

20 20 MARKET REPORT

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INTRODUCTION

I am delighted to welcome you to the 2020 edition of our Market Report, now in its 11th year.

As we enter a new decade, with economic uncertainty due to Brexit still looming, a stronger government finally looks set to ensure some movement for the UK. Whether this materialises into progress is yet to be seen. However, across the marketing, communications and digital landscape, we expect the 2020s to herald a continuation of the technological advancements we experienced in the 2010s; accelerating change throughout every industry, possibly to an even deeper level should AI fulfil its potential.

In this ever transforming backdrop, clarity of communication and a defined marketing strategy are increasingly complicated to convey. As businesses strive to master their data and customer understanding, new generations of ever more technology evolved consumers challenge the expectations of both brands and employers. Shaping the structure of our working environment faster than has been seen in generations, most notably around flexibility and mobility. We are witnessing significant changes to how employers market themselves to attract talent and try to retain staff, with a company's ethical and CSR practices increasingly scrutinised by potential employees, eager to work for a company they respect and morally align to.

To help better understand what the future holds, the report covers these topics, examining how much candidates value benefits like remote and flexible working, in what sectors training and upskilling are most crucial and where job security is a growing concern. We also review the progress on the gender divide, what is motivating candidates to change roles and what sectors have seen the most significant changes in pay.

Exploring the impact of IR35 changes to the contractor market and the overall market confidence around hiring.

We would like to thank the 1,400 Marketing, Digital, Communications and IR professionals who completed this year's survey providing fresh insight into the nuances of our employment market, sector variances, salaries, benefits and bonuses, hiring drivers and evolving candidate preferences.

The 2020s will see many changes in the regulatory landscape: how campaigns are created and delivered by new technology, increasing controls around social media and the increasing protection of consumer's rights online. Additionally, we forecast the disruption of the recruitment space to be substantial, led by the emergence of effective AI as a sourcing and management tool.

I would like to take this opportunity to thank you for your continued support and hope you find the report insightful. Our specialist consultants are available to discuss any of the findings and should you have any suggestions please email: london@emr.co.uk



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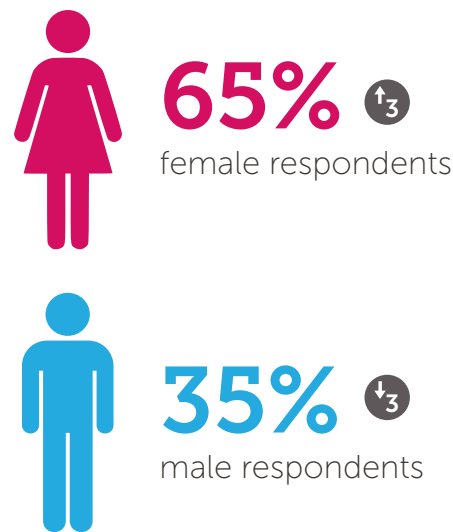
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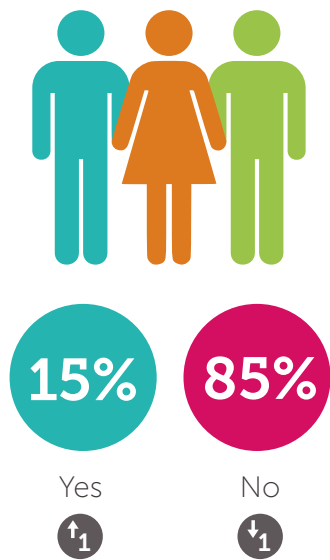
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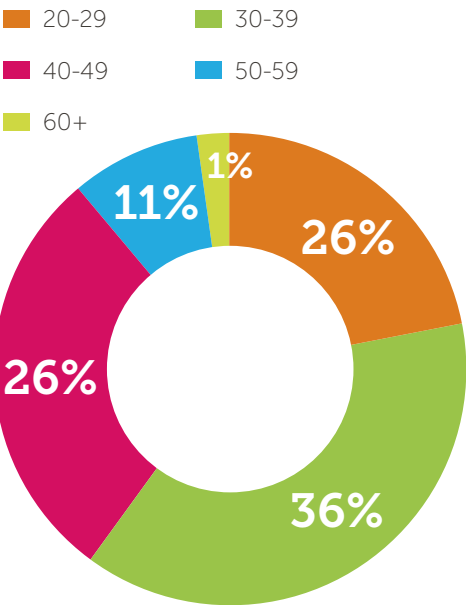
Gender



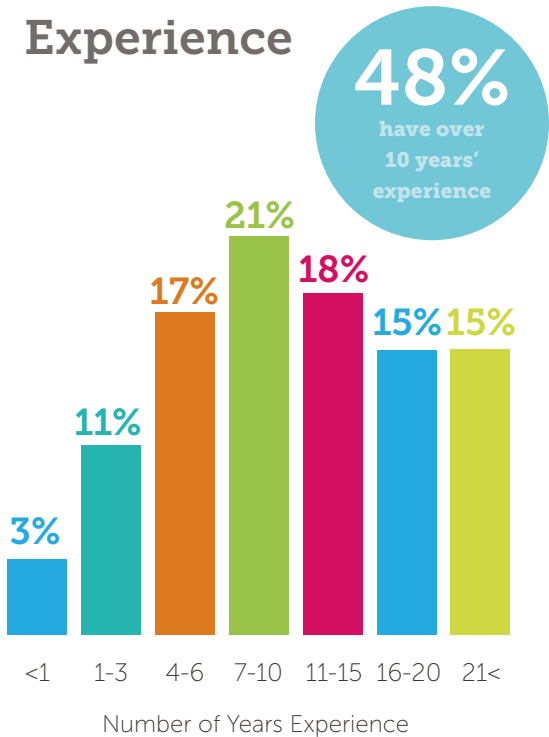
BAME



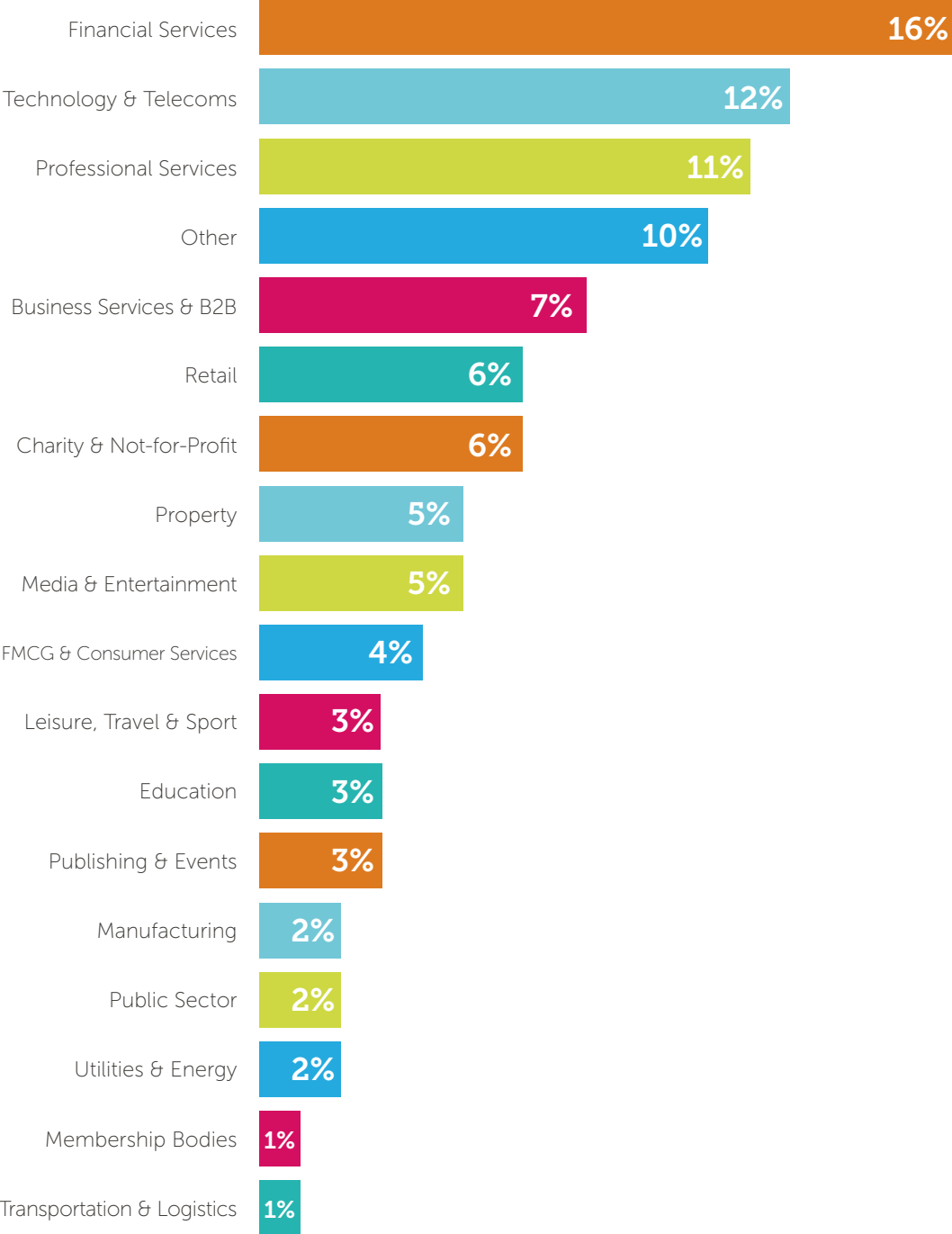
Age



Experience



Sector

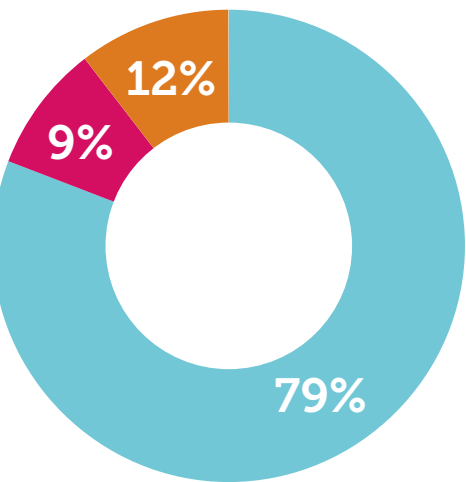


Core Discipline

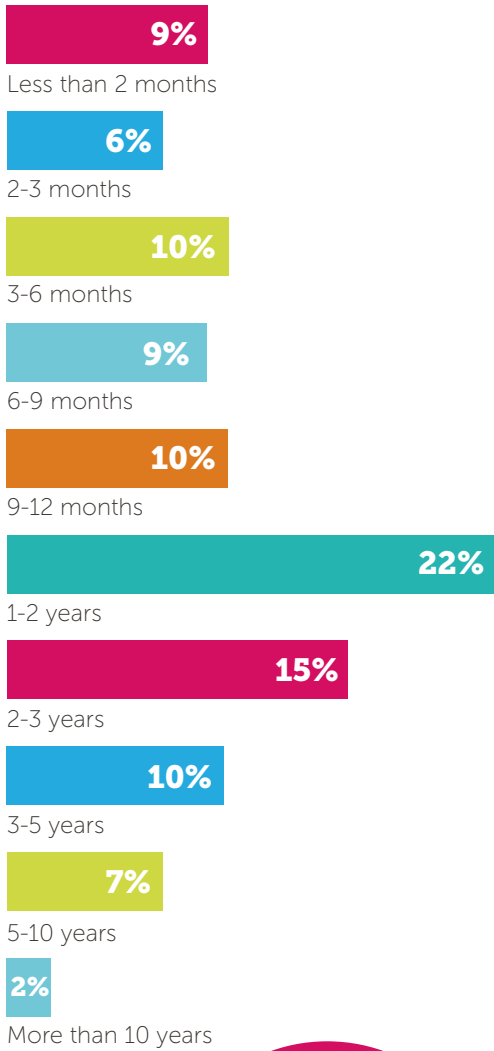


Employment

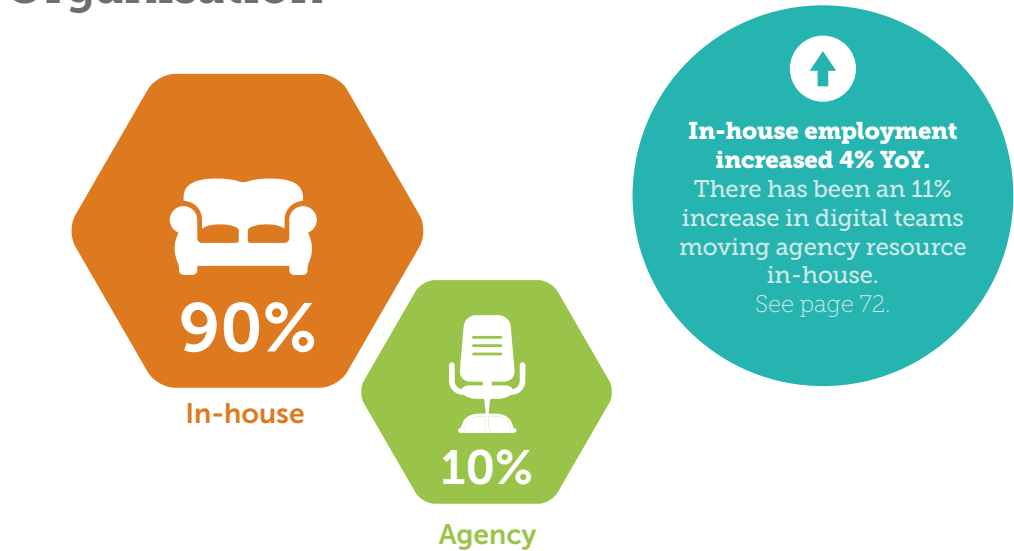
- Permanent
- Fixed Term Contract
- Interim or Temporary



Time In Role

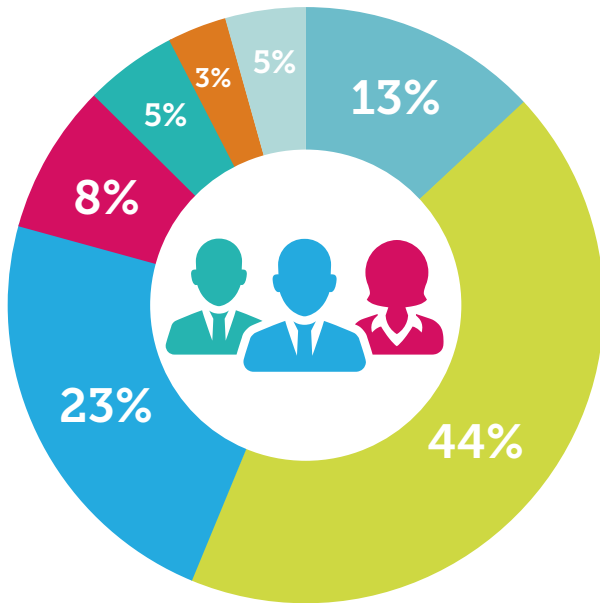


Organisation

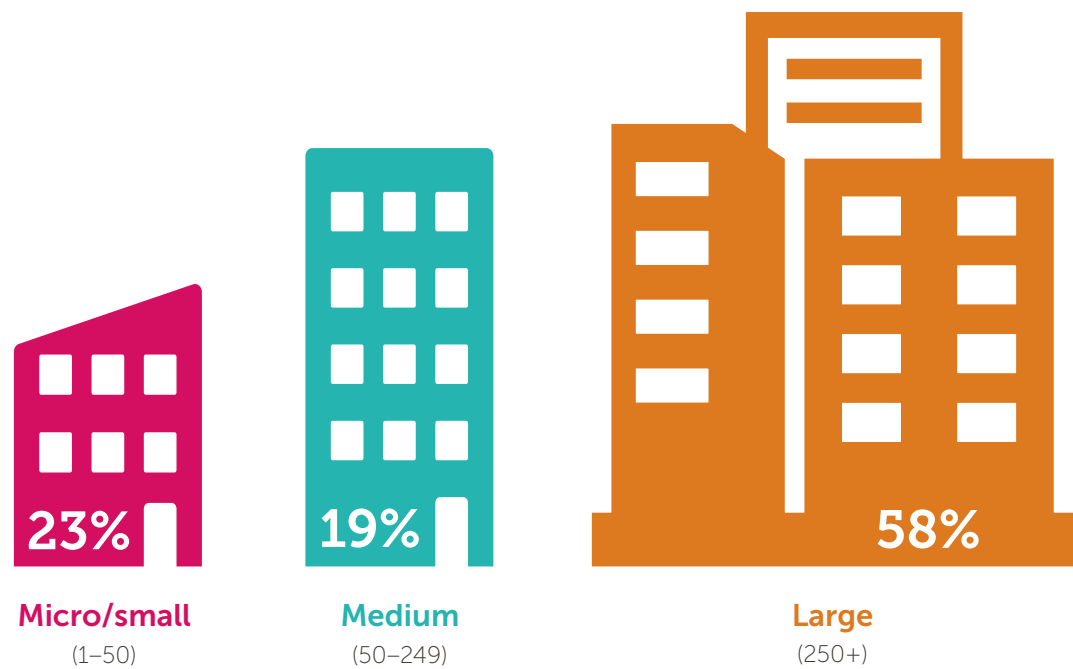


Team Size

- 1 (standalone role)
- 2-5
- 6-10
- 11-15
- 16-20
- 21-30
- 30+

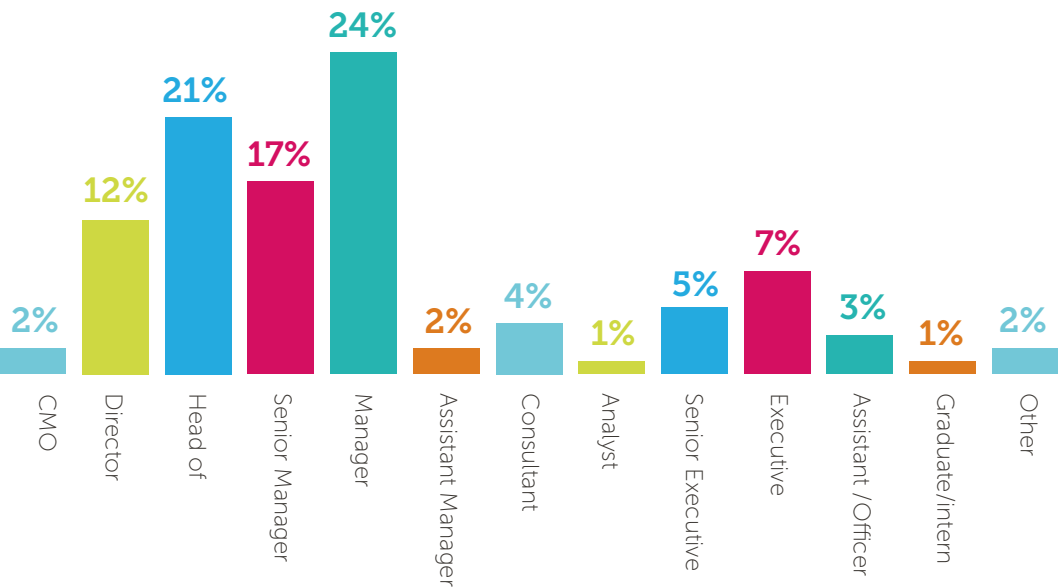


Company Size

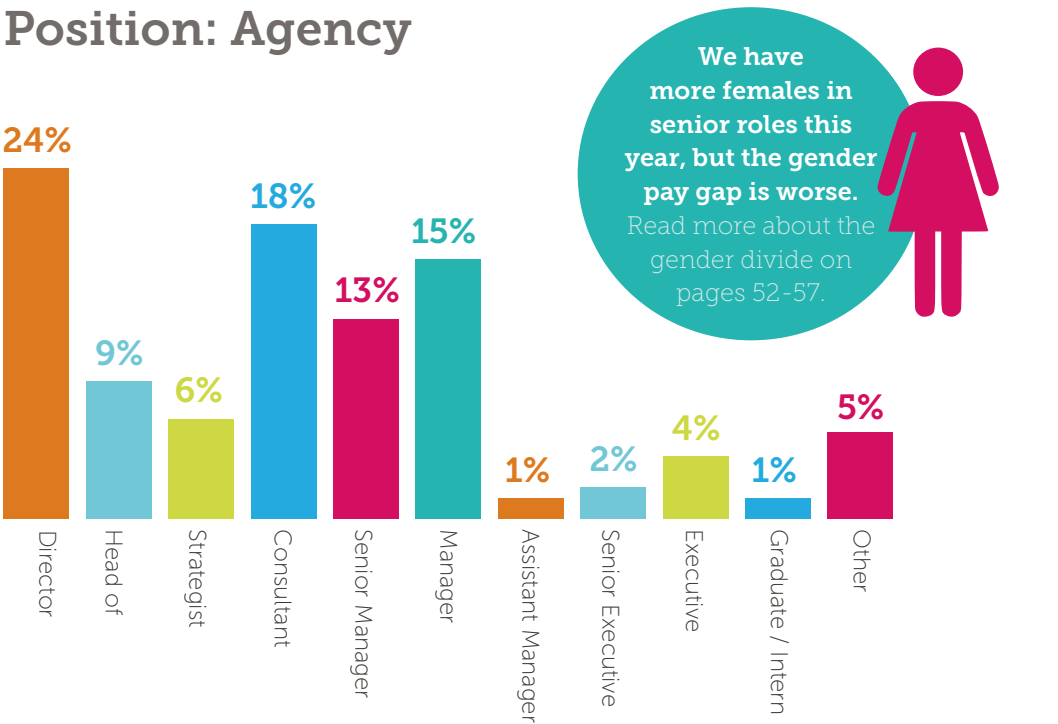


Although we received slightly fewer respondents from small and medium organisations this year, it is those companies that continue to drive growth for the UK economy. Our results showed that medium sized organisations increased headcount the most last year, with 42% adding to their teams. 39% of larger organisations increased headcount, which we have mainly seen within digital departments. Professional and Financial Services account for the largest volume of corporates, whilst the Media, Publishing & Events, Charity & Not-for-Profit and Business Services sectors all have more respondents from small to medium sized organisations.

Position: In-House



Position: Agency



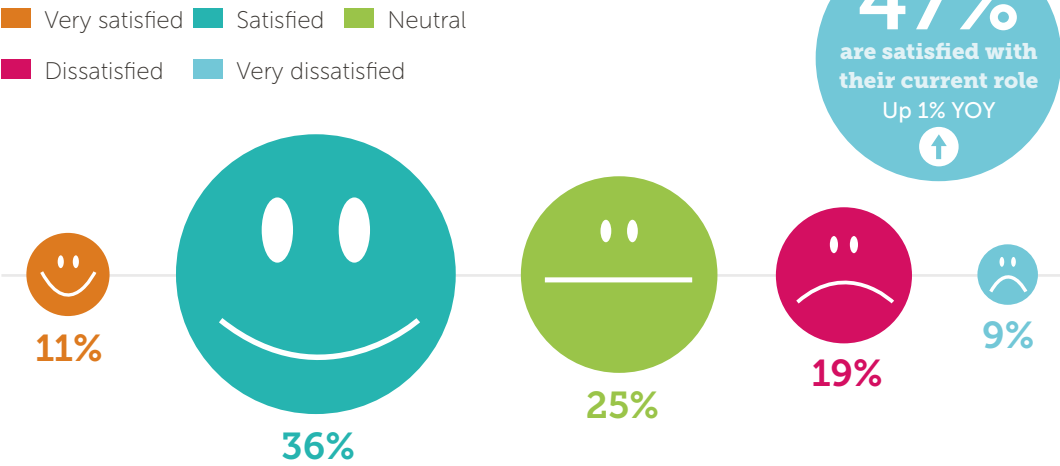
We have more females in senior roles this year, but the gender pay gap is worse. Read more about the gender divide on pages 52-57.

02

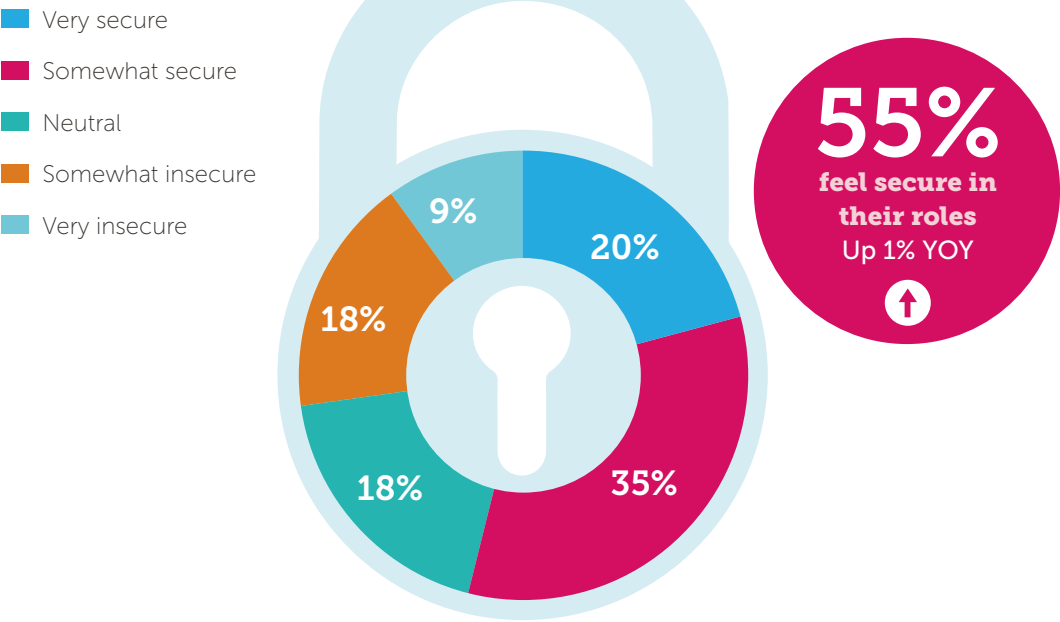
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Job Satisfaction



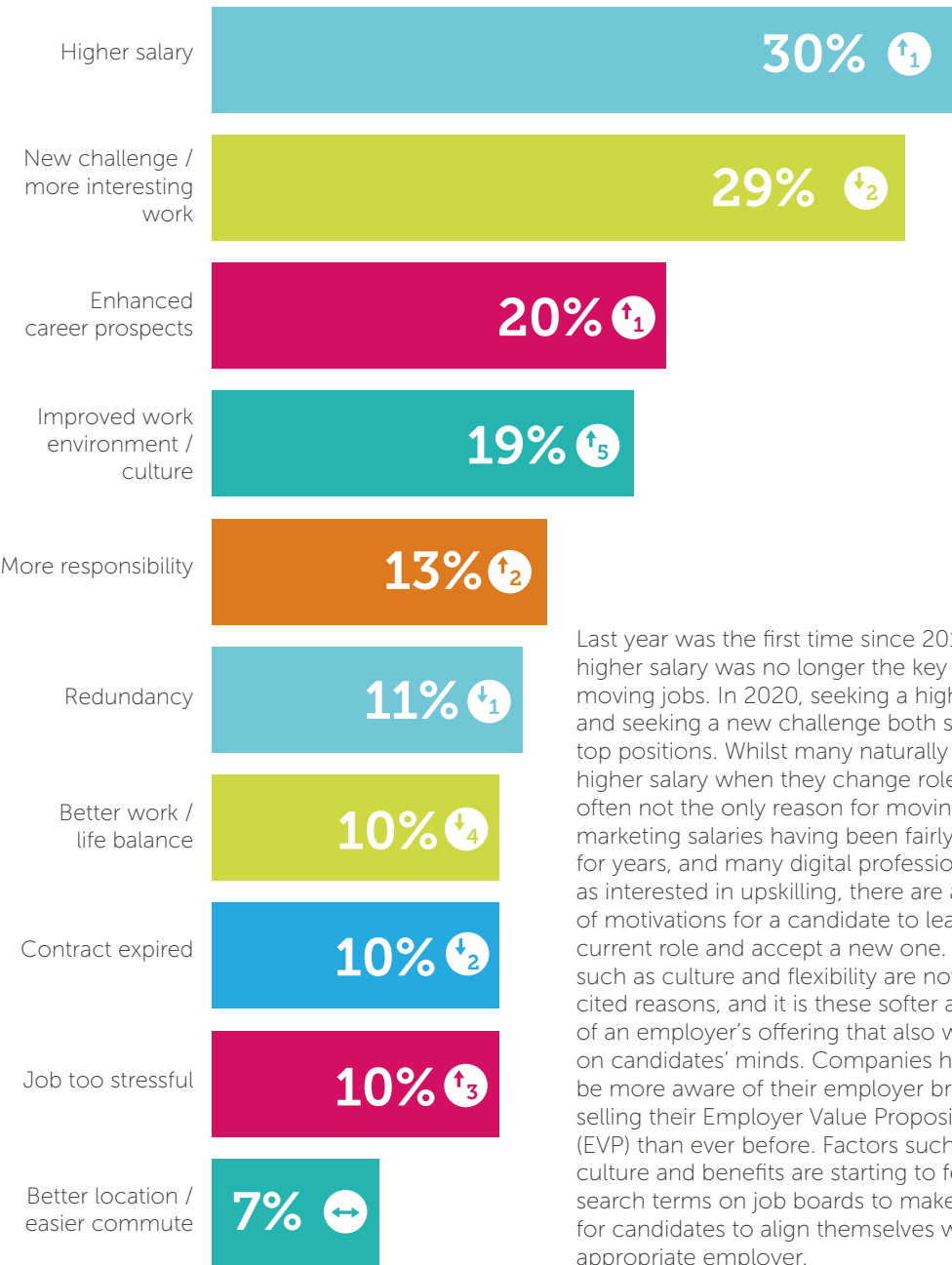
Job Security



30% of respondents under the age of 29 feel very secure, compared to 22% of thirty-somethings and just 11% of forty-somethings. 43% of contractors feel insecure or very insecure. Whilst contracting is very appealing for some, there are uncertainties in the market this year. Read more about the impact of IR35 on the contract market on page 34.

Career Drivers

The top 10 reasons why people change jobs



Benefits

The top 10 sought after benefits that affect job acceptance



25 days holiday or more



Flexible working (home working/ flexitime)



Company pension scheme (above the basic requirements)



Annual bonus scheme



Smart phone / laptop / tablet



Private healthcare / dentalcare



Funding towards training courses



Insurance (PMI / death in service / life insurance)



Flexible benefits (choosing from a range of options)

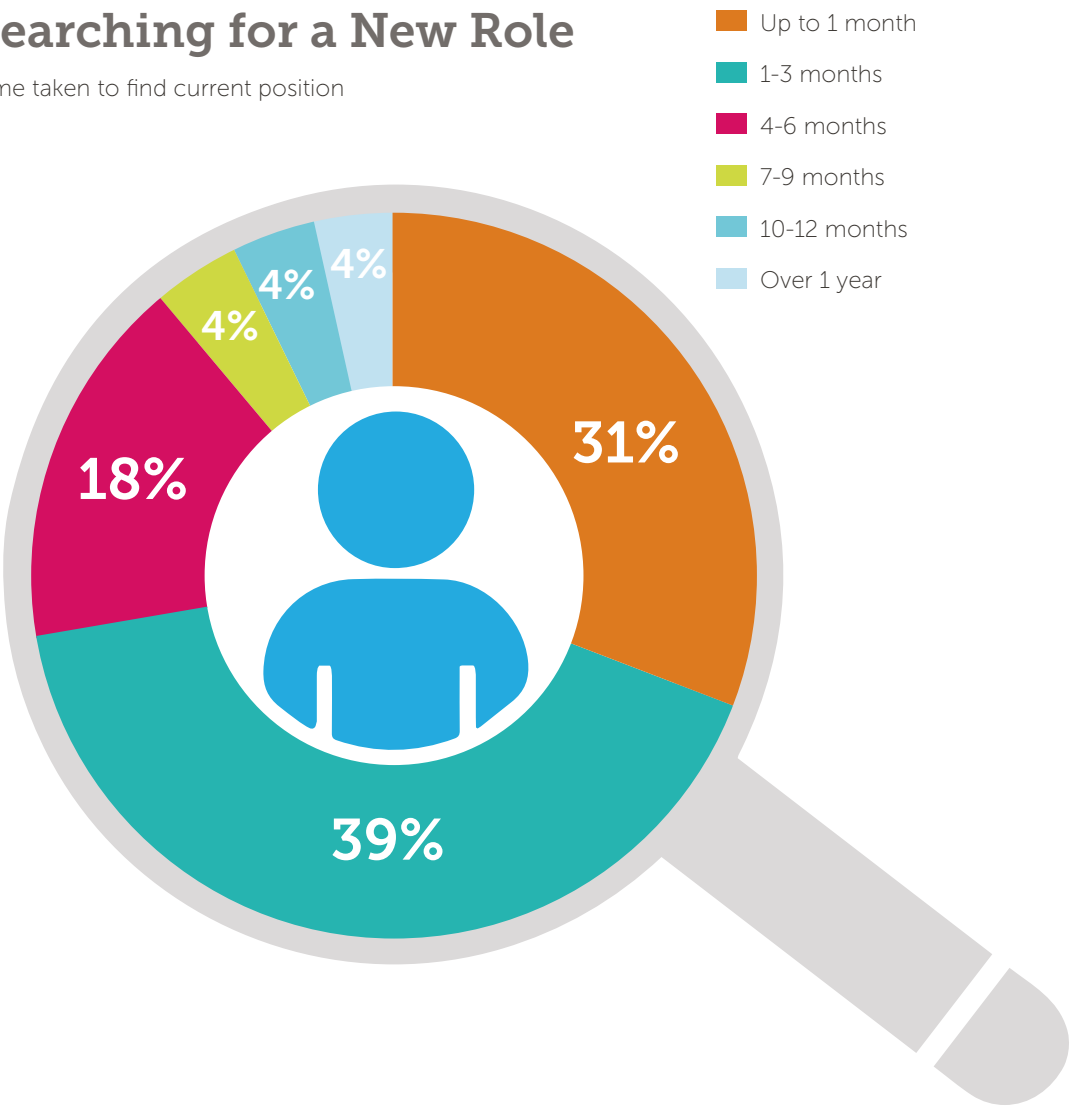


Travel benefits / allowances

There hasn't been a change in what's considered to be the most important benefits but there is a significant increase in demand for them, with more people looking for reasons why they should choose one company over the other. The demand for flexible working only strengthens; find out why on pages 48/49. For those experiencing a severe skills gap, the talent shortage crisis could be better combatted by offering perks that people want; it could be the difference between successfully filling an opening or losing top talent to your competitors. It's worth communicating with candidates to better understand what they value, and also current employees to see which benefits would improve their work/life balance. Having a wide-ranging flexible benefits package means that you will be better able to tailor your offer to your preferred candidate's demands, therefore increasing the chance of securing them.

Searching for a New Role

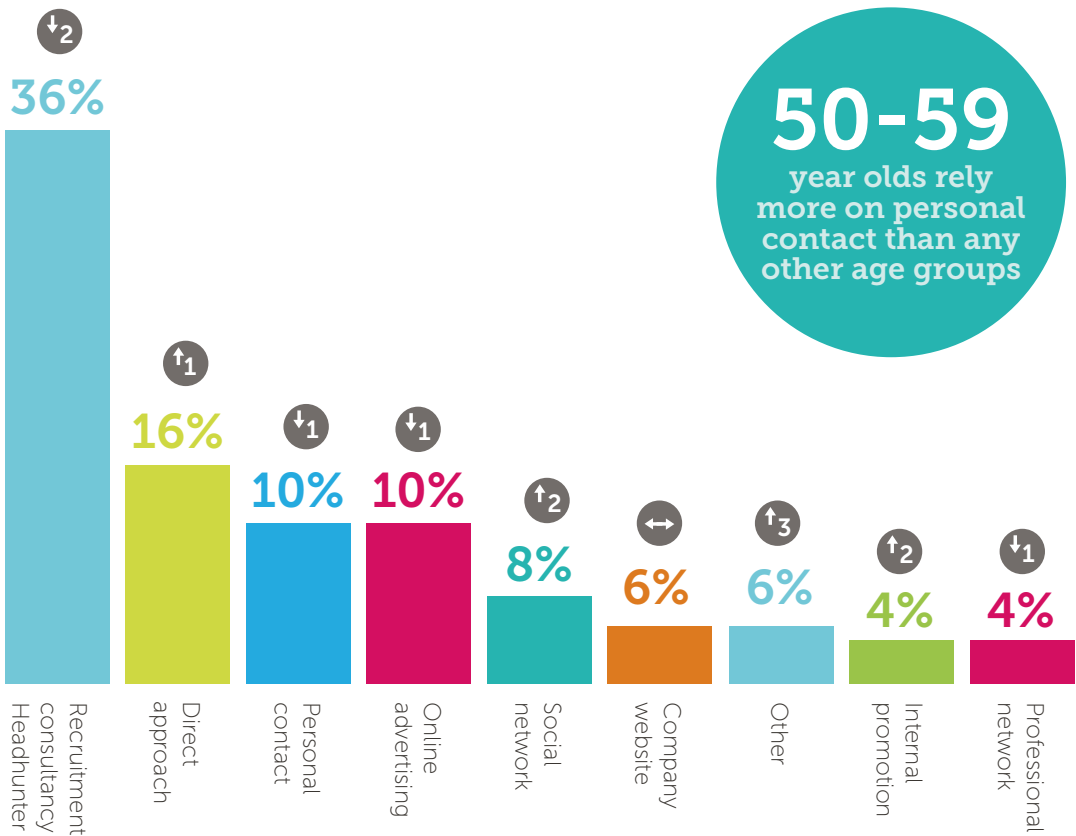
Time taken to find current position



The majority of candidates (70%) find a new role within three months, 88% are secured within six months. Digital professionals find their jobs the quickest and which is unsurprising given the large volume of junior roles available and shortage of talent.

It took CMOs an average of 4-6 months to find their current role, but Directors only took 1-3 months. However, 5% of CMOs took over 2 years. There are fewer jobs at that level, but candidates are more willing to wait for the right challenge or opportunity to become available.

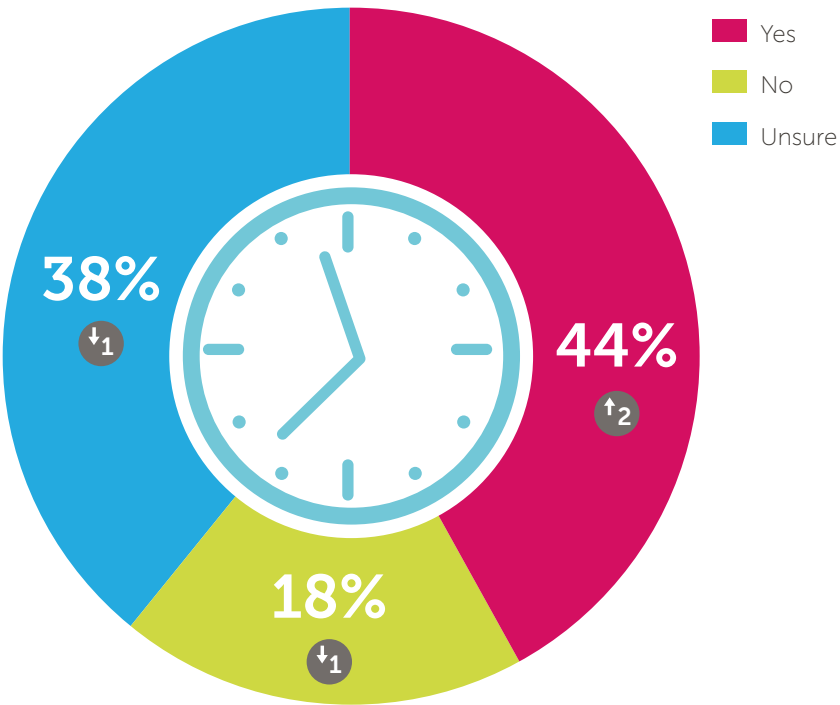
Top 6 Ways to Source a Role



A 2% increase in roles being filled via social networks makes it nearly as popular as online advertising, with this gap having reduced by 10% since 2018. Whilst job boards struggle with increased competition, LinkedIn goes from strength to strength, with 27 million users in the UK; 83% of the working population. This is especially important when you consider that 40% of those aged between 30 and 39, and 34% of those aged between 20 and 29 found their role through a social platform.

The Industry's Future

Do you think you will work in your discipline until you retire?



Approaching one-third (28%) of 20-29 year olds expect to work in their discipline until they retire while 22% of 20-29 year olds are sure that it won't be their last occupation. The younger workforce has been billed as those to have the most varied careers, and even if this remains to be seen, the prospect of staying in your profession until retirement in your 20s is far less as appealing as it is in your 40s.

Professionals aged over 50 are the most likely to have undertaken training or upskilling in the last 12 months, as they take control of keeping up with the industry. Digital marketing, social media, leadership and marketing were the most popular topics. For more on up-skilling see page 40.

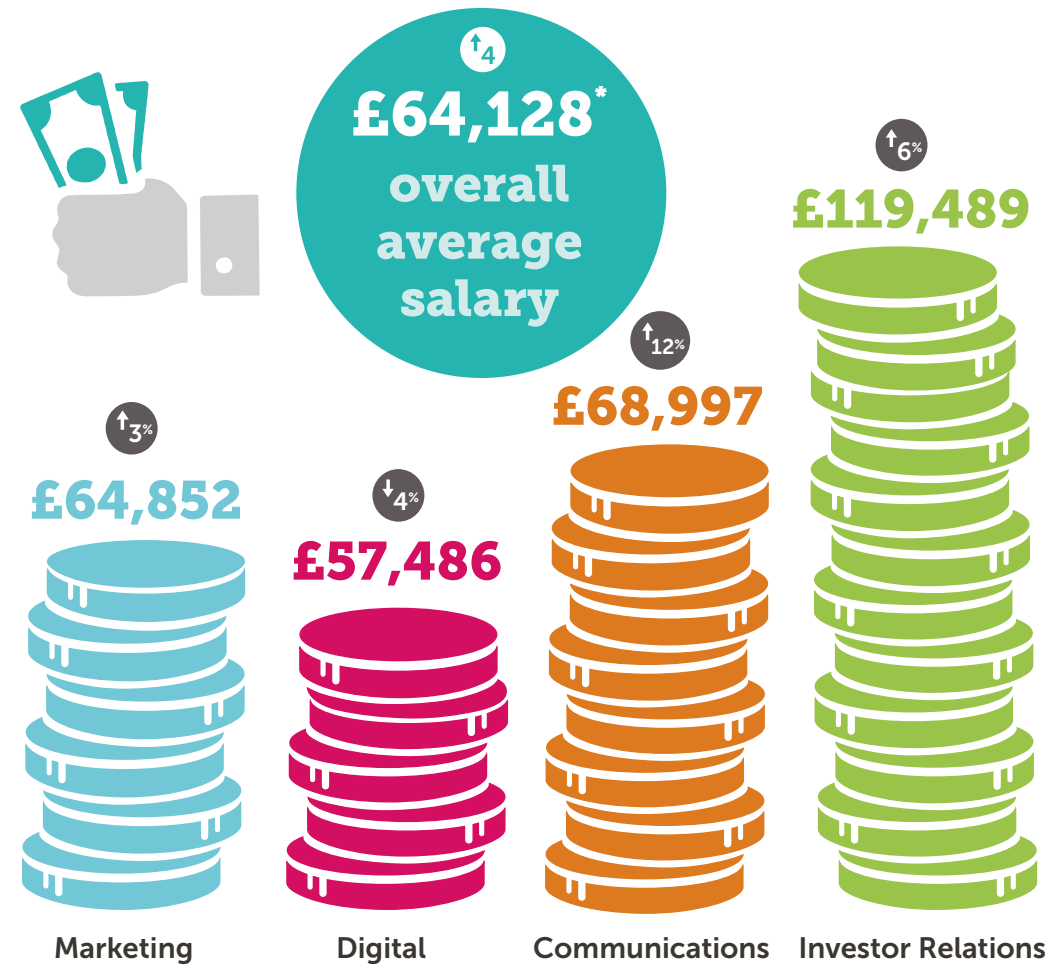
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SALARIES &
BONUSES

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Permanent & FTC Salaries

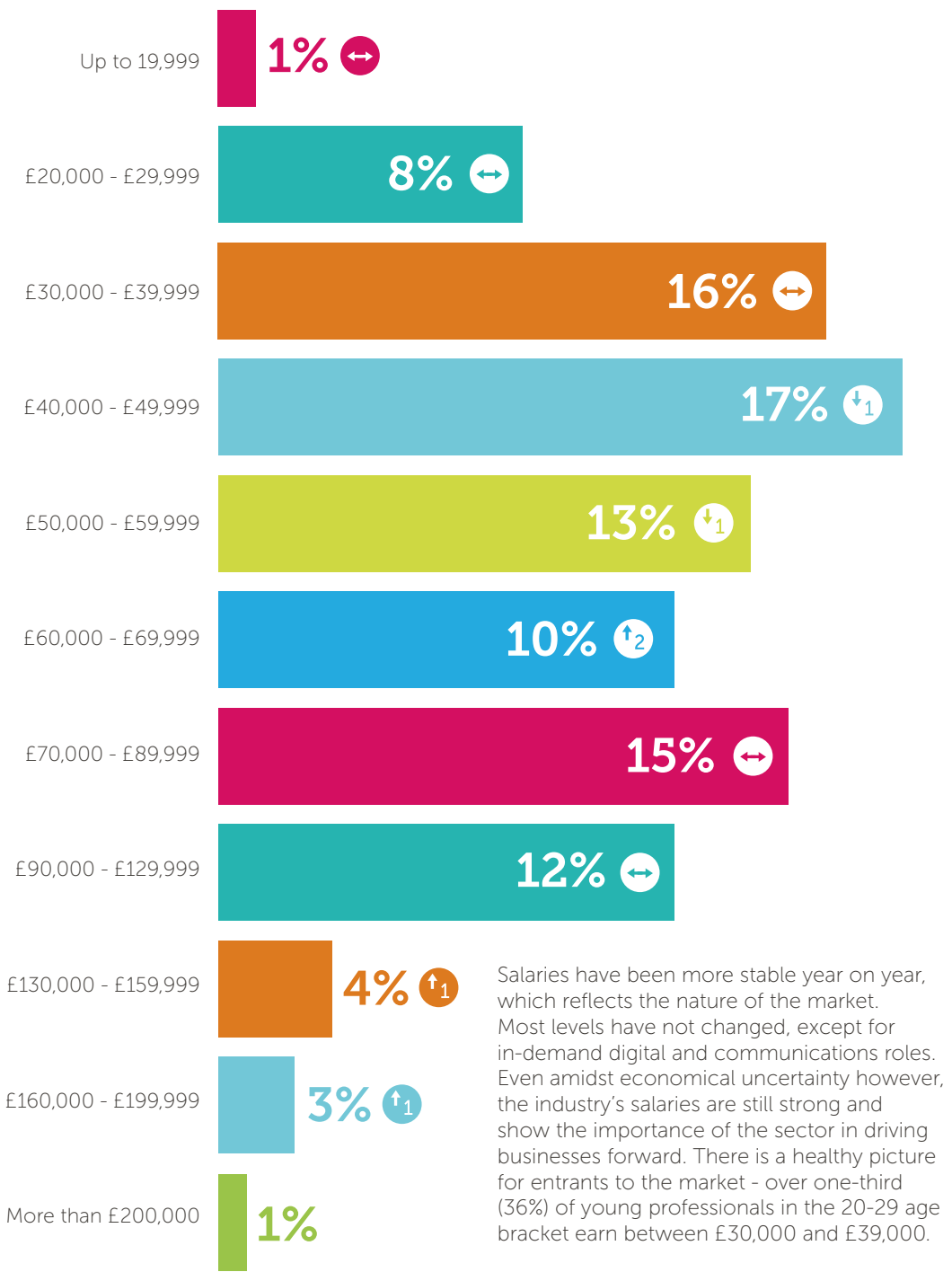
Permanent / Fixed Term Contract



Digital average salaries are lower overall than other disciplines because of the growing nature of the industry. With so many businesses still organising and reviewing their digital teams, there are more opportunities for junior entrants than in any other marketing industry. However, there are also great opportunities to develop and pay for in-demand specialists at management level increases sharply and often overtakes marketing. Communications professionals continue to be among the best paid, with the increase partly accounted for by the rise in the number of contractors. Communications contractors are among the best paid interims, with expertise such as crisis management and change communications in great demand.

*Average for marketing, digital and communications professionals, excluding Investor Relations.

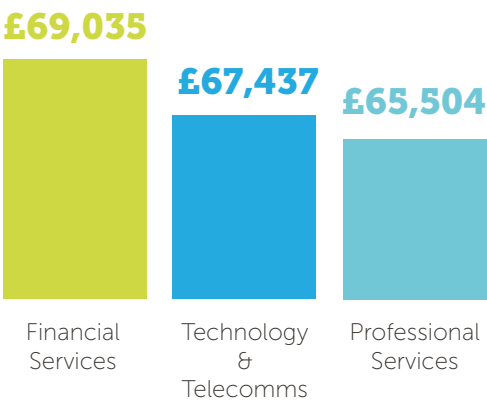
Pro-Rata Earnings



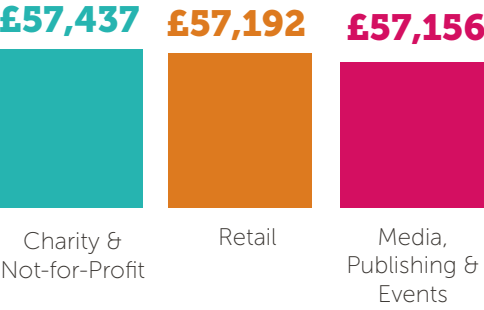
Salaries have been more stable year on year, which reflects the nature of the market. Most levels have not changed, except for in-demand digital and communications roles. Even amidst economical uncertainty however, the industry's salaries are still strong and show the importance of the sector in driving businesses forward. There is a healthy picture for entrants to the market - over one-third (36%) of young professionals in the 20-29 age bracket earn between £30,000 and £39,000.

Average Salary

Who earns the most...



...and the least



See pages 89-121 for sector overviews.

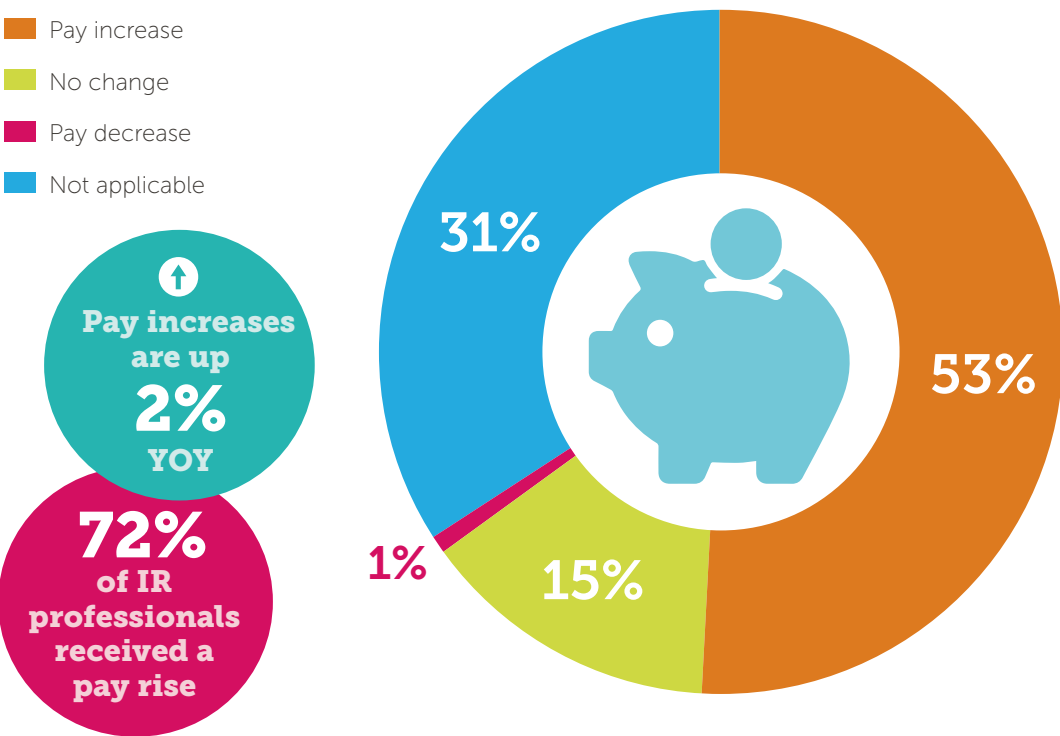
Pay Satisfaction

Satisfied Neutral Dissatisfied



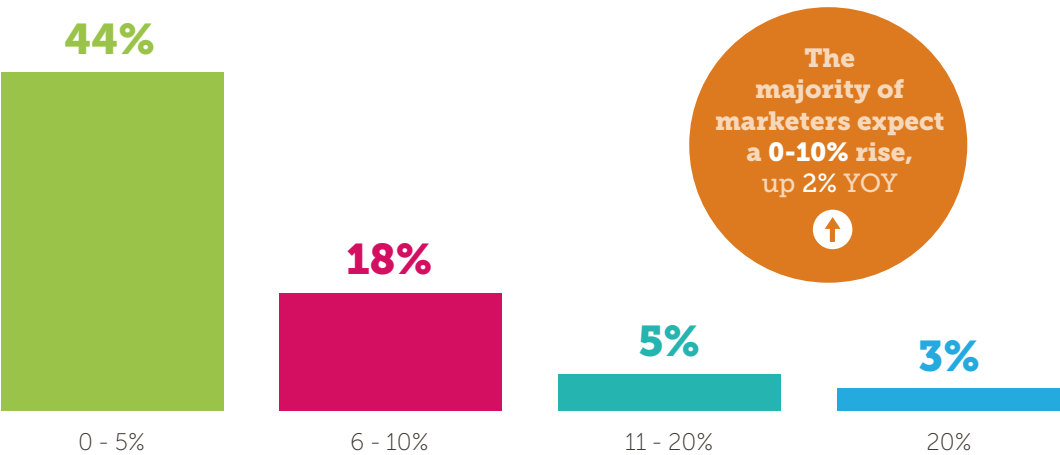
Latest Pay Review Outcomes

Pay increase
No change
Pay decrease
Not applicable



Salary Increase

70% expect a salary increase in the next 12 months of the following



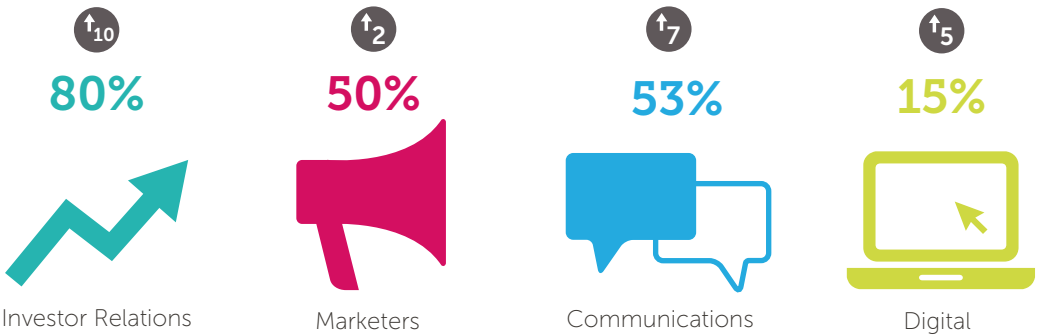
Bonuses



The proportion of bonus received goes above half this year, and is finally higher than the 51% witnessed in 2019; the highest it has ever been in our 11 years producing this report.

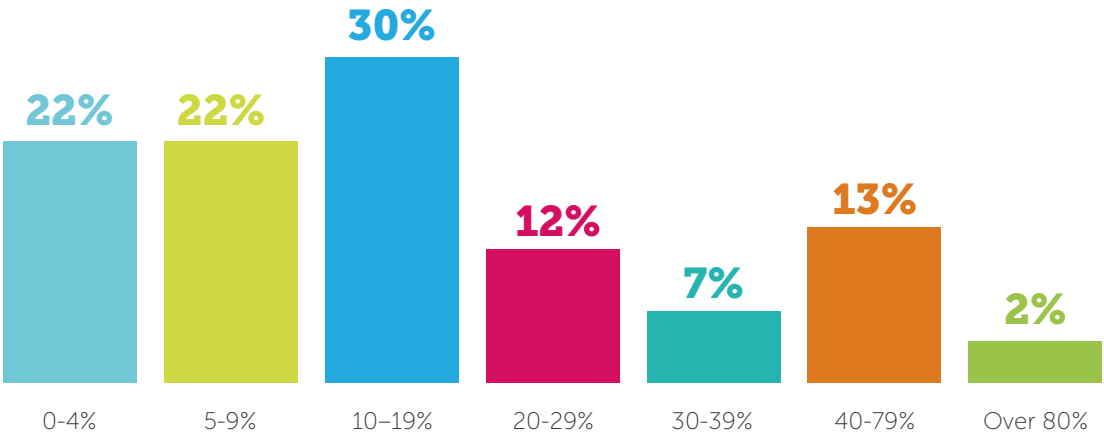
Bonuses by gender are more even this year, as the number of senior females has risen. Only 2% more men received a bonus in 2020. See pages 52-57 for more on the gender divide.

Received a bonus by discipline:



Those receiving 40%+ of their salary are mostly IR professionals. 65% of CMO's and Directors receive a bonus, whilst professionals who work in the following sectors are most likely to receive a bonus: Financial Services (69%), FMCG & Consumer (64%) and Technology & Telecoms (58%).

Level of annual bonus received as a percentage of basic salary



Over half of small and medium companies pay bonuses of 0-9% of salaries, whilst half of corporates pay bonuses of between 10-39% of salaries.

Bonus Satisfaction

Satisfied Neutral Dissatisfied



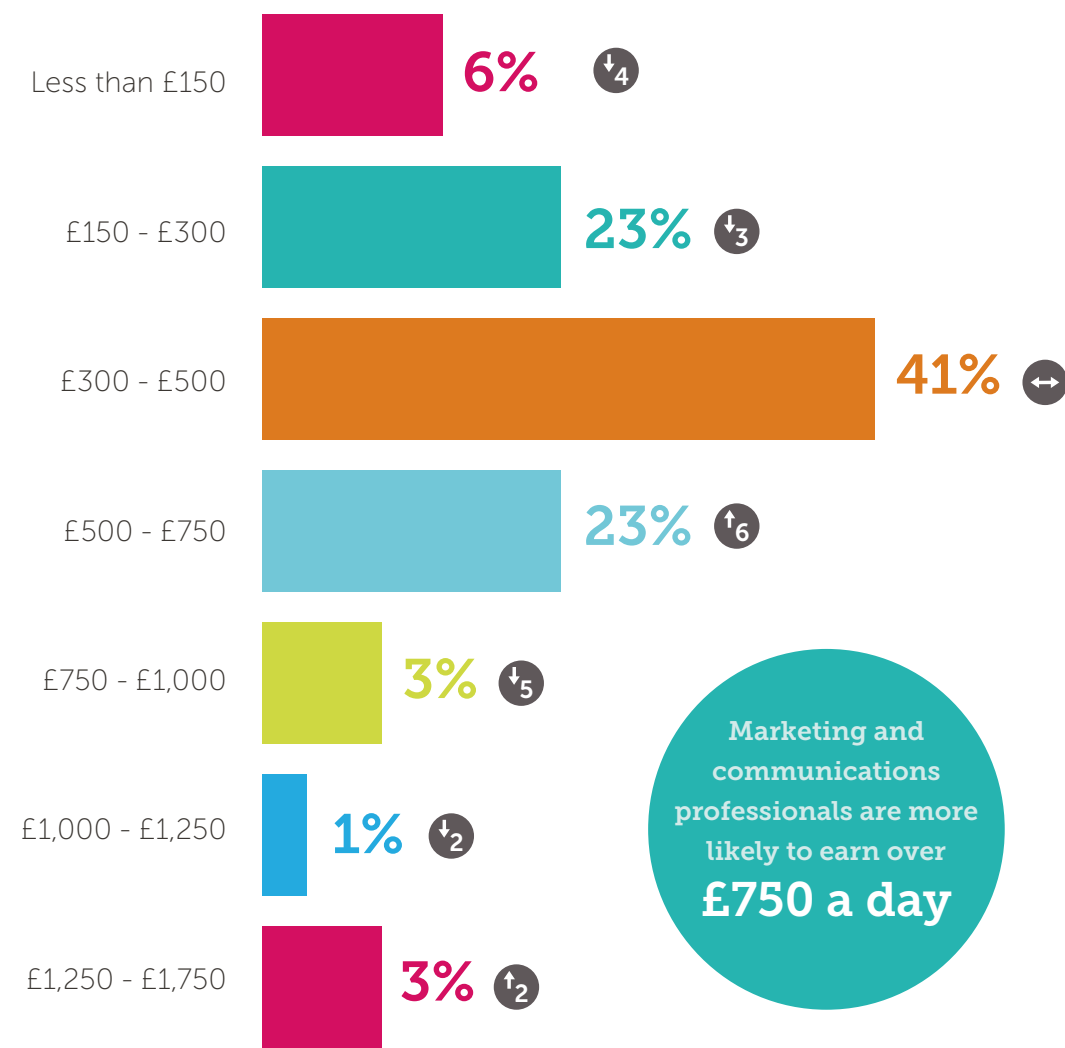
In line with bonus increases, 4% less are dissatisfied with their bonuses year on year. In line with those who are paid the most, Financial Services, Technology & Telecoms and Professional Services professionals are the happiest with their bonuses.

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CONTRACT & INTERIM

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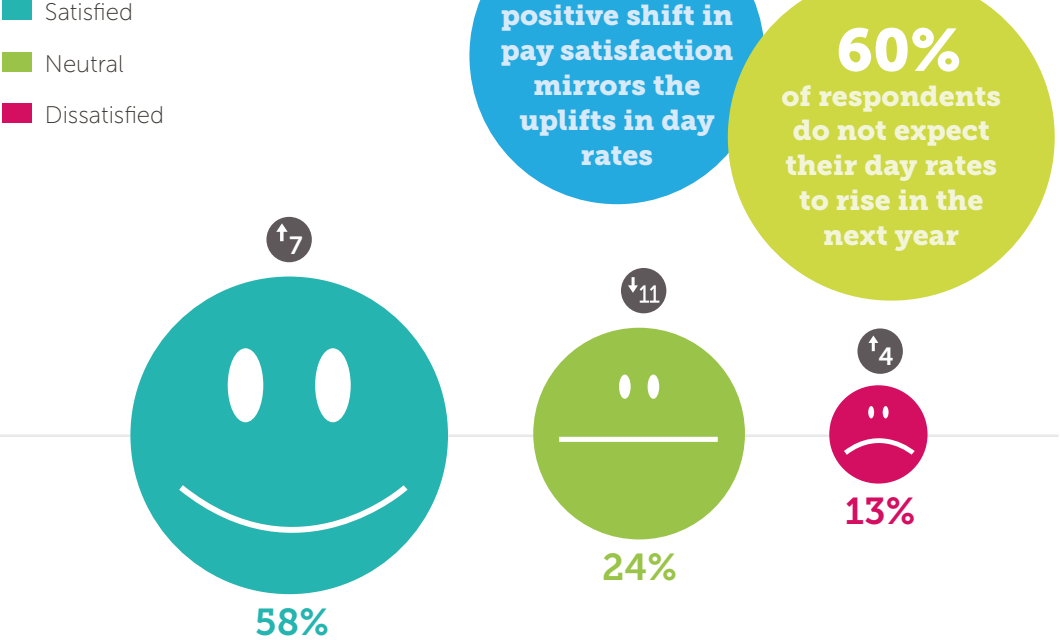
Day Rates



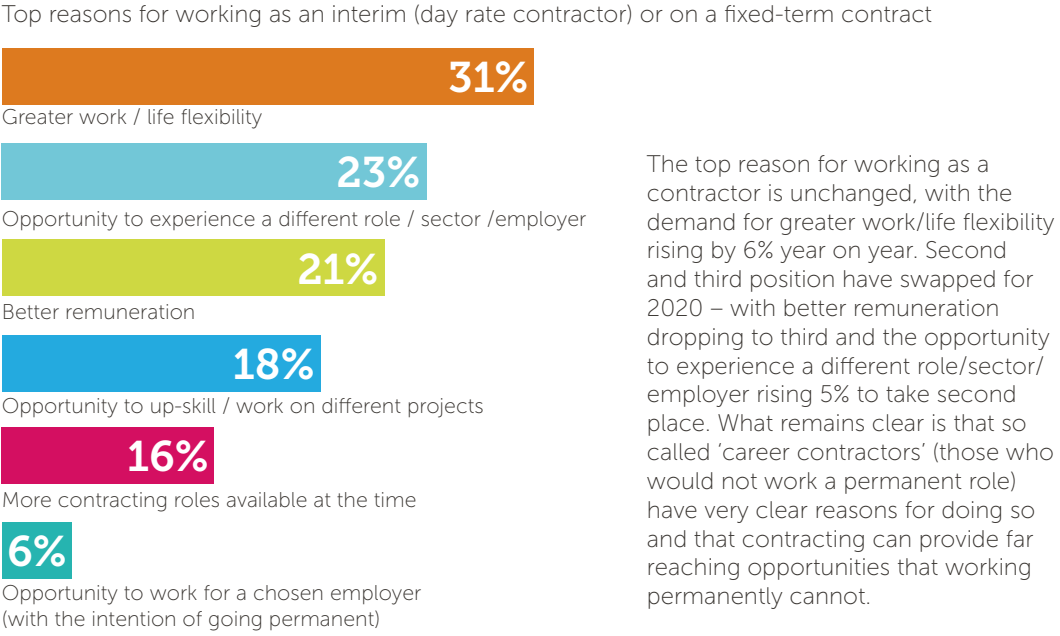
The most common day rate remains flat at 41%, but we see a rise in those earning over £500 and £1,250.

Whilst the number of high-rate interim vacancies are still lower than seen five years ago, we have seen an increase in demand for highly specialist resource. Clients increasingly turn to interim/contract staff for their expertise, particularly where urgent delivery is required, for example crisis and change communications. This is why we consistently find communications contractors among the highest earners and why they are far more likely to be satisfied or highly satisfied in their pay.

Pay Satisfaction

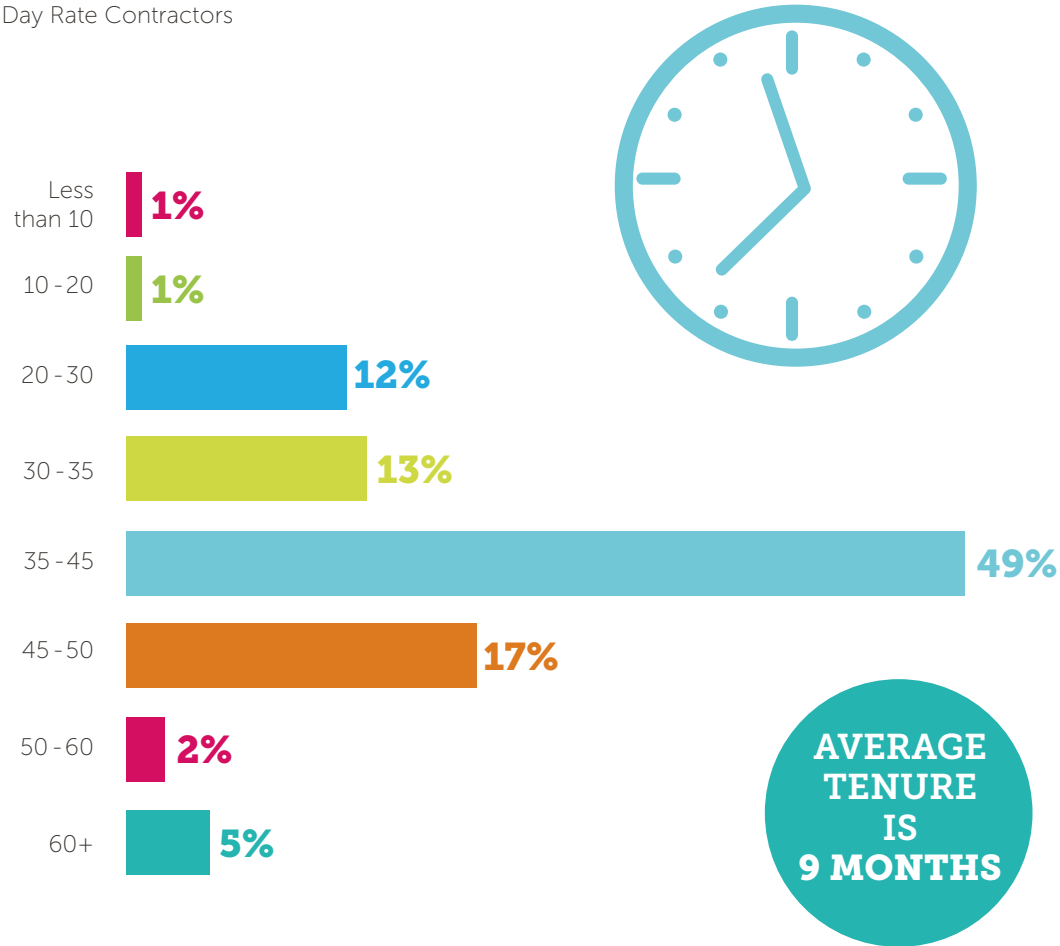


Why Contract?



Working Hours

Day Rate Contractors

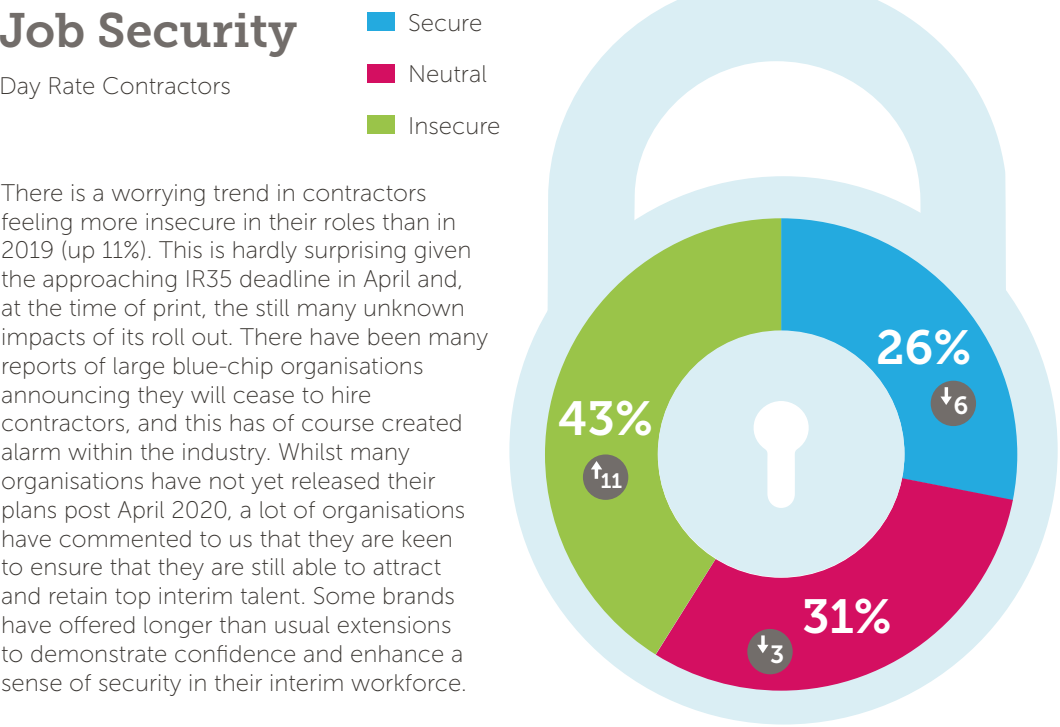


We have witnessed a trend in clients more likely to offer contract extensions and have seen an increase in permanent offers following successful delivery of work on an interim basis initially.

Day rate contractors are more likely to work over 45 hours a week, as well as under 30 hours a week, in comparison to permanent employees. The advantage of having a truly flexible, paid by the hour role is the ability to flex your hours around other commitments. Which will sometimes mean longer, but at other times, shorter hours. This can be of benefit to both contractor and hirer, as both will only work or pay for the hours delivered.

Job Security

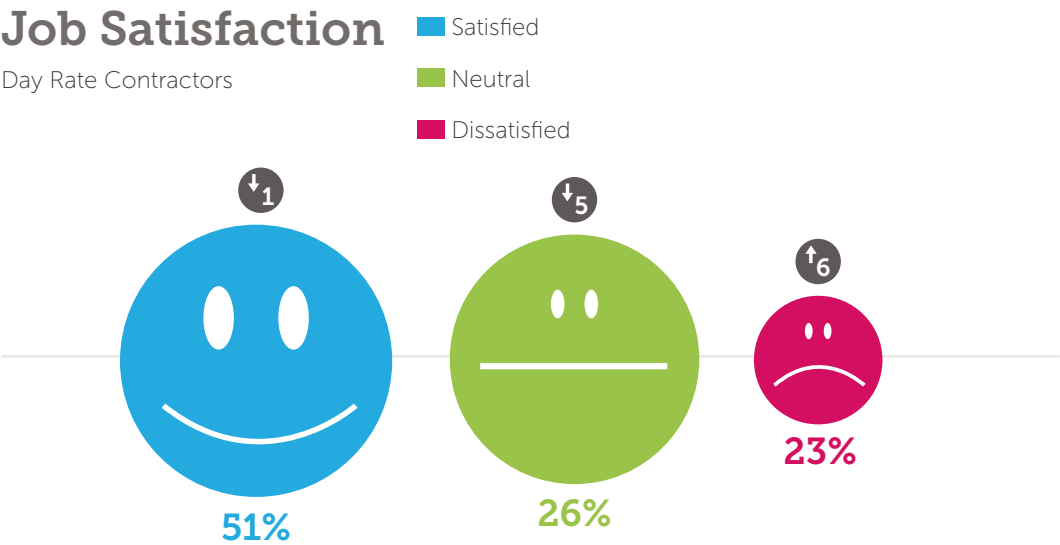
Day Rate Contractors



There is a worrying trend in contractors feeling more insecure in their roles than in 2019 (up 11%). This is hardly surprising given the approaching IR35 deadline in April and, at the time of print, the still many unknown impacts of its roll out. There have been many reports of large blue-chip organisations announcing they will cease to hire contractors, and this has of course created alarm within the industry. Whilst many organisations have not yet released their plans post April 2020, a lot of organisations have commented to us that they are keen to ensure that they are still able to attract and retain top interim talent. Some brands have offered longer than usual extensions to demonstrate confidence and enhance a sense of security in their interim workforce.

Job Satisfaction

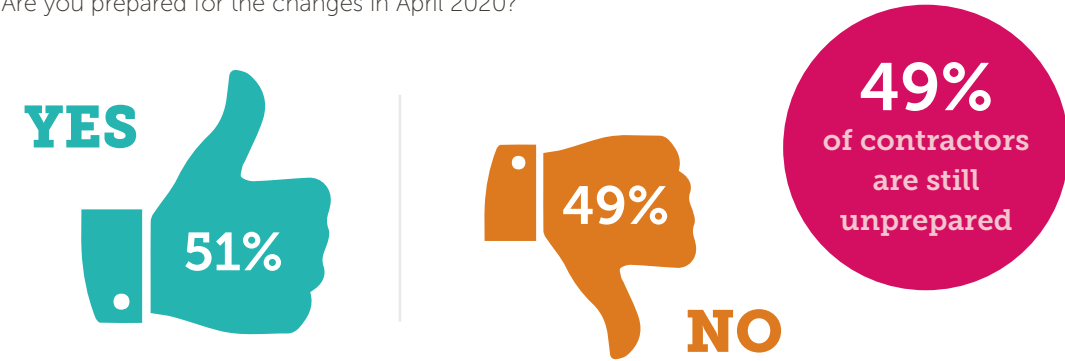
Day Rate Contractors



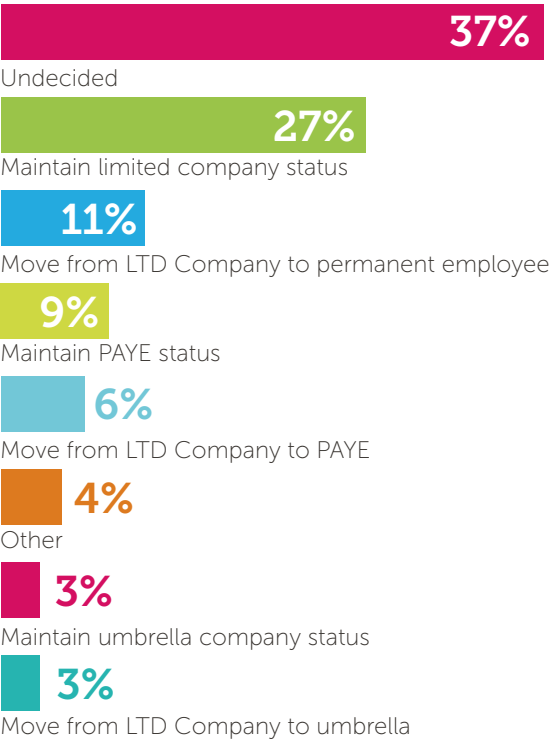
Even though contractors may be more insecure and some dissatisfied in their roles, more than half are still happy with their positions. They are also the happiest compared to Fixed Term Contractors and their permanent counterparts; where just under half of both groups are satisfied in their roles.

IR35

Are you prepared for the changes in April 2020?



What do you think your likely decision will be regarding IR35?



With the volume of conflicting advice and information currently available regarding IR35, it's not surprising that 37% are still undecided on how they'll approach it. Many, however, do plan to maintain their limited company status. With the top reason for contracting being work/life balance, many will be unwilling to sacrifice that for the sake of the security of their current role.

Despite potential market changes due to the IR35 reforms, there is still strong demand for specialist, flexible and fast interim resource. Clients have been unsure as to how they will operate post April but for the most part have articulated that they don't envisage the demand for interim resource to reduce. At the time of going to print, EMR are continuing to consult and take guidance from partner organisations as to how we can best support our contractors and clients. There have been various reforms over the years and we are confident that, with the right approach, contractors and clients will still see value in operating on an interim/freelance basis.

The Benefits Of Contractors

The cost of hiring a contractor or Fixed Term Contractor can be less than hiring a permanent employee, and with many other advantages:

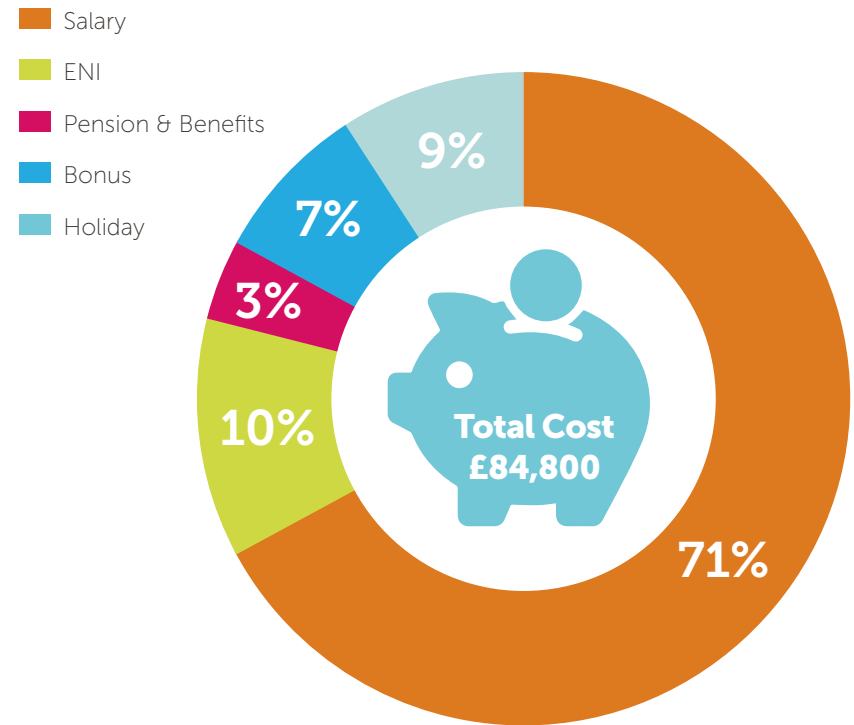
- Hiring can be quicker – workload can be maintained/accelerated
- Truly flexible resource
- You're paying for experience and a track record in delivering the project/skills that you need
- Hiring, administration and risk all shouldered by the recruitment agency or contractor

The cost of a contractor vs a permanent employee

There are many hidden costs when hiring a permanent employee. For example, if you have a £60,000 budget for an employee, the cost to your business is actually nearer £85,000.

29% of the total cost can be made up of employer contributions and benefits, but with a contractor none of these costs are passed on to the hirer. Which means you can spend up to the £84,800 equivalent in a day rate cost, which means your budget for the skills you want can actually be larger.

Day rate cost = £370



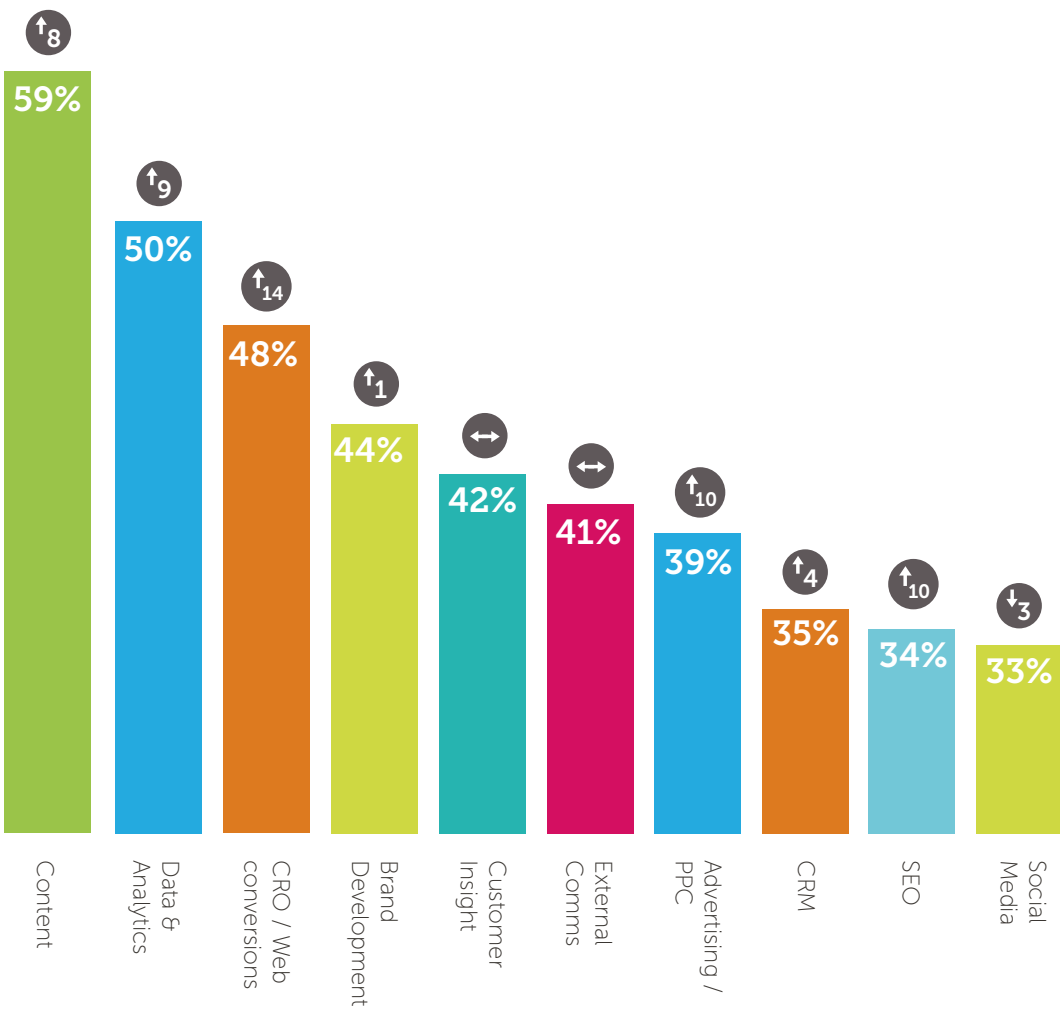
Real cost of a £60k basic permanent candidate

05

SKILLS & DIGITAL EXPERIENCE

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The top 10 priorities for departments in 2020

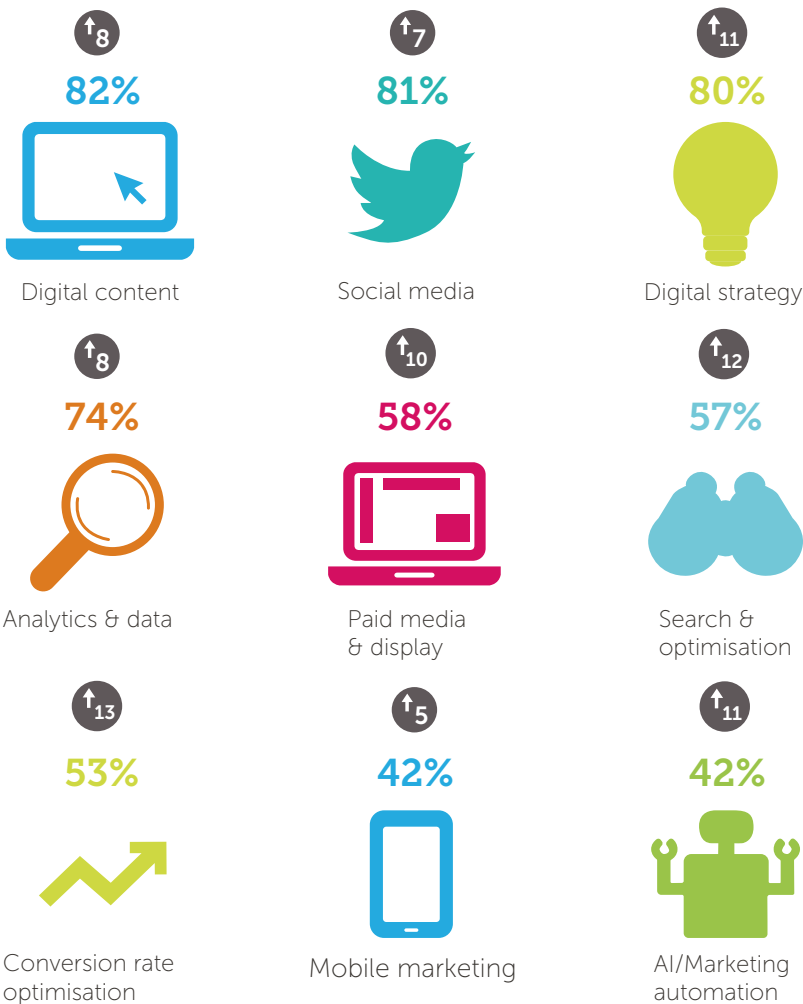


Content remains the highest priority for marketing departments, showcasing its importance to all disciplines and teams. The digital factor is starting to dominate as data and analytics and website conversions/CRO both rise above brand development, even as it gains 1% on last year. SEO and PPC are also big movers, up 10%, highlighting the continuing advance of digital innovation and adoption that are driving real changes across marketing departments. Indeed, 48% of digital departments increased headcount last year; 10% ahead of marketing and 12% ahead of communications.

Digital Experience

Levels of experience continue to rise across most core digital disciplines, with continued strong growth in AI, CRO, SEO and digital strategy. These skills remain in high demand, with over half of respondents (58%) having no or little experience in AI and marketing automation. Much like content spans all disciplines of marketing so too does the importance of analytics and data, although these skills aren't as widely encountered. 'Big Data' has been a burgeoning marketing issue for several years now, and we now see the importance of data trickling in to all types of businesses and teams. You can read more in our Digital overview on pages 72-75.

Level of moderate/significant experience:

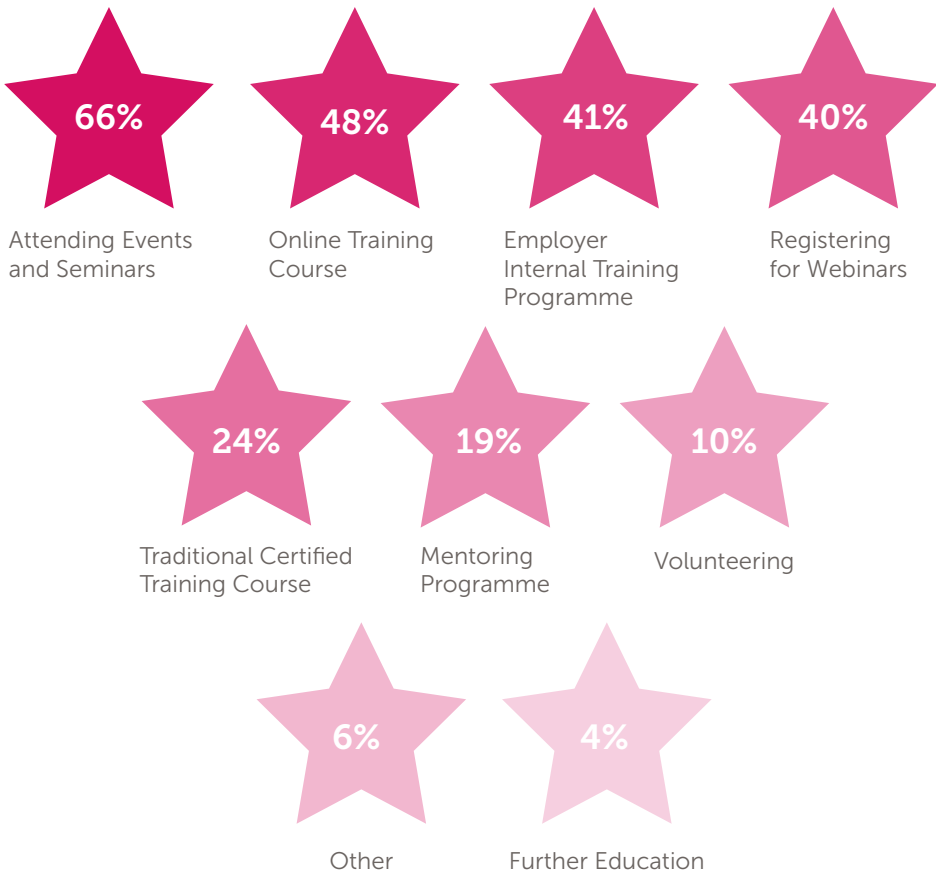


Up-Skilling

Respondents to this question often took part in multiple methods of training, primarily online, as the popularity and ease of access to online training has obvious advantages. Most feel you can't beat getting out of the office and partaking in an event or seminar however, which also has the added advantage of networking. In keeping with the drive to acquire digital skills, social media and digital were amongst the most popular subjects, as was leadership. Inclusion and diversity, gender bias, stress management and mindfulness were also on the agenda as professionals seek to improve all areas of their lives.

CMO's lead the charge for keeping up with their industry, with 76% eager to upskill mainly in digital topics. Typically, managers sought skills in management and leadership, as well as broader marketing strategy and management on top of digital skills.

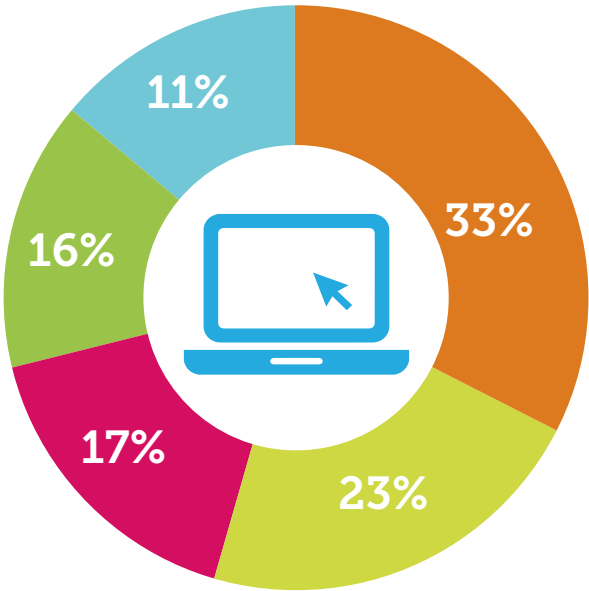
Methods used to up-skill:



57% undertook training and up-skilling

The biggest threat to skills gaps

- Hiring budget
- Finding time for training & development
- Time to hire taking too long
- Talent shortage in your industry/certain disciplines
- Training & development budget



The leading threats remain broadly similar to last year's results, with budget and time the lead concerns to up-skilling. As we have seen on page 40, however, there are a myriad of ways to promote up-skilling across your department; many seminars and events are free, as are some online courses. Check out the benefits of running a Challenge event overleaf through Pimp My Cause, our charity partner that supports the development of marketers by providing volunteering and talent development opportunities.

With the pace of change in the industry only accelerating, instilling the need to up-skill in to employees' minds and personal development plans should be of the utmost importance, and that means building time in to schedules. Where hiring is still seen as the key way to fill skills gaps, consider a range of options at your disposal. Do you require permanent headcount, or will a project-based contractor be more flexible and add more value? You can find out more about contracting on page 35.

MAKING MARKETING MATTER

What if the most rewarding experiences in marketing could also be opportunities to make a bigger difference?

We know that marketers are actively looking for ways to improve their skills, connect with peers they can learn from and give back to society. Indeed, 57% undertook training or upskilling in 2019 and 10% of those are already volunteering.

We also hear from people that they are disappointed by the choice between training programmes that don't offer real world experience and events where they can hear about other people's experience, but not achieve useful outcomes themselves.

marketingKind therefore empowers marketers to come together to create innovative marketing solutions for charities and social enterprises that they feel passionate about, while helping themselves and each other become even greater marketers in the process.

There are thousands of incredible small charities in the UK that operate on shoestring budgets and can't afford the marketing efforts they need. That is why eight years ago Paul Skinner and I created the online pro bono marketing matching platform Pimp My Cause, to help marketers and causes connect and work together in mutually beneficial ways. Many of the marketers we've worked with through Pimp My Cause have expressed a desire to come together in-person to help good causes collectively, so we've now launched marketingKind as an events-based community for marketers who enjoy helping good causes and each other.

marketingKind offers three types of events:

1. **Exchanges** offer expert-led panel discussions with the opportunity to meet causes looking for help related to the event theme. Examples of Exchanges include 'trustee matchmaking', 'leading with purpose' and 'how to build neurodiverse teams'.
2. **Collaborations** allow participants to explore a particular society-wide problem and work collaboratively with other marketers to support a cause that addresses that issue. Some examples of Collaborations include events focused on homelessness, climate change and support for the elderly.
3. **Challenges** are day-long talent development events that bring marketers together to address a live charity brief that requires skills that marketers need to strengthen. Some of our past Challenges have focused on creativity, brand development and stakeholder engagement. And Challenges can be run across teams within a business or with marketers from across many businesses.

Our Challenge events are particularly popular and usually take place over one or two days. This is enough time to give the participants a chance to dive into the pressing marketing issues that the causes they are working with face and to help them create a plan to overcome these hurdles to achieve their goals.

Last year when Meyer Prinsloo, former VP of Marketing for Fourth Hospitality, read our article in the EMR Market Report, he got in touch asking if he could run a Challenge with

his marketing team. We connected them with a fantastic food waste charity that was looking to tackle loneliness while serving community-style nutritious meals made from food that would otherwise go to waste. The Fourth team helped to create an e-recipe book and Christmas fundraising campaign that involved everything from engaging celebrity chefs, to designing the e-recipe book and overhauling their database. The Challenge gave everyone on the Fourth team the opportunity to lead on their specialist areas and it inspired them all to give extra time and effort to their charity partner.

Both the marketers and the cause reaped the benefits of the project. The Fourth team reported a variety of results such as discovering their love of training through teaching the charity's team new skills, and enhanced confidence and belief in their leadership abilities. And the charity came away with a Christmas e-recipe book campaign, which was a template that could be built on and improved year-on-year.

"Unleashing your team on a cause will test, stimulate and develop their skills in an entrepreneurial way and help them to tackle marketing challenges and opportunities with new vigour. Don't be surprised if new leaders emerge and team members exhibit skills that you and the team did not harness before!"
- **Meyer Prinsloo, former VP of Marketing for Fourth Hospitality**

Each Challenge event is unique, but they all provide opportunities for marketers to see what they can accomplish when given a daunting task, a very limited amount of time and budget and an engaging cause that inspires their creativity. They combine

real world learning, with networking and volunteering to provide the ultimate triple win for marketers, for causes and for society.

We would love to hear from you if you are interested in joining our community of marketers who choose to see marketing not just as a job but as a vocation; who believe that the range of problems they can solve is much greater than the range of problems marketers are usually given to solve; and who want to use their skills and creativity to bring about meaningful change they care about. Get in touch if you would like to become a marketingKind member, sponsor or attend an event with us or create a Challenge for your team.

marketingKind and Pimp My Cause have partnered with EMR to support the development of marketers' careers by providing volunteering, networking and talent development opportunities. Marketers interested in getting involved can find out more by emailing anna@pimpmycause.org.



ANNA MULLENNEAUX



06

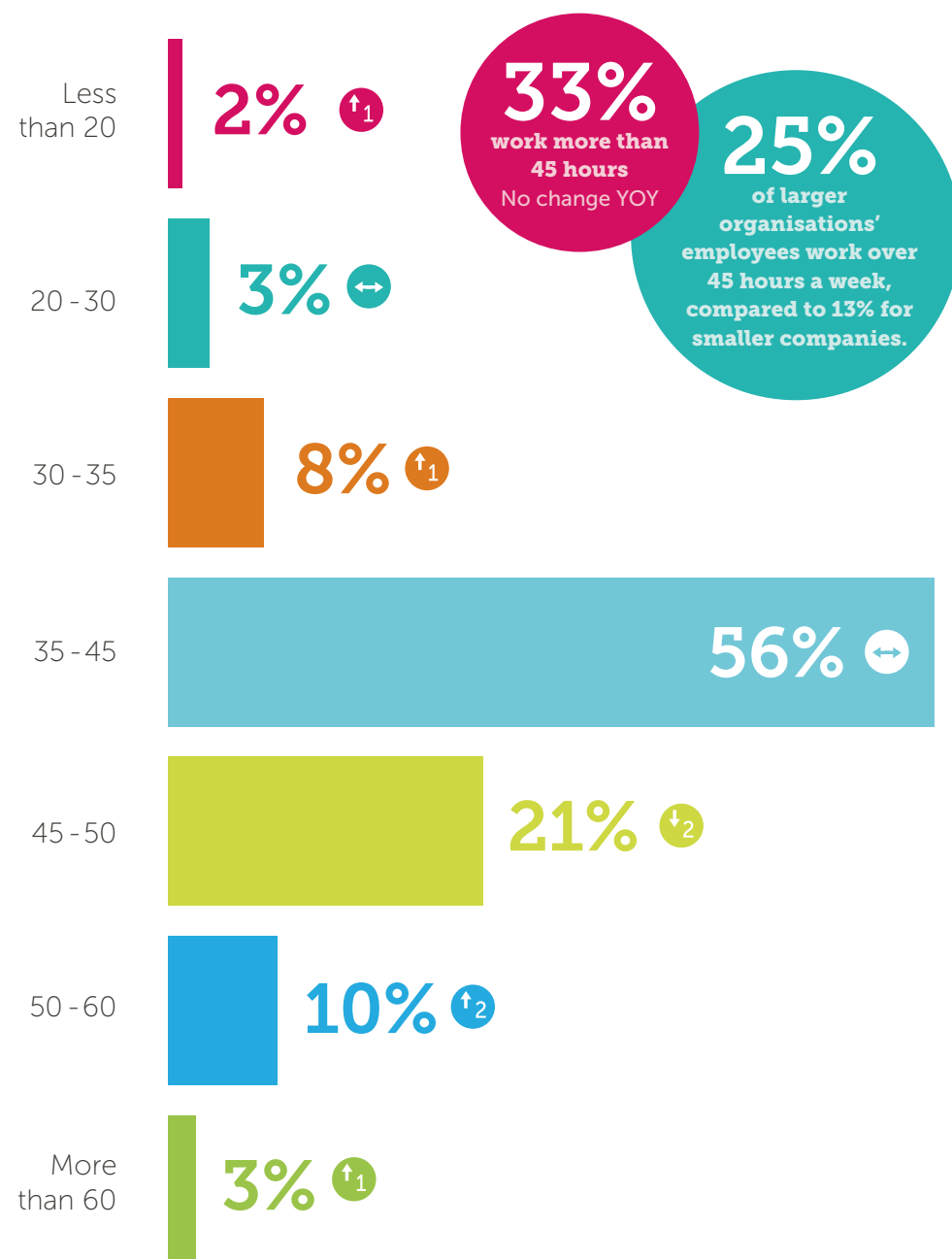
WORKING
PRACTICES

Working Hours 46

Flexible Working 48

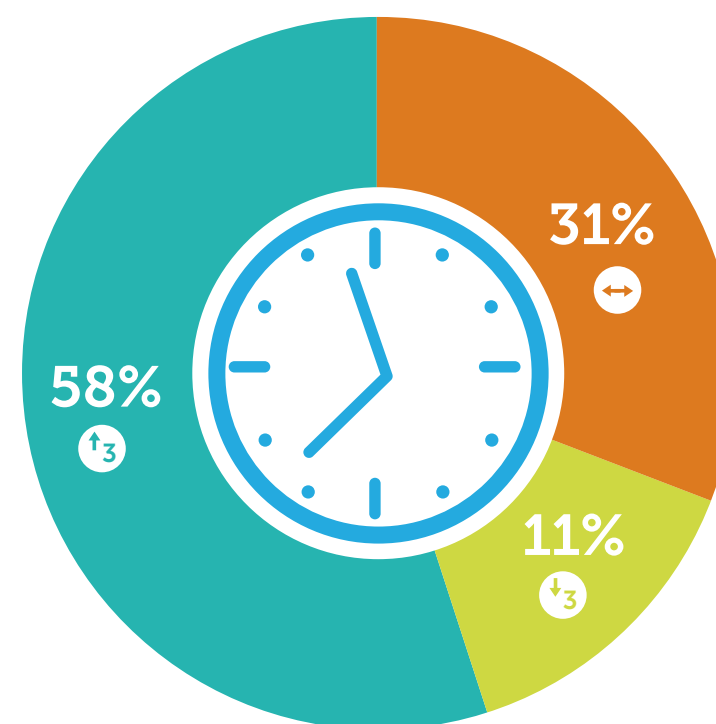
Working Hours

Average hours a week worked



Individuals who changed their working hours in the last 12 months

- Increased
- Decreased
- Remained the same



Permanent workers were more likely to increase their hours (33%), while contractors were more likely to see their hours decrease (25%), but the majority in all cases saw their hours remain the same.

CMOs's work the most – 48% work over 50 hours a week and 43% increased their hours year on year. So do Investor Relations professionals – 29% of whom work over 50 hours a week. It seems true that the more senior you become and the more you are paid, the longer the hours worked.

Flexible Working

Do you work from home, or work flexibly, on a regular basis?

YES

Permanent **65%**

Fixed Term Contract **68%**

Contractor **83%**



NO

Permanent **35%**

Fixed Term Contract **32%**

Contractor **17%**



Does your employer allow any form of flexible working?

E.g. Flexi time, flexible hours

YES



NO

67%

work from home on a regular basis

44% last year said they work from home at least one day a week

Whilst this is the first in several years that we have witnessed people working slightly longer hours than 45 a week, it is worth noting that generally, working hours are stabilising and more professionals are working fewer hours and seeking greater flexibility in how they work. Flexible working is now a matter of course, and where employers don't offer it freely or a range of options, candidates will demand it or simply go elsewhere. Four day weeks even started grabbing headlines over the last year, with the policy recently featuring in Labour's manifesto in the UK 2019 General Election, and there have been many experiments of shorter working weeks or days around the globe, in all types of businesses. It remains to be seen whether UK businesses, and professionals, could ever consider not working as much as they do.

Reasons for working from home

65%

↑₄

Concentration / I can be more productive

62%

↑₅

To save on commuting / travel time

44%

↑₁₀

To be able to improve / focus on my mental health and wellbeing

44%

↑₇

Working around personal commitments, e.g. appointments, courses, fitness, deliveries

34%

↑₃

Employer encourages it / has a hot-desk environment

19%

↓₃

Working around childcare

5%

↓₁

Working around other caring responsibilities

Mental health and wellbeing importance climbs

10%
to third place

The demand for flexible working continues to grow and now many candidates are seeking it when searching for a new role. And it is clear from this why; no longer just a benefit for those in management positions or an essential part of being a working parent, flexible working is a lifestyle that meets many needs. Concentration and travel time benefits continue to be the key drivers, and are the most coveted reasons for senior professionals who manage large teams and live further from central London. Whilst the focus of mental health and wellbeing rises, so too does it for a reason to take time out of an office and it jumps from fourth to third this year.

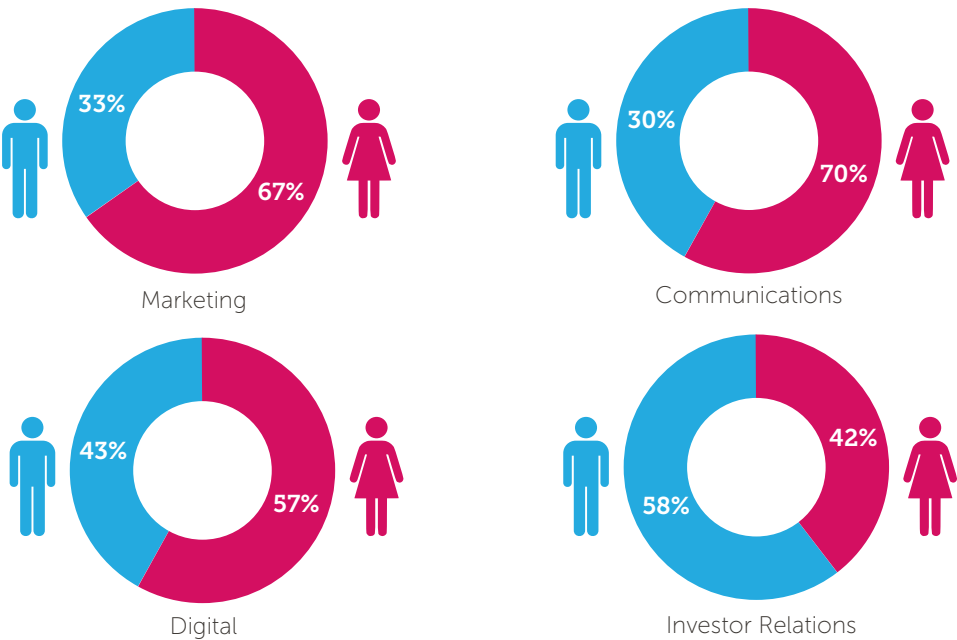
07

THE GENDER
DIVIDE

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Discipline Split

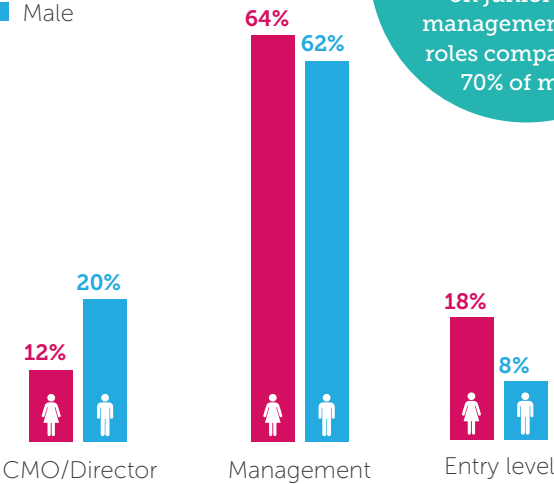
This year 14% more women work in digital than men



Positions Held

In-house

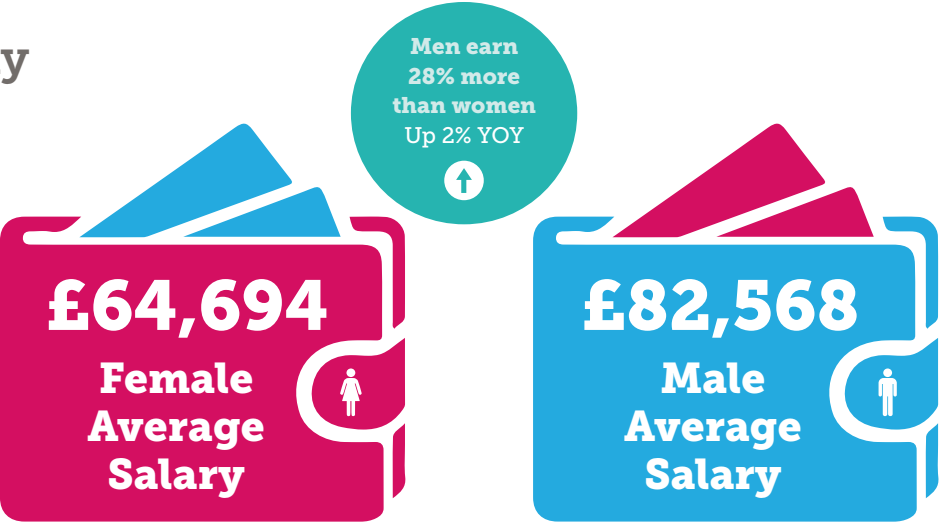
Female
Male



Women are more likely to stick at entry and management levels
82% of women on junior and management level roles compared to 70% of men

Whilst there is still a clear divide between the genders, this year's results shows a more balanced picture; with the gender gap between CMO/Director and management positions closing by 3%. However, given how many more women enter the industry than men as juniors, it is disappointing not to see more women in senior roles. See page 55 for some theories as to why.

Pay

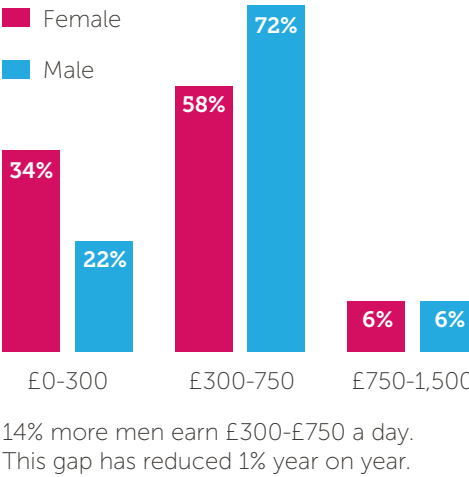


Salary earnt

Up to £39,000	29%	16%
£40,000-£89,000	56%	55%
£90,000+	15%	29%

Day Rate Earnt

Whilst this year we see more females in senior positions, men still managed to widen the pay gap by 2% (they earned 26% more in 2019). This may be due to several factors. Firstly, pay gaps appear very early on in a graduates' career, so as women climb to more senior positions, the scale of pay they have to earn to achieve real equality only gets larger. Also, many marketing salaries are very sector driven, and we see higher proportions of women in the three lowest paying sectors; Media, Publishing & Events (48% more women), Charity & Not-for-Profit (40% more) and Retail (42% more). 16% more men work in Investor Relations, the highest paying discipline.



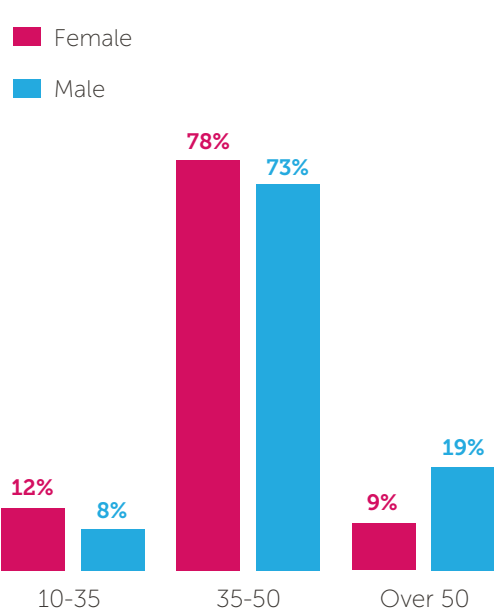
Bonuses



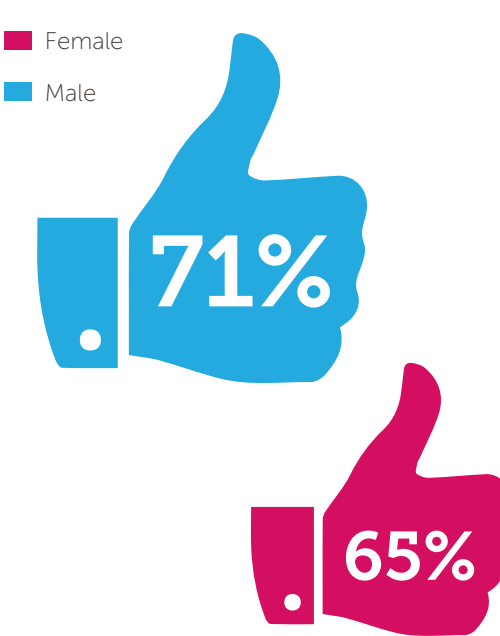
Bonuses attained has evened out year on year along with the rise in more females in senior positions. The gap reduced to 2% from 5%. Bonus likelihood increases the further up the ladder you climb, with 82% of CMOs receiving bonuses compared to 62% of directors and 55% in management positions. Investor Relations professionals are the highest bonus receivers (80%) and these are predominantly male.

Working practices

Hours Worked



Able to work flexibility:

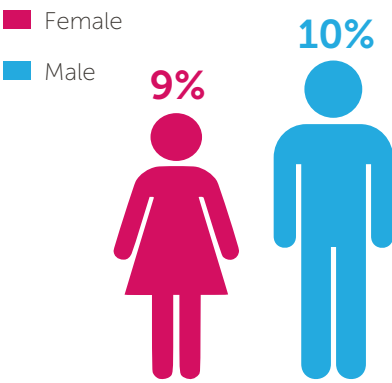


Fixed-term contracts

Both men and women cite greater work/life flexibility the top reason to work contractually.

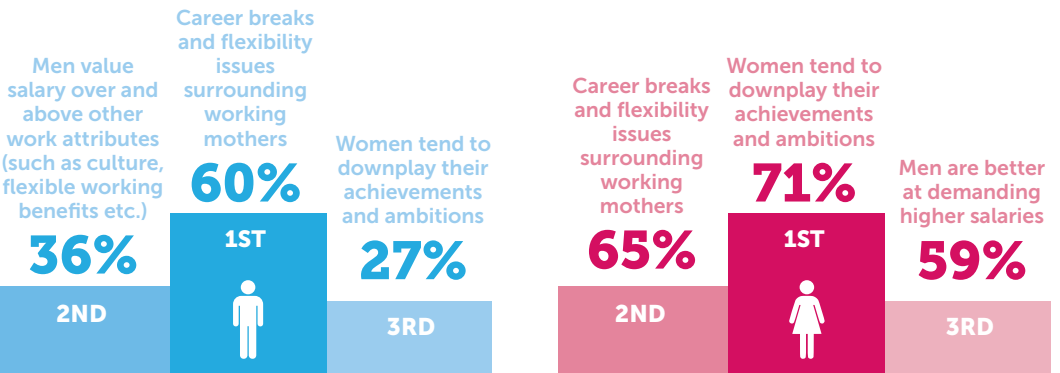
The desire for a better work-life balance is clearly a top motivator for both genders, yet 5% more women claim this is the best reason for interim work. For women, the second best reason is the opportunity to experience a different role sector/employer (52%). For men, the second most popular reason is better remuneration (47%).

Proportion employed in fixed-term contracts:



Why does the gender divide exist?

Men and women's top three reasons



Interestingly enough, while the gender divide is still a well-known issue within marketing, men and women are pretty unanimous in their agreement as to why. With women preferring a workplace where company culture and other perks such as flexible working are dominant, it seems that men are much happier to work in a flatter environment if it means they can bring home a larger salary. This may help to explain the reason why women may be more attracted to lower paying sectors compared to men (as discussed on page 53).

Whilst employees are happy to lay the blame with employer to address the gender divide, it's also the responsibility of managers. Where women downplay their achievements (as agreed by both genders) managers should ensure that due praise and credit is given. Similarly, where women feel men are simply better at demanding higher salaries, businesses should ensure they have a fair pay review process in place that doesn't simply cater to those confident enough to ask. If managers are working harder to gain recognition for their hard-working female employees, this should naturally reinforce a pay review.

WHAT CAN WE DO ABOUT GENDER EQUALITY?



Our analysis over the last few years on this topic supports wider reports on the scale of the gender divide in terms of pay and promotion opportunities for women. It is no small issue to un-pick, and many reports state that we are generations away from having a level playing field.

The Equality and Human Rights Commission has produced a strategy that includes tackling: the difference in subject and career choices that can discriminate girls early on; making paternity leave and childcare costs more attractive so as to encourage greater fairness in childcare; increasing diversity by encouraging employers to tackle bias in recruitment, promotion and pay.

Whilst we find that the marketing industry as a whole is improving on the issue of flexible working which can be a great first step, and this report found that 2% more men work flexibly around childcare than women, employers in all sectors and businesses need to draw on their gender pay gap reporting and really address every nuance of how to tackle these issues for the long-term.



I think some of the key takeaways from this survey is that work still needs to be done on the importance of gender equity, development of an internal culture of transparency in organizations and support in negotiating for individuals



There are four key areas that an organisation can focus on to improve gender diversity in its hiring practices:

1. **Job descriptions** – look at the language and phrases used. Research has shown that there are certain terms that put off female applicants, such as 'ninjas' or 'rockstars'.
2. **Employer brand** – "Diversity attracts diversity". Ensure that, if your organisation is diverse, that you are showcasing this externally. Consider the visuals, imagery and language used in all aspects of the recruitment process and touchpoints.
3. **Strategically seed your pipeline** – look at your candidate interview shortlists and consider the "two in a pool" effect. This theory states that if you are interviewing four candidates, and only one of them is female, then her chances of getting the job are near zero. However, if there are two female candidates and two male candidates, the chance of a women securing the role goes up by 79 times.
4. **Remember inclusion and retention** – once you've hired a more diverse range of candidates, you want to focus on retaining them. Look at your onboarding process, and consider creating groups of communities where employees feel welcomed, for example - working mothers.



Ade Onilude

Founder & CEO

Women in Marketing (WiM) CIC

Women in Marketing (WiM) CIC is a global network of senior professionals created to inspire, educate, connect and recognise women through the cycle of their lives.

WiM was created in 2004 in the UK out of a need for women in the marketing, advertising and communications professions to be recognised, celebrated and empowered to fulfil their potential. The first WiM event coincided with International Women's Day on Work-Life Balance. Since then, the annual WiM events have grown and tackled topics such as ethical marketing, the creatives, branding and diversity in marketing, with the purpose of provoking discussion and inspiring women across the sectors and the wider business community.

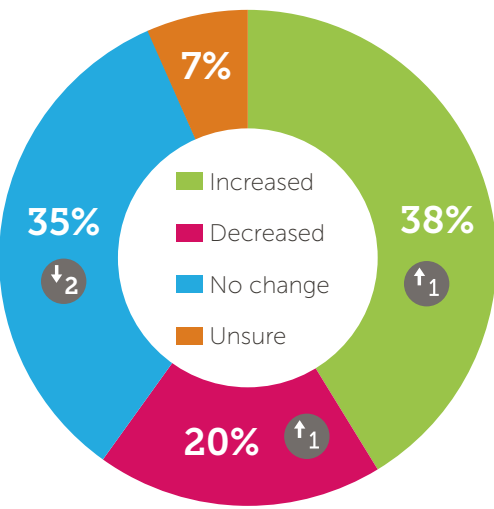
08

2020
OUTLOOK

Hiring	60
Brexit & The UK Economy	61
Business Expectations in 2020	64
Candidate Confidence	65

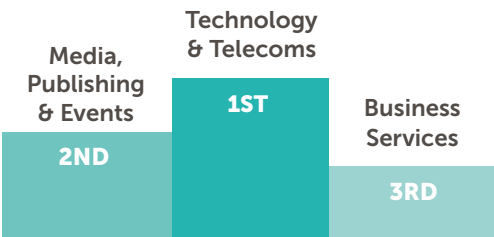
Hiring

Headcount change in the last 12 months



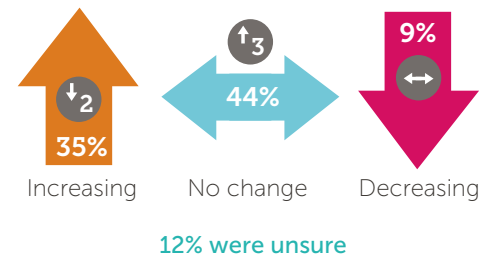
Despite economic uncertainty the marketing industry remained resilient and most teams (72%) either maintained headcount or increased it. The industry has continued to increase headcount consistently over the last three years; this year nearly matching the high of 38% headcount increase recorded in 2017 and 2016. Although slightly more teams envisage stabilising headcount for 2020, we still expect to see growth in the industry. This will mainly be fuelled by the continuing organising and growth of digital departments (48%) and smaller sized businesses. Larger organisations of over 250 employees, predict the largest decreases in headcount of 10%.

Top growth sectors for 2020



2020 Predictions

Headcount predictions for 2020

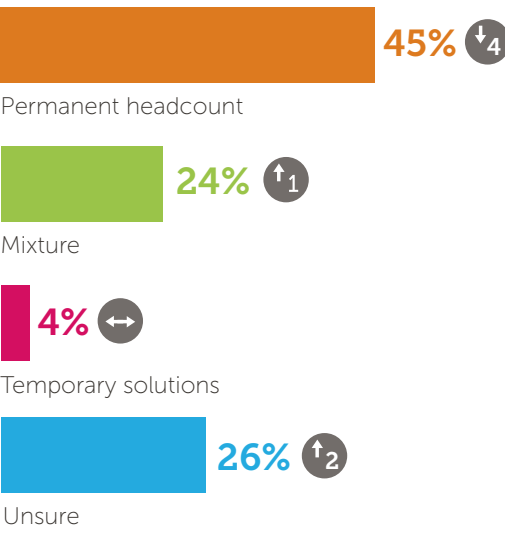


Digital departments project the largest increases



Again the largest growing sector is Technology & Telecoms, and all of the top three sectors have larger proportions of smaller companies who are most likely to increase headcount in 2020. FMCG & Consumer predicts the largest headcount decreases of 13%. This sector has struggled the most amid economic and trading uncertainty around Brexit. Financial Services is the most stable sector, with 51% predicting no changes in their headcount.

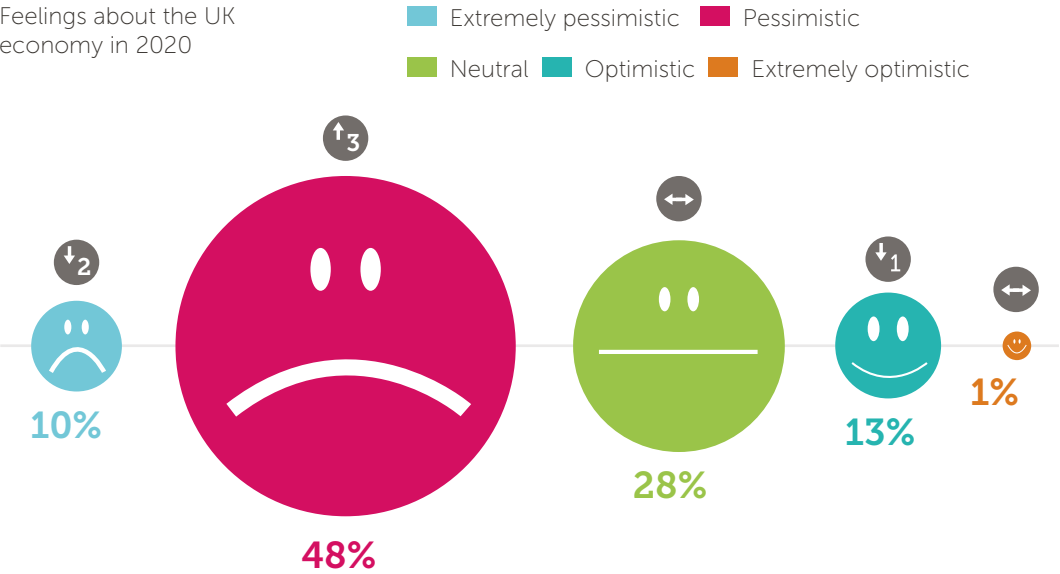
Projected hiring types



Amidst the economic uncertainty in the UK, it is unsurprising that fewer leaders plan to hire permanent staff. However, the end of 2019 and start of 2020 saw confidence in permanent hiring increase after the dip around the General Election and we expect this to continue. Even though the contract market has its own uncertainty amidst IR35, it continues to be a popular solution for many hires. Dependent on the business and the brief, a role that may start out as permanent may end up in a temporary solution and vice versa, so it is important to listen to market advice and to be open to the best solution for the business challenge you face when defining your hiring strategy.

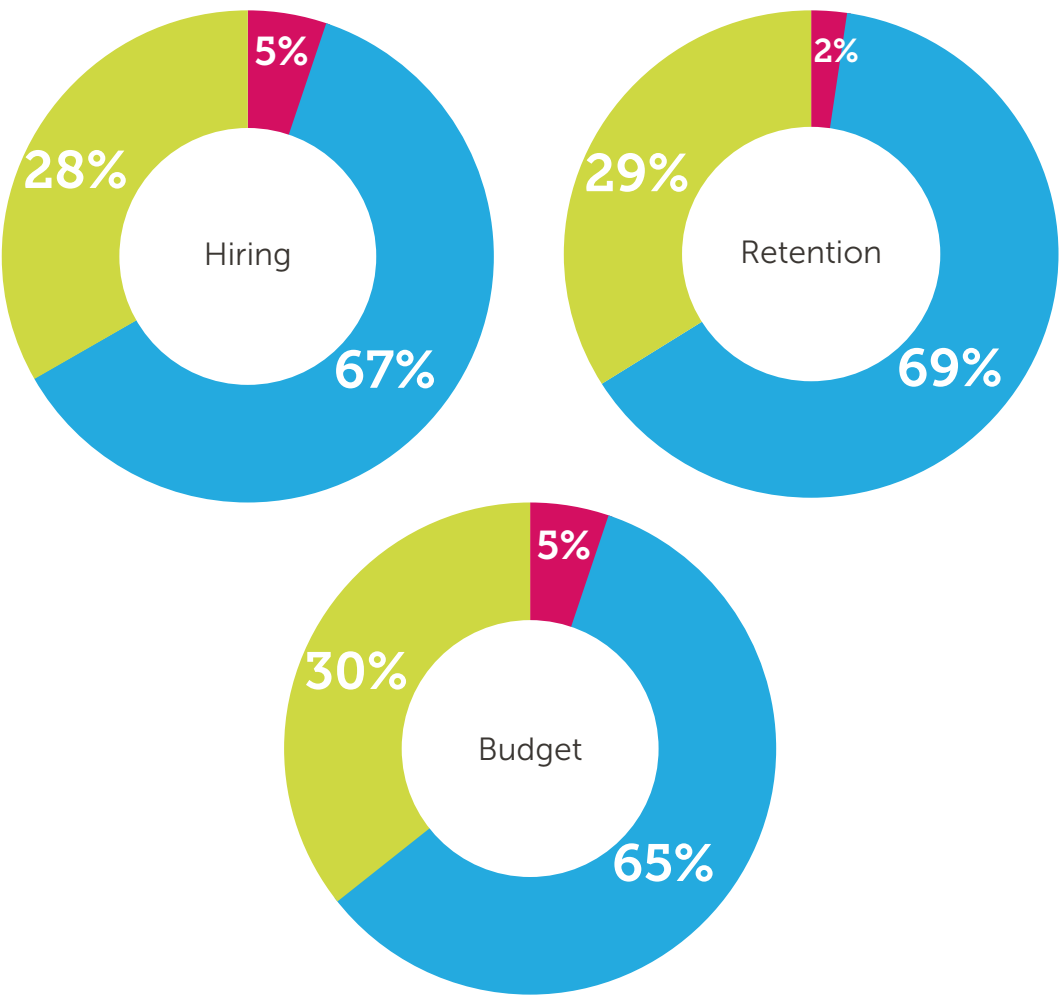
Brexit & The UK Economy

Feelings about the UK economy in 2020



Since the decision to leave the EU have you seen any changes to...

■ Increase ■ No change ■ Decrease

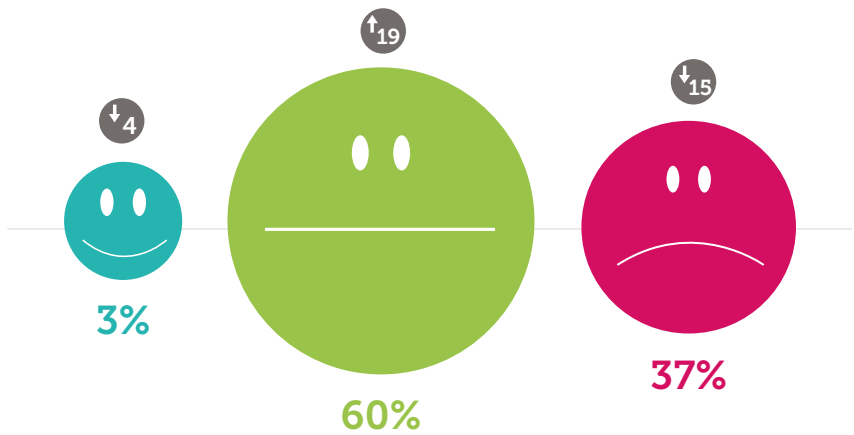


A marked rise in the decrease in hiring is the most obvious impact of Brexit planning so far, up 9% on last year. We've also witnessed a 5% increase in those who have had budgets reduced year on year.

Since the referendum, hiring decreases have been the most impacted area. In 2017 26% had experience this, whilst that dropped to 21% in 2018.

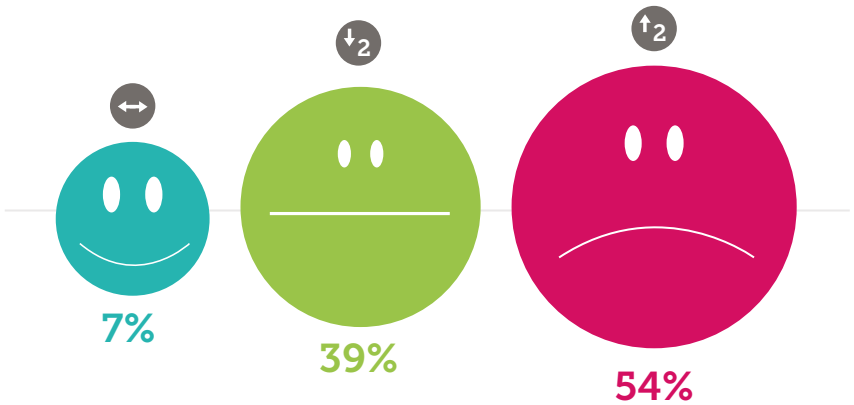
Has your business been impacted by Brexit in the last year?

■ Yes, positively ■ No change ■ Yes, negatively



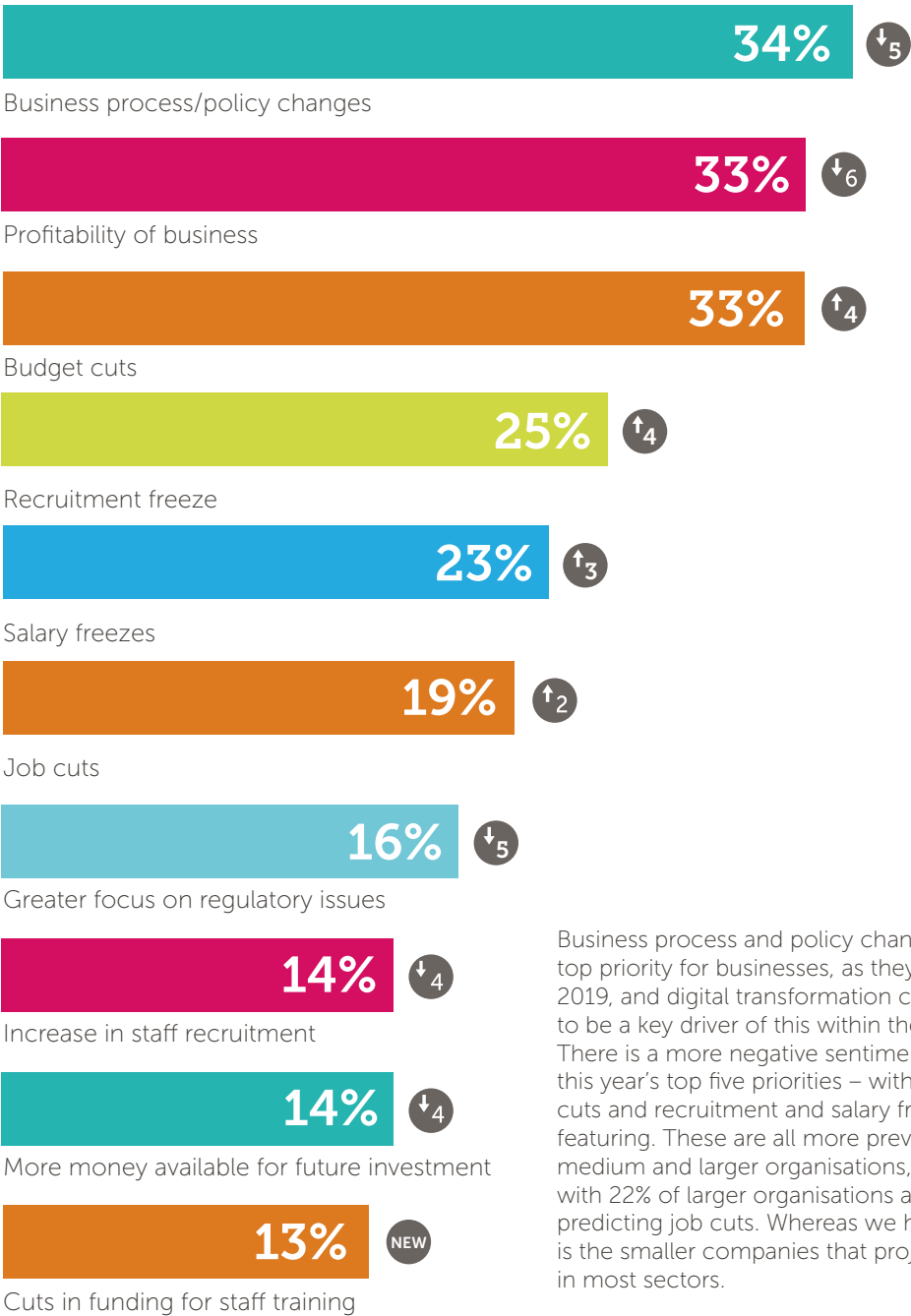
Looking forward, do you expect Brexit to impact your business in the next 2 years?

■ Yes, positively ■ No change ■ Yes, negatively



Once again we witness a slight rise in pessimism in the UK economy and in those negatively impacted by Brexit in the last 12 months. With outcomes unknown in 2020, other than at the time of going to print the UK will leave the EU, we predict that that mere certainty will allow businesses to continue to plan and grow. Whilst very few (7%) expect Brexit to affect them positively, it is encouraging to see that 15% fewer businesses were impacted negatively over the last year.

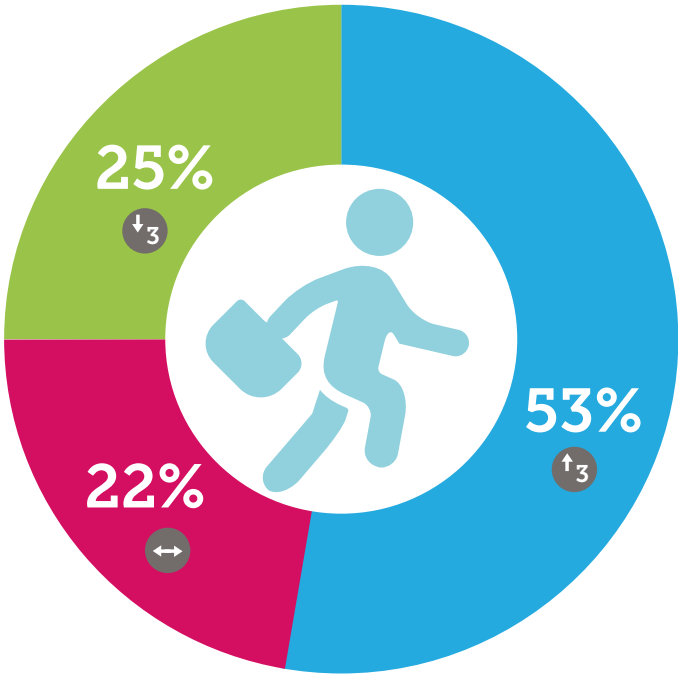
Top 10 Expectations for Businesses in 2020



Business process and policy changes are the top priority for businesses, as they were in 2019, and digital transformation continues to be a key driver of this within the industry. There is a more negative sentiment in this year's top five priorities – with budget cuts and recruitment and salary freezes all featuring. These are all more prevalent for medium and larger organisations, with 22% of larger organisations also predicting job cuts. Whereas we have seen it is the smaller companies that project growth in most sectors.

Candidate Confidence

- Anticipate changing jobs this year
- Unsure about changing jobs
- Will not change jobs this year



Candidates are 3% more likely to change jobs this year which, given slight increases in job security and satisfaction (see page 14), is an encouraging sign for hirers. Interestingly, professionals in smaller and medium sized companies are more likely to move than those in corporates even though corporates are the most negative in their outlook. This year, communications professionals are slightly more likely to move at 55%, over their marketing (53%) and digital (54%) counterparts.


Whilst contractors are often looking to change roles, 79% expect to do so this year, a 3% rise from 2019, which could be because of the impending IR35 changes (see page 34).


09

DISCIPLINE
OVERVIEWS

Marketing	68
Digital	72
Communications	76
Investor Relations	80
Senior Appointments	84

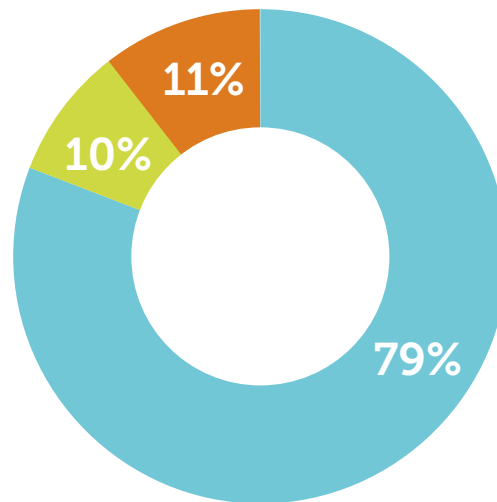
Respondents

 **67%**
female respondents

 **33%**
male respondents

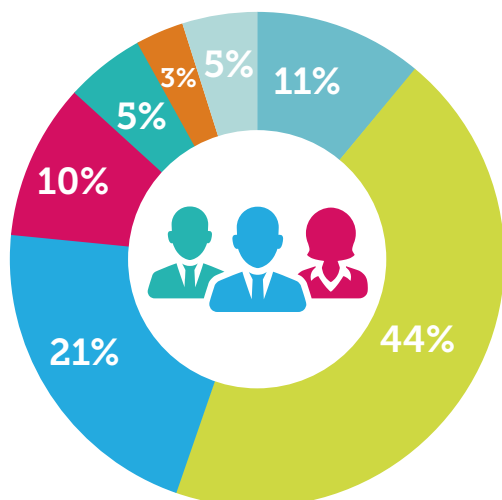
88% of marketers work in-house 

■ Permanent
■ Fixed Term Contract
■ Interim / Temporary



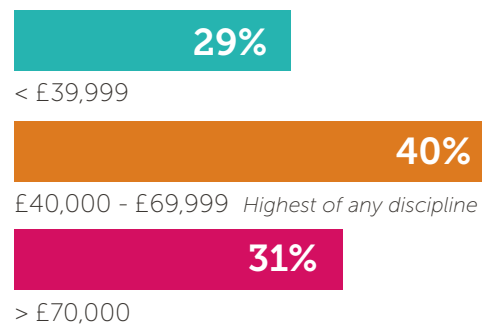
Team Size


■ 1 ■ 2-5 ■ 6-10 ■ 11-15
■ 16-20 ■ 21-30 ■ 30+



Pay

Average Salary
£64,852 




Contract & Interims earn:
 < £300 **26%** £300 - £750 **67%**
 > £750 **7%**

Bonuses

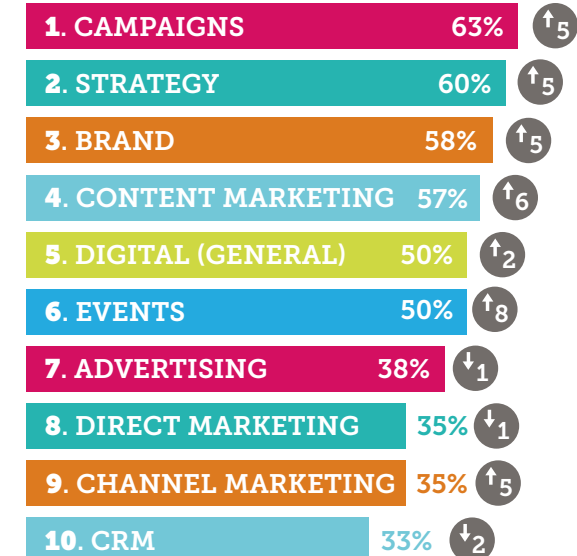


Bonus Received: 0-4% = 25%
 5-9% = 23% 10-19% = 28% 20-29% = 14%
 30-39% = 6% More than 100% = 1%

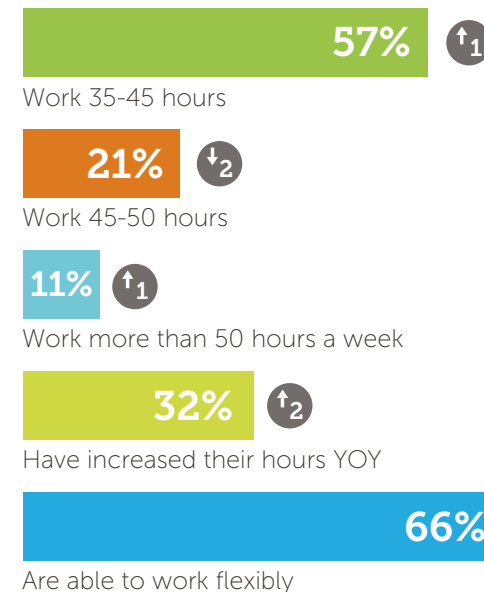
 **48%** are satisfied with their bonus

Skills

Top 10 specialisms



Working Practices



Job Security & Satisfaction

 **53%** feel secure in their role
30% feel insecure

 **46%** Satisfied  **30%** Dissatisfied

 **53%** anticipate changing jobs in the next 12 months
44% think they will work in marketing until they retire

OVERVIEW

Pay & Bonuses

It has been an interesting year for Marketing, as whilst economic growth has remained relatively flat we've experienced increasing demand for marketers, underlining the growing importance of marketing to businesses in the digital age. Conversely, given this economic backdrop, businesses are also scrutinising their cost base, which has resulted in marketing salaries increasing only slightly above inflation, the average rise being just 3%.

Marketers in Financial Services and Professional Services continue to earn the most, where 24% and 20% respectively, earn between £90,000 and £120,000.

2% more marketers earned a bonus this year compared to 2019 and they took home larger proportions of their salary too, with an increase of 4% receiving 20 - 39% of their salary. This is encouraging, as bonus levels dipped to their lowest in a decade last year.

Skills

The top 10 specialisms used by marketers remains unchanged, with campaigns, strategy and brand remaining the most common. It is good to see the proficiency in content and digital marketing rise (by 6% and 2% respectively) as our results highlight these as the priority skills for most leaders in 2020 (see page 38 for business priorities).

The importance of digital innovations and skills cannot be taken for granted in the marketing industry; it is these, such as analytics, web developments and SEO, that continue to drive headcount and the priorities for CMOs. 44% of marketers did not proactively upskill in 2019, but 62% of digital professionals did.

The fact is that for those marketers who don't have exposure to the key digital skills in their current role, they need to take proactive measures to stay relevant. For those marketers

that did undertake training or proactively upskill, aside from leadership, digital topics were the most common, from digital marketing and strategy to SEO and analytics. See page 40 for the most common method of training and upskilling.

Working Practices

Working hours are largely stabilising across the board, though 2% did increase their hours year on year. 66% of marketers work flexibly, which is slightly more than their digital and IR counterparts. Most marketers work from home regularly to be more productive and to save on commuting time, with many senior marketers being those that live furthest from work and reasoning that working from home gives them a break from team management.

Market Sentiment

Just over half of those surveyed (53%), reported they anticipate changing jobs this year, with a third of marketers stating they are dissatisfied in their jobs and feel insecure; greater than any other discipline.

The key drives for moving jobs are "seeking a higher salary" (31%), followed by "seeking a new challenge" (29%) and "looking to improve their working environment" (21%), the latter being far higher than any other discipline.

Therefore, in order to aid candidate attraction and also secure your preferred hire, it is important to ensure you define, and are able to successfully demonstrate, your employer brand, CSR work and overall culture to potential candidates.

With marketing central to businesses' capability to maximise their revenue and grow, it is reassuring to see improvement in the stability of marketing roles.

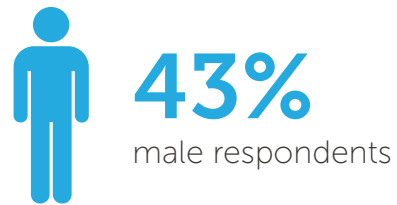
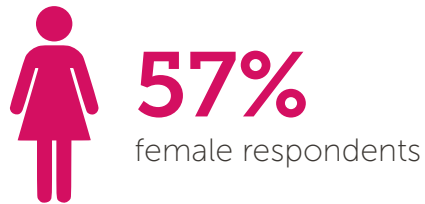
PAY BENCHMARKING

MARKETING	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

SENIORITY				
CMO	£100,000	£240,000	£700	£2,000
Marketing Director	£75,000	£140,000	£500	£1,500
Head of Marketing	£60,000	£100,000	£325	£750
Marketing Manager	£40,000	£70,000	£225	£380
Senior Marketing Executive	£28,000	£42,000	£200	£250
Marketing Executive	£25,000	£35,000	£150	£200
Marketing Assistant	£20,000	£35,000	£120	£180

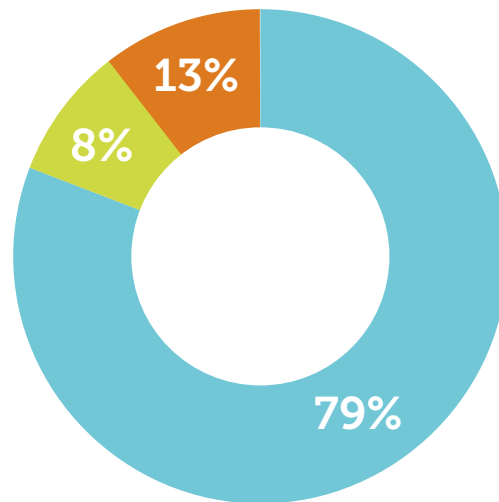
DISCIPLINE				
Campaign Manager	£40,000	£65,000	£225	£380
Head of Brand	£75,000	£110,000	£375	£750
Brand Manager	£40,000	£65,000	£225	£350
Head of CRM	£65,000	£110,000	£400	£600
CRM Manager	£45,000	£70,000	£275	£450
CRM Exec	£25,000	£40,000	£160	£225
Head of Product	£70,000	£130,000	£400	£750
Product Manager	£45,000	£75,000	£350	£550
Product Marketing Manager	£40,000	£65,000	£225	£380

Respondents



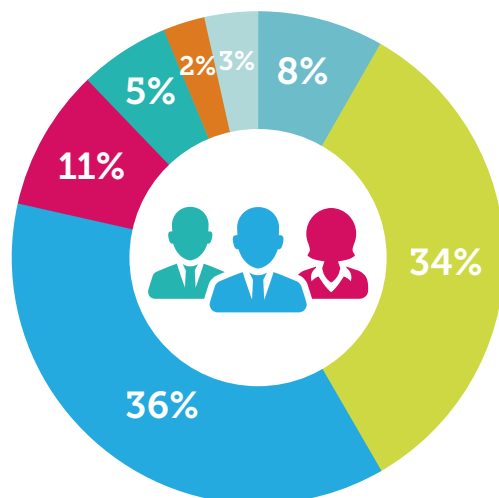
87% of digital marketers work in-house
5% less than marketers

Permanent
Fixed Term Contract
Interim / Temporary



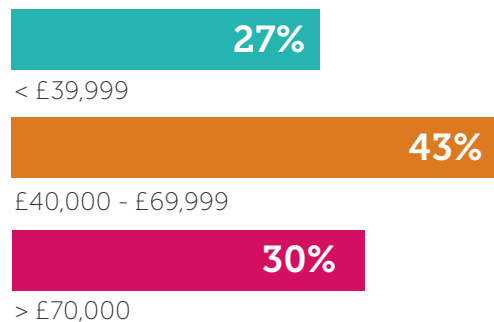
Team Size

1 2-5 6-10 11-15
16-20 21-30 30+



Pay

Average Salary
£57,486



Contract & Interims earn:
 < £300 **32%** £300 - £750 **63%**
 > £750 **5%**

Bonuses

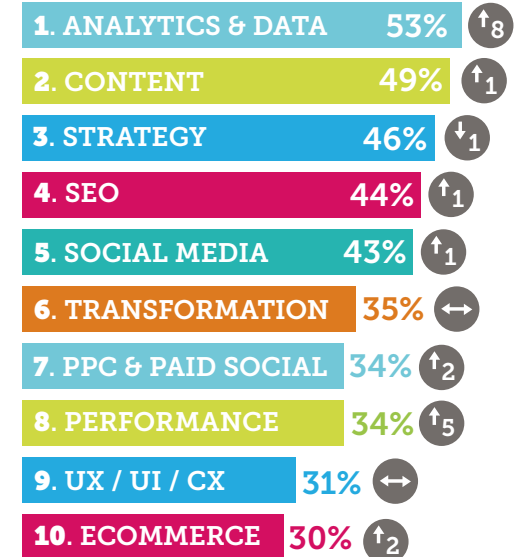


Bonus Received: 0-4% = **28%**
 5-9% = **23%** 10-19% = **33%**
 20-29% = **12%**

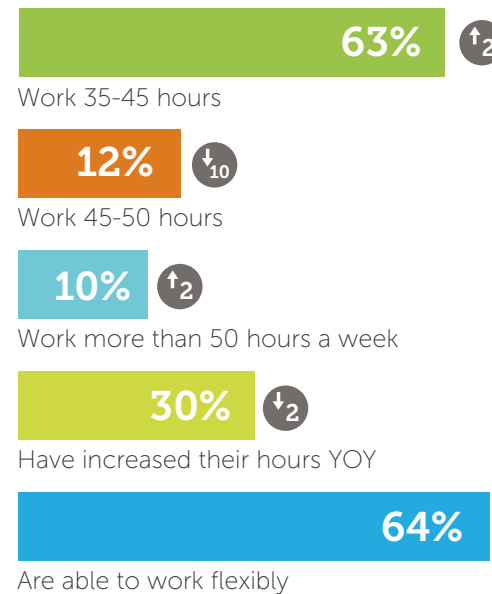
48% are satisfied with their bonus

Skills

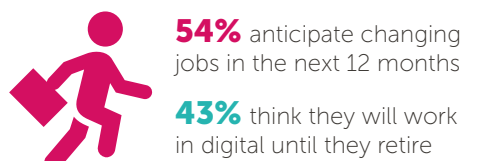
Top 10 specialisms



Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

With so many businesses still implementing their digital structure, there are more opportunities for junior entrants; 30% of our survey respondents are under 29, higher than any other discipline, which explains the lower overall average salaries in digital. However, there are great opportunities for skilled juniors to master their knowledge and become an in-demand specialist. Roles such as Head of SEO or PPC, for example, can command £60,000 to £80,000, while Heads of Digital can easily earn up to £100,000. Analytics & Data is a key focus for many businesses, and, with fewer experienced candidates in this field, contractors are receiving higher than average day rates.

Financial Services, Technology & Telecoms and Business Services are the highest paying sectors for digital.

Skills

Digital candidates enjoy roles where they are able to make a direct and quick impact to the business. The most in demand skills include; social media, performance marketing, user experience, email marketing and paid social, whilst SEO also remains a critical skill.

The value of data continues to drive the digital market, as seen by the 8% increase in analytics & data as a skill. We have seen a rise in smaller companies hiring their first data employee, while witnessing a large growth in CRM Analyst positions due to brands wanting to use data to monitor email marketing, retention and acquisition strategies. Candidates with R and Python data analysis skills are highly paid as they do more complex analysis, however, these roles are rarer within the market.

Working Practices

Working from home and remote working is becoming more commonplace, especially with digital marketers as they can access many tools remotely; a key attraction and retention tactic.

Many businesses offer some form of flexible work but we are seeing that this is mainly discretionary to managers.

Market Sentiment

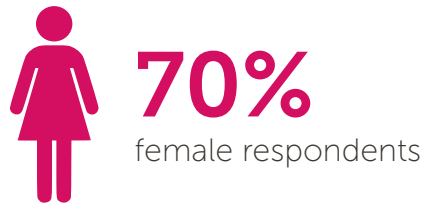
This year we are seeing more digital teams being brought in-house and grown as either a part of a digital transformation strategy or in a bid to increase performance – 41% stated their departments have moved previously outsourced digital agency skills into roles within the company (11% up YoY).

"We've moved to a hybrid model, combining an enlarged in-house team and a partner agency to augment in-house capabilities. For us, it's all about agility and knowledge. We are seeing a measurable upside, with the team able to respond to internal requests more quickly and be more proactive. We've cut down time spent achieving sign-off as we can nimbly change priorities and diaries internally, and are building-up in-depth knowledge of our technologies, processes and products in the channel experts that informs their thinking to be more customer and commercially aware than an external team might be." **Duncan Parry, Head of Digital Sales, Marketing and Analytics, AA**

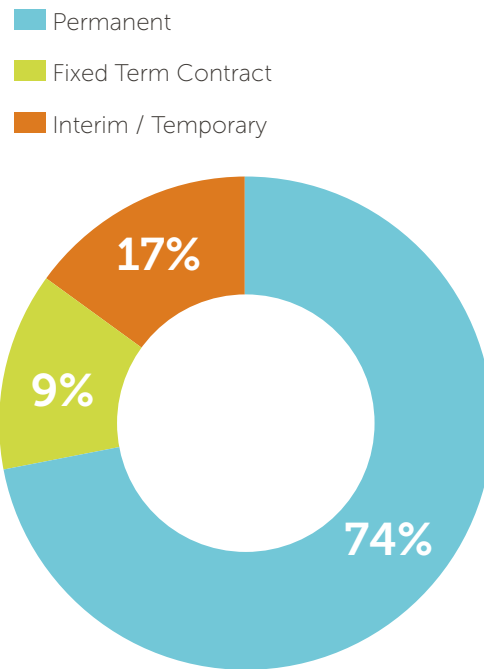
Digital candidates are strongly motivated to learn new skills; 6% more digital professionals have upskilled in the past 12 months than generalist marketers. The inability to progress further in their current role is a common motivator for leaving (22% left their last role to seek a new challenge). Employers who pay to upskill their candidates or allow them to build on their technical skills will be more likely to retain them. At a more senior level, we're finding that specialists want to become generalists to take on more responsibility so that they may, one day, become CMO, a trend that is becoming far more common.

Job Title	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
	Min	Max	Min	Max
DIGITAL/ECOMMERCE				
Chief Digital Officer	£100,000	£200,000	£750	£2,000
Director	£80,000	£150,000	£500	£1,000
Head of	£70,000	£110,000	£400	£750
Manager	£40,000	£70,000	£200	£450
Executive	£25,000	£40,000	£125	£225
SEO/PPC/SEM				
Director	£80,000	£120,000	£550	£1,000
Head of	£60,000	£90,000	£400	£750
Manager	£40,000	£60,000	£250	£450
Executive	£25,000	£40,000	£130	£250
ANALYTICS & DATA				
Director	£95,000	£160,000	£800	£1,500
Head of	£75,000	£95,000	£750	£900
Manager	£60,000	£75,000	£400	£750
Analyst	£30,000	£60,000	£200	£400
UX/IV/IA/DESIGN				
Director	£75,000	£120,000	£500	£1,200
Head of	£60,000	£85,000	£450	£650
Manager	£40,000	£65,000	£350	£600
Executive	£25,000	£45,000	£200	£450
CONTENT & SOCIAL				
Director	£65,000	£100,000	£600	£850
Head of	£55,000	£85,000	£400	£600
Manager	£35,000	£60,000	£250	£400
Executive	£20,000	£35,000	£130	£250

Respondents

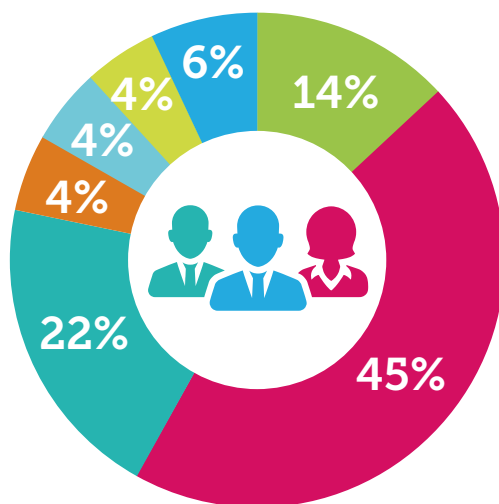


89% of communications staff work in house
3% less than marketers



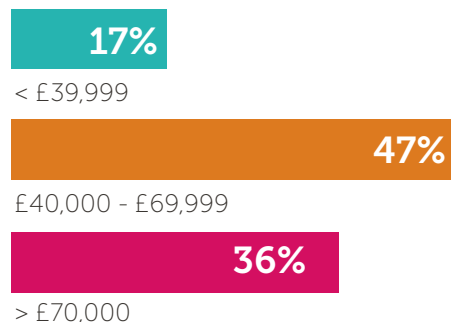
Team Size

1 2-5 6-10 11-15
16-20 21-30 30+



Pay

Average Salary
£68,997



Contract & Interims earn:

- < £300: 32%
- £300 - £750: 63%
- > £750: 5%



Bonuses



Bonus Received: 0-4% = 19%
5-9% = 25% 10-19% = 37%
20-29% = 5% 30-39% = 4%
100%+ = 2%

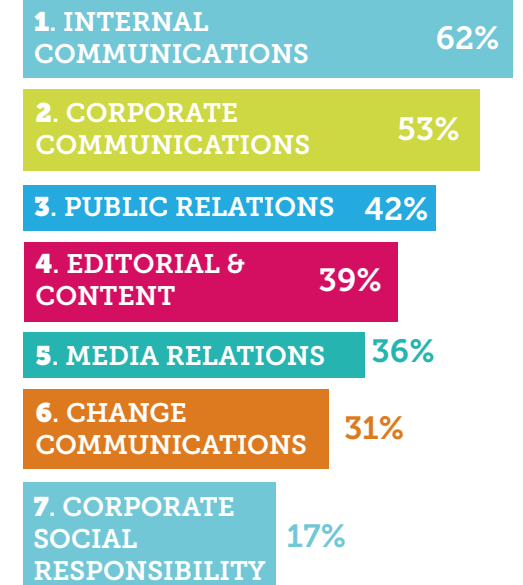


51% are satisfied with their bonus

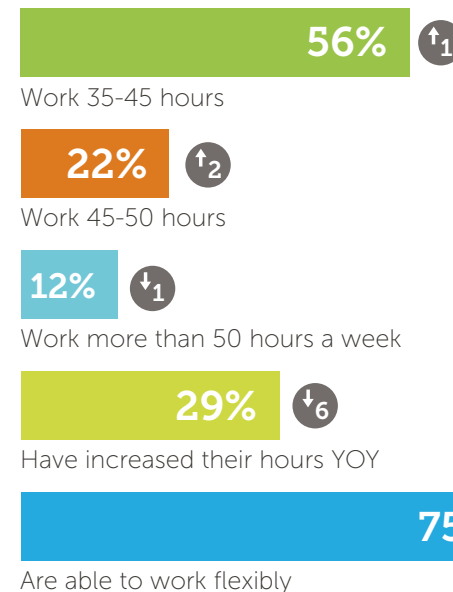


Skills

Top specialisms:



Working Practices



Job Security & Satisfaction



56% feel secure in their role
26% feel insecure



50% Satisfied



25% Dissatisfied



55% anticipate changing jobs in the next 12 months (↑8)

49% think they will work in communications until they retire (↑7)

OVERVIEW

Pay & Bonuses

Significant challenges in the consumer sector mean budgets for new roles and re-fills were more stringently fixed this year. However, most consumer companies offer a discretionary 10% bonus for either individual or company performance. In fact, it's rare to not have a bonus scheme in the commercial sector. Nearly half (48%) of our respondents who received a bonus received over 10% of their salary.

Skills

Key in-demand skills include internal communications (80%) and external communications (77%). 69% of employers are prioritising change communications for 2020, however, only 32% of candidates possess this skill. This is often why change communications specialists are able to demand high day rates as contractors.

Internal communications has remained a vital skill with many firms across the professional services sector wanting to ensure colleagues were kept informed and actively engaged. This is the top skill possessed by 80% of communications professionals.

Agency PR candidates are also in demand for in-house roles due to the demand for a more diverse skillset and the ability to thrive in changing environments, which is a new development this year.

Brexit and the wider political landscape also opened up opportunities in the public affairs space as businesses looked to capitalise on the rapidly changing regulatory and political environments.

Working Practices

Flexible working has become a norm rather than a benefit, often in the form of working from home, early finishes and core working hours – where there are fixed hours where everyone must be present in the office. We have witnessed an increasing number of candidates refusing roles if they don't include flexible working options.

Market Sentiment

Due to economic and political uncertainty, we have observed a spike in Fixed Term Contract and project-based roles. A growth in headcount has usually only been seen in businesses who have embraced more digital or E-commerce models. Across other sectors, existing roles are being re-filled, whilst additional headcount is a rarity.

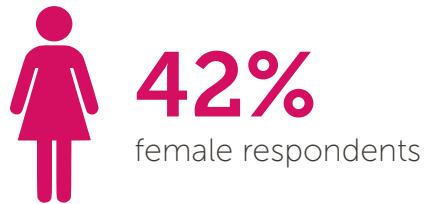
2019 saw two very different themes across the professional services communications market. Whilst the middle management tier was buoyant, the senior end of the market remained stagnant. There is no doubt that uncertainty over Brexit and the general election caused nervousness amongst hirers.

There is the will to hire amongst line managers, and a deep pool of senior talent to complement it; firms just need to give them the green light.

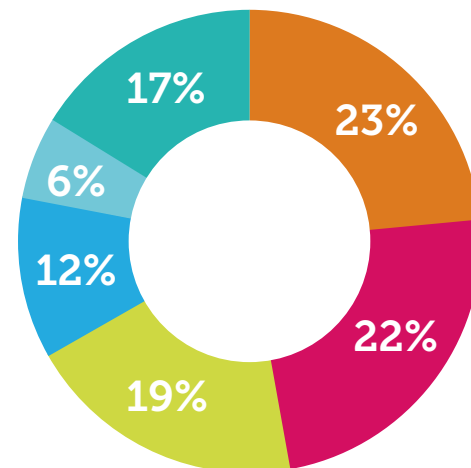
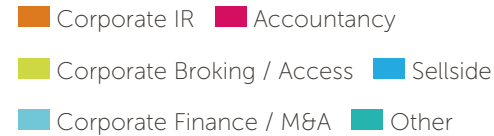
PAY BENCHMARKING

COMMUNICATIONS	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max
Director	£80,000	£200,000	£700	£1,600
Head of	£70,000	£120,000	£500	£1,100
Senior Manager	£60,000	£80,000	£450	£650
Manager	£45,000	£70,000	£300	£500
Executive	£28,000	£42,000	£180	£280
Assistant	£25,000	£30,000	£125	£225

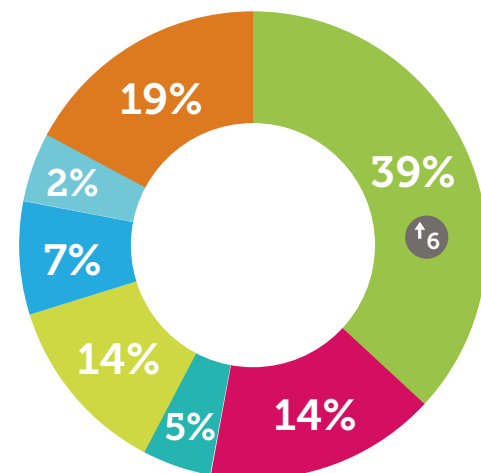
Respondents



Background

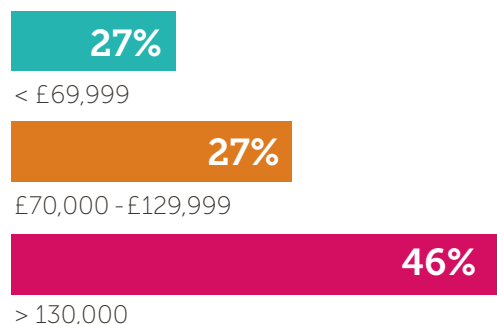


Qualifications



Pay

Average Salary
£119,489



Bonuses



34% are satisfied
with their bonus



22% are dissatisfied
with their bonus

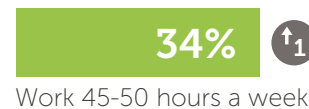


Skills

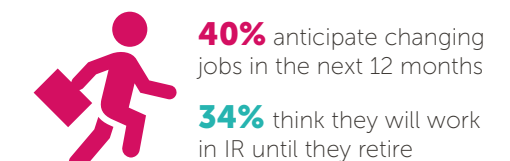
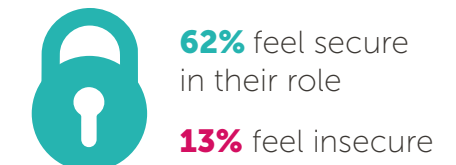
Top 5 IR specialisms:



Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Average salary for IR professionals rose 6% this year. There is still an ongoing belief that Mifid II will result in the need for additional junior roles within IR teams and, as such, the average salary may decrease. However, salary is not the core motivator for many candidates. In fact, 47% of IR professionals seek a new challenge in a new role, and 34% move for enhanced career prospects.

With the stock market having risen to record levels and most bonuses being linked to ticker performance, it's perhaps unsurprising that candidates reported an overall uplift in payouts.

Skills

We have witnessed a 6% rise year on year in respondents who don't possess financial qualifications. This could be due to an expansion of the industry following MiFID II. As the primary person in the IR team has predominantly been someone with financial experience, a second person in the team can often get away with being more communications focused.

There is an almost even split in regards to respondents' backgrounds across corporate IR (23%), accountancy (22%) and corporate broking/access (19%). This is down to the way that IR departments develop within companies and that company's particular circumstances. In a certain climate it can be advantageous to have a corporate broking background and someone who has a broader understanding of the market. Whereas an organisation may choose an IR professional with an accountancy background who will have a deep understanding of the numbers and can report very technically.

Key in-demand skills include annual report writing, strategic input into company direction and the ability to engage directly with core investors in volatile markets.

Working Practices

As with the rest of the workforce, flexible working is becoming the norm, with many working from home at least one day a week (63%).

Market Sentiment

Initial Public Offerings (IPOs) have been less common this year so traditional routes to contracting have been more difficult, which is also slowing the job market down.

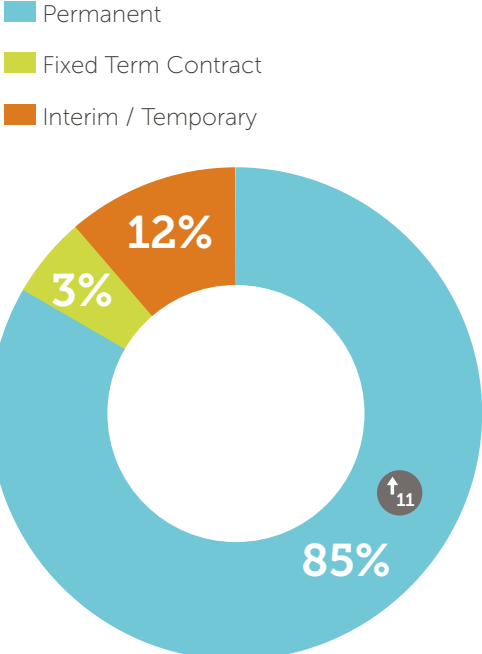
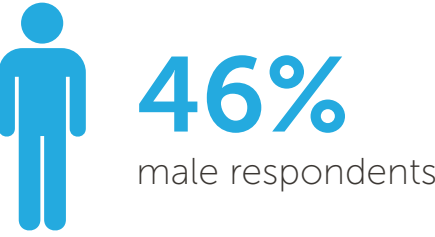
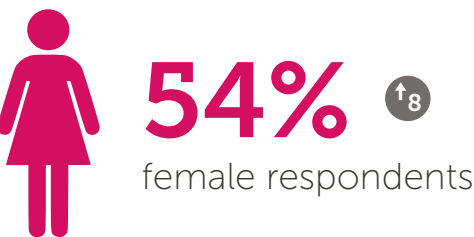
There has been a big increase in sell side analysts trying to move into the market as well as an increase in direct buy side interaction as a result of decreased analyst cover.

Overarching political and economic instability has also caused many to decide against moving until things have levelled out.

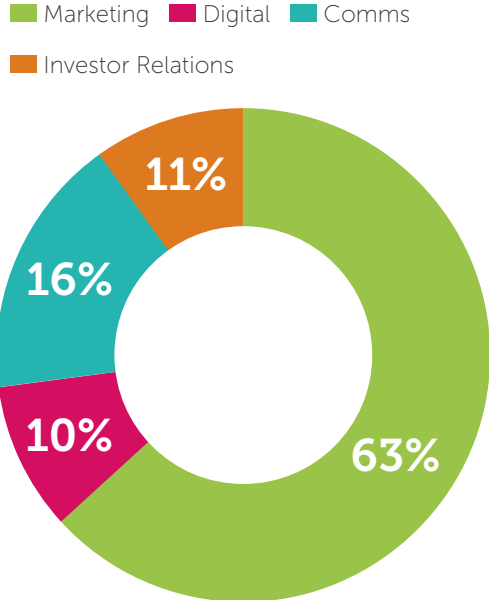
PAY BENCHMARKING

INVESTOR RELATIONS		PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title		Min	Max	Min	Max
LISTED IR					
IR Director		£120,000	£250,000	£750	£2,000
Head of IR		£100,000	£150,000	£600	£1,200
IR Manager		£50,000	£100,000	£400	£600
IR Coordinator/Analyst		£35,000	£50,000	£200	£350
Executive		£25,000	£40,000	£125	£225
FUND IR					
IR Director		£100,000	£250,000	£600	£2,000
IR Manager		£60,000	£125,000	£450	£750
IR Associate		£40,000	£75,000	£125	£500

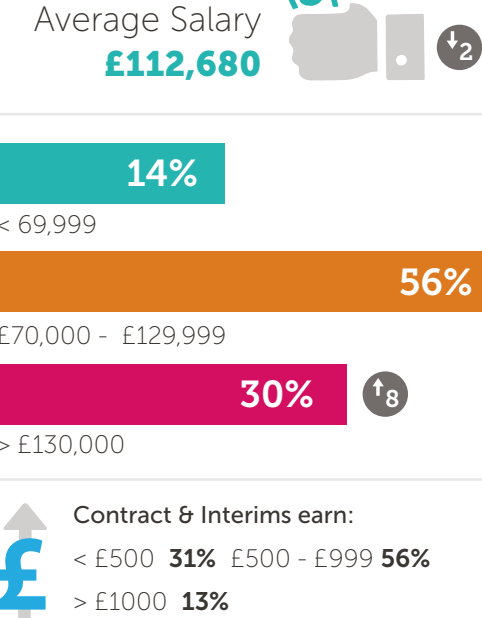
Respondents



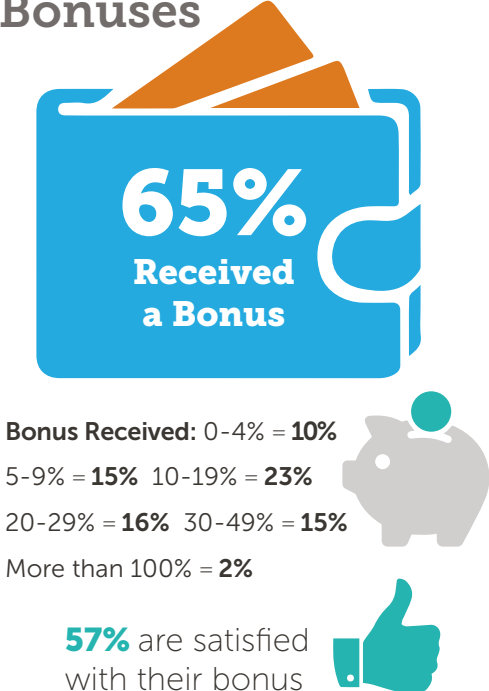
Discipline



Pay



Bonuses



Skills



Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

CMO's and Directors are considered to be Senior Appointments.

This year there are more females in senior positions, however, the pay gap at the top also increased by 19%. Whilst it is great that more women have climbed to the top, unfortunately, their salaries did not climb equally with them.

One of the greatest changes has come from within the Financial Services sector. When we supported the 2019 Women in Marketing Awards, the highest percentage of finalists we submitted were from Financial Services. As a result of changing attitudes in Financial Services firms, more women are being hired into senior positions. It's no coincidence that this coincides with a 40% YoY changing in flexible working. Read more on the gender divide on pages 52-57.

The overall package on offer is still deemed to be more important than base salary, with bonus payments often being discretionary but generally higher for exceptional company performance.

Similarly, senior candidates prioritise the provision of a device over 25+ days holiday when weighing up a role's attractiveness.

Skills

Senior hires with experience in data and analytics are highly sought after. There is a clear skills gap here, as 68% of marketers identify general digital skills as their specialism (4th). Marketers with overall responsibility need to be adept at measuring the ROI of marketing and performance.

Indeed, a recent Forbes guide cited that one of the most important area that a CMO needs to contribute to is to "be a growth champion". That includes quantifying their contributions in terms of revenue growth and "being proactive in delivering guidance to the executive team that adds value and is perceived to significantly contribute to the growth agenda."

The other two core areas for CMO's are 'facilitating access to customer insights' and 'evolving in to a technology integrator'. We found that CMO's are the most keen to up-skill (76%) and most chose to train in digital marketing, SEO and social media.

Working Practices

Retention of staff is key for businesses and offering flexible working for senior stakeholders is a must, especially for those who require childcare or have personal commitments outside of work. 81% stated that they are able to work flexibly in senior appointments, which is 14% above average. The majority of those who work from home regularly say that they are more productive (80%).

Market Sentiment

There have been fewer senior hires in 2019. Political uncertainty has meant that senior marketers have 'stayed out' unless they are desperately unhappy in their roles. 44% anticipate changing jobs in the next 12 months, which is 9% below average. The level of job satisfaction has also dropped 8% year on year (to 55%).

PAY BENCHMARKING

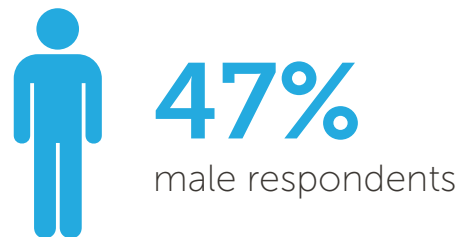
SENIOR APPOINTMENTS		PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title		Min	Max	Min	Max
MARKETING					
CMO		£100,000	£240,000	£700	£2,000
Marketing Director		£75,000	£140,000	£500	£1,500
Head of Marketing		£60,000	£100,000	£400	£750
DIGITAL					
Chief Digital Officer		£100,000	£200,000	£800	£2,000
Digital Director		£100,000	£150,000	£750	£1,000
Head of Digital		£80,000	£110,000	£400	£750
COMMUNICATIONS					
Communications Director		£80,000	£200,000	£700	£1,600
Head of Communications		£70,000	£120,000	£500	£1,100
INVESTOR RELATIONS					
IR Director		£120,000	£250,000	£750	£2,000
Head of IR		£100,000	£150,000	£600	£1,200

10

SECTOR OVERVIEWS

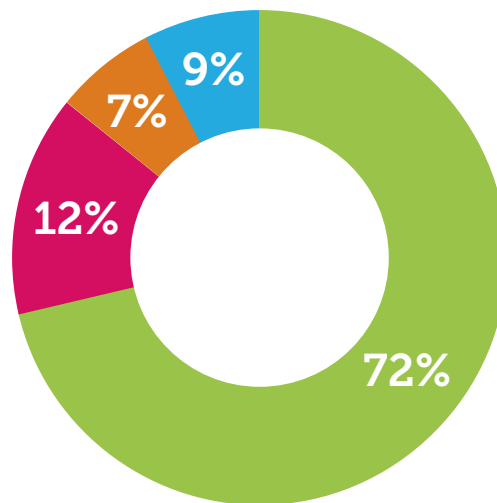
Business Services	90
Charity & Not-For-Profit	94
Financial Services	98
FMCG & Consumer	102
Media, Publishing & Events	106
Professional Services	110
Retail	114
Technology & Telecoms	118

Respondents



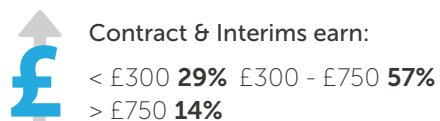
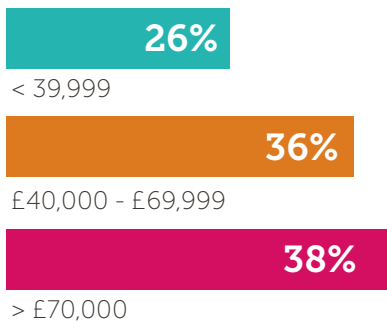
Discipline Split

Marketing Digital
Communications IR

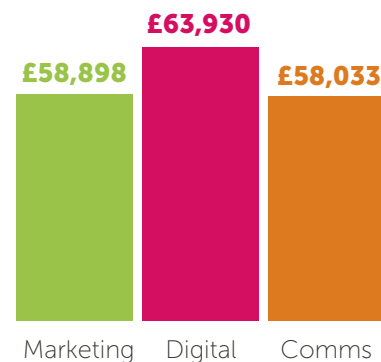


Pay

Average Salary
£60,287



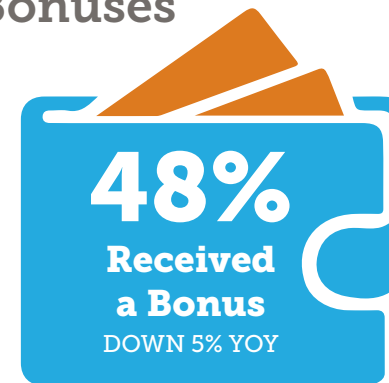
Pay by Discipline*



*excluding IR



Bonuses



Skills

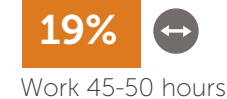
Top 5 skills in Marketing

- 1. CONTENT MARKETING**
- 2. EVENTS**
- 3. CAMPAIGNS**
- 4. DIGITAL (GENERAL)**
- 5. STRATEGY**

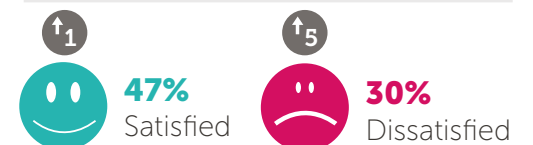
Top 5 skills in Digital

- 1. SOCIAL MEDIA**
- 2. CONTENT**
- 3. SEO**
- 4. STRATEGY**
- 5. ANALYTICS & DATA**

Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

The vast and highly varied Business Services sector had one of the highest proportion of respondents working in small to medium sized organisations. We observed a large rise (15%) in those earning over £70,000 basic this year, driven largely by growth in the digital space.

However, 5% less received a bonus in this sector compared to last year, going against the overall trend that saw bonuses increase year on year. This is, no doubt, why we have seen dissatisfaction with their bonus more than double from 15% to 34%.

Skills

It is reassuring to see content marketing as the top skill for marketers in this sector this year given its absence last year. With more marketers working in smaller Business Services organisations compared to other sectors, it is hardly surprising given the importance of content production across marketing activities. Small teams need to be very hands on and content production is key to this as it can feed a great number of marketing channels.

Being hands on means being proactive in skill development, and it is for this reason that Business Services is the top third sector for those proactively up-skilling. They are most likely to attend events, or register for webinars and complete training courses online. All activities are key for maximising time whilst at the office and providing the benefit of meeting peers for those who work in small teams. The most popular topics were digital marketing, leadership and analytics.

Working Practices

Business Services has the highest proportion of professionals working part-time – with 7% working 20-30 hours. There is a small uplift in those working more hours in Business Services, which, again can be reminiscent of working in a smaller organisation, with less people to split responsibilities. 66% of professionals in Business Services work in teams between one and five.

Market Sentiment

There has been a large 17% uplift in those feeling secure in their roles in the sector. However, more than half (59%) feel pessimistic about the outlook for the UK economy this year. Given that a third have seen budget and hiring cuts since the start of Brexit, and 36% have been impacted negatively by Brexit in the last 12 months, this is hardly surprising. With much still unknown about the course of Brexit during 2020 it is hardly surprising. This probably accounts for the increases seen year on year in job dissatisfaction and those who will be job hunting this year, up 5% and 6% respectively.

BUSINESS SERVICES	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

MARKETING

CMO	£130,000	£200,000	£700	£1,500
Marketing Director	£90,000	£130,000	£500	£750
Head of Marketing	£70,000	£90,000	£400	£550
Marketing Manager	£40,000	£65,000	£275	£350
Marketing Executive	£25,000	£35,000	£150	£200
Marketing Assistant	£22,000	£30,000	£130	£170

DIGITAL

CDO	£130,000	£200,000	£800	£1,500
Digital Director	£90,000	£130,000	£500	£750
Head of Digital	£70,000	£90,000	£450	£550
Digital Manager	£40,000	£60,000	£250	£400
Digital Executive	£25,000	£35,000	£150	£250

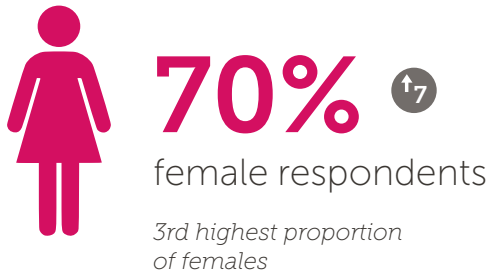
COMMUNICATIONS

Communications Director	£80,000	£130,000	£700	£800
Head of Communications	£75,000	£95,000	£500	£650
Communications Manager	£45,000	£65,000	£300	£450
Communications Executive	£25,000	£35,000	£200	£250

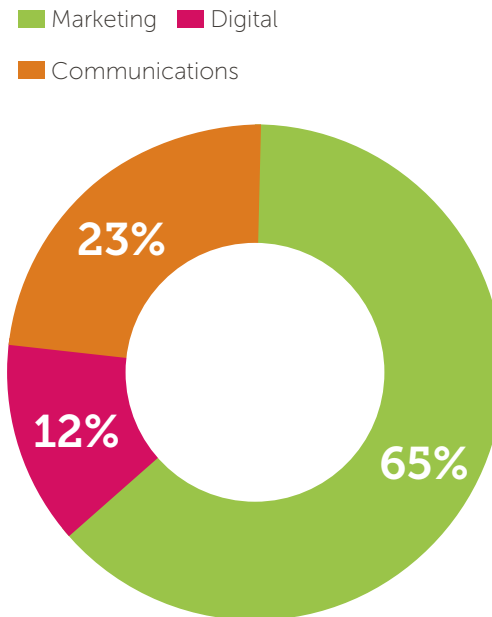
INVESTOR RELATIONS

IR Director	£120,000	£200,000	£750	£1,500
Head of IR	£100,000	£150,000	£600	£1,200
IR Manager	£50,000	£100,000	£400	£700
IR Coordinator/Analyst	£35,000	£50,000	£200	£300

Respondents

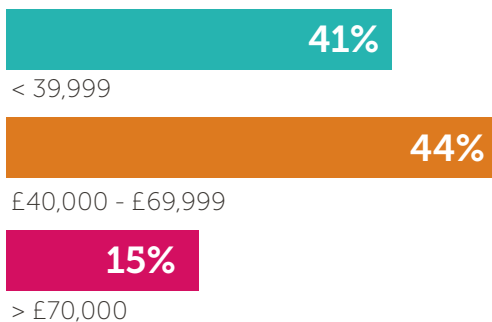


Discipline Split



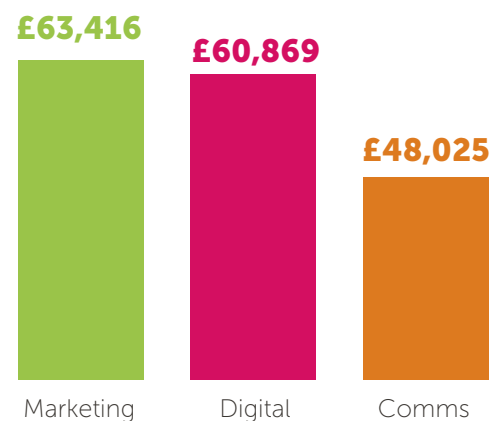
Pay

Average Salary
£57,437 *Lowest*



 **Contract & Interims earn:**
< £300 **55%**
£300 - £750 **45%**

Pay by Discipline



Bonuses



Skills

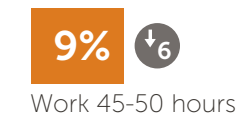
Top 5 skills in Marketing

- 1. CAMPAIGNS**
- 2. CONTENT MARKETING**
- 3. STRATEGY**
- 4. BRAND**
- 5. EVENTS**

Top 5 skills in Digital

- 1. ANALYTICS & DATA**
- 2. SEO**
- 3. SOCIAL MEDIA**
- 4. CONTENT**
- 5. STRATEGY**

Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

2019 saw a big drive amongst Not-for-Profit organisations to increase their marketing and communications skill sets by recruiting specialist talent from commercial organisations. In fact, we have seen the average salaries increase year on year; confirmed by our survey respondents who increased average salaries by 15%. The day rate level for contractors seems to be dipping, conversely, as more companies hire on a Fixed Term Contract, potentially due to the uncertainty around IR35. We expect this to right itself after the April deadline.

With this recruitment drive, it brought an uplift in experience and agility across teams which has only benefitted the sector. However, with this desire to attract the right candidates, we saw longer recruitment processes as companies were unable to compete with private sector salaries. The sector has had to get creative though and, alongside flexible working and longer periods of paid annual leave, we witnessed better pension contributions included in offer packages to help compensate for the lower salaries.

Whilst our salary data points to communications salaries being the lowest, this is not necessarily the case as communications skills are essential to the sector. Though our data does mirror the increase in digital salaries, which have indeed risen in accordance with demand.

Most of our communications respondents earn £30,000 - £59,999 (87%). This group is also the least experienced in their discipline; only 19% have been in their career for 15+ years, well behind digital (35%) and marketing (37%). 81% of them are also female, at least 10% above the average for this sector's respondents.

Skills

As we move into 2020, we expect the drive for commercial talent to continue and digital skills sets to be in increasing demand. A larger number of Not-for-Profit organisations are now undertaking digital transformation projects, somewhat behind the private sector as investment is not as easy to secure. We have started to see a rise in demand for analytics, SEO and UX/UI skills which are more established in the private sector.

Working Practices

Whilst the sector cannot compete with the private sector on salaries, charities and membership bodies often offer improved work-life balance with flexible working options readily available, as well as the opportunity to 'give back' by working for causes which resonate with a candidate's personal beliefs.

These points attracted more working parents to the sector, as well as senior commercial candidates who were no longer purely driven by financial reward.

Market Sentiment

Charity & Not-for-Profit continues to be a volatile sector in terms of access to funding, thus presenting a number of challenges. Whilst many people enjoy working in the sector for what it offers on a personal level, the low salaries and unstable access to funding provokes more people to consider changing jobs.

60% state that they plan to change jobs in the next 12 months, the highest of all sectors and levels of job satisfaction is the lowest in charities - 34% are very dissatisfied.

PAY BENCHMARKING

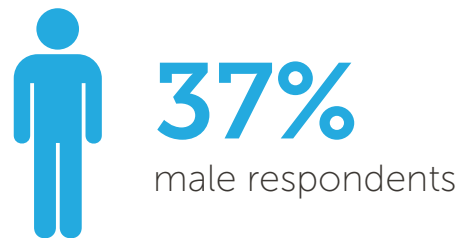
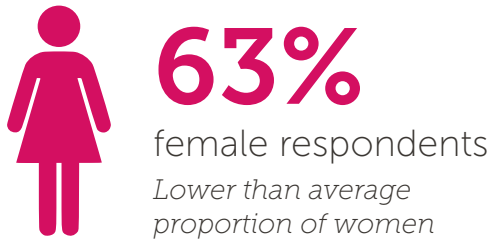
CHARITY & NFP	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

MARKETING				
CMO	£100,000	£160,000	£700	£1,200
Marketing Director	£75,000	£110,000	£500	£700
Head of Marketing	£60,000	£85,000	£400	£600
Marketing Manager	£40,000	£55,000	£275	£380
Marketing Executive	£25,000	£35,000	£175	£225
Marketing Assistant	£20,000	£30,000	£120	£180

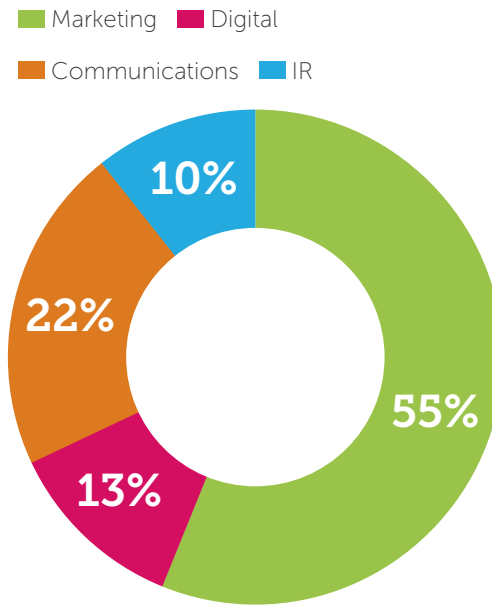
DIGITAL				
Chief Digital Officer	£100,000	£140,000	£750	£1,000
Digital Director	£80,000	£110,000	£500	£700
Head of Digital	£70,000	£90,000	£400	£575
Digital Manager	£40,000	£55,000	£250	£350
Digital Executive	£25,000	£35,000	£150	£225

COMMUNICATIONS				
Communications Director	£80,000	£110,000	£700	£1,200
Head of Communications	£70,000	£95,000	£500	£850
Communications Manager	£45,000	£65,000	£300	£550
Communications Executive	£25,000	£35,000	£180	£280

Respondents



Discipline Split

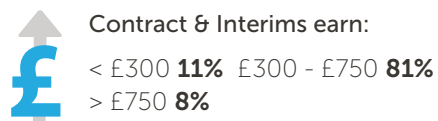
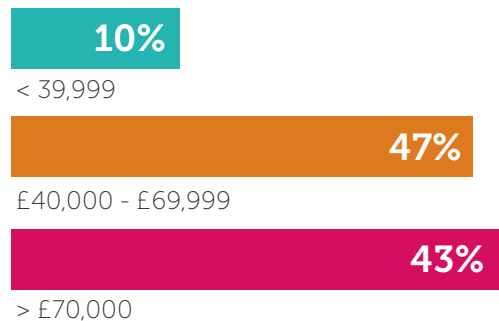


Pay

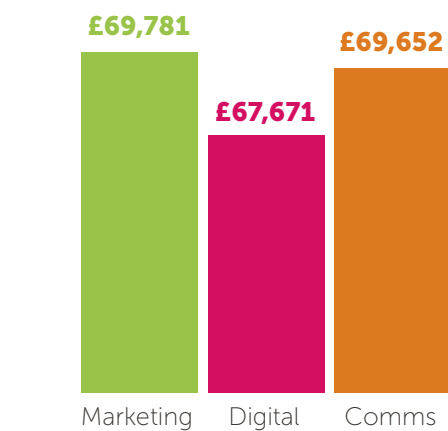
Average Salary
£69,035*



*exc. IR



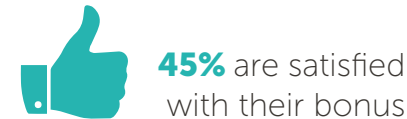
Pay by Discipline*



*excluding IR



Bonuses



Skills

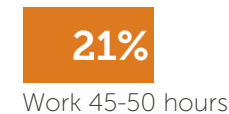
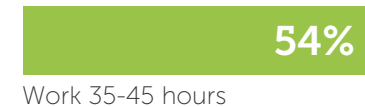
Top 5 skills in Marketing

1. STRATEGY
2. CAMPAIGNS
3. BRAND
4. CONTENT MARKETING
5. DIGITAL (GENERAL)

Top 5 skills in Digital

1. STRATEGY
2. ANALYTICS & DATA
3. UX / UI / CX
4. SOCIAL MEDIA
5. CONTENT

Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Financial Services professionals remain one of the best remunerated of all the sectors, yet salaries have continued to remain fairly flat. The exception is digital where a lack of digital specialists means this has been the only area to see salary increases. The highest average digital salary is within Financial Services at £67,671.

Financial Services strongly appeals to junior applicants looking to build a career and is widely thought of to offer the best remuneration with the potential of bonus and valuable benefits; pension contributions are usually market leading too.

Investor and Wealth Management candidates remain the most driven by salary; 42% sought their current role for a higher salary (up 11% YoY).

The Gender Pay Gap in Financial Services is one of the largest among all sectors, with 41% of men earning over £90,000, whilst only 21% of women do.

"There is clearly work to be done to understand why progression to a senior level isn't appealing [for women in Financial Services]. Ensuring metrics of success are gender neutral is just one way this can be achieved"

Jen Barham, Director of Marketing & Communications, DC Advisory

Skills

Content is still the most highly rated skill by employers in Financial Services, especially in Investment and Wealth Management, although it's not always easy to find. Given that marketers only prioritise content as #4 (51% named it as a specialism), it is evident that there is a need for marketers within FS to evolve and address a skills gap with training and upskilling in this area.

Working Practices

Staff retention has improved due to the continuing positive attitude towards flexible working and working from home; 68% of FS professionals regularly work flexibly, 1% over the average. The key reasons for working from home are to be more productive and concentrate more (70%), to save on travel (64%) and to work around personal commitments (47%).

Market Sentiment

We have seen an increase in long-term Fixed Term Contract hires, whereas the number of day rate contractors has decreased. The threat of IR35 has resulted in some highly paid senior contractors returning to the permanent workforce.

Generally, Financial Services professionals are happy and content in their roles (more than half are satisfied) with a smaller percentage expected to move jobs in the next 12 months (6% less than average).

"Marketing technology continues to develop at pace. AI and automation are able to offer greater efficiencies than ever before. It's important not to lose sight of the human relationships which underpin the trust a customer needs to make a purchasing decision. While technology can show us when a prospect or client is engaging with communications it cannot replace the rapport between two people nor can it determine the propensity to purchase of two different people with the same digital engagement levels in the same way a human can."

Ben Cowley, Head of Marketing, Connection Capital

FINANCIAL SERVICES	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

MARKETING

CMO / VP of Marketing	£125,000	£240,000	£1,250	£2,000
Marketing Director	£90,000	£125,000	£500	£1,250
Head of Marketing	£75,000	£100,000	£450	£750
Marketing Manager	£45,000	£70,000	£250	£380
Marketing Executive	£35,000	£45,000	£150	£200
Marketing Assistant	£25,000	£35,000	£120	£180

DIGITAL

Chief Digital Officer	£125,000	£185,000	£1,000	£2,000
Digital Director	£90,000	£125,000	£600	£1,000
Head of Digital	£75,000	£95,000	£450	£750
Digital Manager	£45,000	£65,000	£250	£450
Digital Executive	£35,000	£45,000	£150	£250

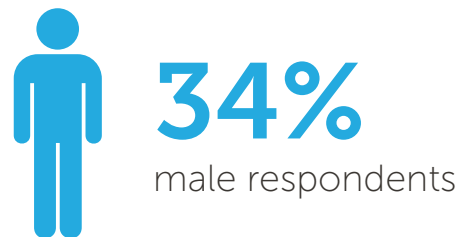
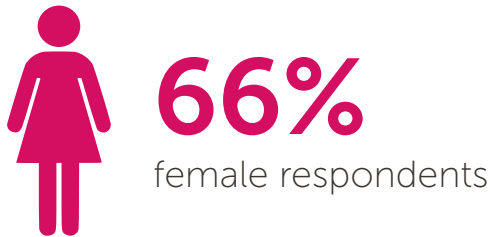
COMMUNICATIONS

Communications Director	£90,000	£200,000	£750	£1,600
Head of Communications	£80,000	£120,000	£550	£1,100
Communications Manager	£50,000	£75,000	£300	£500
Communications Executive	£25,000	£35,000	£180	£280

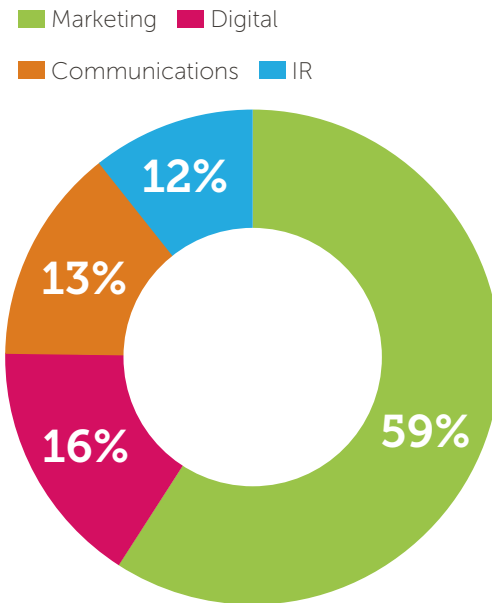
INVESTOR RELATIONS

IR Director	£150,000	£250,000	£1,000	£2,000
Head of IR	£100,000	£150,000	£600	£1,200
IR Manager	£65,000	£100,000	£400	£600
IR Coordinator/Analyst	£35,000	£50,000	£200	£350

Respondents



Discipline Split

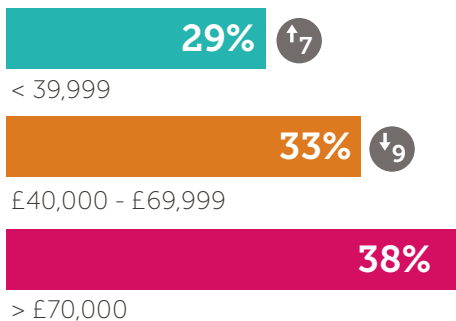


Pay

Average Salary
£59,434 *

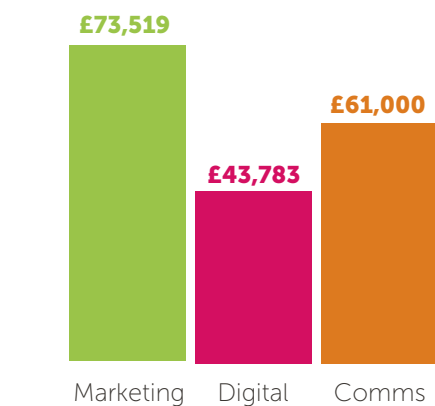


*exc. IR



Contract & Interims earn:
 < £300 **25%**
 £300 - £750 **75%**

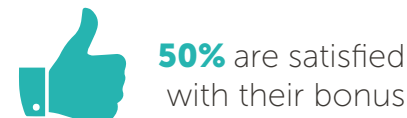
Pay by Discipline*



*excluding IR



Bonuses



Skills

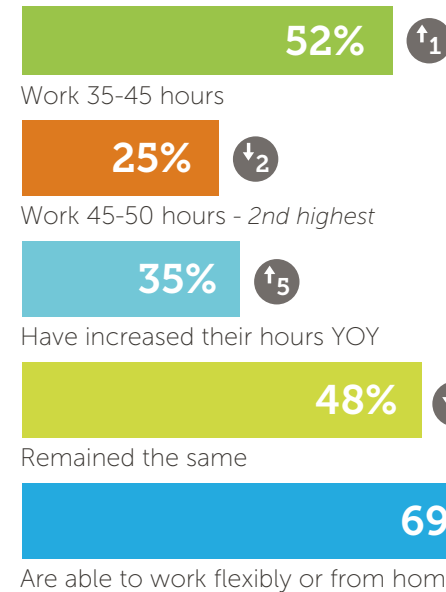
Top 5 skills in Marketing

- 1. BRAND**
- 2. STRATEGY**
- 3. CAMPAIGNS**
- 4. DIGITAL (GENERAL)**
- 5. CONTENT MARKETING**

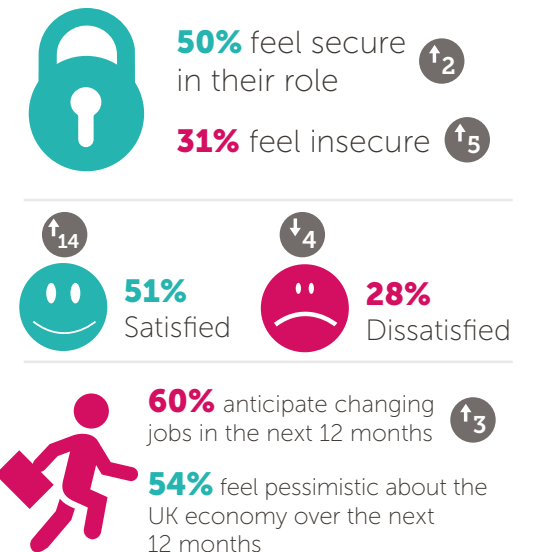
Top 5 skills in Digital

- 1. CONTENT**
- 2. ECOMMERCE**
- 3. SEO**
- 4. UX / UI / CX**
- 5. DIGITAL TRANSFORMATION**

Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Salaries have remained flat this year whilst teams are becoming increasingly leaner and are therefore having to be more creative with stretching their budgets.

19% more received a bonus year on year, the majority of communications professionals within FMCG received a bonus (77% of respondents).

Skills

While some online channels rapidly become fashionable and others lose following, there is continuous interest in social media specialists for platforms, especially as they provide a great vehicle for new, challenger start-up brands to build awareness and a following quite quickly.

The focus for acquiring new customers continues to be on brand loyalty, innovation and promotions. Organisations have spent another year heavily investing in their online and multichannel offering (digital transformation skills is 8% over the average). We are increasingly seeing an increase in investment in Customer Experience and enhanced Analytics.

Working Practices

As brands in this space have struggled to increase salaries or offer competitive packages compared to other industries, they have instead become increasingly flexible with offering better work-life balance as a trade-off for pay. This has been a clever workaround; by acknowledging higher salaries are not an option, this sector is offering something else which can be a considerable help in attracting talent. This year more people work flexibly in FMCG –

69% say they are able to work from home regularly, the second highest of all sectors and a vast improvement on last year, where flexibility around childcare was the lowest.

Market Sentiment

We have seen an increase in brands partnering up and launching joint advertising campaigns and ventures, such as Vitality with Apple Watch. This means there is an increasing demand for those who can manage multiple stakeholders, work with agencies and collaborate across functional teams.

Brexit has remained a concern throughout the year and uncertainty has certainly slowed the appetite for change and risk taking. Many companies have adopted a 'wait and see' approach whilst others are very cautious with their investments which cannot continue indefinitely. 46% have been negatively impacted by Brexit in the last 12 months – 9% over average.

Marketers are increasingly concerned about the disruption Brexit will have to their supply chains and how this may impact operations moving forward. There has been a delay in decision making and marketers have reported all sorts of interesting projects going on hold pending life post-Brexit. In this sector, 6% over the average expect Brexit to impact them negatively in the next two years.

FMCG & CONSUMER	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

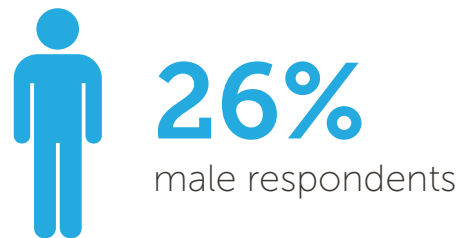
MARKETING				
CMO	£130,000	£200,000	£700	£1,800
Marketing Director	£100,000	£140,000	£500	£800
Marketing Manager	£70,000	£85,000	£325	£500
Senior Brand Manager	£65,000	£75,000	£280	£400
Brand Manager	£40,000	£55,000	£225	£325
Assistant Brand Manager	£28,000	£38,000	£150	£180
Marketing Assistant	£20,000	£25,000	£120	£160

DIGITAL				
Chief Digital Officer	£130,000	£200,000	£800	£1,500
Digital Director	£100,000	£140,000	£700	£900
Head of Digital	£80,000	£100,000	£500	£750
Digital Manager	£60,000	£85,000	£300	£450
Digital Executive	£25,000	£45,000	£125	£250

COMMUNICATIONS				
Communications Director	£100,000	£180,000	£600	£1,400
Head of Communications	£75,000	£120,000	£500	£850
Communications Manager	£45,000	£65,000	£300	£425
Communications Executive	£25,000	£35,000	£180	£240

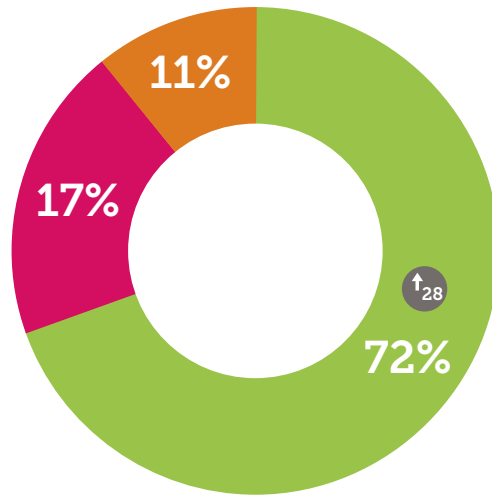
INVESTOR RELATIONS				
IR Director	£125,000	£220,000	£750	£2,000
Head of IR	£100,000	£135,000	£600	£1,000
IR Manager	£50,000	£100,000	£400	£600
IR Coordinator/Analyst	£35,000	£50,000	£200	£325

Respondents



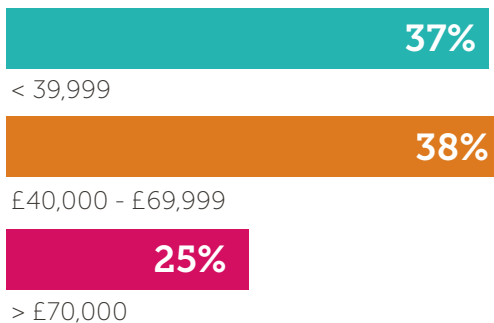
Discipline Split

Marketing Digital Communications



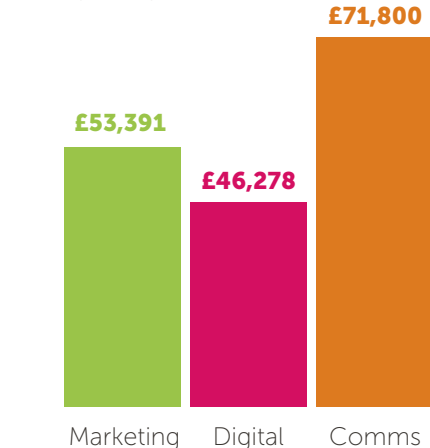
Pay

Average Salary
£57,156



Contract & Interims earn:
 < £300 **70%**
 £300 - £750 **30%**

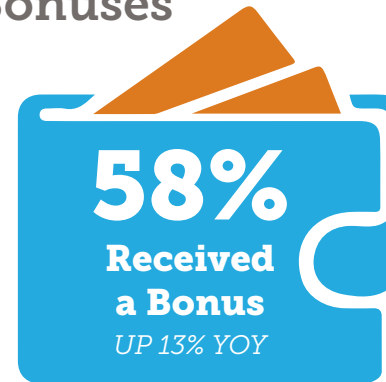
Pay by Discipline*



*excluding IR



Bonuses



Skills

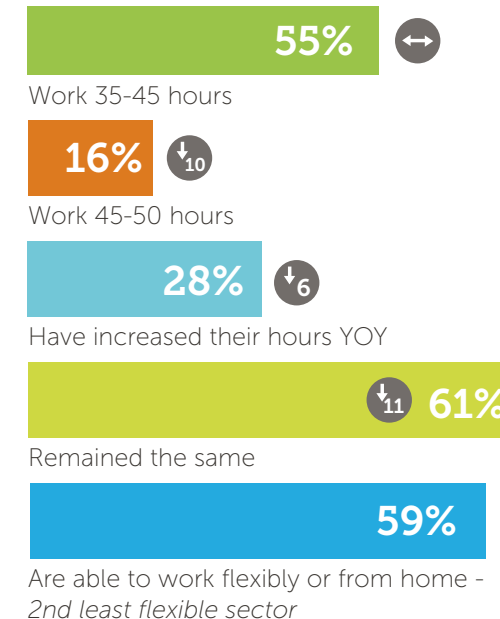
Top 5 skills in Marketing

1. CAMPAIGNS
2. CONTENT MARKETING
3. STRATEGY
4. EVENTS
5. BRAND

Top 5 skills in Digital

1. SEO
2. CONTENT
3. SOCIAL MEDIA
4. ANALYTICS & DATA
5. DISPLAY ADVERTISING

Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Publishing and media aren't among the top paying industries, in fact this year, the average salary is the lowest of all sectors. This is largely driven by the highest proportion of women working in the sector and a higher proportion of those in their career less than 3 years (16% over the average).

However, salary is not the only core motivator for moving jobs within the industry. Candidates are also motivated by seeking for a new challenge or more interesting work (27%, only 2% behind a higher salary).

Skills

Content marketing remains king in publishing, but UX, UI and SEO are of paramount importance to draw more visitors to publishing brands online. Generally, there is a shortage of digital marketing specialists and so those that have these skills demand the highest salaries.

Digital publishing has firmly overtaken print, and video streaming will continue to grow as an important channel. Candidates with these skills are most in demand. This could be explained by the large 17% increase in those with SEO skills and a rise in display advertising skills, as the focus moves to online acquisition.

We've witnessed a 7% rise in those with Analytics & Data as a specialism – in line with the rest of the data and the digital market this year. The increased importance of data is a real driver within the growth of digital.

Working Practices

Working hours in this sector remain similar to last year, with only 28% having increased their hours year on year (4% under the average). However, this is the second least flexible sector behind Retail (only 59% work flexibly). In comparison, 82% of Technology & Telecoms staff work flexibly.

Employers within this sector have the opportunity to greatly enhance their candidate attraction techniques by improving flexible working structures, as it is now such an important topic and driven by professionals from all disciplines and levels. We see many candidates change roles seeking greater flexibility; 11% of this year's respondents changed jobs for this reason.

Market Sentiment

Last year marketers in this sector, particularly in publishing, were feeling insecure about the future of their jobs. Since then, there has been a huge uplift in job security (15% up YoY) and satisfaction (23% up YoY). Apart from Charity & Not-for-Profit, this sector has the second fewest respondents from large organisations; it is smaller organisations that are better positioned in the market and predict increasing headcount. Professionals in smaller organisations are less concerned about budget and recruitment freezes and hence, feel more secure and satisfied in their roles.

Nevertheless, this sector remains 2nd most pessimistic about the UK economy, with 59% planning on changing jobs in the next 12 months.

MEDIA/PUBLISHING/EVENTS	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

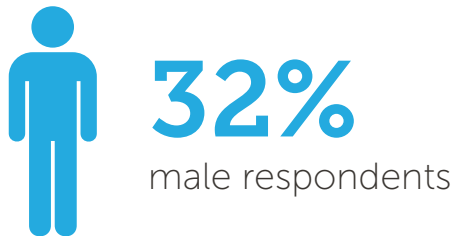
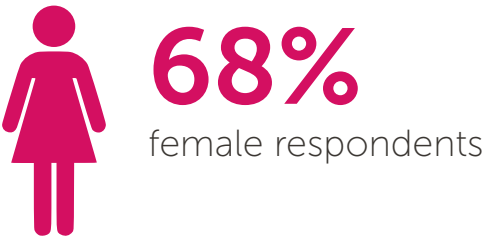
MARKETING				
CMO	£110,000	£170,000	£800	£1,350
Marketing Director	£80,000	£110,000	£500	£750
Head of Marketing	£60,000	£80,000	£325	£600
Marketing Manager	£40,000	£55,000	£225	£400
Marketing Executive	£30,000	£40,000	£150	£200
Marketing Assistant	£25,000	£35,000	£125	£160

DIGITAL				
Chief Digital Officer	£110,000	£170,000	£750	£1,300
Digital Director	£80,000	£120,000	£500	£800
Head of Digital	£70,000	£90,000	£400	£600
Digital Manager	£40,000	£55,000	£200	£300
Digital Executive	£30,000	£40,000	£150	£200

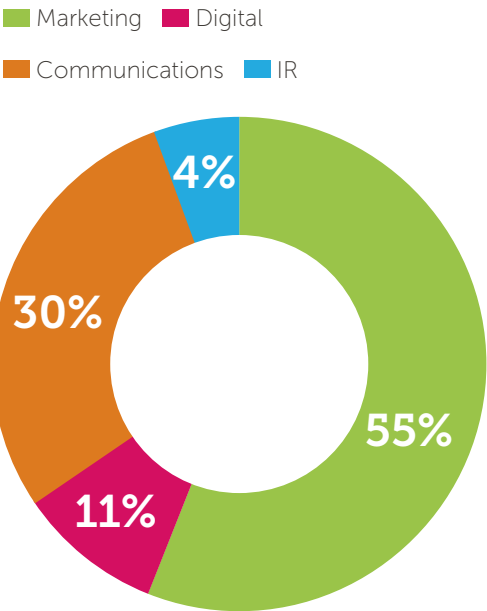
COMMUNICATIONS				
Communications Director	£80,000	£120,000	£700	£1,200
Head of Communications	£70,000	£90,000	£500	£700
Communications Manager	£45,000	£60,000	£250	£450
Communications Executive	£30,000	£40,000	£180	£280

INVESTOR RELATIONS				
IR Director	£115,000	£200,000	£750	£1,600
Head of IR	£100,000	£140,000	£600	£900
IR Manager	£50,000	£90,000	£300	£550
IR Coordinator/Analyst	£35,000	£50,000	£175	£325

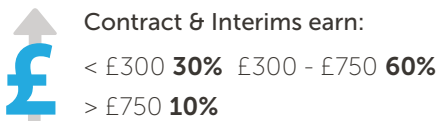
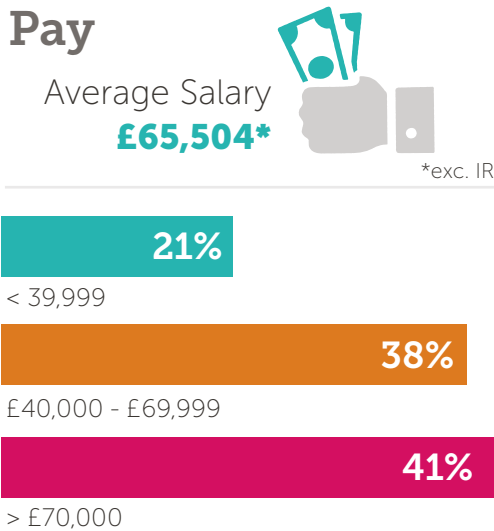
Respondents



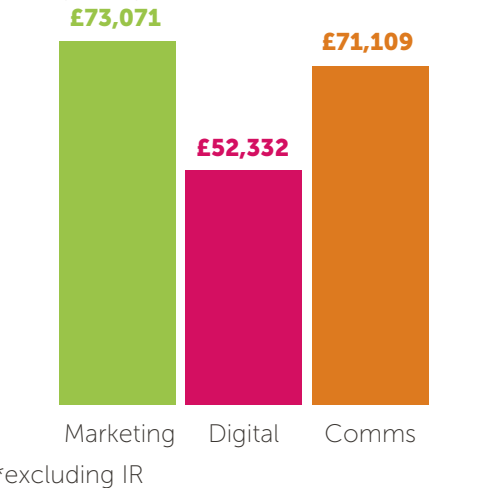
Discipline Split



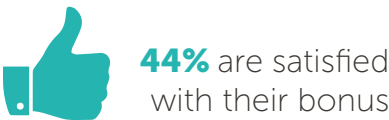
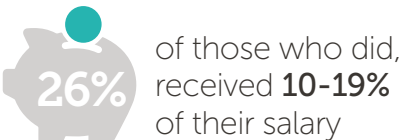
Pay



Pay by Discipline*

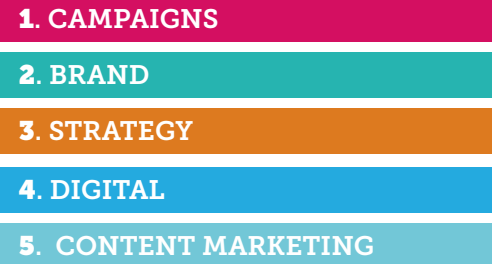


Bonuses

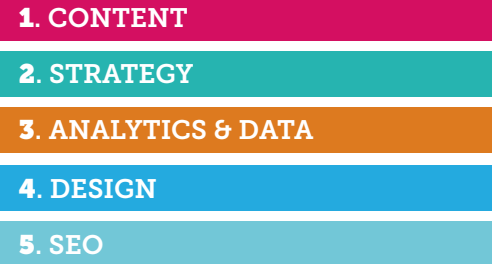


Skills

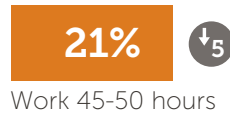
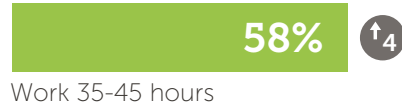
Top 5 skills in Marketing



Top 5 skills in Digital



Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Salaries have remained stable on the whole, with firms showing little appetite to move their internal bandings. However, marketers and communications professionals changing jobs have continued to increase their earning potential year on year, by 16% and 10% respectively. Employers have been reviewing benefits packages and the amount of firms offering car allowances has continued to decline. This isn't unusual however, as most candidates no longer think a car allowance benefit is important (74%). Whereas 78% value flexible working and 66% a bonus scheme, which the sector tends to widely offer.

Bonuses have also remained fairly stable whilst the amount of bonus received increased this year, with 10% more people receiving between 10-39% of their salary.

Skills

Being able to create unique and engaging content is in high demand, along with digital strategy as many businesses continue to enhance their digital capabilities. 62% of those surveyed identified strategy and general digital skills as their key marketing specialisms, followed by content marketing (61%).

"Every marketer knows they now have to be content creators. This opens up huge opportunities for creativity, amazing user experiences and storytelling through the latest technology. Original content is now vital, but the basics remain the same – engage your audience! Professional Services has a lot to do to catch up with other industries and I really believe there is so much that we can learn from B2C marketers. Business to Business does not have to mean Boring!" - Ellie Duffus, Marketing Principle for Elixirr

Working Practices

Flexible working is now more commonplace and so has begun to be expected by many candidates. The Professionals Services sector has led the way on flexibility in the past few years; successfully enabling them to attract candidates from other sectors.

40% of respondents increased their hours year on year, which is 9% over the average and up 9% YoY. This could be down to two reasons. Firstly, as flexible working is encouraged across the industry, some end up working longer hours overall. And secondly, many firms have been restructuring their departments and in some cases, moving teams to regions across the UK. This could have resulted in those who are left to manage this transition working higher than usual average hours.

Market Sentiment

Firms are now facing the challenge of standing out against competitors who are often seen as very similar and coping with quick-rising challenger brands who take up market share.

Due to the current political uncertainty, more firms have been offering roles on a Fixed Term Contract basis to reduce budget and risk. More than half feel pessimistic about the UK economy (58%) and 53% expect Brexit to affect their business negatively in the next 2 years.

PROFESSIONAL SERVICES	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

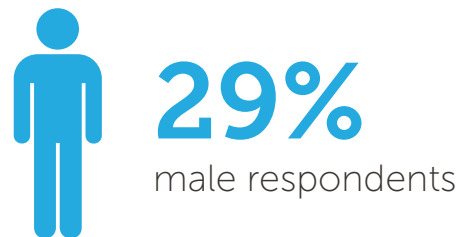
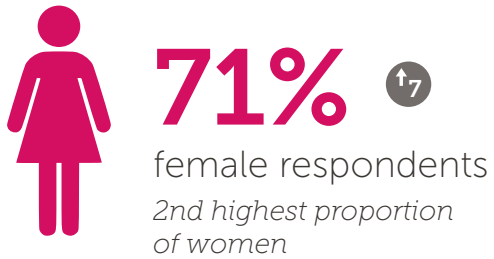
MARKETING				
CMO	£150,000	£200,000	£900	£2,000
Marketing Director	£90,000	£140,000	£500	£1,000
Head of Marketing	£70,000	£95,000	£400	£800
Marketing Manager	£40,000	£70,000	£225	£425
Marketing Executive	£30,000	£42,000	£150	£225
Marketing Assistant	£25,000	£35,000	£120	£180

DIGITAL				
Chief Digital Officer	£125,000	£200,000	£1000	£1,800
Digital Director	£90,000	£140,000	£500	£1,000
Head of Digital	£70,000	£95,000	£400	£750
Digital Manager	£40,000	£60,000	£250	£400
Digital Executive	£30,000	£42,000	£150	£250

COMMUNICATIONS				
Communications Director	£90,000	£200,000	£700	£1,600
Head of Communications	£80,000	£120,000	£500	£1,100
Communications Manager	£45,000	£70,000	£300	£450
Communications Executive	£30,000	£42,000	£180	£280

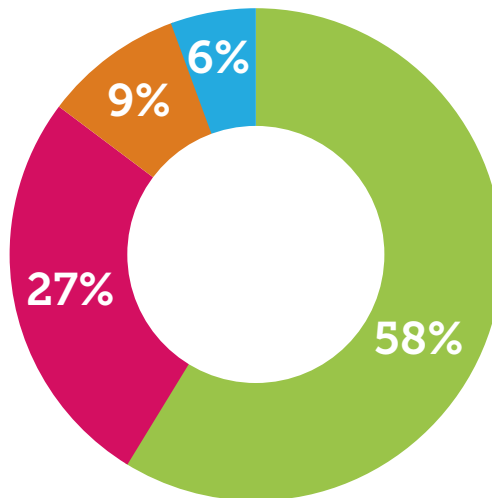
INVESTOR RELATIONS				
IR Director	£120,000	£200,000	£750	£2,000
Head of IR	£100,000	£150,000	£600	£1,200
IR Manager	£50,000	£100,000	£400	£600
IR Coordinator/Analyst	£35,000	£50,000	£200	£350

Respondents



Discipline Split

Marketing Digital
Communications IR

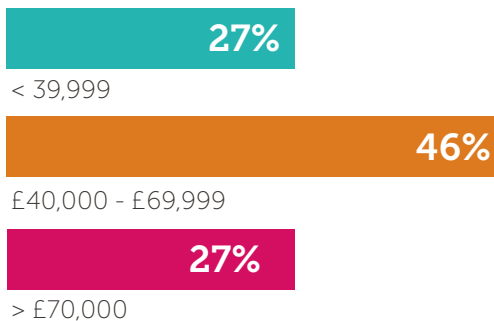



Pay

Average Salary
£57,192*

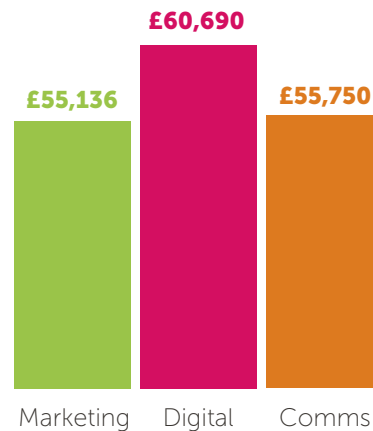


*exc. IR

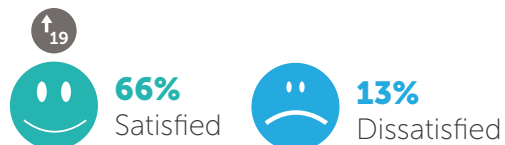


 Contract & Interims earn:
< £300 **22%**
£300 - £750 **78%**

Pay by Discipline*



*excluding IR



Bonuses



Skills

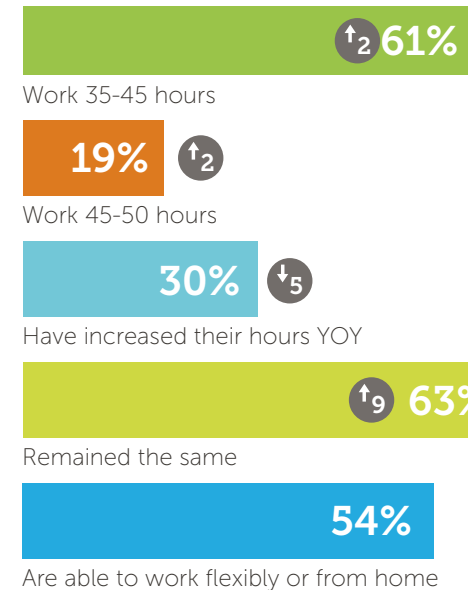
Top 5 skills in Marketing

- 1. BRAND**
- 2. CAMPAIGNS**
- 3. STRATEGY**
- 4. CRM**
- 5. CHANNEL MARKETING**

Top 5 skills in Digital

- 1. ECOMMERCE**
- 2. ANALYTICS & DATA**
- 3. ECRM**
- 4. CONTENT**
- 5. PERFORMANCE**

Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Pay has remained relatively unchanged. Digital and e-commerce professionals are in demand and those with cutting edge skills and experience can command competitive pay while junior/mid-level compensation is relatively stagnant. As a result, digital professionals earn more than their marketing or communications counterparts; the only other sector we see this in is Business Services.

Although 3% less earned a bonus this year, 9% more received a bonus of 20-29% of their salary year on year.

Skills

There is a constant emphasis on data to drive customer loyalty schemes, to make better use of analysing and segmenting data and tailoring marketing campaigns to distinct customer groups. This has resulted in an increase in demand for data and CRM professionals – nearly half (49%) of marketers specialise in CRM. Even standard digital roles are more analytics focused – this is the second specialism for 45% of digital professionals.

Only 29% of marketers have general digital experience, which, given the nature of change in this industry, should be an area for marketers to address with training and upskilling. See pages 38-43 for more.

We continue to see a strong preference for candidates from customer-centric brands while businesses continue to mix internal marketing with outsourced agency work. Candidates with stakeholder and agency management experience are very much in demand.

Working Practices

There is a strong emphasis on flexible working among all sectors, with the retail sector lagging behind – only 54% work from home or flexibly on a regular basis, the lowest of all sectors (the average being 67%). Given the importance of

flexible working, especially in an industry driven by digital innovation – if employers want to retain their staff and attract the top talent they need to build better flexible working practices into their businesses.

Top reasons for working from home for professionals in retail are to save on commuting or travel time and to be more productive. And, more concerning for retail employers, is the fact that 50% of those who work flexibly do so to improve their mental health and wellbeing.

Market Sentiment

2019 was obviously a challenging time for the UK High Street and continued cost pressures saw many well-known brands disappear, from Thomas Cook to Debenhams. As retailers have their competitiveness challenged by online, many are looking to transform their cost base strategy in to digital or multichannel. Other brands, such as Nike and Adidas saw this as an opportunity, and bet that their brands were big enough to only sell directly to the consumer.

This means that the industry is in a state of turmoil. We are continually seeing new roles and requirements for skills that are not yet fully understood. There are, however, opportunities for experienced and adaptable candidates who want to embrace this change.

With an increase in available candidates, firms have been very prescriptive in their recruiting, wanting only individuals skilled in the same tech stack, for example, or similar brand strategy.

Whilst the failure of certain high street brands has dominated headlines, E-commerce businesses continue to reap the benefits. Many of our respondents work in E-commerce or digital roles within Retail (27%), the highest proportion in any sector. Which is possibly why they are amongst the most positive about the UK economy, and have the highest job satisfaction and second highest job security levels. However, they are also the most pessimistic about the impact of Brexit over the next two years (72%).

RETAIL	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

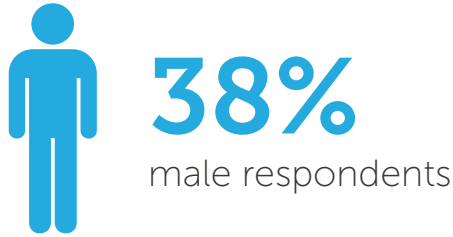
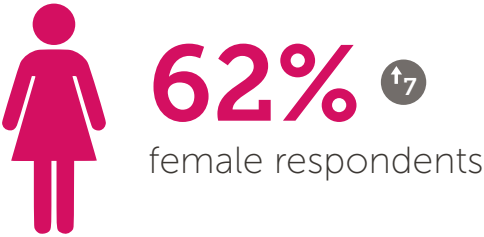
MARKETING				
CMO	£130,000	£200,000	£700	£1,750
Marketing Director	£80,000	£120,000	£500	£800
Head of Marketing	£70,000	£90,000	£350	£500
Marketing Manager	£40,000	£65,000	£225	£350
Marketing Executive	£25,000	£35,000	£150	£180
Marketing Assistant	£20,000	£25,000	£100	£150

DIGITAL				
Chief Digital Officer	£130,000	£200,000	£800	£1,500
Digital Director	£80,000	£120,000	£500	£1000
Head of Digital	£70,000	£95,000	£400	£600
Digital Manager	£40,000	£55,000	£200	£300
Digital Executive	£25,000	£38,000	£125	£200

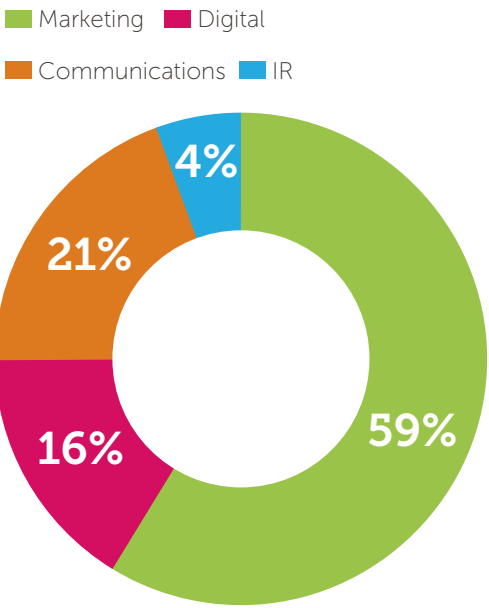
COMMUNICATIONS				
Communications Director	£100,000	£180,000	£800	£1,500
Head of Communications	£70,000	£90,000	£500	£750
Communications Manager	£45,000	£65,000	£300	£500
Communications Executive	£25,000	£35,000	£200	£250

INVESTOR RELATIONS				
IR Director	£120,000	£200,000	£750	£1,500
Head of IR	£100,000	£140,000	£600	£1000
IR Manager	£50,000	£90,000	£400	£550
IR Coordinator/Analyst	£35,000	£50,000	£200	£300

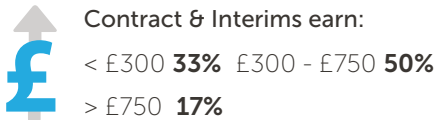
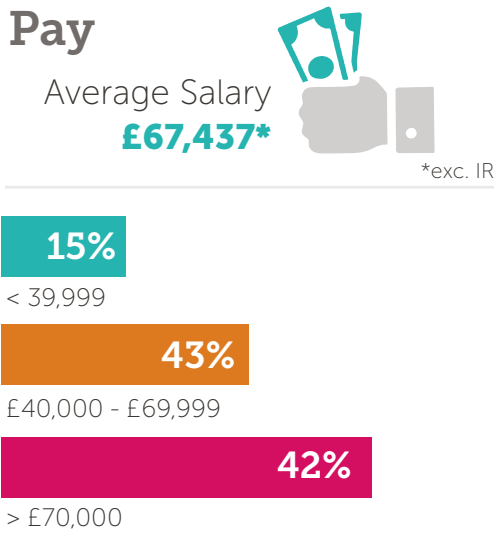
Respondents



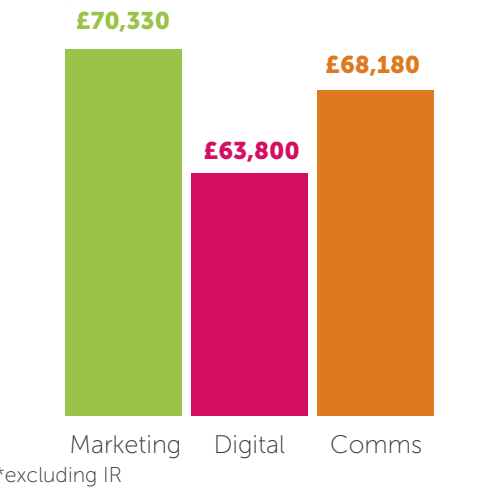
Discipline Split



Pay



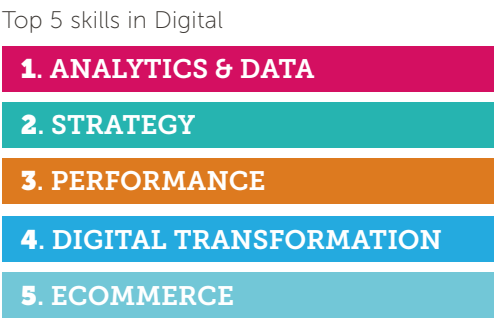
Pay by Discipline*



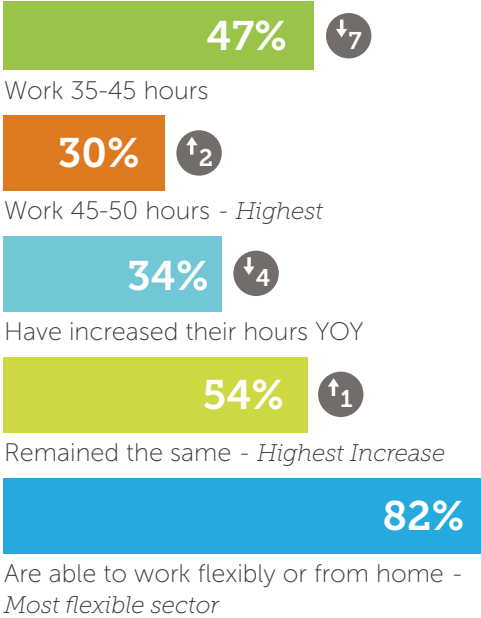
Bonuses



Skills



Working Practices



Job Security & Satisfaction



OVERVIEW

Pay & Bonuses

Salaries remain similar to last year's with rapidly growing tech start-ups offering competitive salaries to attract the best talent in the market.

Bonuses within Technology continue to be amongst the best - with 58% receiving a bonus, the second highest sector after Financial Services.

Standard benefits, such as pension contributions and health care, remain important but more candidates care about having a stake in the business. As a result, share options are especially important. 28% of respondents in this sector value share schemes as an important benefit, 4% above the average.

Skills

Candidates need to have experience with the latest CRM tools and knowledge of digital disciplines, especially SEO and PPC. These are often outsourced so experience in managing third-party agencies is essential.

Only 44% of marketers specialise in digital skills and just 26% in CRM. If marketers can upskill themselves in these core areas and rely less on external agency resources, they will find themselves in high demand.

Commercially-minded thinking remains important to secure mid- and senior-level roles; you need knowledge of a company's business model, operational costs and be able to look at overall performance, rather than just the marketing department itself.

Given the nature of technology products, being proficient in data analytics and measuring ROI is intrinsic to roles within the sector; it is the top skill used by digital marketers at 74%. Due to the rapid growth in technical products, there is a growing demand for marketing consultants with product experience.

Working Practices

Flexible working is almost expected, with 82% of Technology & Telecoms employees working flexibly (15% above the average). Hot-desking schemes are also popular, allowing employees to use communal seats and giving businesses the opportunity to increase headcount without increasing office space.

Market Sentiment

The Technology sector is amongst the least pessimistic about the UK economy (5% below average). The sector is also known for its positive culture and flexible working. Job security is the highest in all sectors (62% are secure in their jobs) and more than half of those surveyed are satisfied with their jobs.

The reward of constant innovation enables many opportunities for start-ups within the sector. We have seen an increase in small start-ups associated with AI, blockchain, cybersecurity and cloud computing.

"The importance of having an insight team with a deep understanding of the functions they support cannot be overstated. Analysts should be embedded within the teams they support and working with them to solve problems on a day-to-day basis. The toughest challenge is finding candidates with a broad range of experience. At the bottom level this is across analytical capabilities, and at the mid-level this is across functional departments. An insight analyst is in a unique position to see both the thirty-thousand foot view, have an understanding of the detail, and bring the two together. But they can't do this if they only have exposure to one area."

Richard Hectors, Senior Data & Insights Manager, Audio Network

TECH & TELECOMS	PERMANENT (ANNUAL)		CONTRACT (DAILY)	
Job Title	Min	Max	Min	Max

MARKETING				
CMO	£140,000	£200,000	£700	£1,900
Marketing Director	£110,000	£140,000	£500	£700
Head of Marketing	£80,000	£110,000	£400	£550
Product Manager	£65,000	£80,000	£300	£500
Marketing Manager	£45,000	£65,000	£250	£350
Marketing Executive	£25,000	£40,000	£150	£200
Marketing Assistant	£22,500	£35,000	£140	£180

DIGITAL				
CDO	£140,000	£200,000	£800	£1,750
Digital Director	£120,000	£150,000	£550	£1000
Head of Digital	£90,000	£110,000	£400	£600
Digital Manager	£45,000	£65,000	£250	£380
Digital Executive	£20,000	£40,000	£150	£250

COMMUNICATIONS				
Communications Director	£95,000	£200,000	£800	£1,500
Head of Communications	£80,000	£120,000	£500	£950
Communications Manager	£45,000	£70,000	£300	£500
Communications Executive	£28,000	£40,000	£200	£275

INVESTOR RELATIONS				
IR Director	£120,000	£220,000	£800	£1,800
Head of IR	£100,000	£150,000	£600	£1,200
IR Manager	£50,000	£100,000	£400	£600
IR Coordinator/Analyst	£35,000	£50,000	£200	£300

ABOUT US

EMR is a specialist marketing recruitment agency. We cover everything from core marketing through to digital, communications and investor relations. We've evolved along with the industry since 1994 and have helped tens of thousands of marketing and communications professionals with their careers in that time.

We've always believed that marketers have the power to shape the future of businesses and that many of today's marketers will be the future CEOs, MDs and entrepreneurs of the digital age. Our goal is simple, to bring together the industry's most talented and innovative professionals with businesses across all sectors.



Service excellence is at the heart of what we do; it's the backbone of our reputation. It is for this reason that 96% of our customers regularly rate us 5 out of 5 stars on Feefo and that we have awarded Feefo's Gold Trusted Service Award for 2019 and 2020.

Acknowledgements

We'd like to take this opportunity to thank everyone who kindly completed this year's survey. To help us continue providing the most comprehensive trend report we hope you will support us next year. We also hope that you found the information and results produced useful and welcome any suggestions for our next issue to: London@emr.co.uk

Disclaimer

This research was carried out by means of an electronic questionnaire and supplemented with data and market information that EMR has access to. The results are provided as generic market information only. EMR does not make any warranties regarding the use, validity, accuracy or reliability of the results and information obtained. EMR will not be liable for any damages of any kind arising out of or relating to use of this information.



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