# HARRIS HILL 2022 To Salary Survey



# HARRISHILL Salary Survey 2022

Introduction and market overview	3	Finance	7
Fundraising	4	Human Resources	7
Marketing, PR & Digital	5	Market trends: the candidate shortage	8
Business Services (Data Management, Operations, Admin & Support)	6	Market trends: flexible working	9
Policy, Advocacy & Campaigns	6	Temporary & Interim	10
Projects & Programmes	6	Executive salaries	11

#### How we compile the survey

We start by gathering the actual salaries of every role that's crossed our desks in the past financial year (1 April 2021 to 31 March 2022), within each of our specialist areas.

Role by role, the data is then reviewed by our experienced specialists to check for wildly unrepresentative or misleadingly-titled jobs that may distort the picture, applying their extensive insight and market knowledge to ensure the figures are an accurate reflection of current salaries across the sector.



### **Smaller charities/larger charities**

Working as Head of Fundraising for a £100m+ revenue charity is a very different proposition from doing so for a local hospice, and remuneration will reflect this.

Grouping them together results in ranges that are too wide to be helpful as a benchmark, so instead we consider each role in the context of larger and smaller organisations.

These categories aren't perfectly correlated with revenue or headcount, any more than salaries are, but can be broadly taken as indicative of rates in a major, household-name charity relative to a <50-person local organisation.

#### How to find out more

You'll find our relevant specialists listed below each set of salaries: click a name to email or call the numbers shown, to discuss salaries or any other recruitment queries.

For more general queries on the survey, please email <a href="mailto:salaries@harrishill.co.uk">salaries@harrishill.co.uk</a>

A very warm welcome to the Harris Hill Salary Survey, your annual guide to salaries in the UK charity and not for profit sectors.

Well, normally annual, but this time returning from a two-year hiatus, due to a global pandemic you may have heard mentioned.

Work had just begun in 2020 when much of the world shut down, overshadowing salary issues with major concerns around <u>revenues</u>, <u>jobs</u> and the very <u>survival</u> of many charities.

Moreover, there now seemed limited value in knowing about pre-pandemic salaries and trends, given the year ahead looked set to be very different indeed.

Uncertainty still prevailed a year later, but we're delighted to report sufficiently steady, sizeable and consistent growth in the last 12 months to bring you brand new figures for 2022 with confidence.

# So two years on, as we (hopefully) emerge from the pandemic and things return to a more even keel, how have salaries in the sector been affected?

Broadly speaking, rather less than you might expect: while some teams have reduced in size, salaries have at worst remained stable, with most areas seeing at least some degree of increase. You'll find the latest figures for each specialist area on subsequent pages of this report.

For this edition, we'll look at trends in each specialism throughout the year, because the key factors currently shaping the market are applicable to all.

Chief among these is candidate availability, as there's been a sector-wide fall in numbers seeking new roles.

As a result, fields that were facing shortages before the pandemic (hello fundraising!) are now finding it even more challenging to fill their positions, while just about everyone else has started to share their pain.

Naturally, that's driving salary increases, with staff in the areas of highest demand – fundraising, finance, projects and anything where sector experience is truly essential – seeing the sharpest rises, while it's more of a gradual incline elsewhere. None, however, are keeping pace with current inflation, which may be storing trouble for the future.

# The other big trend is the profound and possibly permanent shift to flexible working, already underway but dramatically accelerated by the pandemic.

It's certainly reshaped the working landscape, but is it affecting salaries? We look at these key developments in more detail later in this report (see 'Market trends', p8-9).

#### Finally there's a third factor that could be worth noting for the year ahead.

Severe shortages in certain occupations have recently made headlines, as have the increases offered to try and tackle them.

However, claims that these represent some kind of broader transition to a 'high wage economy' are - and you'll want to be sitting down for this - not entirely supported by the evidence.

Nonetheless, the idea appears to have gained sufficient traction to influence candidates' expectations, and if they continue to have the upper hand in the market, could it become something of a self-fulfilling prophecy?

We'll be observing with interest and report back next year...







# fundraising

general fundraising	smaller charities	larger charities
Assistant	£23,000 - £25,000	£23,000 - £26,000
Officer/Exec	£26,000 - £33,000	£27,500 - £34,000
Manager	£36,000 - £44,000	£37,000 - £46,000
Head of	£45,000 - £55,000	£50,000 - £70,000
Director	£50,000 - £70,000	£70,000 - £100,000

major donor	smaller charities	larger charities
Officer/Exec	£28,000 - £33,000	£29,000 - £35,000
Manager	£35,000 - £45,000	£39,000 - £50,000
Head of	£45,000 - £54,000	£54,000 - £65,000

direct marketing	smaller charities	larger charities
Assistant	£23,000 - £26,000	£23,500 - £27,000
Officer/Exec	£25,000 - £33,000	£27,000 - £35,000
Manager	£34,000 - £40,000	£39,000 - £47,000
Head of	£42,000 - £49,000	£47,000 - £60,000

events	smaller charities	larger charities
Assistant	£23,000 - £25,000	£23,500 - £26,500
Officer/Exec	£26,000 - £29,000	£27,000 - £34,000
Manager	£35,000 - £40,000	£38,000 - £45,000
Head of	£42,000 - £48,000	£49,000 - £57,000

corporate fundraising	smaller charities	larger charities
Assistant	£24,000 - £28,000	£24,000 - £28,000
Officer/Exec	£27,000 - £33,000	£28,000 - £35,000
Manager	£37,000 - £44,000	£38,000 - £48,000
Head of	£45,000 - £55,000	£55,000 - £65,000

community fundraising	smaller charities	larger charities
Assistant	£23,000 - £26,000	£23,500 - £26,000
Officer/Exec	£26,000 - £29,000	£27,000 - £33,000
Manager	£32,000 - £38,000	£36,000 - £45,000
Head of	£42,000 - £48,000	£47,000 - £57,000

legacy fundraising	smaller charities	larger charities
Assistant	£23,000 - £26,000	£23,000 - £27,000
Officer/Exec	£27,000 - £31,000	£28,000 - £34,000
Manager	£34,000 - £40,000	£36,000 - £45,000
Head of	£42,000 - £49,000	£47,000 - £55,000

trusts & statutory	smaller charities	larger charities
Assistant	£22,000 - £26,000	£23,500 - £27,000
Officer/Exec	£24,000 - £32,000	£27,000 - £35,000
Manager	£33,000 - £40,000	£36,000 - £47,000
Head of	£43,000 - £50,000	£45,000 - £60,000



# marketing, pr and digital

# THE HARRIS HILL SALARY SURVEY 2022

marketing	smaller charities	larger charities
Assistant	£21,000 - £25,500	£22,000 - £27,000
Officer/Exec	£25,000 - £30,000	£27,000 - £35,000
Manager	£34,000 - £43,000	£40,000 - £46,000
Head of	£45,000 - £55,000	£50,000 - £65,000
Director	£50,000 - £60,000	£60,000 - £90,000

communications	smaller charities	larger charities
Assistant	£21,000 - £25,500	£22,000 - £27,000
Officer/Exec	£25,000 - £30,000	£27,000 - £35,000
Manager	£34,000 - £43,000	£40,000 - £46,000
Head of	£45,000 - £55,000	£50,000 - £65,000
Director	£50,000 - £60,000	£60,000 - £90,000

pr	smaller charities	larger charities
Officer/Exec	£25,000 - £32,500	£26,000 - £37,000
Manager	£32,000 - £40,000	£40,000 - £46,000
Head of	£41,000 - £50,000	£46,000 - £60,000

digital	smaller charities	larger charities
Assistant	£20,000 - £25,000	£23,000 - £29,000
Officer/Exec	£24,000 - £29,000	£29,000 - £35,000
Senior Officer	£29,000 - £33,000	£33,500 - £42,000
Manager	£35,000 - £42,500	£40,000 - £47,000
Head of	£44,000 - £50,000	£47,000 - £65,000
Director	£54,000 - £63,000	£60,000 - £80,000





**Smaller or larger charity?** See page 2 for information on these categories.







# **business services**

including Admin & Support, Data Management and Operations

admin & support	smaller charities	larger charities
Assistant	£20,000 - £23,000	£20,000 - £26,000
Officer/Exec	£22,000 - £25,500	£23,000 - £28,000
EA/PA	£27,000 - £35,000	£30,000 - £42,000
Office/Admin Manager	£30,000 - £35,000	£32,000 - £40,000
Head of	£35,000 - £41,000	£42,000 - £50,000

data management	smaller charities	larger charities
Assistant/Coordinator	£23,000 - £27,000	£24,000 - £28,000
Officer/Exec	£26,000 - £30,000	£28,000 - £33,000
Data Protection Officer	£27,000 - £33,000	£28,000 - £35,000
Analysts/SQL Specialists	£33,000 - £40,000	£34,000 - £43,000
Manager	£35,000 - £44,000	£40,000 - £50,000
Compliance Manager	£40,000 - £52,000	£45,000 - £60,000
Head of	£45,000 - £51,000	£47,000 - £55,000

operations	smaller charities	larger charities
Assistant	£23,000 - £28,000	£25,000 - £28,000
Officer/Exec	£26,000 - £30,000	£28,000 - £32,000
Manager	£35,000 - £45,000	£48,000 - £50,000
Head of	£40,000 - £47,500	£52,000 - £63,000
Director	£48,000 - £67,000	£60,000 - £85,000



# policy, advocacy & campaigns

policy, advocacy & campaigns	smaller charities	larger charities
Assistant	£21,000 - £25,000	£21,500 - £26,000
Officer/Exec	£26,000 - £31,000	£27,500 - £33,000
Manager	£36,000 - £44,000	£37,000 - £46,000
Head of	£45,000 - £54,000	£50,000 - £60,000
Director	£50,000 - £62,000	£66,000 - £85,000



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# projects & programmes

projects & programmes	smaller charities	larger charities
Assistant	£23,000 - £27,000	£25,000 - £28,000
Officer/Exec	£24,500 - £29,000	£26,000 - £32,000
Manager	£32,000 - £37,000	£36,000 - £45,000
Head of	£40,000 - £49,000	£46,000 - £56,000



Shweta Prabhakar 020 7820 7320



# finance

# human resources

finance	smaller charities	larger charities
Assistant	£23,000 - £28,000	£23,500 - £28,000
Officer	£25,000 - £30,000	£28,000 - £38,000
Financial/Mgmt Accountant	£34,000 - £43,000	£38,000 - £47,000
Manager	£39,000 - £48,000	£40,000 - £50,000
Finance Business Partner	£43,000 - £50,000	£45,000 - £55,000
Controller	£45,000 - £55,000	£53,000 - £57,000
Head of	£47,000 - £59,000	£54,000 - £78,000
Director	£55,000 - £69,000	£59,000 - £88,000

human resources	smaller charities	larger charities
Assistant	£23,000 - £28,000	£24,000 - £29,000
Officer	£25,000 - £30,000	£27,000 - £34,000
Advisor/Coordinator	£29,000 - £34,500	£30,000 - £38,000
Manager	£32,000 - £44,000	£36,000 - £48,000
L&D Business Partner	£34,000 - £38,000	£38,000 - £45,000
HR Business Partner	£35,000 - £45,000	£39,000 - £55,000
Head of	£40,000 - £50,000	£43,000 - £60,000
Director	£50,000 - £62,000	£58,000 - £70,000



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Smaller or larger charity? See page 2 for information on these categories.







Given the pandemic saw many organisations scaling back their operations, with 43% reporting job cuts by September 2020, and at least 7,400 known redundancies by the end of that year, you might expect to find a plethora of available candidates battling it out for precious few vacancies.

But far from it: vacancies on our site have been nudging pre-pandemic numbers for several months, while applications lag a long way behind (NB: great news if you're job-seeking: apply now while there's little competition).

#### So where is everybody?

One factor is that many of those made redundant or furloughed in 2020 have left the sector altogether. Having had to find new employment, many have embraced their new careers and seem unlikely to return any time soon.

**It's not just the charity sector, of course.** Teachers, truckers, caterers, carers: it's hard to name a group who *aren't* currently short on numbers (other than government ministers, who some say we've had more than enough of for years).

In some cases, dare we say it, Brexit appears to be a factor, but for charities? Not so much, according to NCVO's UK Civil Society Almanac, which shows that after a brief post-referendum dip, EU nationals have made up a steady 4% of the UK charity workforce since 2017. However the figure in London is nearer 14%, potentially making smaller changes more noticeable.

A bigger factor is that in such stormy, uncertain conditions, many who might otherwise have opted to move have been reluctant to rock the boat.

After all, the newly-launched furlough scheme had vividly illustrated the danger: only those on the previous month's payroll were initially to be supported, throwing a lifeline to established employees, but leaving those who'd recently changed jobs to drown (not literally – you're thinking of immigration policy).

While this was later remedied, many will have concluded (if they hadn't already) that staying put for now was by far the safest option.

Charities have also been seeking stability, judging by the frequency and size of increases offered to retain existing staff.

For many organisations, it's been a better option than having to find replacements, with onboarding having proved a particular challenge.

We've also seen a significant cohort choosing to move out of London, where about 50% of the sector and many of our clients are based.

However most are staying within the sector, so it's more a redistribution of the candidate pool than a reduction. This is perhaps the only group who may have seen slight reductions in salary, if they previously received London weighting.

In summary then, the shortage is partly about numbers, with fewer people in the sector, and partly availability, with a smaller proportion than usual in the market for a move. Both are likely to continue the upward pressure on salaries.

#### **Tackling the problem**

When every role requires charity sector experience that no new entrant can gain for that very reason, the only possible result is ever-increasing competition for an ever-diminishing pool of candidates.

Meanwhile outside the sector, the pandemic has led many people to re-evaluate their priorities, one result of which is an even bigger-than-usual pool of talented people eager to work for charities.

In our experience, where charities are turning this to their advantage, as we're increasingly seeing in areas like corporate fundraising, not only are they bringing valuable new skills into the sector, but it's also proving to be a very effective way of increasing diversity.



Back in 2019, we reported that flexibility had overtaken salary as the number one expectation (not request) from candidates, and while many employers were tentatively flirting with the idea, few had dared to embrace it wholeheartedly.

It's safe to say none of us expected working from home to become mandatory for stretches of the following year, but having tried it, many employers were firmly in favour, finding fears of lost productivity unfounded, and benefiting from considerable savings on costly premises.

This is all to the good for candidates, who are now far better able to find the flexibility they need.

And as many predicted when first introduced, some of the changes look set to be irreversible: even among employers (with exceptions) we're seeing limited appetite to resurrect the five-days-a-week office model in its entirety.

#### How is flexible working affecting salaries?

Things were expected to go one of two ways at the start of the pandemic, largely depending where you stood on the glass half-full/empty debate.

#### Either:

- a) reduced overheads would give employers scope for higher salaries, or...
- b) employers would seek to offer lower rates for remote workers, citing their lack of commuting costs. (Alternatively, staff required to be in the office may at some point demand higher rates to cover these costs, delivering a similar two-tier result).

While it's early days and these scenarios could still happen, we've seen no sign so far in the charity sector: salaries are being driven by the usual factors of supply and demand, with the impact of flexibility appearing to be neutral.

#### Why flexibility matters

Flexibility might not (yet) influence salary, but we can't stress enough that it's an even more vital component of your offer if you're hoping to hire.

By next year this report might even become the Flexibility Survey, with the odd mention of earnings (note to self: not bad idea. Organise beanbag-based brainstorm immediately) – such is its influence on candidate decisions.

And like salary, the more you can offer, the greater the appeal.

Stipulating five days a week at the office will severely limit your options, so avoid unless it's genuinely essential. Hybrids of home/office work are popular though, and charities increasingly happy to offer them, with extra appeal if people have a say in their schedule rather than having it specified for them.

Of course, now it's no longer a rarity, flexibility isn't quite the candidate-magnet it once was for those who were first off the mark.

To regain that advantage now, think next-level flexibility - not just where people work, but when: maybe early or late shifts for the larks and night owls, or swapping eight consecutive hours for four-hour blocks, to manage childcare or other responsibilities? What other obstacles might prevent people who'd love to work for you from doing so, and can you find flexible ways around them?

Clearly any new arrangements also need to be operationally viable and fair to all, so the possibilities are unlikely to be endless, but in the campaign to attract new talent, greater flexibility continues to be a vote-winner.



# temporary & interim

#### If there's one thing you've been able to count on for the last two years, it's uncertainty.

The difficulty of planning far beyond a fortnight has driven high demand for temps across the board, with more charities seeking short-term solutions until they can better identify permanent needs.

That demand is yet to decline, and as things (hopefully) become more stable, we're seeing roles in even the hardest-hit fields like events and community fundraising coming back to life in significant numbers (but less 'zombie apocalypse with occasional bake sales' than we've made it sound).

Like their permanent counterparts, temporary candidates have recently been fewer and less inclined to move, making availability the major challenge.

In the circumstances, some of the usual positives about temping – the freedom to move around, not being tied to one employer – can't help but lose some of their shine, while steady routines and predictable incomes have seemed a safer bet. So it's no surprise we've seen candidates becoming more risk-averse, reluctant to leave one position until the next is securely fastened in place.

#### The latest on rates

Temp rates are directly derived from the permanent equivalent, so they move in step with changes there. Which is to say fundraisers and finance professionals have the most to smile about, but they're not alone: temps in most areas have seen at least a moderate uptick, due to good old supply and demand.

Salaries are often a sticking point when seeking to hire, but over the last two years we've found most employers becoming more realistic about the rates needed for the desired results. A smaller proportion continue to aim low in the hope of a latter-day miracle, but invariably end up having to raise their rates to fill the role.

For their part, candidates now routinely have a choice of offers, and while things like the cause, culture or broader career goals once factored into the decision, the ever-escalating cost of living has essentially rendered everything but the rate irrelevant now. As a Swedish supergroup wisely never sang: the highest bidder takes it all.

# temp rates conversion tool

pay rate per		annual	
hour	day	35-hr week*	equivalent
£10.00	£70.00	£350.00	£18,200
£11.05**	£77.35	£385.00	£20,111
£12.00	£84.00	£420.00	£21,840
£13.00	£91.00	£455.00	£23,660
£14.00	£98.00	£490.00	£25,480
£16.00	£112.00	£560.00	£29,120
£18.00	£126.00	£630.00	£32,760
£20.00	£140.00	£700.00	£36,400
£22.00	£154.00	£770.00	£40,040
£25.00	£175.00	£875.00	£45,500

<sup>\*</sup> For 37.5 hrs, multiply week and annual figures by 1.0714

<sup>\*\*</sup> Current min living wage for London (Living Wage Foundation)



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# executive salaries

In the last two years alone, we've placed more than 50 of the UK's charity CEOs, along with plenty of chairs, trustees and directors.

They encompass a huge variety of remits and responsibilities, making every role unique, so salaries for one may be no indication of the appropriate rate for another.

Recommendations are best made on a case-by-case basis, which we'll be pleased to provide if you'd like to <u>submit a query</u>, but there are some notable trends in the market as a whole.

#### Salaries and market trends

In a break with time-honoured tradition, increases are currently more noticeable at the lower end of the scale.

CEO positions offering £50k two years ago are now having to reach £55-60k to fill the role, while former £85k roles remain broadly in the £85-90k region.

As at other levels, increases are largely due to a lack of candidates: where we might have expected 25 applicants for a lower-end CEO role in the past, ten might now be cause for celebration.

The result is that smaller organisations are typically having to stretch to the top of their salary bands to secure candidates, while those already at their limits hope to sweeten the deal with added flexibility.

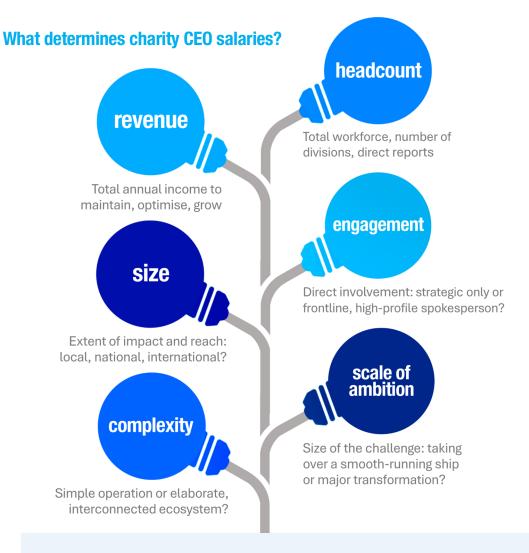
Flexible working is nothing new at this level of course – CEOs have long been able to announce they'll be working elsewhere tomorrow without a solitary eyelid being batted. However their leadership role generally necessitates a degree of presence on site, making 100% remote roles very rare.



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Many other factors like experience and leadership skills also play a part, but the main driver is revenue.

With revenues below £500k, CEO salaries are typically in the region of £55,000. At £1m this will likely be nearer £65,000, while anything up to £90.000 is realistic with revenues of £2-3m or more.

Beyond that, another world. Among the <u>top 100 UK charities</u> (£70m - £1bn+ income) CEO salaries average £170,000, but they're very much the exception: fewer than 1% of the near-169,000 <u>registered charities</u> in England and Wales have revenues in excess of £500,000.

Harris Hill are the UK's leading specialists in charity and not-for-profit recruitment, bringing remarkable people together with the sector's best opportunities for more than 25 years.

Thanks to our uniquely specialised approach, each of our highly experienced team is a genuine expert in their field, allowing us to offer detailed, up-to-theminute insight for every kind of charity professional.



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