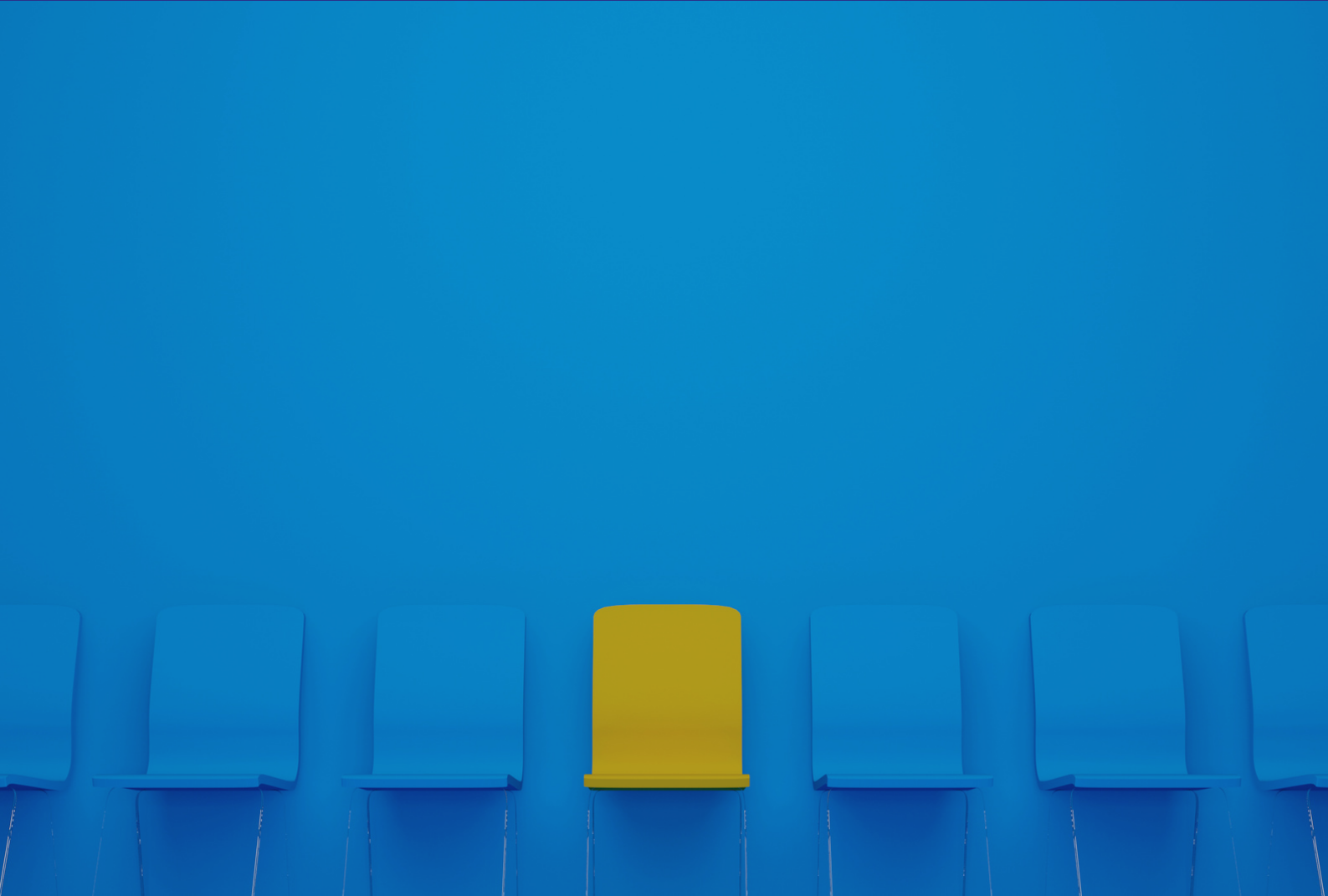


# NON-PROFIT SALARY, REWARDS & RETENTION SURVEY REPORT



PUBLISHED: OCTOBER 2023

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Welcome to our most comprehensive salary, rewards and retention survey for the non-profit sector. We are pleased to share our key findings and trends in relation to salaries, along with insights into motivational factors and employee retention strategies, highlighting flexible working, benefits and training and development opportunities.

This report was compiled using data from over 600 professionals working across the non-profit sector, plus TPP Recruitment's job data, from over 1,100 job vacancies, between June 2022 and June 2023.

We have also collated data on diversity and inclusion, providing an updated snapshot on D&I within the sector.

Our survey covers the following functional areas within the sector:

- Finance & Accountancy
- Fundraising & Development
- Human Resources
- Leadership & Governance (CEO)
- MarComms & Digital
- Office & Specialist Support (data, supporter care, administration, operations, events, EA/PA and prospect research)

TPP Recruitment are committed to ensuring the non-profit sector is an attractive, rewarding and fair place to work to be able to attract and retain the best professionals to deliver vital services. We hope this report is insightful and helps guide both key decision makers and job seekers.

Thank you to everyone that completed our survey, your input will contribute towards making positive progress in attracting and retaining the best talent to the non-profit sector.

If you have any questions regarding this report, please contact the marketing team on [marketing@tpp.co.uk](mailto:marketing@tpp.co.uk).

## Looking to benchmark your salaries?

This report gives an overview of remuneration at the back of this report for benchmarking purposes.

If your organisation is interested in our wider recruitment services or benchmarking services, please contact Matt Adams, Head of Division on 020 7198 6000 or [salarybenchmarking@tpp.co.uk](mailto:salarybenchmarking@tpp.co.uk).

Mid 2022, nationally we saw job vacancies peak at their highest level in many years. The [ONS labour market report](#) has reported a continual decline in job vacancies in recent months, to similar levels seen in 2021, although this is still considerably higher than pre-pandemic.

When vacancies were at their highest within the sector there was a significant shortage of candidates for those roles. 2023 has seen an increase in candidate availability, mainly due to fewer available roles but other contributing factors include older people returning to the workplace, redundancies and candidates seeking higher salaries to keep up with the cost of living. On average TPP saw a **37%** increase in responses to job advertisements during Jan-Aug 2023 compared to Jan-Aug 2022.

Many organisations we work with are reporting feeling the pressure of increasing demand for services along with increasing costs and the need to adapt to ongoing economic uncertainties.

## Recruitment challenges

**58%** of respondents reported that they have struggled to recruit over the last 12 months.

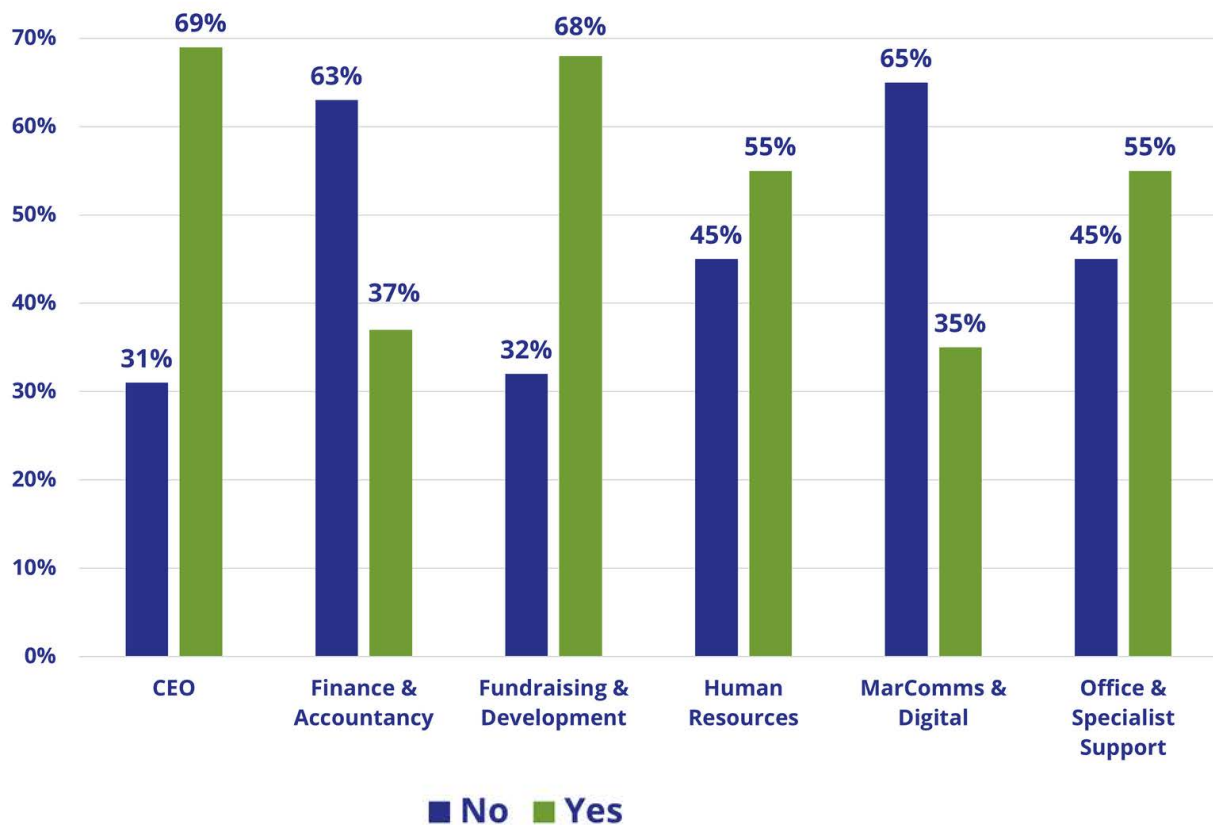
**The top three reasons cited for why organisations have struggled to recruit in the last 12 months:**

- 1** Lack of available/  
suitable candidates
- 2** Salary constraints
- 3** Brand awareness

Over **81%** of respondents have worked in the non-profit sector for **4 years or more**, gaining valuable skills and experience. With **over half** of organisations reporting recruitment challenges and **40%** reporting their number **one top priority** for organisations was employee retention, organisations need to ensure they are continually investing in their current workforce.



Some job functions reported more difficulty attracting job seekers than others, when asked **have you struggled to recruit in the last 12 months?**



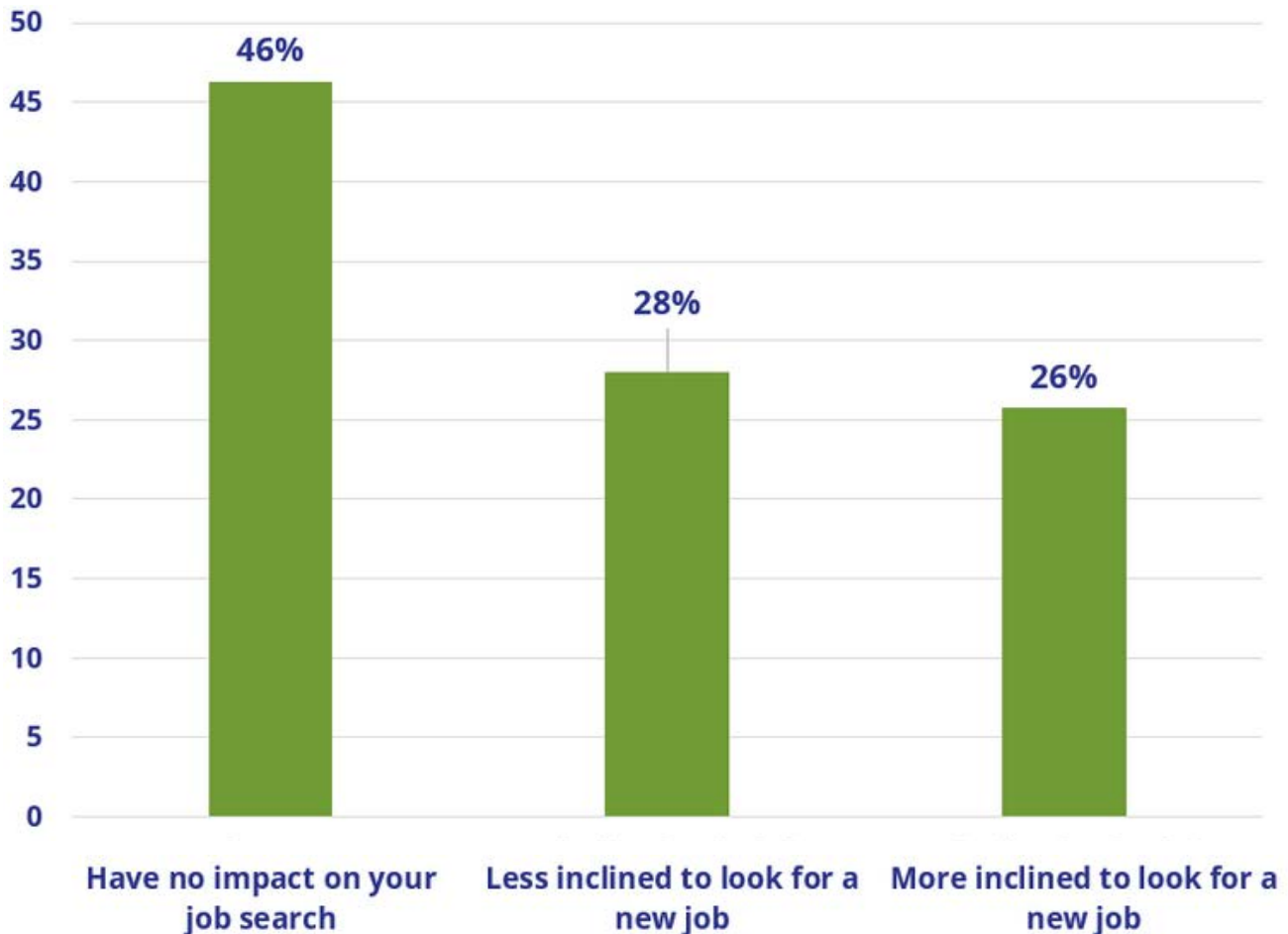
CEO's and fundraising and development reported higher rates of struggling to recruit in the last 12 months compared to marcomms and digital and finance.



***“Competitive nature of employment market leads to competition with other employers.”***

Human Resources Manager - Respondent

## What effect is the current economic and political climate having on job searches?



**46%** of respondents said that the current economic and political climate will have **no impact on their job search**, however **28%** were **less likely to look for a job**. This is down from **36%** in 2021. There were some variations by job level and job function:

- **Junior** level professionals were **more likely to look for a new job** (Assistant/ Coordinator to Executive/ Officer)
- **Managers to Directors** more likely to report it having **no impact on their job search** or being less inclined to look for a new job.
- **38%** of **MarComms and digital professionals** are **more inclined to look for a new job**, up **9%** on 2021.
- The number of **finance professionals more inclined to look for a new job**, decreased by **5%** to **13%** this year since 2021. The number of finance professionals more inclined to look for a new job, decreased by 5% to 13% this year compared to 2021.



With **nearly 50%** of respondents who are more inclined to look for a new job, considering leaving the non-profit sector entirely for the right opportunity (**up from 41% in 2021**), this could be a huge loss of talent to the sector.

The top 3 reasons they would consider leaving the non-profit sector for were:

- 1 Higher salary
- 2 New challenge
- 3 Better work/life balance

### Where are candidates finding jobs?

We asked respondents their **top 3 methods** used when **searching for a new role**.



LINKEDIN



RECRUITMENT  
CONSULTANCIES



SECTOR SPECIFIC  
JOB BOARDS

# WHAT'S HAPPENING TO SALARIES

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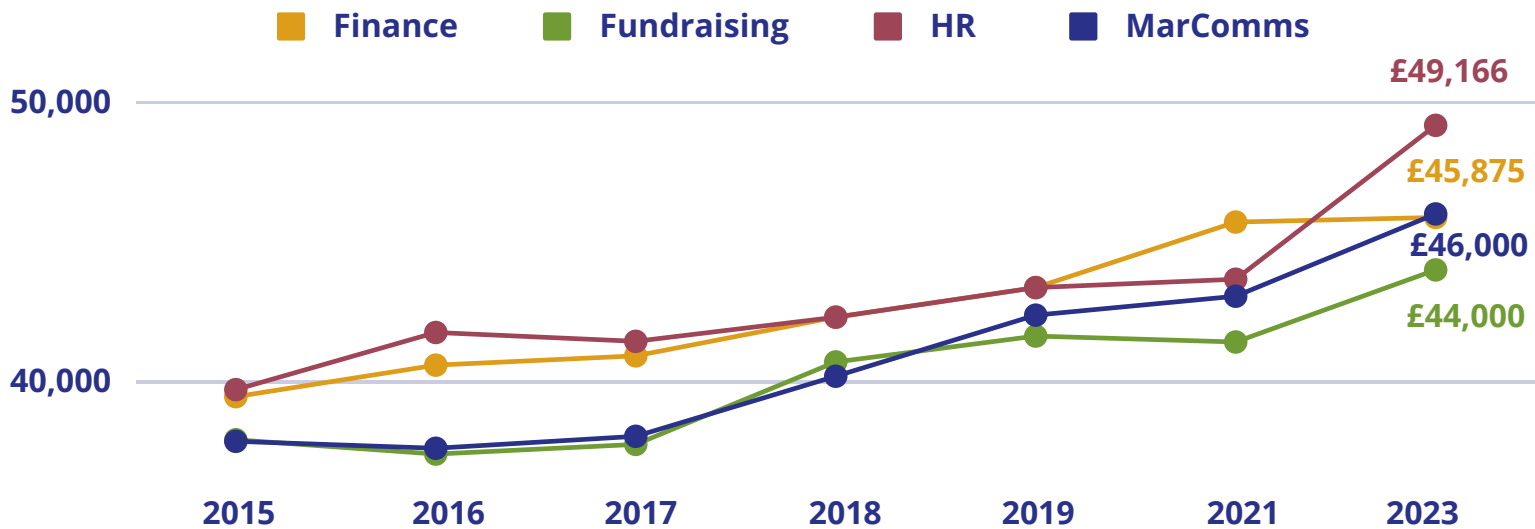
*"In the face of the ongoing financial crisis, the non-profit sector has demonstrated its responsiveness by proactively implementing salary increases."*

*Sophie Butler, Divisional Director,  
TPP Recruitment*



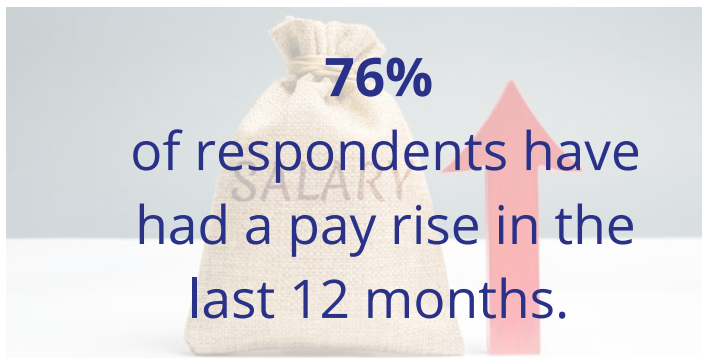
## Average salaries across different job functions by year

The chart below shows the average salaries across different job functions by year.



The cost of living is likely to have been a significant factor in organisations giving pay rises, particularly when **40%** of organisations said **staff retention** is a **top priority** as reported in our findings.

In 2021, we reported that under 30% of respondents had asked for a pay rise, of those that were successful in obtaining a pay rise,



**Head's of and Director** were **more likely** to have a **pay rise** than those in more junior level roles.

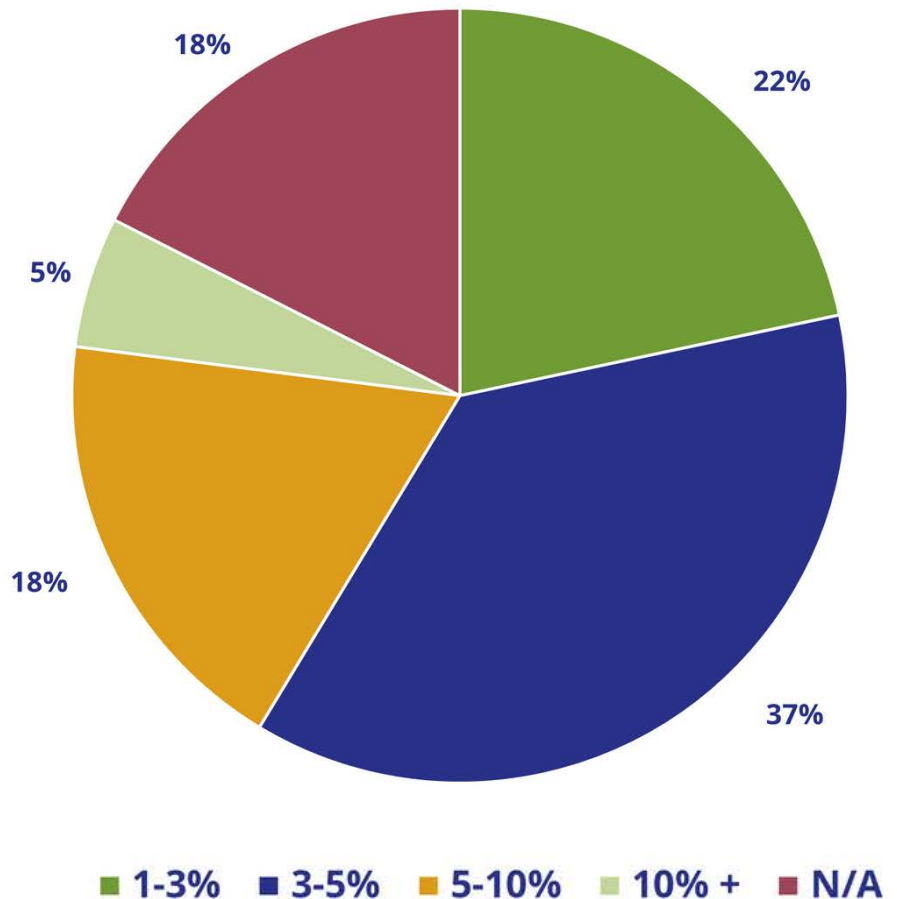
There has been a significant increase in those that have had pay rises in 2023 across all job levels, with the **biggest increase** in **Assistant/ Coordinator level**.

## What percentage increase are individuals receiving?

As outlined in the chart, **37%** of respondents had a pay rise of 3-5%, **22%** had a 1-3% increase and **18%** had a 5-10% increase. Only **5%** had a 10%+ increase.

Senior level employees (Manager to Director) received higher percentage increases.

The majority of respondents received a 1-3% increase in our 2021 report, employees have managed to achieve a higher percentage increase overall in the last 12 months.



Whilst it is good to see so many people have had increases this year, with rising inflation, many may not have seen the benefit of this.

Even with such a high number of people receiving a pay rise over the last year, **53%** feel that their salary is either only *slightly competitive* or *not competitive at all*, indicating that their previous salary wasn't competitive to begin with. This is particularly the case for junior level positions (Assistant to Senior Executive/Officer). Senior level respondents (Manager to Director) were more inclined to say their salary was competitive.

With a *higher salary* being the number *one motivator* for individuals to leave the sector and salaries not being considered competitive, it is important for organisations to consider undertaking a benchmarking exercise and/or other ways they can retain staff, such as through *training and development* and *flexible working*.



## Are salaries reflective of the role?

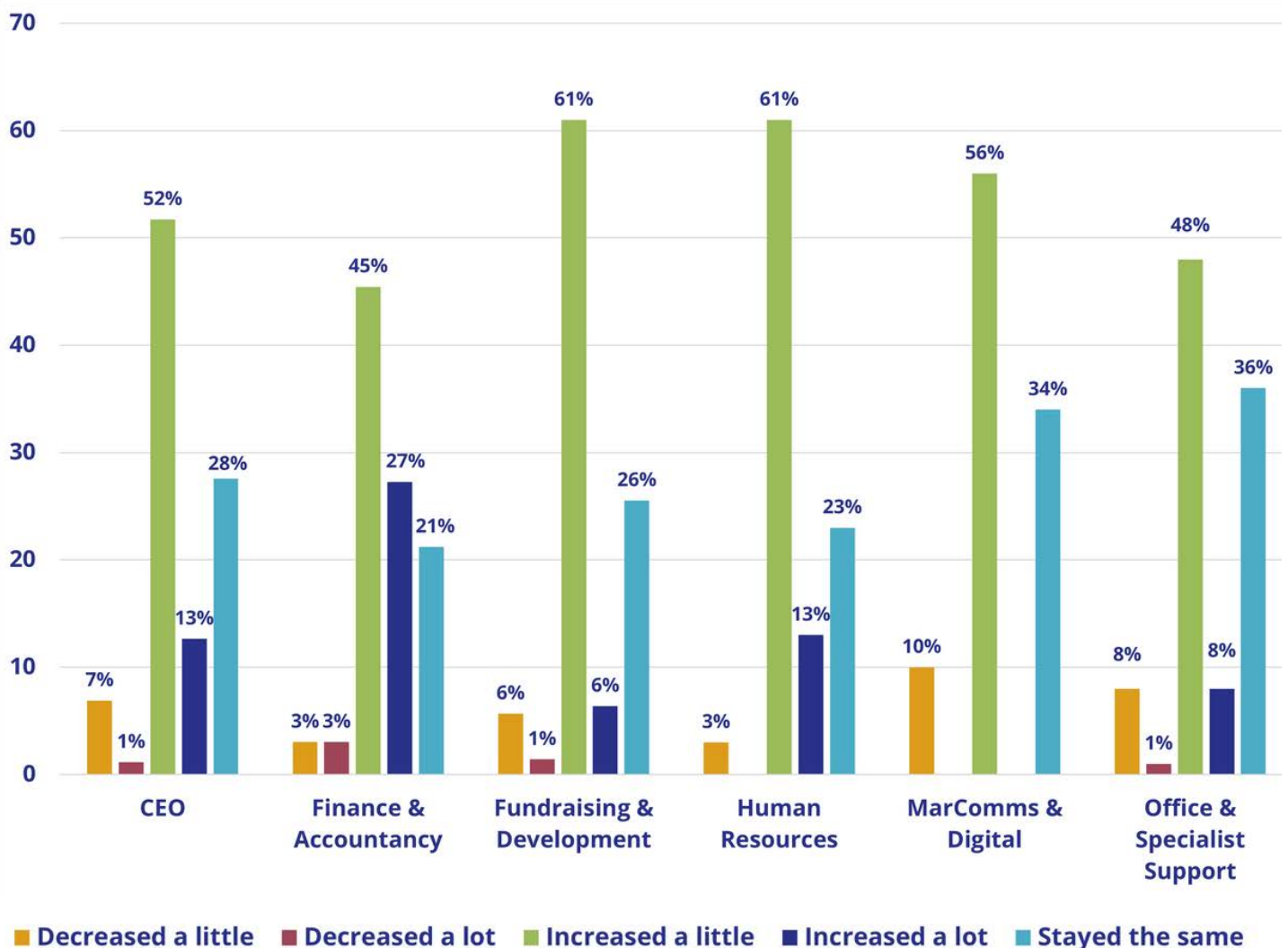
**59%** feel their salary is reflective of the duties they are asked to perform in their role.

## Despite a high percentage of pay rises, do people feel salaries have increased in the non-profit sector?

**64%** of respondents stated that they felt salaries have either **increased a little or a lot** over the past year. That was double the number from our 2021 survey where only **32%** of people felt that salaries had either increased a little or a lot.

There were still a significant number of people (**35%**) who felt that salaries had stayed the same or decreased a little, meaning that there are potentially a large number of professionals in the sector that are likely not receiving a competitive salary.

## How do respondents feel salaries have changed over the past year, by job function.



## Transparent pay scales

There are many reasons why transparent pay scales are useful to an organisation, such as: ensuring fairness, attracting talent, motivating employees, preventing disputes, promoting accountability, building trust, and staying competitive.

### What does management say?

When asking senior management (Manager level and above), **61%** said they offer pay scales when recruiting.

When asked if they ever appoint at the top end of these scales, **62%** of management said yes. Whilst this is an encouraging figure, there are still **38%** that advertise pay scales and do not ever offer at the top end which could be misleading to job seekers and have a negative impact on their recruitment experience.

While there is often good intention in publicising the entire pay scale for that specific position, candidates look for clarity at this stage and want to know that the salary being advertised is achievable - we recommend, therefore, advertising a pay scale for which you are willing to appoint at any level.

### What do employees say?

When asking junior level professionals (below Manager level), **57%** said that their organisation did not offer transparent pay scales.

There was a clear divide between senior management's views on transparent pay scales and that of their employees. This would suggest that there was a lack of communication between management and employees on potential promotion opportunities and what they need to do to achieve a higher salary internally.







It is positive to see the majority, **88%**, of clients display a salary in job advertisements, however there are still jobs within the sector posted with no salary or as 'competitive'.

There are many benefits for both the employer and job seeker by displaying the salary, including:

- Transparency, helping to build trust between employee and employer
- A higher response rate
- Greater diversity and inclusion in the hiring process, ensuring a fairer salary for everyone
- Enhancing your employer brand
- Reducing the negotiation time

At TPP, we remain committed to playing our part in addressing issues such as the gender pay gap and are proud to support the #showthesalary campaign.  
TPP will always display a salary on all job advertisements.

[Find out more here](#)



**73%** of respondents to our survey were female and **24%** male, similar to our 2021 survey results, with a median pay gap of **5%**, down from 6% in 2021.

In a similar trend to previous survey results, the pay gap varies across job functions and by job level. The largest pay gap is at Director level, despite **60%** of female Directors receiving a pay rise in the last 12 months, compared to **34%** male Directors.

In 2022, the ONS reported a median pay gap of 8.3% for full-time employees, across all sectors.

**WOMEN ARE EARNING,  
ON AVERAGE**

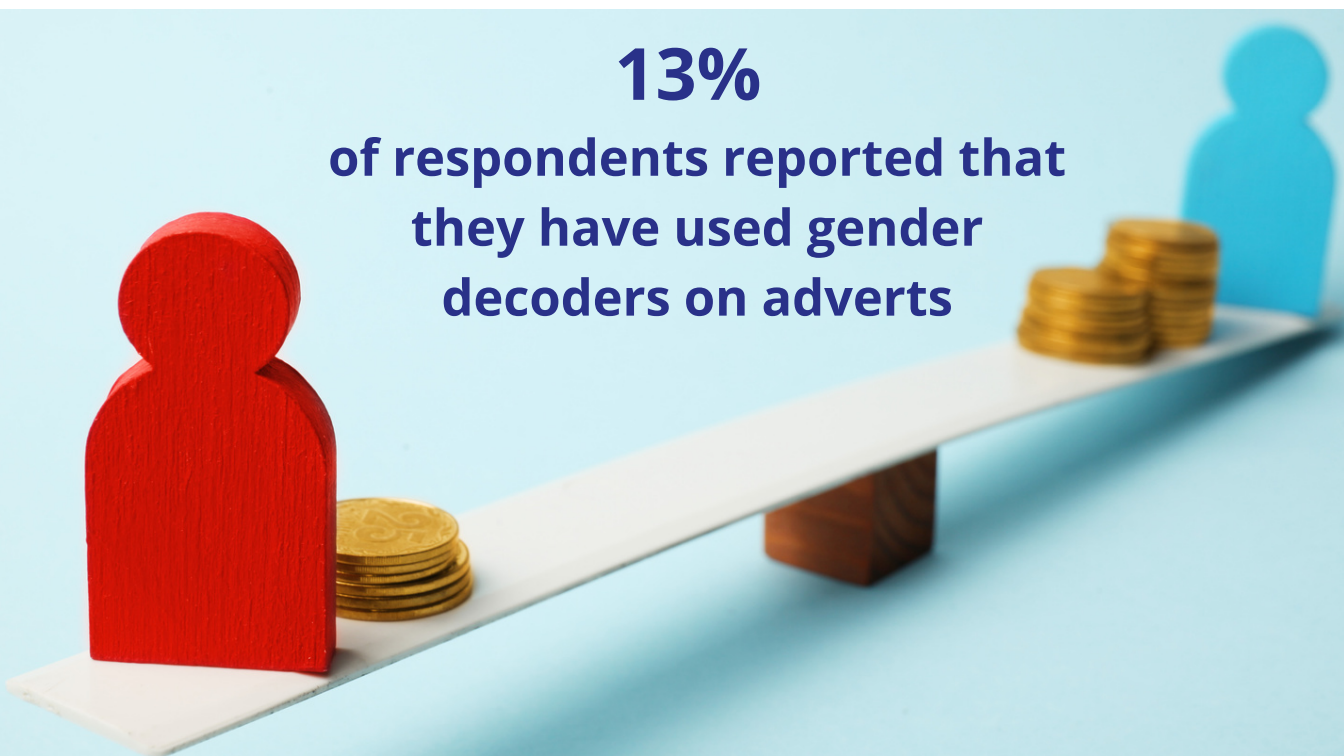
**£2,424**

**LESS THAN MEN**

**WOMEN IN DIRECTOR ROLES ARE  
EARNING, ON AVERAGE**

**£4,259**

**LESS THAN MEN**



21% of respondents work **part-time** (under 35 hours per week).

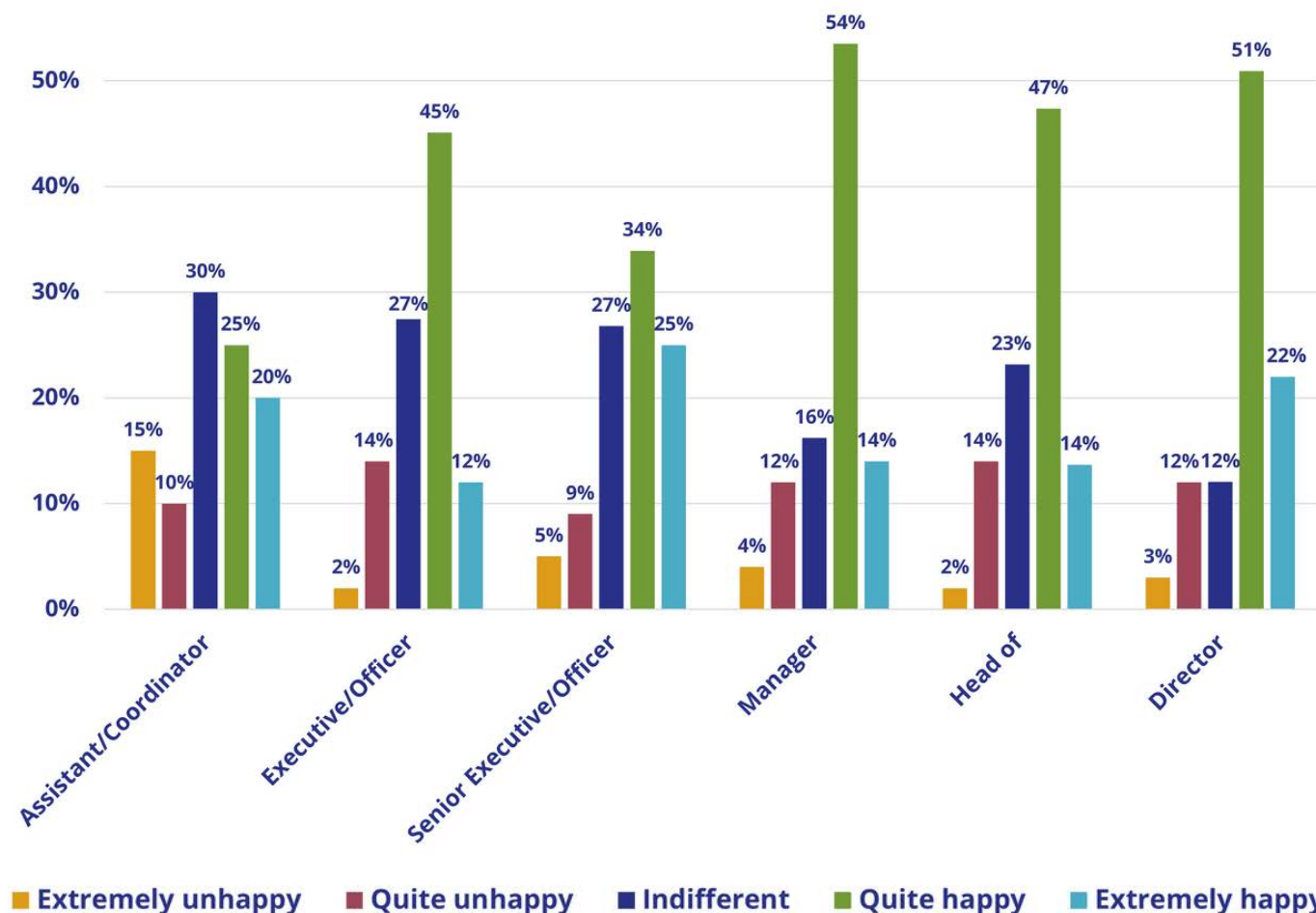
The largest proportion of respondents, **32%**, have accumulated between **4 to 10 years** of experience in their current roles, while an additional **27%** have held their current positions for **1 to 3 years**.

## Are people feeling happy, valued and feeling supported in their current role?

We asked how happy people were in their current role. Overall, **64%** said they were either quite or extremely happy in their current role. This was however more apparent at the senior levels, as more junior level respondents indicated a higher level of unhappiness, with **25%** of Assistant/ Coordinators **quite unhappy or extremely unhappy**, as can be seen from the chart below.

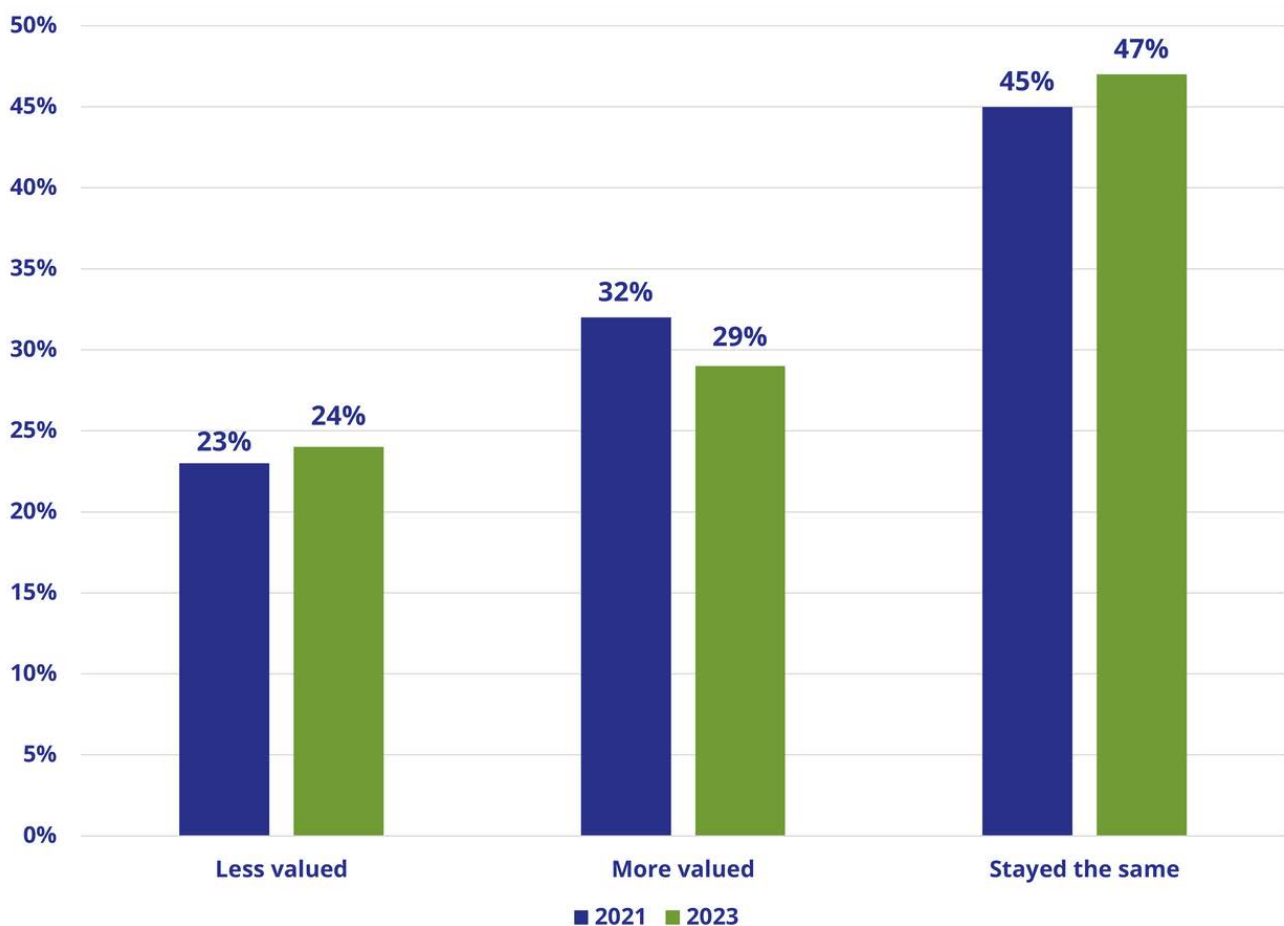
Whilst this may be a positive sign that organisations have motivated and happy employees at management level, it is important to ensure this is the same at all levels, resulting in teams working more effectively, as well as higher levels of retention across the organisation.

## How happy employees feel, by job level



**47%** feel as valued as they did in their role 12 months ago, with **29%** feeling more valued and **24%** feeling less valued.

### How valued do employees feel compared to 2021?



The statistics varied between job functions, with fundraising and marcomms and digital professionals feeling less valued than in other job functions.

	Less valued	More valued	Stayed the same
CEO	14%	33%	53%
Finance & Accountancy	24%	24%	52%
Fundraising & Development	26%	31%	43%
Human Resources	9%	25%	66%
MarComms & Digital	32%	27%	41%
Office & Specialist Support	25%	25%	50%



## Cross team communication and collaboration



**64%**  
feel that cross team  
communication  
& collaboration in  
their organisation is  
either effective or  
very effective

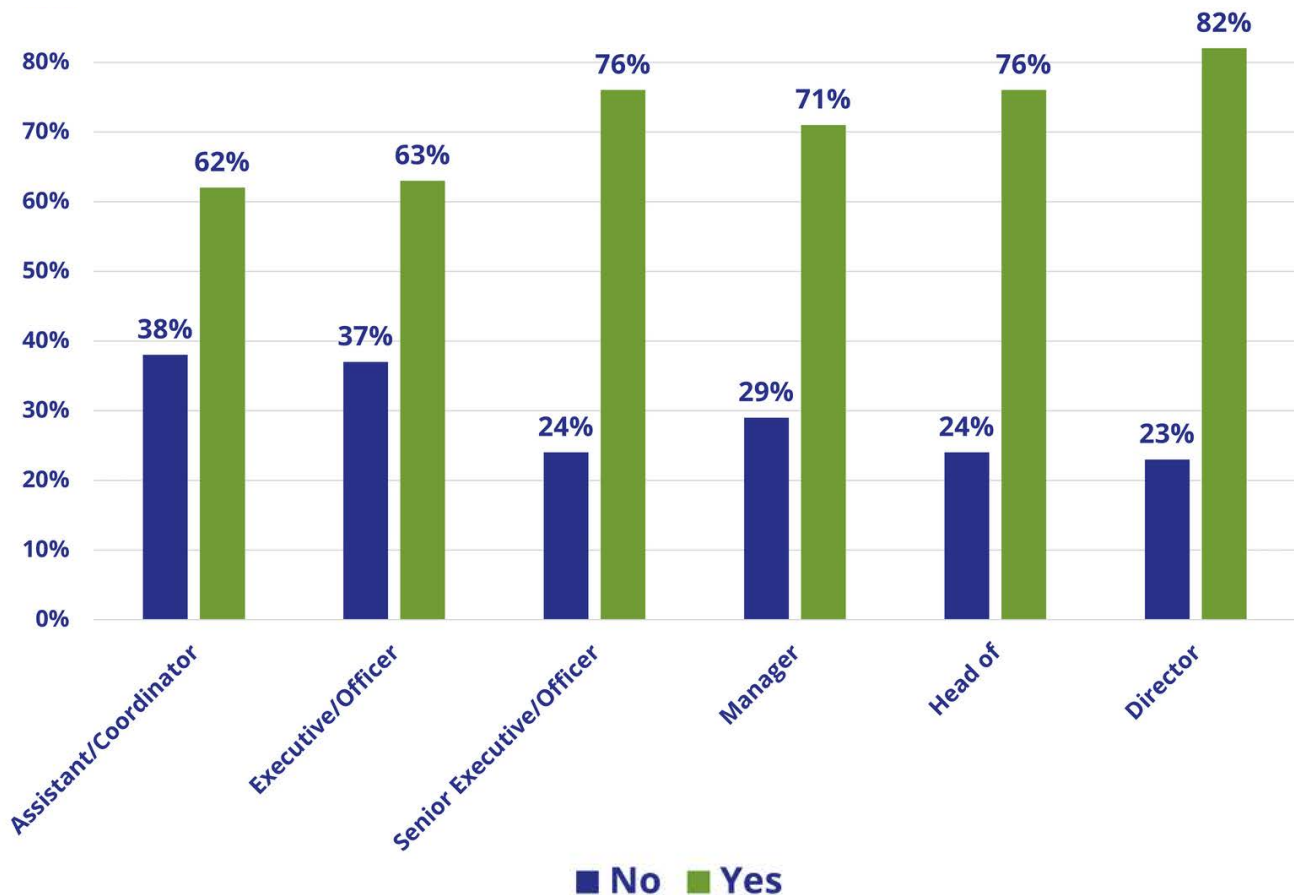
**64%** of people felt cross team communication and collaboration was either **effective or very effective** within their organisation. These figures are consistent with our 2021 report. There are still **35%** of people who feel it is either **ineffective or very ineffective**, which again hasn't changed, suggesting there is a continued need for improvement in cross team communication and collaboration.

This figure was vastly different for marcomms and digital professionals, where **45%** feel it is **ineffective or very ineffective**, but was more positive within finance, who feel it is **73%** **effective or very effective**.

## Support by management and/or senior leadership

An encouraging **74%** feel supported by their management and/or senior leadership team. It was however apparent that this was less the case at lower levels.

### Do you feel supported by management and/or senior leadership?



Interestingly though, **41%** of senior staff do not feel supported by their Board. With the Board playing such an important role in non-profit organisations it was concerning to see these results. More cohesion between the Board and senior staff is needed to ensure employees feel fully supported and to ensure the organisation functions optimally.

*“The main ingredient to staff retention and wellbeing in my opinion, is a working culture with superb non-intimidating but supportive management style.”*

Finance Professional - Respondent



**RETAIN  
EMPLOYEES**

**TRAIN**

**MOTIVATE**

**REWARD**

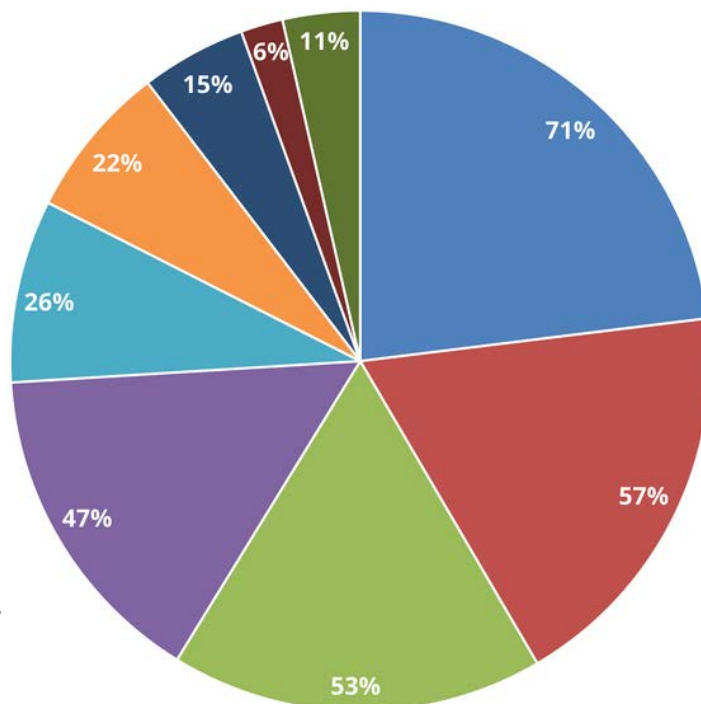
**61%**  
of respondents stated their  
role doesn't offer  
progression & development  
opportunities

It is important to identify skills shortages amongst your teams and how these can be addressed internally, such as through training and development. Our survey results demonstrate that employees are motivated by a more interesting/ challenging role ([see motivators](#)), showing people want to develop or use the skills they have, but can't currently in their role.

**What training is being offered to employees?**

In the last 12 months, **58%** of respondents have been offered the same amount of training & development opportunities as 12 months ago, this is **up from 50%** reported in 2021. However **55%** of those have not been booked onto any training/ development or coaching sessions over the next 12 months currently.

Only **16%** of Assistant/ Coordinator and Senior Executive/ Senior Officer level professionals have been booked onto training in the next 12 months, compared to **75%** of Managers, Heads of and Directors.



- Training courses
- Webinars
- Conferences/Seminars - Free
- Conferences/Seminars - Paid
- Lunchtime learning
- Mentoring
- Shared learning
- Role shadowing
- Other

61% of respondents stated that their role doesn't offer progression and development opportunities. However 82% of managers and above reported that their employees have the opportunity to move into other roles internally.

The most common reasons given for not offering internal promotion, was due to size of organisation and lack of training budget.

If employees perceive having no development opportunities, then they may become disengaged, less motivated and may seek employment elsewhere (more responsibility was reported as a top motivator).

There appears to be a disconnect between how employees perceive career development opportunities and what managers report exist.

Employers need to bridge this gap with better transparency on internal opportunities and career paths, evaluate current career development plans and gather regular feedback from staff. Employers should also look at training and development and mentoring to support this.

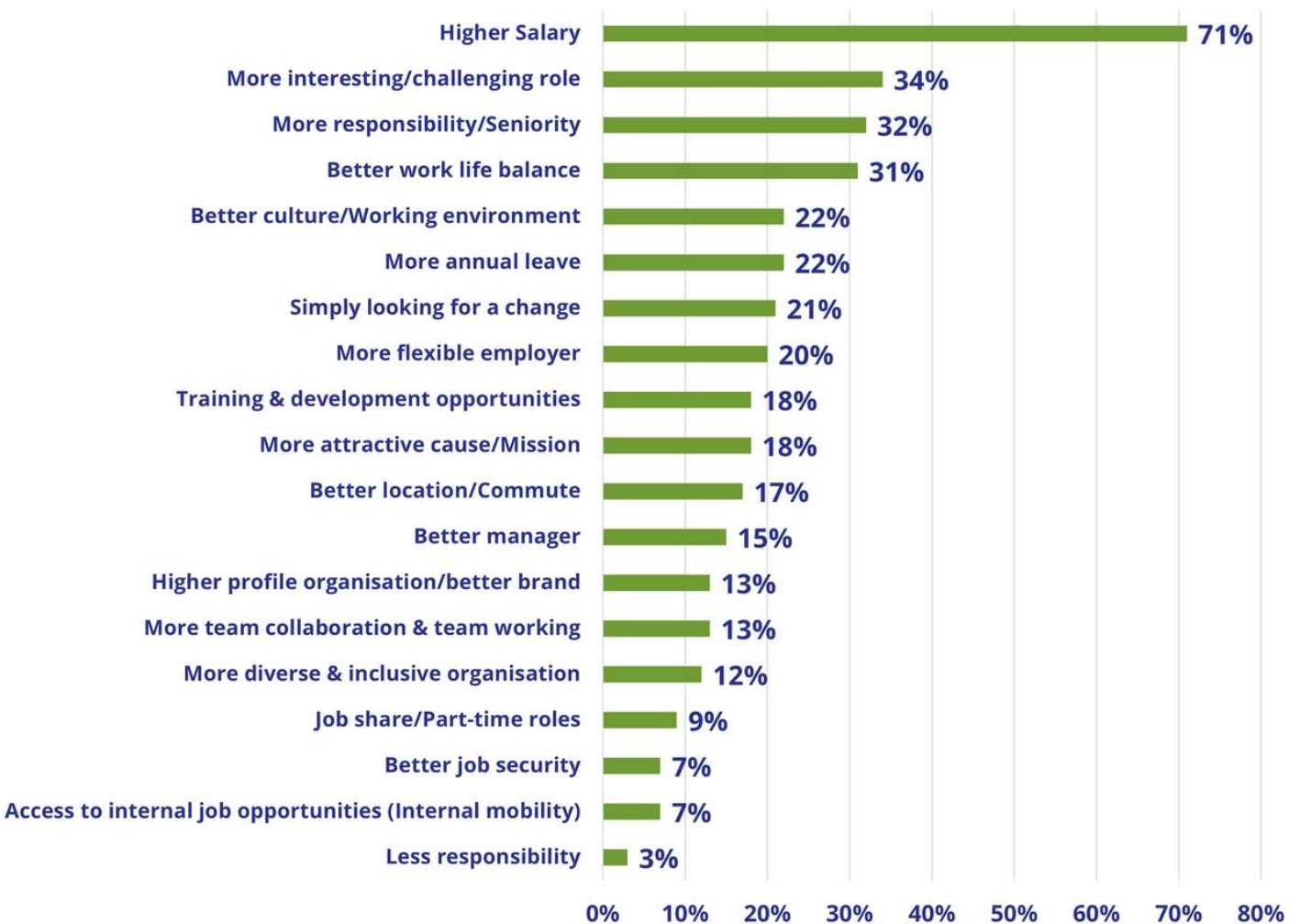
*"I am wanting to grow and develop further but nowhere for me to go so feeling frustrated and the recruitment market for other roles is so competitive."*





We asked respondents what their **top 3 motivators** are for looking for a new job.

A **higher salary** has been the number one motivator reported in recent years and this has remained consistent in 2023. Broadly, there was little change in motivators in the last two years. The chart below shows the most popular motivators for moving into a new role:



## Different motivators by job function

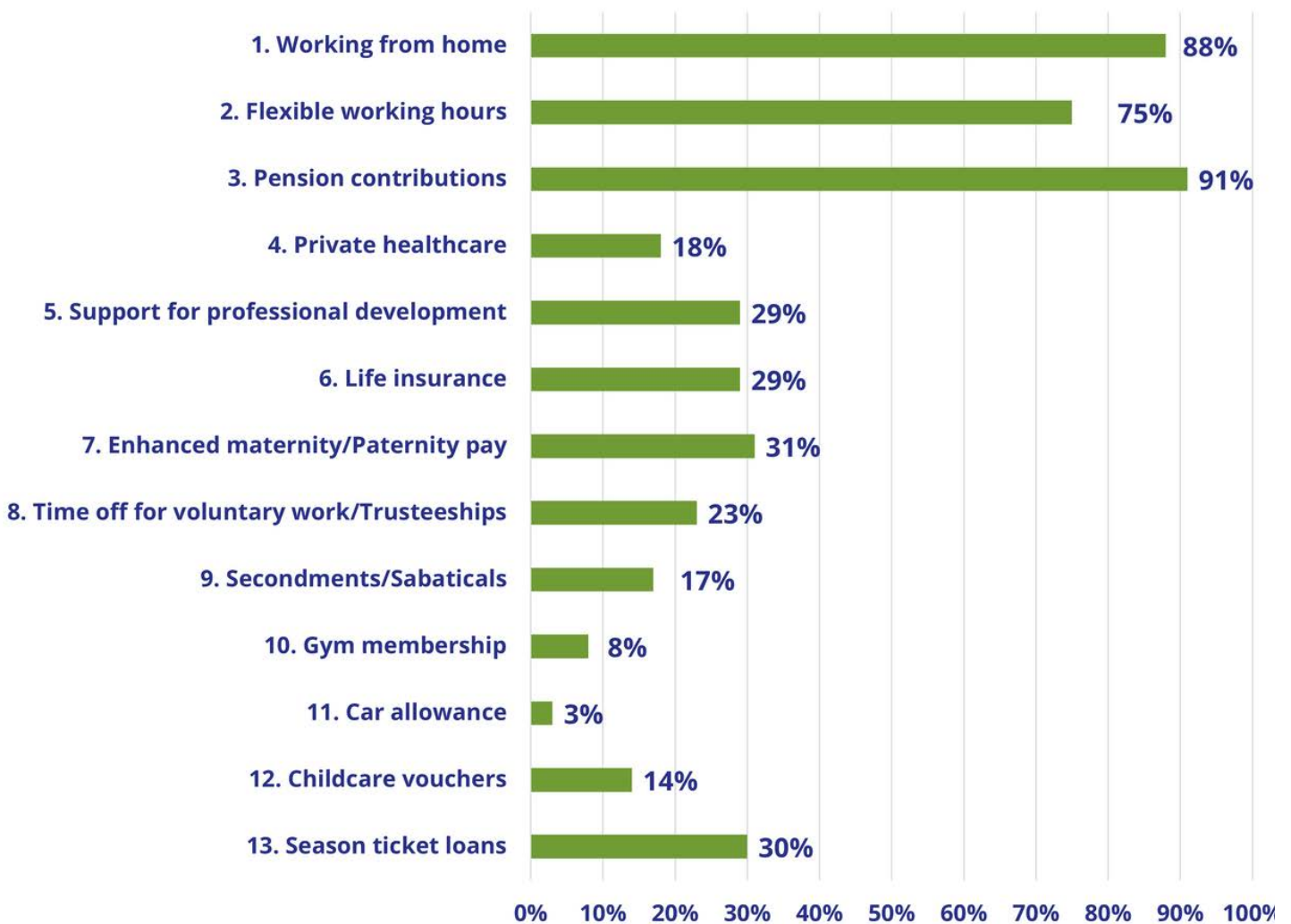
There were some slight variations in the top 3 motivators amongst different job functions:

- **HR & Finance** both consider a **better work life balance** more motivating than more responsibility/ seniority.
- **MarComms**, who have also reported feeling less valued and less team collaboration, found a **better culture/ working environment** more important, at number 2, followed by a more interesting/ challenging role

## Do people receive the benefits they value?

On the whole, it was encouraging to see that most people were receiving the top three benefits they desired within their role which were: **working from home**, **flexible working hours** and **pension contributions**. These have not changed since our last report in 2021 and are likely to continue to be the most valued benefits in the future since the move to flexible working has become more common across the non-profit sector.

## Percentage of individuals that receive each benefit ranked in the order of most valued



As can be seen, there are still many benefits that employees value that only a small proportion receive, for example, enhanced maternity/ paternity pay. In order to stay competitive in the market and retain current staff it's important to consider a variety of benefits.



**AVERAGE DAYS ANNUAL  
LEAVE PER YEAR**

**27**

NO CHANGE SINCE 2021



**AVERAGE ENHANCED PENSION  
CONTRIBUTIONS FROM  
EMPLOYERS**

**8%**



**Additional Incentives**

- 86%** receive time off in lieu
- 16%** receive a discretionary bonus
- 10%** can earn an individual/performance related bonus
- 3%** receive pay for overtime worked
- 1%** earn commission



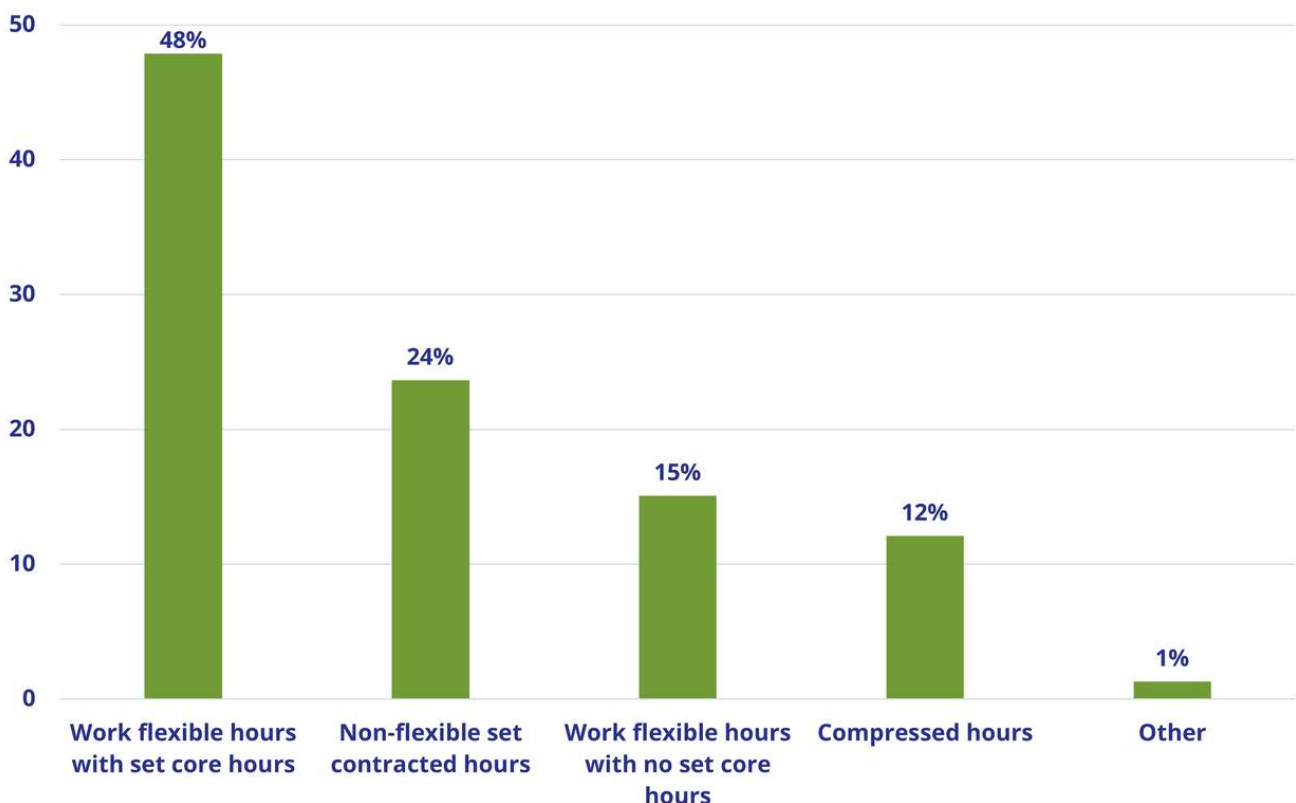
Recent years have seen the biggest shift in flexible working and with new legislation coming into force in 2024, we can expect even further shifts to this.

As reported by respondents, flexible working is still an important factor and motivator to look for a new job and one that can help attract job seekers, particularly when other benefits and rewards are less attractive.

### Modern day working patterns

**48%** reported that they work flexibly with set core hours that they are required to be at work. However, **24%** of respondents work set hours each week with no flexibility on working hours.

### How are employees working?



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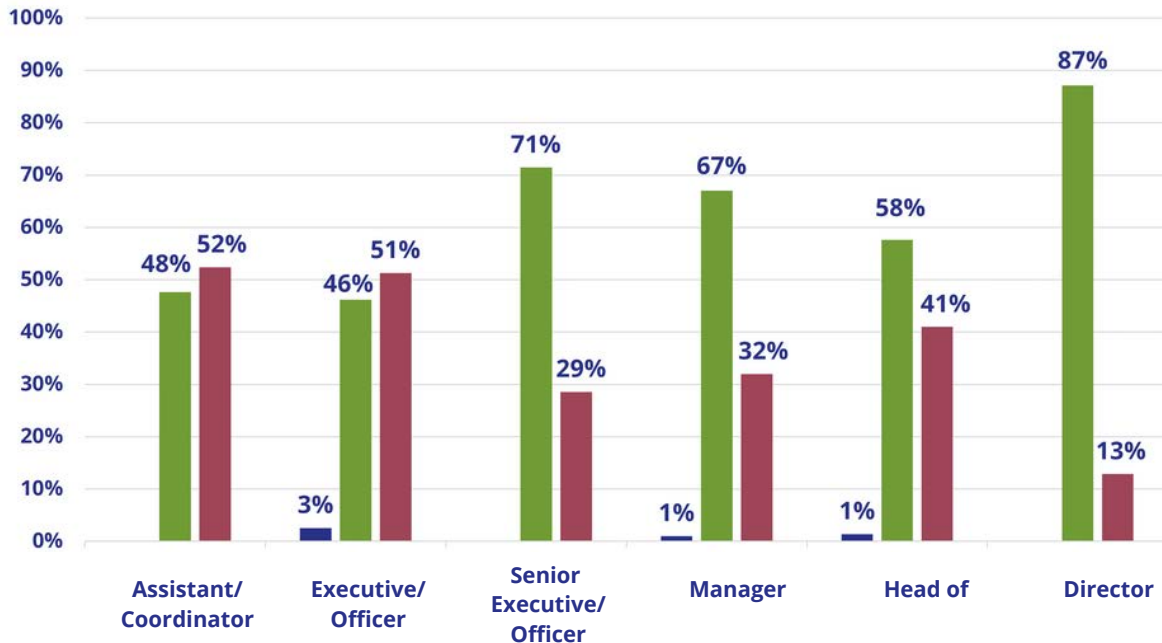
*“Employees want flexibility and are happy to be office based a set number of days a month, however it’s not just about location it is also offering flexible hours to suit individual needs and commitments outside of the workplace - the market is candidate short and job seekers have more job opportunities that can potentially offer what they want.”*

**Gayleen Yianni,**  
**Business Manager**  
**Office & Specialist Support,**  
**Temporary Recruitment**

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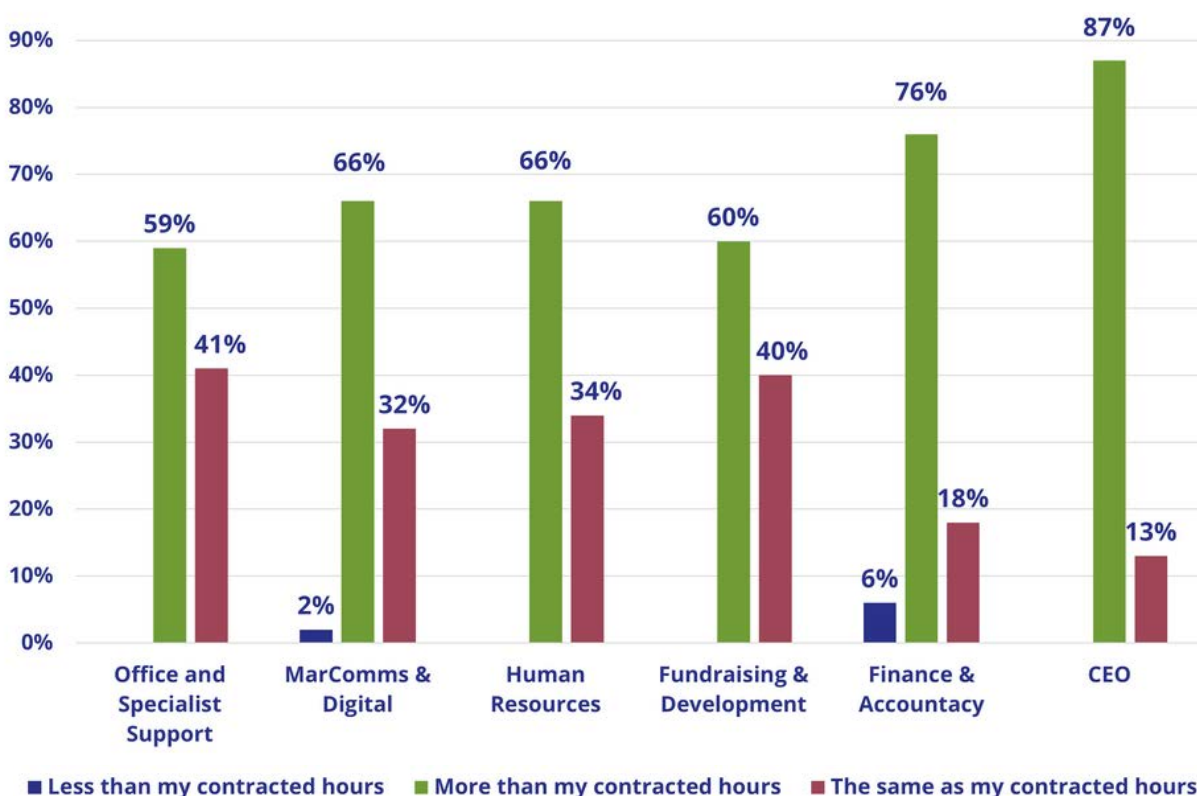
## Working hours

Concerningly, **70%** of respondents reported working **more than their contracted hours**. The more senior the level, the more likely they are to work more than their contracted hours,



■ Less than my contracted hours ■ More than my contracted hours ■ The same as my contracted hours

When broken down by job function CEOs and Finance & Accountancy professionals were more likely to work more than their contracted hours.



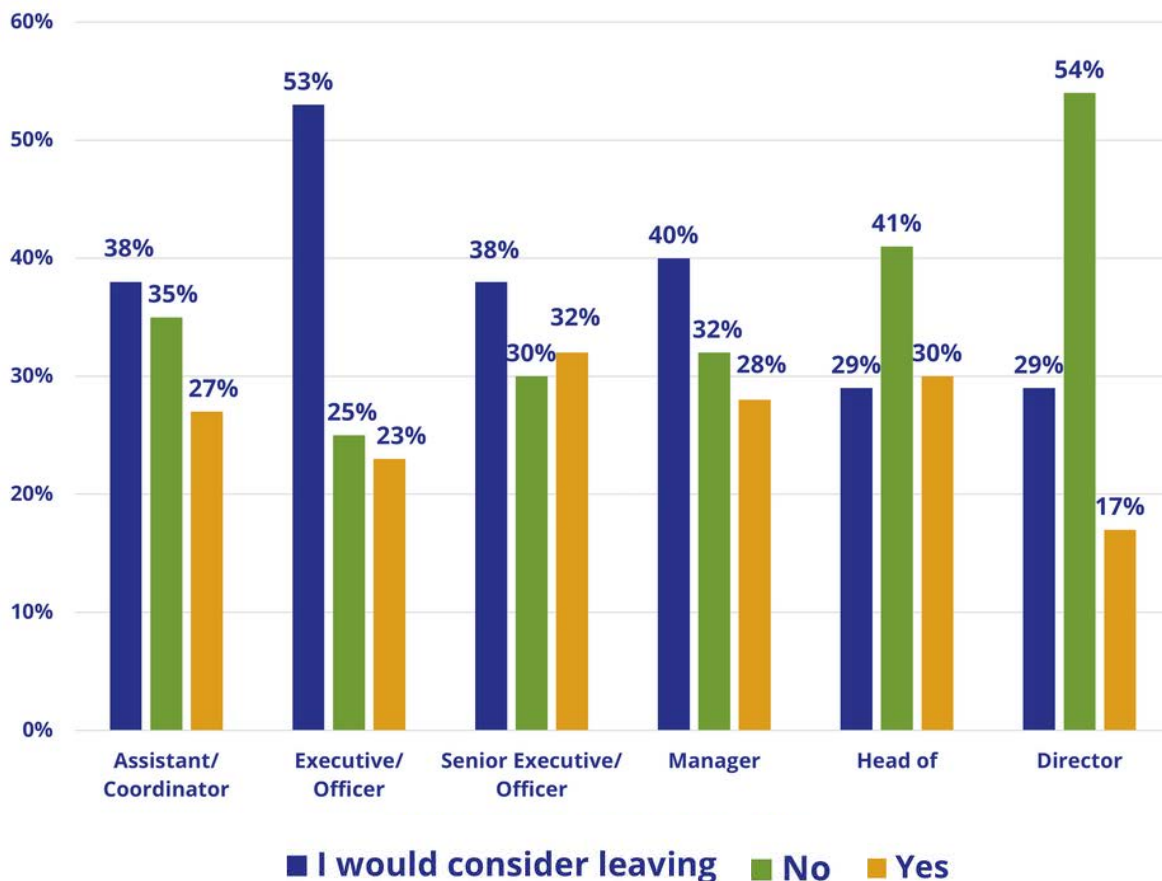
■ Less than my contracted hours ■ More than my contracted hours ■ The same as my contracted hours

**52%** of people said their organisation stipulates a set number of days they must work in the office each week/month showing that more than half of organisations are currently opting for a hybrid working model. The figures above would suggest that most people work 2 days per week from an office.



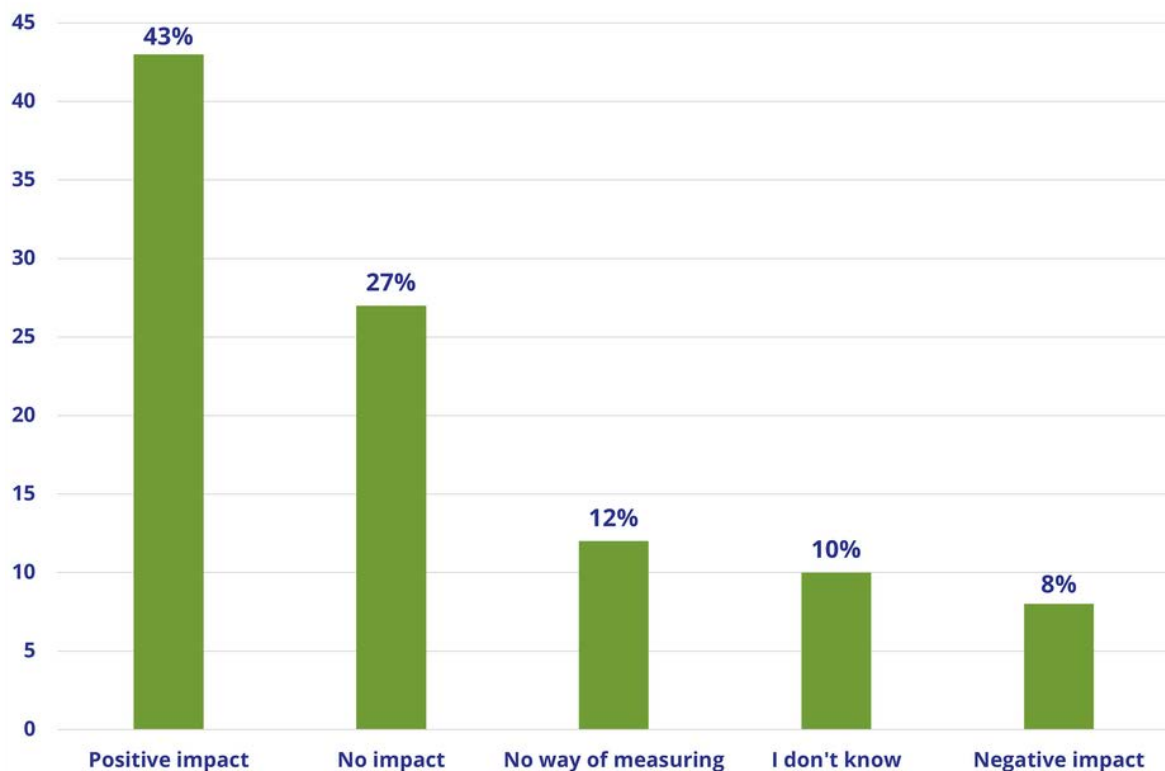
With **64%** of respondents stating they would either **leave or consider leaving their current job** if there was lack of flexibility with working location, it is encouraging to see many are working flexibly. **Directors** reported they are **least likely to leave**, with **Assistant/ Cordinators to Managers** most likely to leave or consider leaving.

## Who would leave their current job due to lack of flexibility with work location?



The global pandemic changed the way in which organisations operated, embracing more flexible ways of working, which has had a significant benefits for employee work/life balance. However this has presented some challenges for managers, so as part of our survey we asked senior members of staff their views on how managing flexible working has been for them.

## How do you find managing people remotely compared to in-person?



Interestingly, **43%** of senior staff feel managing remote/hybrid workers has had a **positive impact** on productivity, **27%** feel that it has had **no impact** and only **8%** reporting a negative impact.

*"We continue to receive much higher levels of applications for job opportunities offering fully remote or high levels of flexibility. The findings from this survey reaffirm the trends we are observing. If your organisation cannot provide flexible, remote or hybrid working arrangements to entice top talent, it's crucial to communicate and be transparent about why a job role is required to be in the office and emphasising the reasons for this."*

**Donovan Whittaker, Senior Business Manager, Office & Specialist Support**

Although **33%** of senior staff members admitted that it was **more difficult** to manage employees remotely, a sizeable **60%** have found **no difference** in managing people remotely at all. With the vast majority suggesting it has had a positive impact, organisations need to ensure managers are skilled to manage in a hybrid environment through training.

### Concerns from managers about managing people remotely were

*“Creating a sense of team is tricky, and the conversations you would normally have outside of formal meetings makes the flow of work and any general care concerns feel more stilted and takes time to get a sense of issues”*

*“The volume of time which is now taken up by 1:1 calls to individuals to keep them briefed and engaged”*

*“Hard to build connections with new staff, harder to train complex topics remotely”*

However, despite managers reporting a positive impact on managing staff remotely, few organisations are looking to enhance their flexible working options, with **79%** **not planning on making any changes** and only **15%** looking to **increase** flexible working options.

### Are organisations making changes to their flexible working policies?





***“Work is  
an important  
part of my  
being”***

Director,  
Respondent to Survey



***There are stresses and  
challenges but it's also  
enjoyable and fulfilling.  
I'm needed, so I feel I'm  
positively contributing,  
and I know my work is  
appreciated, which is  
always nice!***

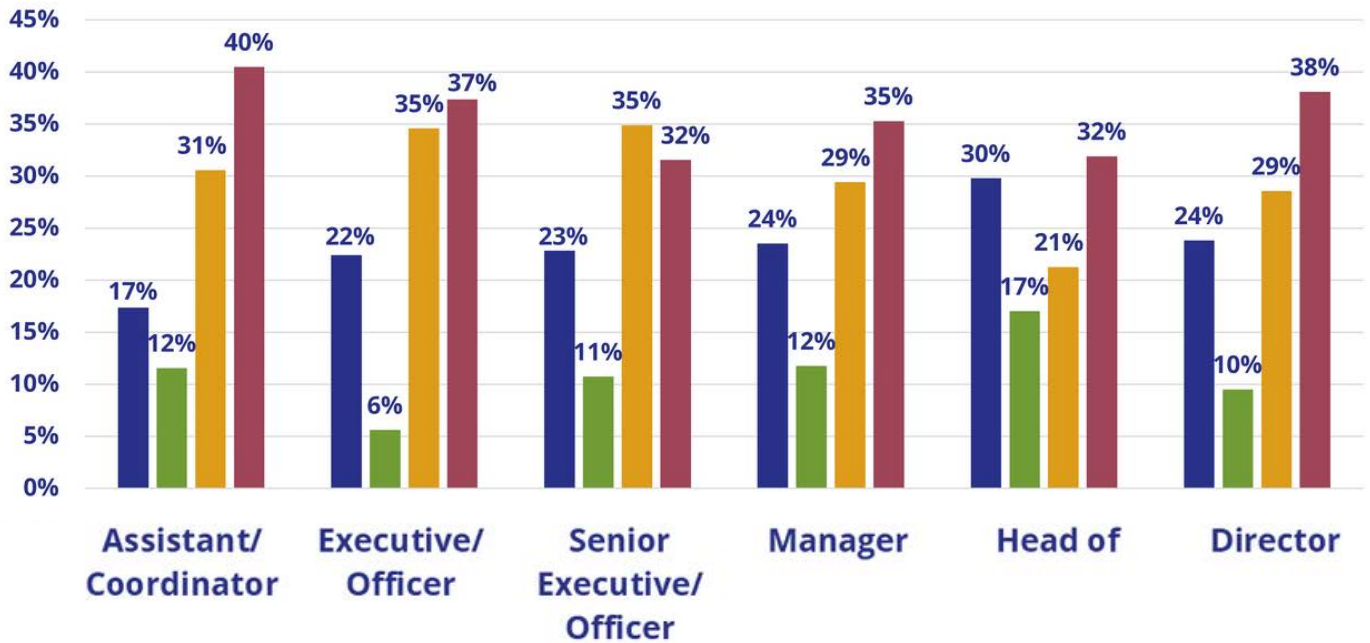
Associate Director,  
Respondent to survey



**31%** feel their job keeps their mental health and wellbeing balanced.

**36%** feel their job is negatively impacting their mental health & wellbeing, a slight improvement on the **40%** reported in our 2021 survey.

## How do you feel about your job?



- I do not feel my job impacts my mental health & wellbeing negatively or positively in any way
- My job helps to improve my overall mental health & wellbeing
- My job helps to keep my mental health & wellbeing balanced
- My job is negatively impacting my mental health & wellbeing

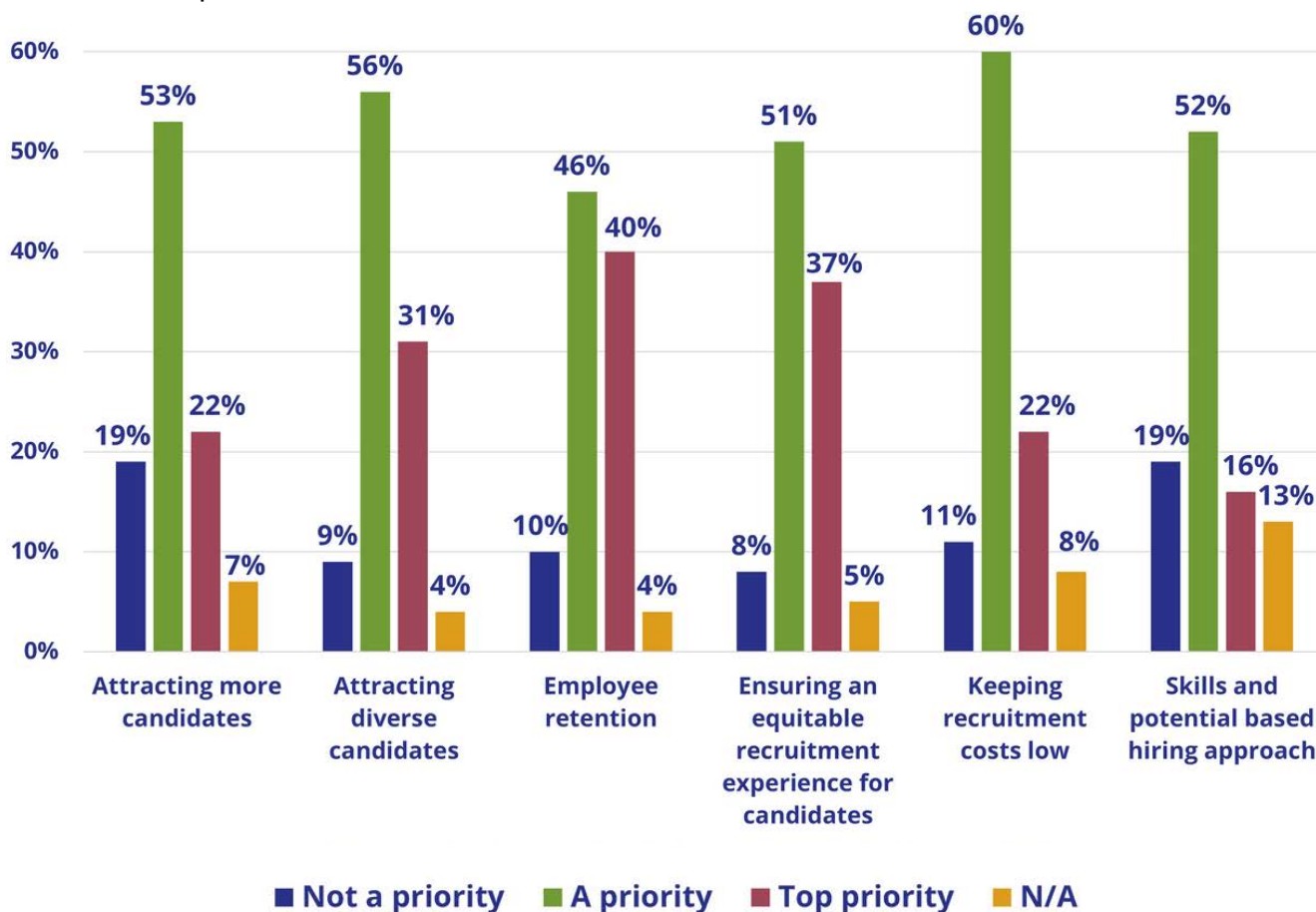
Fundraising and MarComms & Digital were more likely to report that their job was having a negative impact on their mental health and wellbeing.

When asked why respondents feel their job is impacting their mental health & wellbeing in this way feeling over worked, pressure from senior leadership teams and unsupported was all having a negative impact. The general consensus for improving their mental health and wellbeing was feeling valued in their job, the difference they make,



## Skills & potential based hiring

Concerningly, **19%** reported that a skills and potential based hiring approach was not a priority. Considering the current, and future skills shortages, particularly digital skills, having a skills and potential based hiring strategy will need to be a priority for all organisations. The graph below shows the level of priority organisations give to a range of important recruitment topics:



## Are you using artificial intelligence (AI) to recruit?

**83%** reported that they do not use AI in their recruitment process, with over **50%** unsure if they will use in the future and **39%** stating they will not use in the future.

Artificial intelligence is certainly being used amongst the wider recruitment industry and we expect this to continue, especially where it can increase efficiency and save costs. It does however have potential drawbacks that organisations should consider, such as bias, lack of human touch and data privacy. Any implementation requires a thoughtful approach, balancing the advantages with human judgement and ethical considerations.

The data showed that D&I has become **more important to job seekers** since our last survey in 2021, with a **6%** increase of job seekers stating they are more likely to apply to an organisation that demonstrates their commitment to D&I.

More organisations have also implemented D&I strategies, however disappointingly, respondents have not reported seeing an improvement on how embedded that strategy is.

**We asked what organisations have done to attract more diverse talent. The top 3 reported can be seen below:**

**1**

Enhanced flexible working policies & promoted these in job advertisements

**2**

Removed unnecessary qualifications/experience from job advertisements

**3**

Advertised on diverse specific job boards

**78%**

OF ORGANISATIONS HAVE A  
D&I STRATEGY

**78%**

OF JOB SEEKERS ARE MORE LIKELY  
TO APPLY TO AN ORGANISATION  
THAT DEMONSTRATES THEIR  
COMMITMENT TO D&I

**6/10**

HOW EMBEDDED EMPLOYEES  
FEEL THEIR D&I STRATEGY IS  
WITHIN THEIR  
ORGANISATION



## Disability and ethnic minorities

At TPP, we feel it is important to collect data on D&I, which we hope will guide positive discussions within organisations. However data in this area is made up of a smaller sample size (those that reported a disability or from an ethnic minority for example), which should be considered when analysing, as anomalies may appear in the data provided.

**13%** reported they were from an **ethnic minority background**, a small reduction from **14%** in 2021. A large pay gap was reported at Assistant/ Coordinator level, with smaller pay gaps at mid and senior level.

**18%** reported that they had a disability or a long term health condition, up from **8%** in 2021. Of those that reported having a disability, **77%** are at manager level and above. 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. Pay gaps can be seen at all levels, with disabled people earning less in more senior level roles, but more in junior level roles (Assistant to Executive Officer).

### Percentage of respondents working in each job level

#### Ethnic Minorities

- Director - 23%
- Head of - 15%
- Manager - 24%
- Senior Executive/Officer - 15%
- Executive/Officer - 15%
- Assistant/Coordinator - 8%

#### Disability or long term health condition

- Director - 28%
- Head of - 17%
- Manager - 32%
- Senior Executive/Officer - 11%
- Executive/Officer - 6%
- Assistant/Coordinator - 6%

	White	Ethnic Minority	Disability	No-Disability
Director	£75,000	£76,500	£70,000	£76,000
Head of	£54,500	£54,500	£50,000	£55,000
Manager	£44,000	£43,500	£43,500	£44,500
Senior Executive/ Officer	£39,000	£41,000	£36,500	£40,000
Executive/Officer	£34,500	£35,000	£38,500	£34,000
Assistant/Coordinator	£30,000	£22,500	£31,000	£28,000



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*\*Please note: there may be anomalies in the data with a high number of categories, this may be due to us not having received sufficient responses in that area.*





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*“The finance world is ever-changing, and keeping up with the latest trends is essential for success. From digital banking and financial technology to alternative investments and global markets, the finance industry is responding to rapid changes in technology and consumer behaviour.”*

**Karen Moore, TPP Consultant, Finance, IT & Facilities**

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
Director	£70,000	£60,000 - £95,000	£80,000	£75,000 - £100,000
Head of	£58,500	£55,000 - £85,000	£65,000	£60,000 - £68,000
Manager	£42,000	£32,000 - £50,000	£45,000	£40,000 - £55,000
Senior Executive/Officer	£37,000	£33,500 - £45,000	£40,000	£35,000 - £48,000
Executive/Officer	£28,000	£26,000 - £35,000	£31,000	£29,000 - £35,000
Assistant/Coordinator	£26,000	£25,000 - £29,000	£28,000	£25,000 - £30,000

	Newly qualified	Part qualified	Qualified	Qualified by experience
Director	£60,000	£55,000	£91,000	£58,000
Head of	£55,000	£50,000	£61,000	£55,000
Manager	£48,000	£45,000	£50,000	£48,000



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*“Fundraising has accounted for just under 50% of all advertised job positions this year across specialist non-profit job boards, showing its critical role within the non-profit sector. It is however evident that salary disparities have grown within the fundraising sector, with senior roles experiencing faster rate hikes compared to their junior counterparts. And concerningly, more fundraising professionals are highlighting burnout and deteriorating mental health, due to heightened pressure, in some cases a lack of support from management and lack of investment in fundraising.”*

***Matt Adams, Divisional Manager, Fundraising & Development***

	Charity		Higher Education	
	Average	Min - Max	Average	Min - Max
Director	£70,000	£50,000 - £120,000	£80,000	£70,000 - £150,000
Head of	£55,500	£32,000 - £78,000	£65,000	£50,000 - £80,000
Manager	£44,500	£30,000 - £56,000	£51,000	£48,000 - £68,000
Senior Executive/Officer	£38,500	£30,000 - £45,000	£44,500	£40,000 - £52,500
Executive/Officer	£29,500	£24,000 - £36,000	£32,500	£30,000 - £38,000
Assistant/Coordinator	£26,000	£24,000 - £26,000	-	-



## Average salaries by specialism

	Community/ Regional	Corporate	Direct Marketing	Events	Legacy	Major Donor	Trust/ Foundation/ Statutory
Head of	£50,000	£54,000	£59,000	£55,500	£56,000	£58,500	£57,500
Manager	£40,000	£43,000	£45,000	£45,000	£45,000	£44,000	£45,000
Senior Executive/Officer	£35,000	£40,000	£40,500	£35,000	£37,000	£39,000	£38,000
Executive/Officer	£32,500	£33,000	£34,000	£30,000	£31,500	£32,500	£34,000
Assistant/Coordinator	£25,000	£26,500	£26,500	£26,500	£27,000	£26,500	£28,000



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*“As the non-profit sector continues to grow, so does the demand for junior roles within HR. HR Administrators & HR Assistants are some of the roles that have seen a recent surge in demand.”*

***Joe Clifford, TPP Business Manager, Human Resources***

## Charity

## Membership

	Average	Min - Max	Average	Min - Max
Director	£75,000	£70,000 - £96,000	£83,000	£75,000 - £90,000
Head of	£60,000	£55,000 - £68,000	£65,000	£60,000 - £70,000
Manager	£50,000	£45,000 - £55,000	£55,000	£50,000 - £60,000
Senior Executive/Officer	£39,000	£38,000 - £46,000	£44,000	£42,000 - £50,000
Executive/Officer	£32,000	£32,000 - £36,000	£35,000	£34,000 - £40,000
Assistant/Coordinator	£27,000	£25,000 - £30,000	£30,000	£28,000 - £33,000

## Average salaries by specialism

	Employee Relations	Equality & Diversity	Learning & Development	Recruitment	Generalist
Director	£70,000	£75,000	£75,000	£70,000	£80,000
Head of	£60,000	£65,000	£62,000	£60,000	£62,000
Manager	£50,000	£55,000	£53,000	£50,000	£53,000
Senior Executive/Officer	£42,000	£42,000	£43,000	£40,000	£43,000
Executive/Officer	-	£32,000	£36,000	£34,000	£36,000
Assistant/Coordinator	-	-	£29,000	£28,000	£29,000



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*“Despite challenges organisations are under and pressure on CEOs, CEO’s are reporting feeling happier and more valued than other job functions. The challenge for them, is ensuring this is felt throughout the whole of the organisation, ensuring cohesive teams that work collaboratively.”*

***Matt Adams, Divsional Manager, Leadership & Governance***

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
CEO	£69,000	£34,000 - £143,000	£101,500	£64,000 - £150,000



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*“Employers offering generous hybrid working models and flexibility is now a key requirement by candidates considering making a career move. Since the pandemic I have worked with a number of marcomms and digital professionals who have turned down job offers working for excellent organisations, purely based on their hybrid working not being aligned with what they desire. In my opinion, the non-profit sector has embraced and listened to the market, and shown great flexibility and in particular within the marketing, communications and digital disciplines.”*

**Mark Childs, TPP Senior Consultant, MarComms & Digital**

## Charity

## Membership

	Average	Min - Max	Average	Min - Max
Director	£75,000	£65,000 - £90,000	£80,000	£70,000 - £110,000
Head of	£55,500	£50,000 - £65,000	£60,000	£45,000 - £90,500
Manager	£45,500	£38,000 - £55,000	£48,000	£40,000 - £60,000
Senior Executive/Officer	£35,000	£32,000 - £40,000	£35,000	£32,000 - £40,000
Executive/Officer	£32,000	£28,000 - £33,000	£32,000	£28,000 - £38,000
Assistant/Coordinator	£26,000	£24,000 - £26,000	£28,000	£26,000 - £30,000

*“Salaries for marketing and communications professionals in the non-profit sector remain notably lower when compared to their counterparts in both the private and public sectors. This difference is especially apparent in roles related to policy and digital marketing, as well as in senior-level positions.”*

**Leighton Davy, TPP Business Manager, MarComms & Digital**

## Average salaries by specialism

	Brand Management	Campaigns	Comms	Digital/Online/Social Media	Internal Comms	Marketing	PR/Press/Media Relations	Public Affairs/Policy/Advocacy	Cover all areas**
Director	-	£80,000	£67,000	£65,000	-	£65,000	-	£80,000	£65,000
Head of	£58,000	£55,000	£55,000	£54,000	£60,000	£58,500	£55,000	£65,000	£55,000
Manager	£48,500	£41,000	£46,000	£46,000	£48,000	£48,000	£46,000	£53,000	£43,500
Senior Executive/Officer	£41,000	£36,000	£38,000	£44,500	£38,000	£37,000	£38,000	£43,000	£36,000
Executive/Officer	£35,000	£30,000	£33,500	£32,000	£32,000	£32,500	£32,000	£35,000	£30,000
Assistant/Coordinator	£29,000	£27,000	£29,000	£28,000	£28,000	£25,000	£27,000	£25,000	£25,000

\*\*For small marketing teams that cover all disciplines





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



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*“Support functions are the backbone of charities - from data analysis, donor retention, identifying and qualifying prospects, providing essential event coordination and executive support – all ensuring that charities can deliver on their mission. Specialised roles are in high demand, where charities are seeking individuals with specific skill and experience relevant to their mission.”*

***Penny Raven, TPP Senior Business Manager, Office & Specialist Support***

## ADMINISTRATION

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
Head of	£50,000	£45,000 - £55,000	£53,000	£40,000 - £58,000
Manager	£42,000	£38,000 - £45,000	£49,000	£48,000 - £50,000
Senior Executive/Officer	£41,500	£40,000 - £43,000	£45,500	£42,000 - £45,000
Executive/Officer	£32,000	£27,000 - £37,000	£34,500	£29,000 - £40,000
Assistant/Coordinator	£26,500	£24,000 - £29,000	£28,000	£26,000 - £30,000

## DATA MANAGEMENT

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
Head of	£51,500	£51,500 - £73,000	£55,000	£50,000 - £75,000
Manager	£48,500	£42,000 - £55,000	£49,500	£44,000 - £56,000
Senior Executive/Officer	£39,500	£38,000 - £41,000	£43,000	£40,000 - £45,500
Executive/Officer	£32,500	£31,000 - £35,000	£35,000	£33,000 - £37,000
Assistant/Coordinator	£29,000	£27,000 - £31,000	£31,000	£29,000 - £33,000

## EVENTS

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
Head of	£50,000	£45,000 - £55,000	£53,000	£46,000 - £61,000
Manager	£49,500	£44,500 - £56,000	£45,000	£40,000 - £50,000
Senior Executive/Officer	£32,500	£31,000 - £35,000	£36,000	£34,000 - £38,000
Executive/Officer	£30,000	£28,000 - £32,000	£32,000	£29,000 - £35,000
Assistant/Coordinator	£27,000	£25,000 - £29,000	£28,500	£26,000 - £31,000

## EXECUTIVE/ PERSONAL ASSISTANT

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
Executive Assistant	£36,500	£30,000 - £43,000	£38,000	£32,000 - £45,000
Personal Assistant	£32,000	£27,000 - £37,000	£35,000	£29,000 - £40,000

## OPERATIONS

	Charity		Membership	
	Average	Min - Max	Average	Min - Max
Director	£75,000	£68,000 - £82,500	£83,500	£60,000 - £110,000
Head of	£57,500	£48,000 - £70,000	£50,000	£40,000 - £80,000
Manager	£43,500	£31,500 - £49,000	£37,500	£31,500 - £43,000
Senior Executive/Officer	£38,000	£33,000 - £42,000	£38,000	£34,000 - £44,000
Executive/Officer	£35,500	£30,000 - £38,000	£35,000	£31,000 - £39,000
Assistant/Coordinator	£31,500	£29,000 - £34,000	£31,000	£29,000 - £34,000

## PROSPECT RESEARCHER

Charity

	Average	Min - Max
Head of	£54,000	£51,000 - £62,000
Manager	£42,000	£37,000 - £46,500
Senior Executive/Officer	£39,500	£36,000 - £42,000
Executive/Officer	£33,500	£29,500 - £35,000
Assistant/Coordinator	£27,000	£26,000 - £28,000

## SUPPORTER CARE

Charity

	Average	Min - Max
Head of	£49,000	£45,000 - £53,000
Manager	£44,000	£39,000 - £47,000
Senior Executive/Officer	£33,000	£29,000 - £35,000
Executive/Officer	£31,000	£27,500 - £34,000
Assistant/Coordinator	£27,500	£25,000 - £28,000



- Education & Training
- Finance, IT & Facilities
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