METHODOLOGY
ComRes interviewed 2,531 public relations professionals online between 25 October and 6 December 2013. ComRes is a member of the British Polling Council and abides by its rules. The survey was conducted according to the Code of Conduct of the Market Research Society.

ComRes is a member of the British Polling Council and abides by its rules (www.britishpollingcouncil.org). This commits us to the highest standards of transparency.

The BPC’s rules state that all data and research findings made on the basis of surveys conducted by member organisations that enter the public domain, must include reference to the following:

- The company conducting the research (ComRes)
- The client commissioning the survey
- Dates of interviewing
- Method of obtaining the interviews (e.g. in-person, post, telephone, internet)
- The universe effectively represented (all adults, voters etc.)
- The percentages upon which conclusions are based
- Size of the sample and geographic coverage.

The full data set can be downloaded from ComRes.co.uk.

ComRes
More than nine out of ten of you say that being considered a professional is important. My challenge to you is how serious are you about putting this ambition into practice?

Professionalism is more than box ticking and abiding by a code of practice.

In this business, we see required skills that continue to change, and our responsibilities continue to grow, each and every individual needs to accept responsibility for their own professional development.

These results also show that CIPR members who have a positive attitude to self-improvement and proactively manage their careers are ahead at every stage in terms of confidence, responsibility, and pay.

Personally I can show a direct and on-going correlation between my skills and my income throughout my career. To me, there is no clearer value in pursuing this agenda.

As we also see social forms of media and communication impacting upon every department within an organisation – we must grab the opportunity to lead that dialogue.

In this climate, developing our own set of rigorous professional standards has never been more important, but we need wholesale commitment for this to succeed.

We must also look to do more about gender pay inequality. A truly professional discipline does not accept having a pay gap between men and women who are doing exactly the same jobs, particularly as this gap significantly increases with seniority.

Embracing all facets of professionalism will also bring about a fundamental change in how public relations practitioners are perceived.

Without a shift to professionalism, the reputation of public relations will continue to suffer. We’re all judged at a bar set by the lowest common denominator, often in position by those without any foundation knowledge. This must change.

Fulfilling our own professional ambitions will be no easy task.

We must accept that in order to be considered as a contender for the board, public relations must be practised by those who candidly embrace principles of ethics and morality, as well as technical skill.

Only by taking this agenda seriously, will we develop an identity and thrive as a professional discipline of our own.

Stephen Waddington MCIPR,
CIPR President and Chartered Public Relations Practitioner

The 2013/14 CIPR State of the Profession Survey is a great story for the future of public relations. What we see is a terrific opportunity for anybody that is willing to embrace change.
Women are notably more likely than men to hold mid-level positions such as Manager. Women are more likely to hold senior management positions, but not in a public relations firm.

How important is it to be considered a professional?

- 95% of CIPR members agree
- 89% of non-members agree

1 in 6 ‘very satisfied’ they have the skills to tackle future challenges.
EXECUTIVE SUMMARY

For the first time, the CIPR State of the Profession survey took in the views of both CIPR members (75%) and non-members (25%) of the 2,531 respondents, providing a comprehensive overview of the public relations profession as a whole.

// PROFESSIONALISM AND QUALIFICATIONS
Professionalism is desired as a central pillar for public relations professionals. More than nine of out ten (94%) of public relations practitioners say that being considered a professional is important to them.

However, with just three-quarters of practitioners saying that they hold any academic qualification (76%), less than half any professional standard qualification (44%), and that the most important asset considered for any public relations professionals is having on the job experience in a public relations role (68%), ultimately, respondents are pointing towards a practice which hasn’t yet realised its own professional ambitions.

// FUTURE SKILLS
There is no doubt that the diversity of expertise required to practice public relations continues to be top of the agenda for public relations professionals looking to future proof themselves and their organisations.

One in three respondents say that the biggest challenge to public relations in the next five years will be an expanding skill set required of professionals (35%), but the practice is split when it comes to confidence in embracing this requirement.

One in six say that they are ‘very satisfied’ (16%), and one in seven say that they are ‘not very satisfied’ or ‘not at all satisfied’ (14%) that they have the skills and knowledge required to deal with changes to the practice of public relations in the future.

Nevertheless, satisfaction with current skills required for practicing public relations appears to be high – with over nine in ten (93%), saying that they are at least ‘fairly satisfied’ that they have the appropriate skills and knowledge required of their role at the current time.

// EXPANDING REMIT OF PUBLIC RELATIONS PRACTICE
The integration of public relations and marketing communications departments continues to be on the rise, with 71% stating that they are now working more closely with at least one other department compared to two years ago (the same as in 2012). Respondents also indicate that areas of work are increasingly being shared between multitudes of departments working more closely together.

The most common departmental convergence occurs between marketing (48%), events (41%), and customer service (37%), with the most established area of shared responsibility being the management of social or digital media, which occurs for three out of five respondents (60%).

Areas of converging responsibility come from within the traditional remit of public relations. These include; internal communications (54%), event management (47%), media relations (46%), and strategic planning (44%).

Results also show that convergence works both ways – with many respondents seeing an increased responsibility in their role for marketing and related functions, including copywriting (56%), print and design (42%), website design and coding (35%), strategic partnerships (34%), and content marketing (32%).

The increasing diversity of expertise required to practice public relations continues to be top of the agenda.
EXECUTIVE SUMMARY

// CAREER GOALS AND JOB SATISFACTION
When asked about career goals, just less than one in three respondents (27%) say that they want to hold a senior managerial position, but not in a public relations firm. A third of public relations practitioners surveyed want public relations to be their career for life (35%), while smaller, but still sizeable proportions, want to be the MD / owner / director of a public relations firm (13%).

On top of this fact, there is significant evidence that public relations is a stressful industry in which to work; while two in five respondents say that they enjoy their job and look forward to work (39%), more than half either say that they enjoy their job but feel under pressure, or enjoy some aspects of their job not all of it (57%).

// RECRUITMENT, SALARIES AND PAY INEQUALITY
Public relations is showing strong indicators of recovering from the economic downturn. In consultancies, recruitment for public relations roles is on the rise at a much faster rate than in-house (51% compared to 30%).

Two in five consultancy practitioners also say that they are spending more time pitching for new business compared to 12 months ago (46%), with a third spending the same amount of time (33%), a positive movement that suggests the amount of work available is increasing.

However as business begins to thrive, as in previous surveys, gender continues to influence pay and seniority. Men are twice as likely as women to say that they are directors, partners or MDs (18% compared with 9% respectively), and are also more likely to say that they are the owners of a public relations company (16% compared with 9% respectively). Men (50%) are also more likely than women (44%) to directly brief board members / senior staff.

According to respondents, the mean salary for a male public relations practitioner is £56,840, while that for a female practitioner is £44,450.

Results also show that from Officer level and above, men also earn more than women when performing the same roles, a disparity that continues to rise with seniority.

// BUSINESS CASE FOR DIVERSITY
For the first time public relations professionals were asked about the effectiveness of campaigns delivered by diverse teams, intended to indicate the professions’ acceptance of the business case for diversity.

More than half of all respondents agree that campaigns are more effective if practised by teams that are socially (67%), culturally (64%), ethnically (51%), and gender (50%), diverse or proportionate. However, only a third of respondents agree that teams proportionately made up of people with a disability (33%) deliver more effective campaigns.

64% of respondents agree that public relations campaigns can be more effective if practiced by teams who are representative of the audience(s) they are communicating with.

// THE VALUE OF CIPR MEMBERSHIP
Including the views of non-members alongside that of members for the first time has provided results that point to the value of CIPR membership in helping keep public relations practitioners ahead of the curve.

Indicators for this fact include that CIPR members have greater confidence than non-members in embracing the challenges of the future (6 percentage points more); high satisfaction with their current skill set (5 percentage points more in terms of being ‘very satisfied’); a tendency to have more responsibility for directly briefing the board (7 percentage points more); and that on average, CIPR members earn just less than £10,000 more per annum than those outside of the Institute.

Two in five respondents say that they enjoy their job and look forward to work
ORGANISATION TYPE

The greatest proportion of practitioners surveyed say that they are employed in-house in the public sector (27%). This compares to 25% in 2012/13, 29% in 2011 and 34% in 2010. The next most common role is working in-house in the private sector (23%), followed by working in a consultancy or agency (21%). Public relations practitioners who took part in the survey are least likely to be employed in-house for a not-for-profit / NGO (13%) or work freelance (10%).

ORGANISATION TYPE – BY AGE

There is a clear trend by age in terms of which roles public relations professionals fulfil. Younger public relations practitioners aged 18-24 are most likely to say that they work in a consultancy / agency (28%), although a third (33%) of those in this age group are unemployed, pointing to the fact that they are likely to be students.

In terms of the number of respondents working for not-for-profits / NGOs, the peak is 17% among those aged 25-34, and 14% among those aged 35-44 (this compares with 5% of those aged 18-24, 10% of those aged 45-60, and 7% of those aged over 60).

Just less than a third (29%) of those aged 60+ say that they work freelance, significantly more than those in any other age group (ranging from 2% of those aged 18-24 to 16% of those aged 45-60). This suggests that public relations professionals tend to begin their careers working in-house or for a consultancy or agency, before switching to working freelance.

SENIORITY

The largest number of respondents say that they are in mid-level managerial positions (31%). Around one in six say that they are either Officers (17%) or Heads of Communications or Associate Directors (16%). One in eight say that they are Directors, Partners or MDs (12%), while one in nine (11%) are owners.

Unsurprisingly, older respondents and those who have worked in public relations for a longer period of time, are the most likely to say that they hold senior positions such as Owner, Director, Partner or MD. For example, two in five (41%) of those aged 60 and over are owners, compared to none of those aged 18-24.

Those who work for a consultancy / agency are significantly more likely than those who work in-house to say that they hold senior positions. For example, almost three in ten (29%) of those working for a consultancy / agency say that they are a Director, Partner or MD, compared with 6% of those working in-house. This potentially reflects the fact that most consultancies or agencies that respondents work for are small in size, and so there is more potential for respondents to hold senior positions.

CIPR members are more likely than non-members to say that they hold senior positions; for example, 14% of CIPR members are the owners of a public relations firm, compared to 5% of non-members.
SENIORITY – BY GENDER
As in previous surveys in 2012/13 and 2011, gender appears to influence seniority strongly. Men are twice as likely as women to say that they are Directors, Partners or MDs (18% compared to 9% respectively), and are also more likely to be the owners of a public relations company (16% compared to 9% respectively).

Women are notably more likely than men to say that they hold mid-level positions such as Officer (19% compared to 13% of men) or Manager (34% compared to 27% of men).

// SECTORS
In-house practitioners are most likely to say that they work in the public sector, either for local or central government (26%) or for the armed forces / emergency services / NHS (15%). However, these figures are affected by the high proportion of public sector practitioners, with nearly half (49%) of those working in-house in the public sector saying that the sector in which their organisation does most of its work is local or central government, compared to 16% of those working in-house for an NGO and 5% of those working in-house in the private sector.

NGO practitioners are perhaps unsurprisingly most likely to say that they work in the charity or voluntary sector (48%), followed by the education sector (22%).

The private sector is the most varied in terms of which sector practitioners work in, with no one sector particularly dominant. One in five private sector practitioners say that they work in financial services (22%), while one in six (17%) work in utilities.

Freelance public relations practitioners are most likely to say that they work in the charity / voluntary sector (34%). This is followed by central or local government (24%) and education (23%). While these three lead the field, freelancers work for clients across a spread of industries.

1 in 5
sector practitioners work in financial services (22%)
AREAS OF RESPONSIBILITY
The most common tasks for respondents are strategic planning and media relations, with at least seven in ten (70%) working at least occasionally on these areas. While the amount of time spent on each area is mostly consistent, there are notable differences between those working in-house, for a consultancy or freelance.

Those working in-house are the most likely to say that they spend time working on information provision (64%) or internal communications (60%).

Those working for a consultancy / agency are the most likely to say that they spend time working on strategic planning (83%) and media relations (78%), as well as on contributing to business strategy (74%).

LEVEL OF RESPONSIBILITY
Two-thirds of respondents say that they contribute to the development of communications strategy (67%), just under a half directly brief board members / senior staff (46%), and a third contribute to the development of organisational strategy (35%).

As might be expected, responsibility tends to increase with age and years in public relations, with those with more experience in public relations more likely to hold greater responsibilities such as the overall budget of their organisation, or the communications budget of their organisation.

Around half of those who work for a consultancy or freelance say that they are responsible for the overall budget of their organisation (46% and 51% respectively), and around two fifths say that they contribute to the development of organisational strategy (44% and 36% respectively). This reflects the fact that those working for a consultancy are more likely than those working in-house to hold senior positions, while those who are freelance are perhaps likely to say this because they are self-employed, and thus responsible for their own budgets.

Those who work in-house are the most likely to say that they are responsible for part of the communications budget of their organisation (39%), directly brief board members (51%) or contribute to the development of communications strategy (71%). This reflects the fact that in-house public relations practitioners are more likely to hold mid-level positions such as Manager or Associate Director, rather than being at the very top of their organisations.

LEVEL OF RESPONSIBILITY
(All respondents who are not unemployed or retired, n=2,389)

<table>
<thead>
<tr>
<th>I contribute to the development of communications strategy</th>
<th>67%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I directly brief board members/senior staff</td>
<td>46%</td>
</tr>
<tr>
<td>I contribute to the development of organisational strategy</td>
<td>35%</td>
</tr>
<tr>
<td>I am responsible for part of the communications budget of my organisation</td>
<td>32%</td>
</tr>
<tr>
<td>I am responsible for the communications budget of my organisation</td>
<td>22%</td>
</tr>
<tr>
<td>I am responsible for the overall budget of my organisation</td>
<td>17%</td>
</tr>
</tbody>
</table>

AREAS OF RESPONSIBILITY
(All respondents who work in-house, n=1,610; for a consultancy / agency, n=535; or freelance, n=244)

<table>
<thead>
<tr>
<th>AREAS OF RESPONSIBILITY</th>
<th>FREELANCE</th>
<th>CONSULTANCY</th>
<th>IN-HOUSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Corporate social responsibility</td>
<td>30%</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>Public affairs/lobbying</td>
<td>23%</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td>Consumer or public campaigning</td>
<td>30%</td>
<td>38%</td>
<td>37%</td>
</tr>
<tr>
<td>Branding</td>
<td>35%</td>
<td>34%</td>
<td>38%</td>
</tr>
<tr>
<td>Event management</td>
<td>37%</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td>Crisis management</td>
<td>36%</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>Contributing to business strategy</td>
<td>70%</td>
<td>74%</td>
<td>56%</td>
</tr>
<tr>
<td>Research, planning and measurement</td>
<td>52%</td>
<td>64%</td>
<td>56%</td>
</tr>
<tr>
<td>Social or digital media management</td>
<td>54%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Internal communications</td>
<td>37%</td>
<td>30%</td>
<td>60%</td>
</tr>
<tr>
<td>Information provision</td>
<td>55%</td>
<td>47%</td>
<td>64%</td>
</tr>
<tr>
<td>Media relations</td>
<td>74%</td>
<td>78%</td>
<td>70%</td>
</tr>
<tr>
<td>Strategic planning</td>
<td>74%</td>
<td>83%</td>
<td>70%</td>
</tr>
</tbody>
</table>
PROFESSIONALISM AND QUALIFICATIONS

ACADEMIC OR PROFESSIONAL QUALIFICATIONS
Three-quarters of public relations practitioners (76%) say that they hold an academic qualification. This is most commonly an undergraduate degree in a subject other than public relations (51%).

More than two-fifths (44%) of public relations practitioners say that they hold a professional qualification. The most common qualification to hold is a diploma (18%). Less than one in ten hold any of the other specific types of qualification specified.

Of those in work, public relations professionals working for a consultancy or agency (32%) are less likely than those working freelance (48%) or in-house (49%) to say that they hold a professional qualification.

IMPORTANT QUALITIES FOR PUBLIC RELATIONS PROFESSIONALS
Experience in a public relations role is overwhelmingly the most important quality that public relations professionals believe it is important for people in their profession to have; two-thirds (68%) say that it is the most important. Perhaps surprisingly, those with the most experience in public relations are the least likely to say this. Just half (51%) of those who have worked in public relations for 31 years or more say that experience in a public relations role is most important, compared to three-quarters (74%) of those with 3-5 years in PR.

Interestingly, given that public relations professionals are more likely to hold an academic than a professional qualification, they are more likely to say that it is important for public relations professionals to have a professional qualification (12% most important, 34% second most important) than an academic one (10% most important, 19% second most important).

Few public relations practitioners say that experience in another sector is the most important asset for public relations professionals (6%).

IS BEING A CONSIDERED A PROFESSIONAL IMPORTANT?
Virtually all (94%) of public relations practitioners surveyed agree that being considered a professional is important to them.

CIPR members (95%) are more likely to agree with this statement than non-members (89%).

LEVEL OF ACADEMIC AND/OR PROFESSIONAL QUALIFICATION (All respondents, n=2,531)

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic qualification</td>
<td>76%</td>
</tr>
<tr>
<td>Professional qualification</td>
<td>44%</td>
</tr>
</tbody>
</table>

MOST IMPORTANT QUALITY FOR PUBLIC RELATIONS PROFESSIONALS (All respondents, n=2,531)

<table>
<thead>
<tr>
<th>Quality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience in a public relations role</td>
<td>68%</td>
</tr>
<tr>
<td>A professional qualification</td>
<td>12%</td>
</tr>
<tr>
<td>An academic qualification</td>
<td>10%</td>
</tr>
<tr>
<td>Experience in a role in another sector, not necessarily in public relations</td>
<td>6%</td>
</tr>
<tr>
<td>None of the above</td>
<td>1%</td>
</tr>
<tr>
<td>Don't know</td>
<td>1%</td>
</tr>
</tbody>
</table>

HOW IMPORTANT IS IT TO BE CONSIDERED A PROFESSIONAL? (All respondents – by membership: members n=1,895, non-members n=636)

<table>
<thead>
<tr>
<th>Importance</th>
<th>MEMBERS</th>
<th>NON-MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>95%</td>
<td>89%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1%</td>
<td>3%</td>
</tr>
</tbody>
</table>

How important is it to be considered a professional?

95% of CIPR Members Agree

89% of Non-Members Agree
SKILLS

An overwhelming majority (93%) say that they are satisfied that they have the appropriate skills and knowledge required of them at the current time. This has remained unchanged since last year.

A large majority (84%) similarly say that they are satisfied that they have the appropriate skills and knowledge required of them by their organisation to deal with changes to the practice of public relations in the future. This has remained unchanged since 2012/13 (85%). However, CIPR members (86%) are again more likely to be satisfied with their skills than non-members (80%).

Just one in six (16%) say that they are ‘very satisfied’ that they have the skills and knowledge required for the future, almost half the proportion who say so of the present day (29%).

One in seven (14%) say that they are not very or not at all satisfied that they have the skills and knowledge required to deal with changes to the practice of public relations in the future, double the proportion who say this of the present day (7%).

SATISFACTION WITH CURRENT SKILLS
(All respondents who are not retired, n=2,485)

- Very satisfied with my skills and knowledge: 29%
- Fairly satisfied with my skills and knowledge: 65%
- Not very satisfied with my skills and knowledge: 6%
- Not at all satisfied with my skills and knowledge: 1%

SATISFACTION WITH SKILLS TO DEAL WITH CHANGES IN PRACTICE
(All respondents who are not retired, n=2,485)

- Very satisfied with my skills and knowledge: 16%
- Fairly satisfied with my skills and knowledge: 68%
- Not very satisfied with my skills and knowledge: 13%
- Not at all satisfied with my skills and knowledge: 1%

1 in 6
Say that they are ‘very satisfied’ that they have the skills and knowledge required for the future
CAREER GOALS AND JOB SATISFACTION

35%

A third of public relations professionals (35%) want public relations to be their career for life. This is higher among CIPR members (37%) than non-members (28%). A quarter of the public relations professionals surveyed (27%) want to hold a senior management position not in PR, a fifth (18%) want to own their own company, and around one in eight (13%) want to be the owner of a public relations firm.

Those working in-house are more likely than consultancy or freelance practitioners to say that they want public relations to be their career for life (38%, compared to 27% for both respectively), or that they want to hold a senior non-PR position (35%, compared to 16% and 11% respectively).

A fifth (19%) say that they have already achieved their career goals. As might be expected, there is a clear trend by age, with 35% of those aged 45-60 and 76% of those aged over 60 agreeing, compared to just 2% of those aged 25-34. Those working for a consultancy (33%) or freelance (46%) are also more likely than in-house practitioners (10%) to say this, reflecting the higher proportion of senior figures or older people in consultancy or freelance roles.

CAREER GOALS (All respondents, n=2,531)

- I want public relations to be my career for life 35%
- I want to hold a senior management position, but not in a public relations firm 27%
- I want to own my own company 18%
- I want to be an MD/owner/director of a public relations firm 13%
- Other 8%
- I have already achieved my career goal(s) 19%
- None of the above 12%

JOB SATISFACTION

Two in five public relations professionals (39%) say that they enjoy their job and look forward to work, while three in ten (28%) say that they enjoy their job but feel under pressure. A similar proportion (30%) say that they enjoy aspects of their job, but not all, while 2% do not enjoy their job.

JOB SATISFACTION (All respondents who are not unemployed or retired, n=2,389)

- I enjoy my job and look forward to work 39%
- I enjoy my job but feel under pressure at work 28%
- I enjoy aspects of my job, but not all 30%
- I don’t enjoy my job 2%

Job satisfaction is highest among freelancers (60% enjoy their job and look forward to work) and lowest among those working in-house in the public sector (30% enjoy their job and look forward to work). Those aged over 60 are the most likely age group to say that they enjoy their job and look forward to work (58%), with those least enjoying their work being aged 25-34 (30%).

Chartered Institute of Public Relations: State of the Profession 2014 @CIPR_UK #stateofpr
The largest proportion of public relations practitioners earn between £30,001 and £40,000 per annum (22%), followed by those earning between £20,001 and £30,000 (19%) and those earning £40,001 and £50,000 (15%). The mean level of earnings in public relations is £48,680. CIPR members (£51,100) tend to have higher earnings than non-members (£41,800).

// SALARIES – BY GENDER
As in 2012/13, men are notably more likely than women to earn a high salary, with women’s pay being more focused than that of men around £20,001 to £30,000 (21% compared to 14%) and £30,001 to £40,000 (24% compared to 19%). At the highest end of the pay scale, men are twice as likely as women to earn more than £150,000 (7% compared to 3% respectively).

The mean salary for a male public relations practitioner is £56,840, while that for a female practitioner is £44,450. Results also show the fact that from Officer level and above, men also earn more than women when performing the same roles, a disparity that rises with seniority.

Mean salary by organisation type (All respondents – Officer level and above: female officer n=297; male officer n=326; female manager n=144; male manager n=223; female head of comms level n=254; male head of comms level n=135; female director/partner level n=144; male director/partner level n=149; female owner n=143; male owner n=131)

- Female Officer level: £28,020
- Male Officer level: £28,200
- Female Manager level: £39,710
- Male Manager level: £42,240
- Female Head of comms level: £58,660
- Male Head of comms level: £63,700
- Female Director/partner level: £82,350
- Male Director/partner level: £90,450
- Female Owner: £56,040
- Male Owner: £75,640

// SALARIES – BY ORGANISATION TYPE
Salaries for those who work in public relations for a consultancy (mean salary of £56,380) or in the private sector (mean salary of £53,890) tend to be slightly higher than those for freelancers (mean salary of £52,680), whose income tends to be higher than that of those working for not-for-profit or NGO (mean salary of £42,770) or who work in public relations in the public sector (mean salary of £40,560). A public relations professional working in a consultancy will on average earn around £15,000 more than one working in-house in the public sector.

Mean salary by organisation type (All respondents who are not unemployed or retired by role: In-house private n=386; In-house public n=696; In-house NGO n=328; Consultancy / Agency n=535; Freelance n=244)

- Consultancy / agency: £56,380
- In-house in the private sector: £53,890
- Freelance: £52,680
- In-house for a not-for-profit organisation / NGO: £42,770
- In-house in the public sector: £40,560

// BONUS CULTURE
Those who work in-house in the private sector are the most likely to say that they have received a bonus in the last 12 months (67%). They are followed by those working for a consultancy / agency (41%). This compared to a quarter (25%) of those working in-house for not-for-profit or NGOs and one in seven (15%) of those working in-house in the public sector who say that they received a bonus. Less than one in ten freelancers (7%) say that they received a bonus in the last 12 months.

Receiving a bonus is more common among men (37%) than women (32%).

The two groups most likely to receive a bonus, those who work in-house in the private sector (13.6%) and those working for a consultancy / agency (14.6%) have roughly equal average bonuses when equated to their salaries.

Those working in-house in the public sector (8.0%) or for not-for-profit or NGOs (7.3%) are not only less likely than private or consultancy practitioners to receive a bonus, but their average bonus is also smaller.
RECRUITMENT AND REDUNDANCIES

// RECRUITMENT

Three in five respondents (62%) say that their organisation is recruiting, and one-third (35%) say that they are recruiting for public relations staff. Recruitment for staff generally is most likely among in-house practitioners working in the private sector (69%) or for NGOs (68%).

Those working for a consultancy / agency are by far the most likely to say that their organisation is recruiting for public relations roles (51%, compared to 27% of those working in-house in the public sector).

// RECRUITMENT CRITERIA

The criteria most commonly required for junior (45%) or senior (64%) public relations roles is on the job experience in a public relations role. It is notable that even for junior roles, just less than half require some on the job experience for candidates to be considered.

Just less than half say that applicants for junior (44%) or senior (48%) roles must have an undergraduate degree. Around a fifth say that applicants for senior roles must have a professional qualification (23%) or be a member of a professional body (19%). Few say either of these criteria are in place for junior roles (8% and 5% respectively). This suggests that professional qualifications / membership become increasingly important to public relations professionals looking to take up a new position as they become more senior.

When recruiting for junior roles, consultancies are notably less likely than in-house firms to look for public relations experience (37% compared to 48%), but more likely to look for an undergraduate degree (49% compared to 42%).

Public sector in-house practitioners are the least likely to say that their organisation uses a recruitment consultancy for junior (10%) or senior (13%) roles.

// REDUNDANCIES

A quarter of respondents (25%) say that their organisation in general is making redundancies, and one in ten say that they are making redundancies in public relations (10%). Redundancies are significantly more likely among those working in-house in the public sector, both in general (41%) and in the case of public relations jobs (17%). Just 3% of those working for a consultancy say that their organisation is making redundancies.

One in ten say that they are making redundancies in public relations (10%)
MAIN AREAS OF SPEND

Overall, public relations professionals are most likely to say that the majority of their clients’ fees are spent on media relations, as might be expected of an activity central to the profession.

Those who work for a consultancy or agency are by far the most likely to say that a majority of their fees are spent on media relations (49%), followed by those working freelance (33%). However, both these groups are generally less likely than other public relations practitioners to say that a majority of their fees are spent on anything else, with the exception of strategic planning (8% and 15% respectively), where they are notably more likely to say so.

The priorities of those who work in-house in the public sector are split between information provision (18%), media relations (15%), consumer or public campaigning (15%) and event management (11%). Less than one in ten in this sector say that a majority of their budget is spent on anything else.

Those working in-house in the private sector are more likely than public sector in-house practitioners to say that they spend most of their budget on media relations (20% compared with 15%), although they are still less likely to say so compared to those who work for a consultancy. Private sector practitioners are the group most likely to say that they spend a majority of their budget on branding (9% compared with 3% for in-house public sector) or internal communications (7% compared with 4% for in-house public sector).

Those who work in-house for an NGO are the most likely to say that they spend a majority of their budget on public affairs or lobbying (10% compared with 6% for in-house private and 3% for in-house public), perhaps reflecting the importance these groups place on engaging with the Government.

PITCHING FOR NEW BUSINESS

Two in five public relations professionals (42%) say that they are spending more time pitching for new business as compared to 12 months ago. A third (33%) say that the amount of time they spend on this has remained the same, while one in six (16%) say that they are spending less time pitching for new business.

Those working for a consultancy or agency (46%) are significantly more likely than freelancers (34%) to say that they are spending more time pitching for new business.
VALUE OF PUBLIC RELATIONS AND BOARD REPRESENTATION

Only one in eight in-house practitioners (13% private, 13% public, 12% NGO) say that their board does not value the role of public relations. In each case, a plurality agree that their board values the role of PR, but does not have someone with responsibility for it (46% private, 41% public, 48% NGO).

BOARD REPRESENTATION – BY GENDER

Overall, more than half (56%) of board members with public relations responsibilities are men. This rises to three in five (61%) among those working in-house in the public sector. Two-fifths (43%) are women. Those working in-house for not-for-profit or NGOs are the only group more likely to say that their board member with public relations responsibilities is a woman (51%) than a man (48%).

<table>
<thead>
<tr>
<th>BOARD REPRESENTATION BY GENDER (All who work in-house, n=1,610)</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house in the private sector</td>
<td>58%</td>
<td>41%</td>
</tr>
<tr>
<td>In-house in the public sector</td>
<td>61%</td>
<td>38%</td>
</tr>
<tr>
<td>In-house for a not-for-profit organisation / NGO</td>
<td>48%</td>
<td>51%</td>
</tr>
</tbody>
</table>

PUBLIC RELATIONS IN THE BOARDROOM

56%

Overall, more than half of board members with public relations responsibilities are men.
There is general agreement among the public relations profession that public relations campaigns can be more effective if practised by teams who are socially diverse (67%), of all ages (67%), culturally diverse (64%) or representative of the audiences they are communicating with (64%).

Around half agree that public relations campaigns can be more effective if practised by teams that are ethnically diverse (51%) or made up of a proportionate number of men and women (50%), although three in ten (28%) disagree with this last statement.

A third (33%) agree that public relations campaigns can be more effective if practised by teams made up of a proportionate number of people with and without disabilities, while similar proportions disagree (30%) and say that they ‘don’t know’ (31%).

As might be expected, those from another ethnic background (71%) are significantly more likely than those from a white background (49%) to agree that ethnic diversity makes public relations campaigns more effective. Interestingly, no such trend is apparent among people from different sexes or age groups when looking at their respective questions.

Those working for a consultancy / agency are notably less likely than other practitioners to agree that public relations campaigns are more effective when conducted by teams that are diverse in terms of ethnicity, culture, gender or disability.

### BUSINESS CASE FOR DIVERSITY: “I AGREE THAT PUBLIC RELATIONS CAMPAIGNS CAN BE MORE EFFECTIVE IF PRACTISED BY TEAMS WHO ARE” (All respondents, n=2,531)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Socially diverse</td>
<td>67%</td>
</tr>
<tr>
<td>Of all ages</td>
<td>67%</td>
</tr>
<tr>
<td>Representative of the audience(s) they are communicating with</td>
<td>64%</td>
</tr>
<tr>
<td>Culturally diverse</td>
<td>64%</td>
</tr>
<tr>
<td>Ethnically diverse</td>
<td>51%</td>
</tr>
<tr>
<td>Made up of a proportionate number of men and women</td>
<td>50%</td>
</tr>
<tr>
<td>Made up of a proportionate number of people with and without disabilities</td>
<td>33%</td>
</tr>
</tbody>
</table>
Public relations professionals continue to work increasingly closely with other departments. 71% say that they are working more closely with at least one other department, the same as in 2012/13. Just less than half (48%) say that they are working more closely with their marketing department, while two in five (41%) say that they are working more closely with their events department, and slightly less say they are working more closely with customer service (37%).

Around a third say so of IT (32%), HR (30%) and advertising (29%). A quarter (25%) say that they are working more closely with their sales department.

Areas of work are increasingly being shared between departments working more closely together. The key areas of convergence are social or digital media management (60%), internal communications (54%), event management (47%), media relations (46%), strategic planning (44%) and branding (42%).

Patterns of convergence have altered since 2012/13. Departments are increasingly sharing responsibility for social or digital media management (60% compared to 51%), internal communications (54% compared to 48%) and crisis management (37% compared to 32%). However, convergence appears to have slowed in the areas of branding (42% compared to 48%) and consumer or public campaigning (28% compared to 35%).
One in three public relations practitioners (35%) say that the biggest challenge to public relations in the next five years will be an expanding skill set required of professionals. A fifth (22%) say that it will be a lack of understanding of measurement and evaluation, while less than one in six say that it will be a poor public reputation of public relations (16%) or under-representation of public relations practitioners at board level (15%).

Those working for a consultancy or agency are the most likely to say that the biggest challenge to public relations will be an expanding skill set required of professionals (39%).

Those working freelance (13%) are notably less likely than in-house (24%) or consultancy-based (25%) practitioners to say that the biggest challenge will be a lack of understanding of measurement and evaluation, which perhaps suggests that freelancers feel that they have a better understanding of measurement and evaluation than other professionals.

**BIGGEST CHALLENGE TO PUBLIC RELATIONS IN NEXT FIVE YEARS**

<table>
<thead>
<tr>
<th>Challenge</th>
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<tr>
<td>An expanding skill set required of professionals</td>
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<tr>
<td>Under-representation of public relations practitioners at board level</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>5%</td>
</tr>
</tbody>
</table>