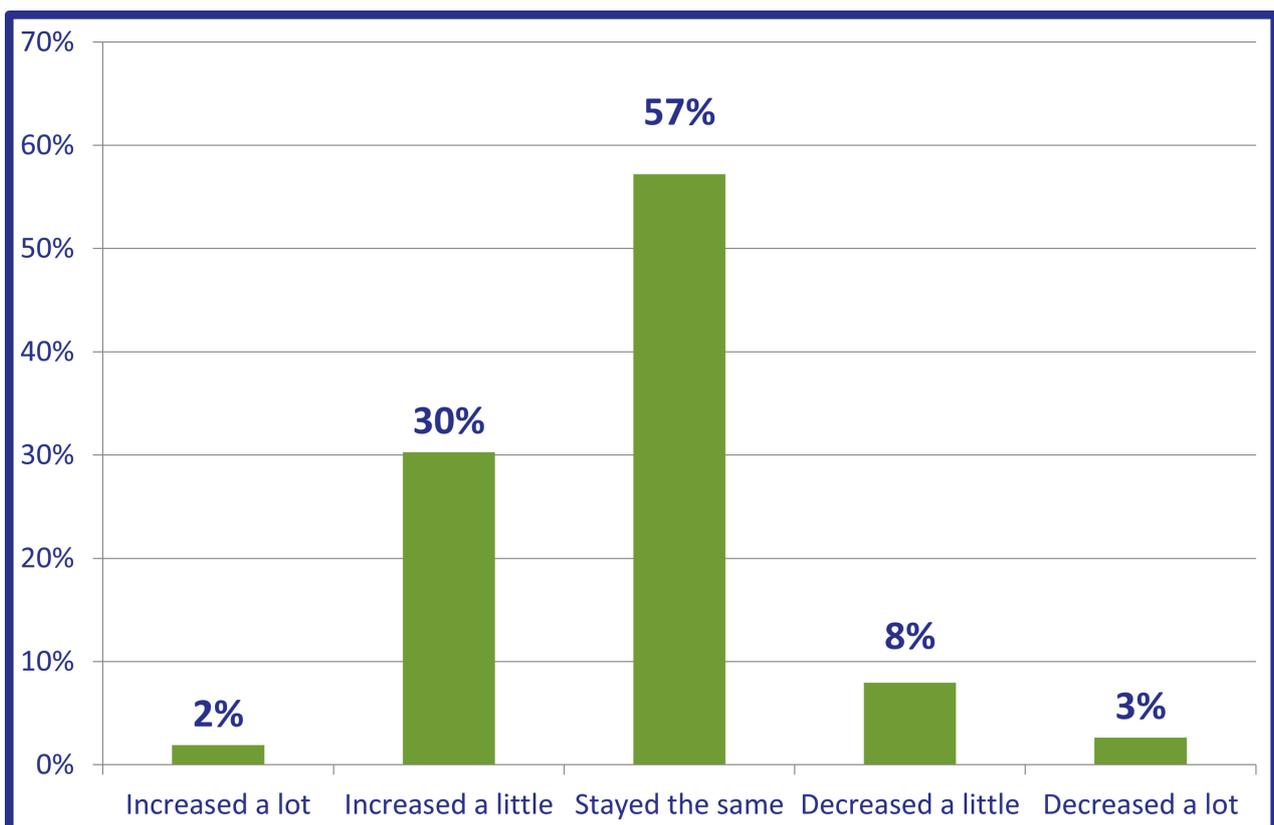
Pay rises

28% of people asked for a pay rise over the past year. Consistent with past survey results, people in more senior level positions were more successful in receiving a pay rise. However, quite notably, people at manager level were significantly less successful since our 2019 report as can be seen in the table below.

	Successful 2021	Successful 2019	Unsuccessful 2021	Unsuccessful 2019
Director	80%	72%	20%	28%
Head of	67%	75%	33%	25%
Manager	40%	61%	60%	39%
Senior Executive/Senior Officer	65%	55%	35%	45%
Executive/Officer	45%	53%	55%	47%
Assistant/Coordinator	18%	50%	82%	50%

Most people who were successful in getting a pay rise received a **1-3% increase**.

We asked how people felt salaries had changed over the past year. **57% of people felt they had stayed the same**, an increase of **7%** since our 2019 survey report. The below chart shows a full breakdown of respondent's answers.



Transparent pay scales

When asked, **54%** of people said their organisation **did not have transparent pay scales**. With pay transparency having major benefits for both employees and employers, organisations should ensure transparency.

Pay transparency can help to ensure that employees are being paid equally for equal work and can particularly help to close the gender and ethnicity pay gap ensuring an inclusive recruitment journey for candidates.

Top tips to improve transparency around salaries

- Have clear pay scales that all staff are aware of, including clear plans to progress.
- Benchmark salaries regularly.
- Advertise salaries on all vacancies, sign up to Show the Salary.

For further information on ensuring an inclusive candidate journey visit our [D&I hub](#).

What people are saying

"Fundraisers are generally underpaid and undervalued across organisations. This is reflected in the shortage of skilled people in this area. I have struggled to attract good quality candidates for FR roles and recently appointed someone with no FR experience but transferable skills who we are training up as a trust & grants fundraiser."

"I asked for a raise but was told that wouldn't happen in my current role so was instead offered a promotion."

"Having worked for a variety of NFP's, in general I would say that the pay is poor and the operations often disorganised. Maybe this isn't just NFPs (but that's all I've worked for). Effective management, especially at senior levels, is rare and the salaries don't attract or retain good staff."

"I am an experienced HR Professional and quite happy working with my current employer. I do believe that with my 18 years generalist experience, I could be paid a lot more but, feel confident and comfortable where I am right now."

Gender pay gap

Our results show that the gender pay gap has reduced since our 2018 report, however men still received £4,000 per year more than women. The overall gender pay gap is **6%** which has reduced by **2%** since 2018.



Male £52,057

Female £48,697



70% of survey respondents were female and **28%** male. The pay gap did vary across different job functions. The table below shows a breakdown of salaries across different job functions.

	Male	Female	% difference
Finance & Accountancy	£59,793	£54,759	8%
Fundraising & Development	£51,454	£47,460	7%
HR	£48,876	£46,173	5%
MarComms & Digital	£48,106	£46,398	3%

Since our 2018 report, the pay gap has reduced across all job functions, except Finance which has remained the same. MarComms & Digital has reported a more significant decrease in the gender pay gap.

Top tips to help your organisation reduce the gender pay gap:

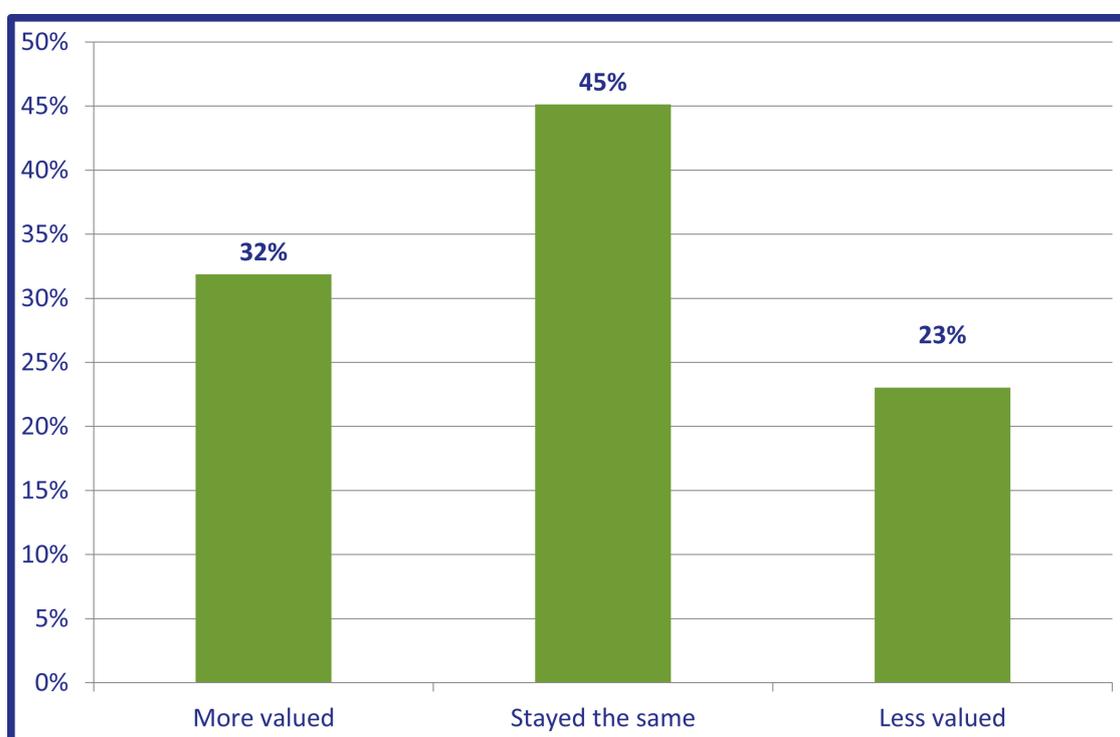
- **Measure** - Create a report on salaries across your organisation broken down by gender
- **Benchmark** - Consider other comparable data sources
- **Report** - Review salaries for any discrepancies in pay and report to senior management
- **Investigate** - Understand why these discrepancies have occurred. Are the jobs comparable? Are there any justifiable reasons for the difference in pay? (e.g extra responsibility)
- **Resolve** - If you find no reason for the difference in pay, resolve it!

For further resources on closing the gender pay gap visit our [D&I Hub](#)

Current workforce

We asked respondents if they felt their current role was **helping them to achieve their career goals** with **67%** of people saying **yes**. **33%** said **no** so it is therefore important for employers to have regular appraisals with employees ensuring that each individual has a tailored career plan.

During the past year there has been a positive indication that people felt valued in their job. This is likely due to the support received from organisations during the pandemic. **45%** of respondents stated that they felt as valued by their organisation over the past year and **32%** felt more valued. The following chart outlines this in more detail.



There was a definite split of opinion from HR professionals. **42%** indicated that they felt **more valued** whilst **40%** said they felt **less valued** as outlined in the table below.

	More valued	Stayed the same	Less valued
Finance & Accountancy	34%	47%	19%
Fundraising & Development	28%	46%	26%
HR	42%	18%	40%
MarComms & Digital	29%	41%	29%

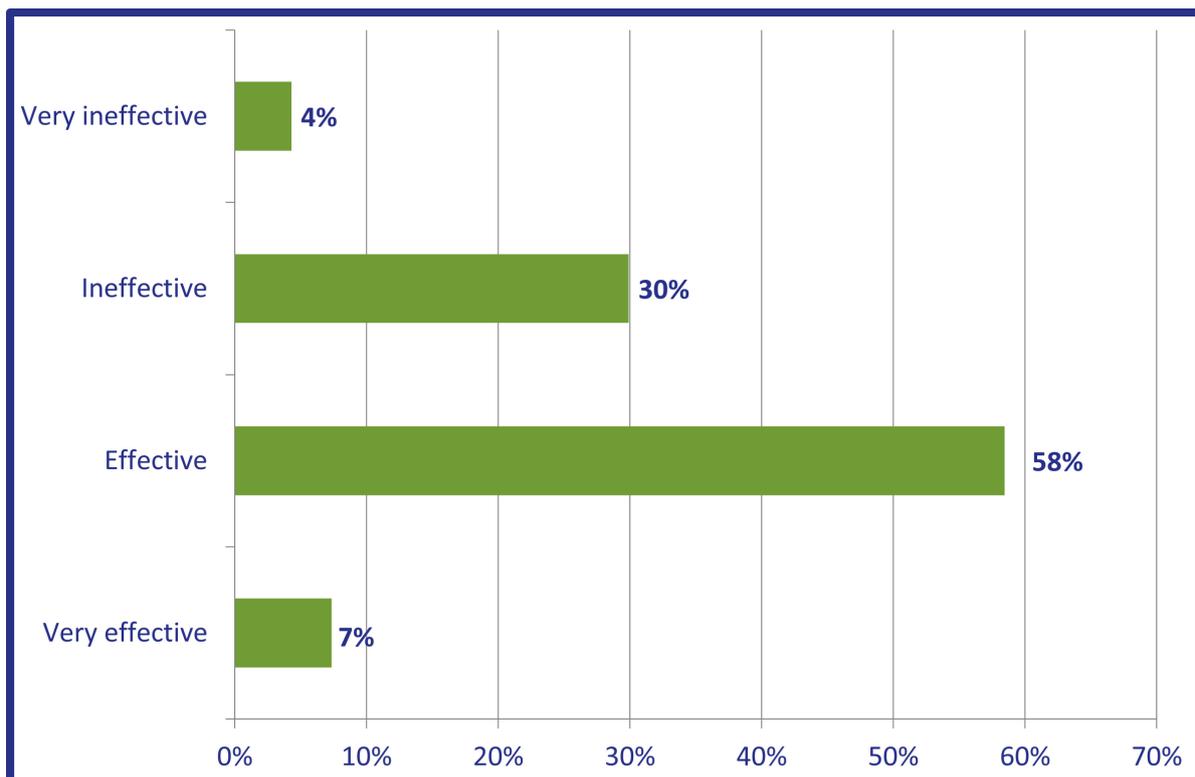


A significant **68%** of people said that they **felt supported by management** within the sector over the past year showing that overall, employees were happy with the way management dealt with the pandemic within their organisations.

This was not consistent across all job functions with MarComms & Digital professionals feeling least supported by management, with only **52%** saying they felt supported.

Cross team communication & collaboration

We asked people how effective cross team communication and collaboration was within their organisation. There were some positive signs with **58%** of respondents stating that cross-team communication and collaboration across their organisation is **effective**. However **30%** of respondents feel communication is ineffective.



Motivators

We asked what top 3 reasons would motivate people to look for a new job.

Number one was a **higher salary**, which has been the number one motivator consistently across our reports in recent years. **A better work life balance** has slipped from the 2nd spot in 2019 to joint 4th this year & **a better location/commute** also dropped 3 places to 7th, most likely due to the greater flexibility most people have had throughout the pandemic, which will likely continue.

A new challenge and **more responsibility/ seniority remain** in top positions, suggesting that employers can do more to retain staff in terms of career progression.

This chart shows all the different motivators for choosing to move into a new role:



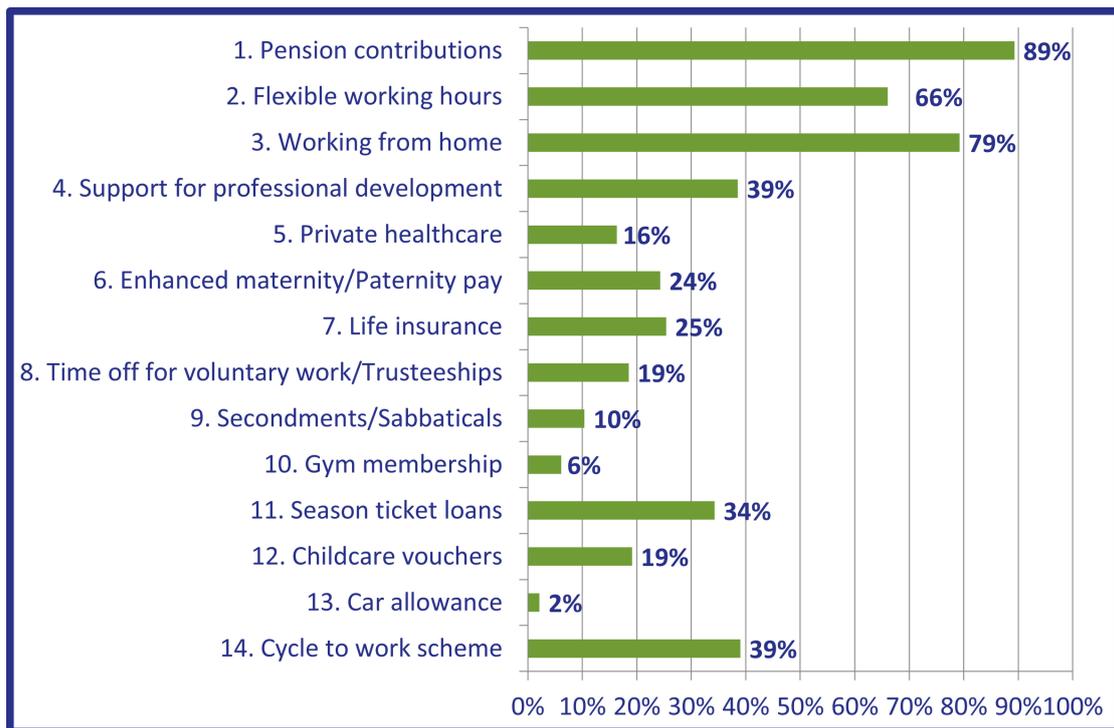
Motivators across each job function remained largely the same as overall, however both Finance and HR professionals rated a better work life balance as a high motivator for looking for a new job. MarComms professionals also rated a better culture/working environment highly too.

Whilst motivators stayed relatively consistent across job levels, there were some notable differences. At lower levels (Assistant/Coordinator/Executive/Officer) training & development opportunities and a better culture/working environment were much higher motivators than at more senior levels.

Benefits

In order to understand the most valued versus most received benefits, we have benchmarked a wide variety of benefits.

The table below shows the percentage of individuals who receive each benefit, ranked in order of most valued. **Pension contributions, flexible working hours and working from home** are the most valued benefits.



The top most valued benefits have stayed consistent with our 2019 results and it is encouraging to see that the top three benefits desired are mostly being received.

Support for professional development remains a top valued benefit but is not offered to many employees. This could be a key element in both attracting and retaining staff, without necessarily high costs and could be the differentiator in a competitive, talent short market.

Finance, Fundraising & Development and HR professionals all valued pension contributions and flexible hours the most, whilst MarComms & Digital professionals valued working from home the most. The least valued benefit across all job functions was for a car allowance.



People who said they received financial incentives also indicated the following:



Fundraising & development showed a notable difference with only **5%** receiving individual/performance related bonuses, **7%** receiving a discretionary company bonus and **92%** receiving paid overtime/time off in lieu.



Mental health & wellbeing

Although **42%** of people surveyed said their job **wasn't having an effect on their mental health**, **40%** of people said it **was having a negative impact on their mental health**.

59% of MarComms & Digital professionals said their job **was having a negative impact on their mental health**, being the job function with the highest impact on mental health.

Whilst the pandemic has undoubtedly had an impact on employee mental health, there was clear feedback in our survey that indicated other reasons for this:

"Increased workload and not enough support"

"Unrealistic expectations from management and poor management in general"

"Lack of career progression and equal opportunities"

"Home work balance is terrible"

"Organisation talks of concern for mental health but deliverables remained the same whilst struggling with wider situation"

"High stress at times with too much work, managing staff's wellbeing can be overwhelming"

In summary, those who indicated their job as having a negative impact on their mental health felt that their workload had increased primarily due to the pandemic and that management had an unrealistic expectation of what could be achieved. People also felt that they were not recognised for the extra work they had undertaken.

TPP offers a range of resources to support mental health and wellbeing on our [website](#) and [Resources & Support Hub](#) including advice from the following blogs:

- [Ways to look after your mental health & wellbeing](#)
- [Mental health is a business imperative](#)
- [Top tips on switching off from work](#)

Training & development

Over the past year, **50%** of respondents had been offered the **same amount of training opportunities**, however **30%** had received **less training opportunities** and **20%** had received **more training opportunities** than the previous year. These figures are similar to our 2019 salary survey so the pandemic hasn't had an impact on the level of training that has been offered across the sector.

41% of people have already had training sessions booked for the coming year.

Respondents at Assistant/Coordinator level had been offered the most amount of training opportunities.

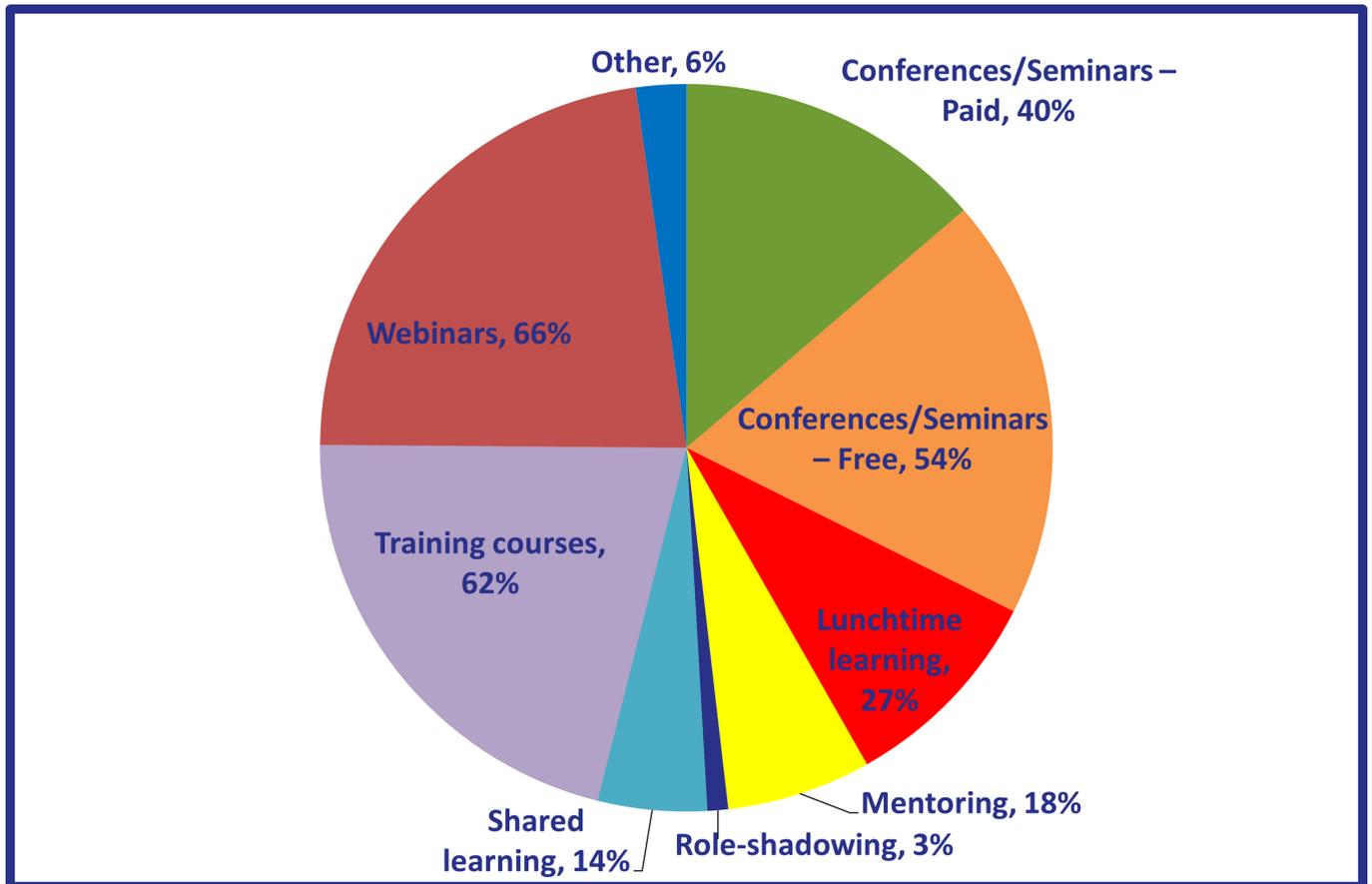
Professionals in MarComms & Digital and Fundraising were offered the least amount of training opportunities and with support for professional development being the 4th highest desired benefit, it will be important for employers to invest more in training to retain employees in these sectors.



"It has been a challenging 2 years for the sector's senior leadership – balancing responsibility for the health and safety of staff/volunteers/beneficiaries, with work to adapt charity services in the Covid pandemic and concerns over income. Career development at this time has often been a much lower priority. The consequence of a reduced number of senior leaders looking to move jobs has been the levelling off of salary increases at this level. As the senior market re-opens, and with job numbers on the rise, we would expect salaries to increase once more."

Matt Adams, Divisional Manager - TPP Recruitment

The chart below shows the most popular types of training offered.



Training and Development doesn't always need to be costly. Every employee should have a professional development plan with clear training set out.

There are many sources of training, some providing professional qualifications, but there are also many free events (or limited costs) online, sharing expertise and advice to support skill gaps.

At TPP, we host several free forums within HR, finance, data, prospect research, supporter care, membership and higher education. These forums are chaired by a professional within the sector and discuss key challenges and development. We also host several free webinars within HR, Finance and D&I.

For details of our latest events visit our [events](#) page or contact info@tpp.co.uk.

Flexible working

In a year that has seen organisations react quickly to change by offering more flexible working options, we asked respondents their views on flexible working and how important it still is to them.

We asked if organisations were planning on returning to the office post pandemic. **67%** of people said that their organisation **was planning on returning to the office** however most people indicated that they would only be working from the office **2-3 days per week**. In 2019, the majority of those surveyed worked from home **3-5 days per month**, so this is a considerable difference.

There were a large proportion of people who were still unsure as to what plans their organisation had for a return to the office. **73%** of people said that they were expecting the **hours worked from the office to decrease** following the pandemic.

Whilst most indicated a return to the office was planned by their organisation, there was not an appetite to return full time by employees. Most expressed that they would ideally like to work **1-2 days per week** from the office in the future.

We have already seen many organisations switch to hybrid working since covid restrictions were lifted, so offering this way of working will be important to attract staff and stay competitive in the future.

"Although many organisations are now offering greater flexibility, what the employer views as being flexible is often different to what the employee (or potential new employee) views. Many clients are now offering hybrid working, but this can often be a fixed number of days (sometimes set days) in the office. Many employees view this as not being flexible. Organisations need to treat every employee or potential employee individually. If you need employees to be in the office for a set number of days, where else can you be flexible? For example, core hours of working, compressed hours. This could be the ultimate selling point to attract and retain that ideal professional."

Penny Raven, Business Manager - TPP Recruitment

Work life balance

There was a clear indication across the sector that employees did not have a good work life balance with **67%** of people saying they work **more than their contracted hours**.

Whilst the pandemic may have inflated these figures with employees more willing to work extra hours to keep organisations operating, **66%** of these employees said that they **did not get paid for the overtime worked**.

It is probably no surprise either that Finance & Accountancy and HR professionals were most likely to work more than their contracted hours. Both these functions were stretched significantly due to the impact of Covid and having to navigate amongst other things, managing the furlough scheme.



Here are some resources to help support you with implementing flexible working:

[Onboarding remote workers](#)

[Managing remote workers](#)

[Flexible working practices - CIPD](#)

Diversity & inclusion

We have seen an increase in diversity and inclusion on the agenda of organisations in the last year, much of which has manifested through job briefing conversations and organisations having a genuine curiosity about and desire to make their recruitment processes more inclusive in order to attract more diverse applicants. This was also confirmed by the overwhelming interest in our [Altogether Better Inclusive Recruitment Grant initiative](#), which resulted in very successful outcomes for our grant winner.

Here is what people are saying about diversity & inclusion:

"A positive D&I commitment is absolutely a must. I expect it is part of what an organisation naturally does, and I don't necessarily need to see a policy or strategy."

"I don't feel strongly affected by diversity issues in my personal career path, but would regard a commitment to I&D as a basic requirement in any well managed medium to large organisation"

69% of respondents stated that their organisations have a D&I strategy in place already and it is positive to see that **64% of organisations had updated their D&I strategy over the past 6 months**, showing that they have an increased awareness of diversity & inclusion in the workplace.

We asked respondents to rate on a scale of 1-10 how embedded they felt their organisation's D&I strategy was. On average, respondents scored their organisation a **6/10**, proving there was still a long way to go to ensure that D&I strategy is implemented effectively across the sector. With **71%** of people saying they would be **more likely to apply to an organisation that demonstrates their commitment to D&I**, it will be important to invest in D&I strategy to attract these candidates.

TPP has a range of free resources available to support organisations in their D&I journey including our Inclusive Recruitment Guide available through our diversity & inclusion [hub](#).

"We used the guide to improve our recruitment approaches in our most recent round and not only did we have direct feedback from candidates that it improved their experience, but it made for a much better experience on our side too, and we got to meet some really fantastic candidates."

The Foundation for Social Improvement (FSI)

We also surveyed respondents on disabilities and ethnic origin. **8%** of respondents indicated having a disability or long term health condition and **14%** were from ethnic minority backgrounds, showing that the sector is not as diverse as it should be.

It was however encouraging to see that of those who did respond, most were in senior level positions, with **63%** of respondents from ethnic minority backgrounds and **71%** of disabled people either at Manager, Head of or Director level position. Although it should be noted that this could be explained due to the increased likelihood of acquiring a disability or long term health condition in later adulthood and puts emphasis on ensuring disabled people are more able to access employment at entry level too.

Ethnic minority respondents	Disabled/long term health condition respondents
Assistant/Coordinator - 15%	Assistant/Coordinator - 7%
Executive/Officer - 5%	Executive/Officer - 2%
Senior Executive - 10%	Senior Executive - 20%
Manager - 34%	Manager - 33%
Head Of - 24%	Head Of - 20%
Director - 5%	Director - 18%

Although ethnic minority and disabled respondents were predominantly in senior level positions, their pay was significantly less than others, indicating that ethnicity and disability pay gaps need to be improved.

The table below shows a breakdown of average salaries.

	White	Ethnic minority	Disabled	Non-disabled
Director	£75,000	£70,000	£61,000	£76,000
Head of	£54,000	£52,000	£50,000	£54,000
Manager	£42,000	£41,000	£39,000	£42,000
Senior Executive/Senior Officer	£37,000	£42,000	£36,000	£41,000
Executive/Officer	£33,000	£33,000	£25,000	£33,000
Assistant/Coordinator	£26,000	£24,000	£22,000	£26,000

Data tables



Finance, IT & Facilities

Telephone: 020 7198 6050

Email: finance@tpp.co.uk

	Charity		Higher Education		Membership	
	Average	Min - Max	Average	Min - Max	Average	Min - Max
Director	£69,000	£45,000 - £90,000	£75,000	£50,000 - £90,000	£71,000	£50,000 - £90,000
Head of	£55,500	£38,000 - £70,000	£55,000	£50,000 - £68,000	£82,000	£48,000 - £70,000
Manager	£42,500	£35,000 - £60,000	£50,000	£42,000 - £58,000	£59,500	£40,000 - £60,000
Senior Executive/Senior Officer	£40,000	£27,000 - £40,000	£38,000	£29,000 - £39,000	£40,000	£38,000 - £46,000
Executive/Officer	£28,500	£24,000 - £35,000	£30,000	£25,000 - £34,000	£30,000	£28,000 - £33,000
Assistant/Coordinator	£25,000	£19,000 - £29,000	£27,000	£22,000 - £29,000	£26,000	£24,000 - £28,000

	Newly qualified	Part qualified	Qualified	Qualified by experience
Director	£60,000	£55,000	£70,000	£67,000
Head of	£58,000	£50,000	£64,500	£63,500
Manager	£48,000	£41,000	£47,000	£45,000
Senior Executive/Senior Officer	£38,000	£35,000	£40,000	£39,000
Executive/Officer	£32,500	£32,500	£34,000	£30,000
Assistant/Coordinator	£28,000	£26,000	£30,000	£29,500

*Please note: there may be anomalies in the data with a high number of categories, as sometimes there are not always enough responses for an accurate result.

Fundraising & Development

Telephone: 020 7198 6040

Email: fundraising@tpp.co.uk



	Charity		Higher Education		Membership	
	Average	Min - Max	Average	Min - Max	Average	Min - Max
Director	£68,500	£44,500 - £113,000	£80,000	£80,000 - £120,000	£80,000	£80,000 - £120,000
Head of	£51,500	£27,500 - £73,500	£60,000	£45,000 - £75,000	£60,000	£60,000 - £60,000
Manager	£41,000	£20,000 - £57,000	£50,000	£40,000 - £60,000	£41,000	£40,000 - £42,000
Senior Executive/Senior Officer	£34,500	£24,000 - £45,000	£37,000	£35,000 - £45,000	£38,000	£30,000 - £42,000
Executive/Officer	£29,500	£20,000 - £38,000	£29,000	£25,000 - £35,000	£30,000	£26,000 - £32,000
Assistant/Coordinator	£24,500	£18,500 - £30,000	£25,500	£23,000 - £30,000	£26,000	£24,000 - £29,000

	Community/ Regional	Corporate	Direct Marketing	Events	Legacy	Major Donor	Trust/ Foundation/ Statutory
	Head of	£49,000	£52,000	£51,000	£45,000	£50,000	£50,000
Manager	£41,000	£42,000	£41,000	£40,000	£41,000	£44,000	£45,000
Senior Executive/Senior Officer	£33,000	£38,000	£36,000	£35,000	£34,000	£37,000	£38,000
Executive/Officer	£31,500	£32,000	£32,000	£31,000	£32,000	£32,000	£31,000
Assistant/Coordinator	£22,000	£25,000	£25,000	£25,000	£24,800	£25,000	£28,000

*Please note: there may be anomalies in the data with a high number of categories, as sometimes there are not always enough responses for an accurate result.



Human Resources

Telephone: 020 7198 6140

Email: hr@tpp.co.uk

	Charity		Higher Education		Membership	
	Average	Min - Max	Average	Min - Max	Average	Min - Max
Director	£71,500	£55,000 - £100,000	£80,000	£60,000 - £120,000	£80,000	£60,000 - £120,000
Head of	£55,000	£40,000 - £70,000	£65,000	£55,000 - £75,000	£65,000	£55,000 - £75,000
Manager	£45,000	£38,000 - £50,000	£49,000	£42,000 - £55,000	£50,000	£45,000 - £55,000
Advisor/Senior Advisor	£36,000	£30,000 - £42,000	£43,000	£37,000 - £45,000	£40,000	£35,000 - £48,000
Coordinator/Officer	£28,500	£26,000 - £32,000	£32,000	£28,000 - £35,000	£32,000	£29,000 - £36,000
Administrator/Assistant	£26,500	£21,000 - £28,000	£28,000	£25,000 - £30,000	£30,000	£26,000 - £32,000

	Employee Relations	Generalist	Learning & Development	Recruitment	All of the above
	Director	£65,000 - £70,000	£65,000 - £70,000	£60,000 - £70,000	£60,000 - £65,000
Head of	£52,000 - £60,000	£55,000 - £60,000	£55,000 - £60,000	£50,000 - £55,000	£50,000 - £60,000
Manager	£40,000 - £48,000	£45,000 - £48,000	£42,000 - £45,000	£40,000 - £48,000	£39,000 - £45,000
Advisor/Senior Advisor	£35,000 - £40,000	£35,000 - £40,000	£36,000 - £40,000	£35,000 - £38,000	£33,000 - £38,000
Coordinator/Officer	£28,000 - £35,000	£30,000 - £35,000	£30,000 - £35,000	£28,000 - £32,000	£28,000 - £30,000
Administrator/Assistant	£26,000 - £28,000	£27,000 - £30,000	£27,000 - £30,000	£26,000 - £28,000	£26,000 - £28,000

*Please note: there may be anomalies in the data with a high number of categories, as sometimes there are not always enough responses for an accurate result.



MarComms & Digital

Telephone: 020 7198 6030

Email: communications@tpp.co.uk

	Charity		Higher Education		Membership	
	Average	Min - Max	Average	Min - Max	Average	Min - Max
Director	£70,000	£50,000 - £91,000	£82,000	£60,000 - £100,000	£67,500	£65,500 - £70,000
Head of	£55,000	£44,000 - £60,000	£59,500	£50,000 - £65,000	£60,500	£45,000 - £82,000
Manager	£40,000	£38,000 - £58,000	£45,000	£38,000 - £50,000	£44,000	£31,000 - £50,000
Senior Executive/Senior Officer	£37,000	£25,000 - £40,000	£37,000	£31,000 - £41,000	£37,500	£29,000 - £41,000
Executive/Officer	£33,500	£23,000 - £37,000	£33,000	£26,000 - £37,000	£32,000	£21,000 - £45,500
Assistant/Coordinator	£25,000	£15,000 - £32,500	£26,000	£22,000 - £28,000	£24,500	£20,000 - £27,000

	Brand Management	Campaigns	Comms	Digital/ Online/Social Media	Internal Comms	Marketing	PR/Press/ Media Relations	Public Affairs/ Policy/ Advocacy	Publications	Cover all areas*
Director	-	£70,000	£72,000	£63,000	£70,000	£75,000	£54,500	£70,000	£70,000	£65,000
Head of	£56,000	£49,500	£54,000	£52,000	£63,000	£60,000	£53,000	£47,000	£50,500	£55,500
Manager	£38,000	£41,000	£45,000	£43,000	£54,000	£51,500	£47,000	£45,500	£35,000	£45,000
Senior Executive/Senior Officer	£31,500	£38,000	£38,000	£38,000	£37,000	£45,000	£40,000	£36,000	£32,000	£32,000
Executive/Officer	£34,500	£31,000	£33,000	£33,000	£31,000	£22,000	£33,500	£30,000	£27,500	£30,500
Assistant/Coordinator	£28,000	£26,500	£27,000	£26,500	£26,000	£24,500	£25,500	£26,000	£22,000	£25,000

*For small marketing teams that cover all disciplines

*Please note: there may be anomalies in the data with a high number of categories, as sometimes there are not always enough responses for an accurate result.

Office & Specialist Support

Telephone: 020 7198 6020

Email: ss.perm@tpp.co.uk (perm roles)

ss.temp@tpp.co.uk (temp roles)



Data

	Charity		Higher Education	
	Average	Min - Max	Average	Min - Max
Head of	£57,500	£52,000 - £72,000	£60,000	£49,000 - £70,000
Manager	£39,500	£32,000 - £45,000	£44,500	£40,000 - £55,000
Senior Executive/Senior Officer	£36,500	£32,000 - £40,000	£35,000	£30,000 - £40,000
Executive/Officer	£29,000	£25,000 - £35,000	£30,000	£25,000 - £35,000
Assistant/Coordinator	£25,000	£22,000 - £25,000	£26,000	£24,000 - £30,000

Supporter Care

	Charity	
	Average	Min - Max
Head of	£46,500	£42,000 - £55,000
Manager	£35,500	£30,000 - £40,000
Senior Executive/Senior Officer	£27,500	£25,000 - £30,000
Executive/Officer	£24,000	£22,000 - £26,000
Assistant/Coordinator	£22,000	£20,000 - £24,000

Prospect Research

	Charity		Higher Education	
	Average	Min - Max	Average	Min - Max
Director	£56,000	£55,000 - £65,000	£60,000	£50,000 - £65,000
Head of	£53,500	£45,000 - £55,000	£54,000	£45,000 - £60,000
Manager	£52,000	£40,000 - £52,000	£44,500	£40,000 - £54,000
Senior Executive/Senior Officer	£32,000	£27,000 - £38,000	£40,000	£37,000 - £42,000
Executive/Officer	£31,000	£25,000 - £36,000	£35,000	£28,000 - £37,000
Assistant/Coordinator	£25,000	£23,000 - £26,000	£26,500	£24,000 - £28,000

*Please note: there may be anomalies in the data with a high number of categories, as sometimes there are not always enough responses for an accurate result.

Methodology

We have compiled this report using data from 776 responses from our networks, along with TPP job data from Assistant to Director level across the following job functions:

- Finance
- Fundraising & Development
- Human Resources
- MarComms & Digital
- Specialist Support (Data, Prospect Researchers and Supporter Care.)

The report gives an overview of remuneration and benefits within non-profit organisations for benchmarking purposes.

If your organisation is interested in our bespoke benchmarking service or wider recruitment services, please contact Donna Newton, Head of Client Relations on 020 7198 6110 or email donna.newton@tpp.co.uk.



- Education & Training
- Finance, IT & Facilities
- Fundraising & Development
- Healthcare
- Human Resources
- Leadership & Governance
- MarComms & Digital
- Office & Specialist Support



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