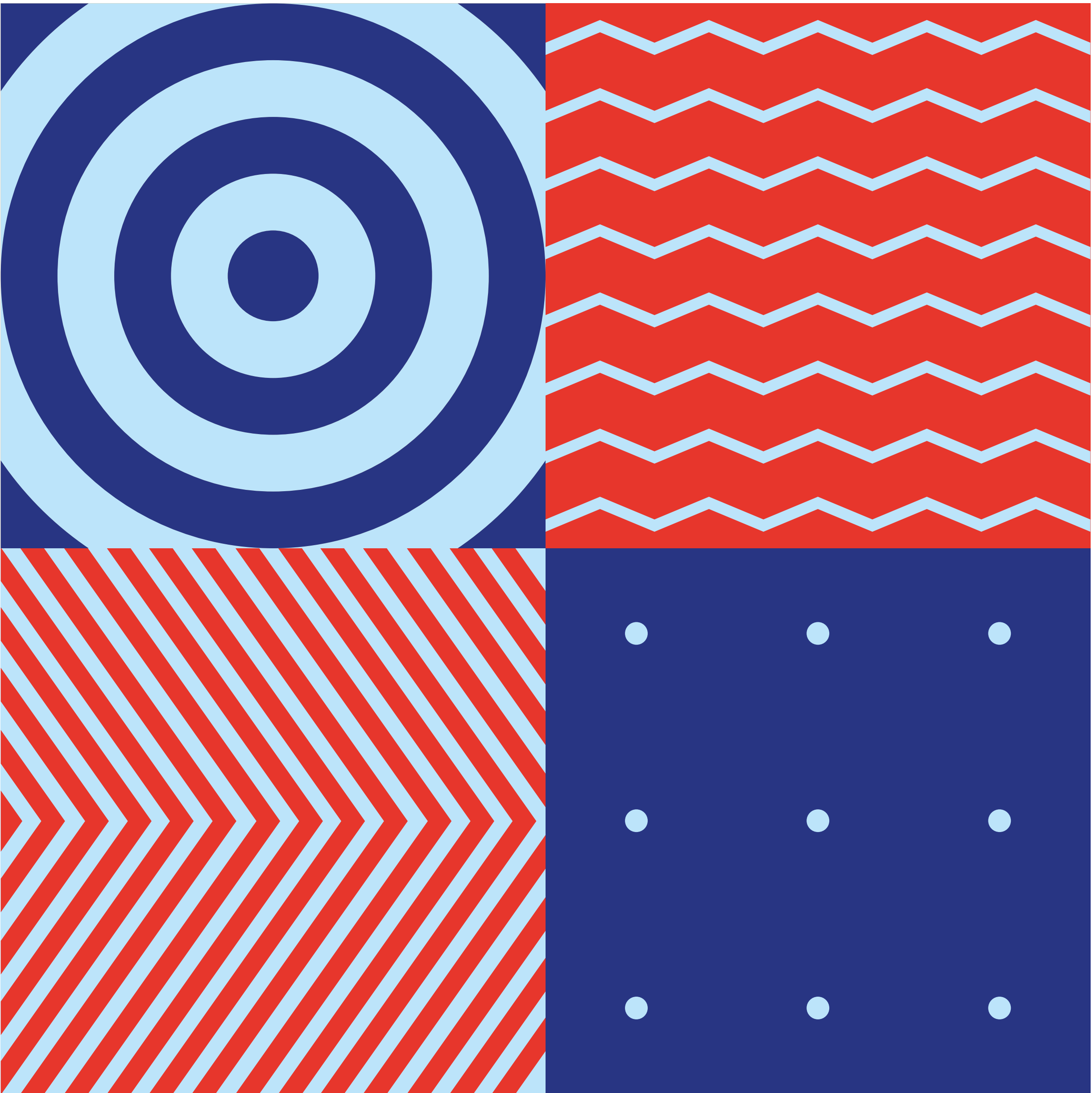




CHARTERED INSTITUTE  
OF PUBLIC RELATIONS

# State of the Profession 2022

Public relations:  
A growing industry, standing still

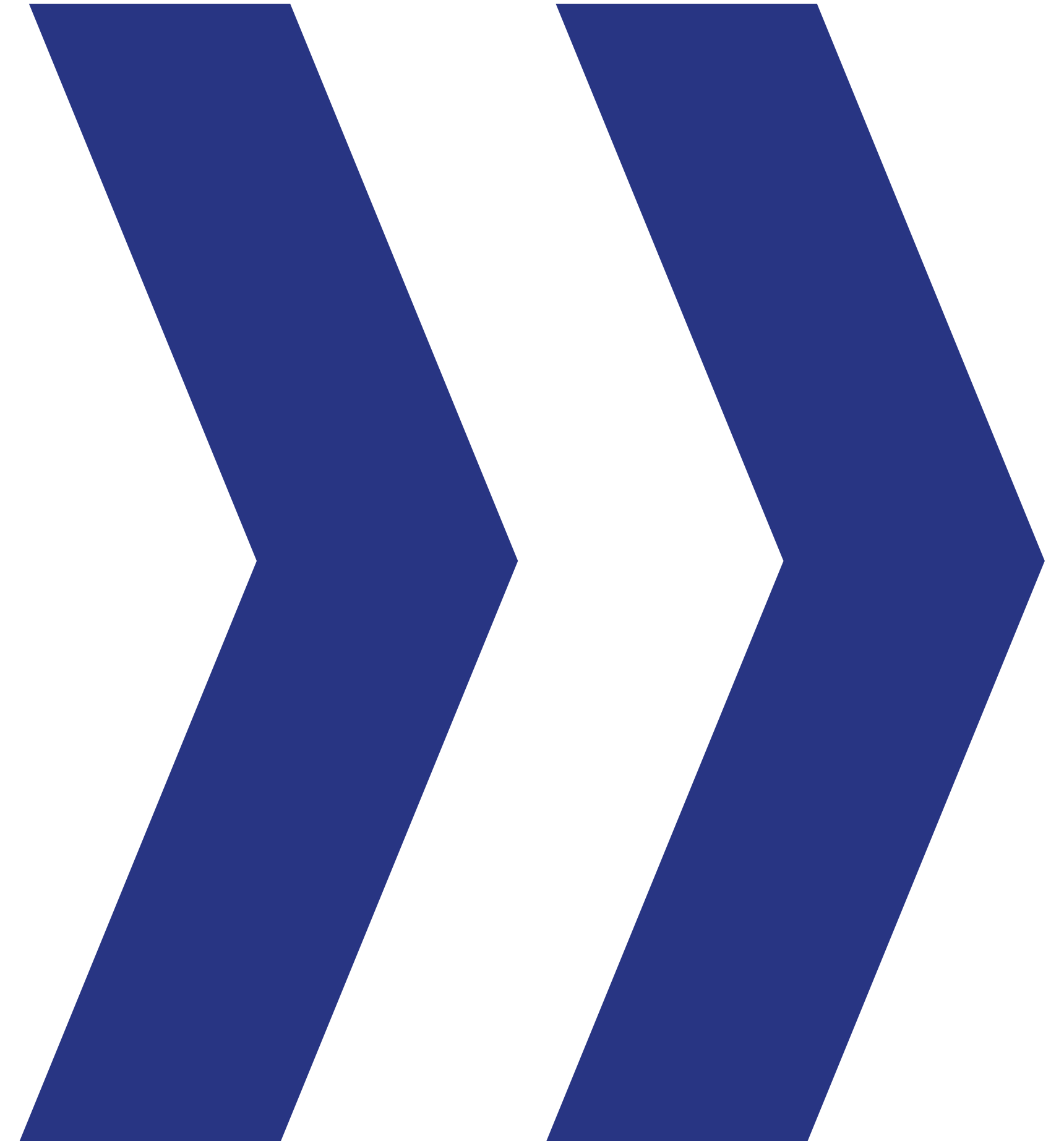


## Introduction

For over a decade the Chartered Institute of Public Relations (CIPR) has conducted industry-wide research exploring issues and challenges facing the public relations profession.

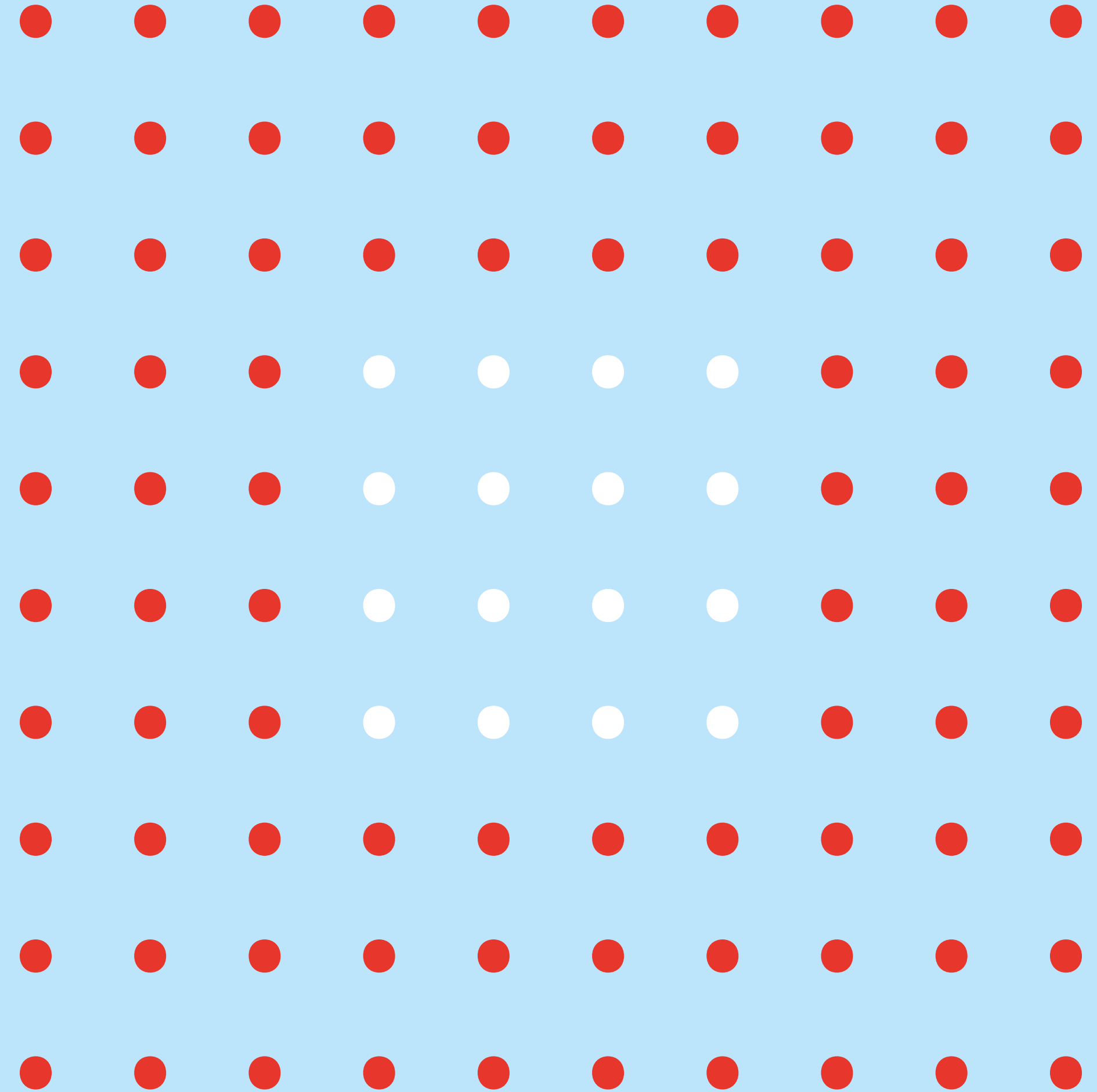
We use this data to report on trends and provide industry-leading insights on topics including where practitioners work, what they do, how much they earn, and much more.

This year's study provides a focus on how the industry is adapting to life beyond the pandemic and what this has meant to those working in the profession.



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# Methodology

The Chartered Institute of Public Relations (CIPR) commissioned Chalkstream to deliver research support in the form of this 'PR: Your Future' study, the latest in the CIPR's State of the Profession series, which Chalkstream has managed since 2018.

Accordingly, Chalkstream delivered an online survey of CIPR membership and non-members, designed by Chalkstream alongside the CIPR. The survey included incentivisation via a prize draw to win an Amazon voucher worth £100.

Invitations to complete the survey were communicated to non-members and members by the CIPR.

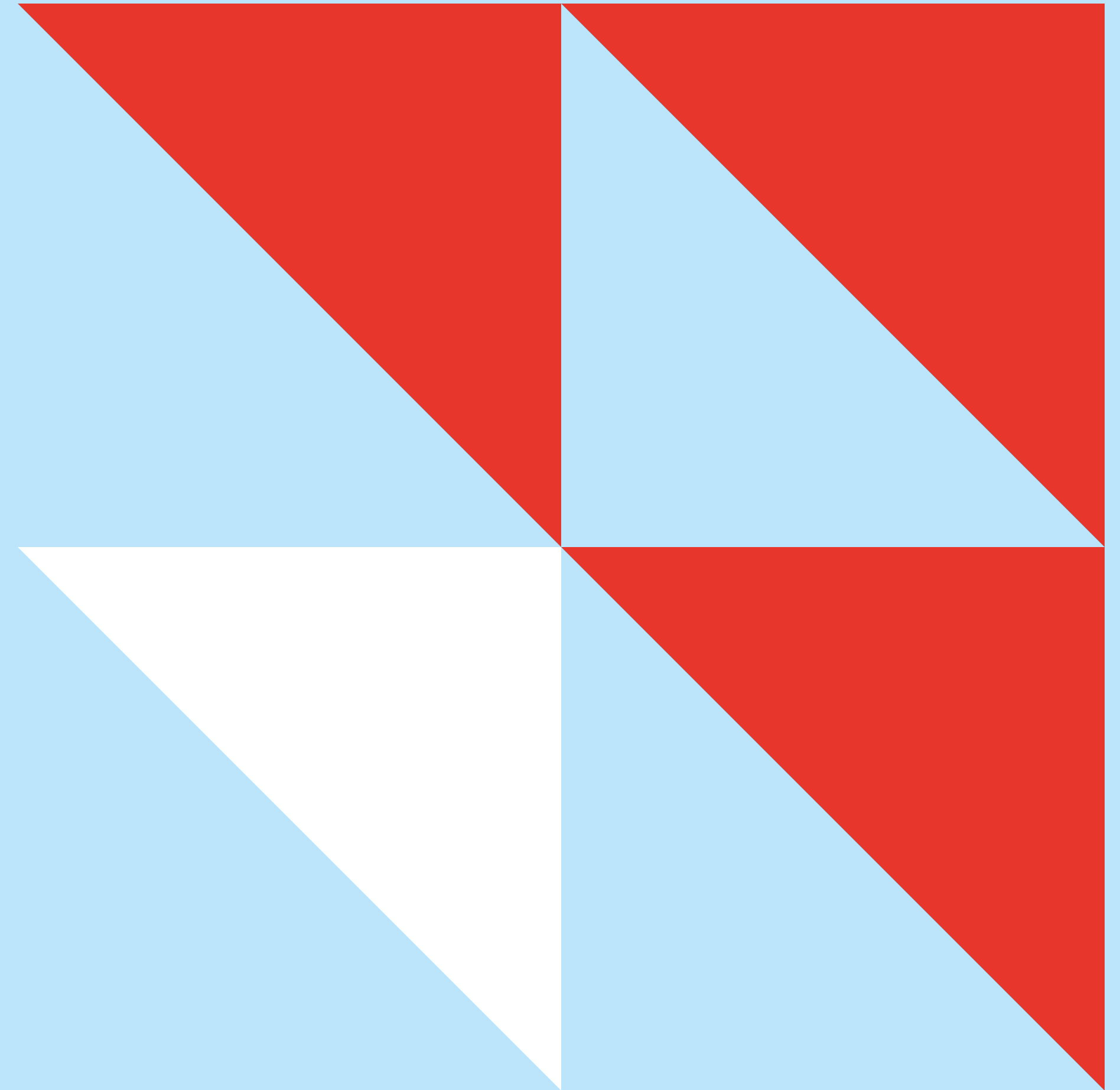
The survey was launched on 2 February 2022 and closed on 12 March 2022.

## Responses

Responses	Number	%
Complete	771	87%
Partial	112	13%
Disqualified	3	>1%
Total	886	100%

While the number of practitioners responding to the survey is lower than in previous years, the respondent population broadly represents the population under study in terms of gender, age and ethnicity with a good spread of respondents across roles and organisation types. Analysis of results at different stages of recruitment suggests that, as in previous years, after around 500 responses the general results do not change significantly.

# Executive Summary



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# Executive Summary

## The 'great movement'

These results in this report do not illustrate a 'great resignation', but they do suggest a considerable amount of movement within the public relations industry. Practitioners appear to be more likely to have moved jobs in the past six months than the six months preceding, with ambition rather than redundancy being the common impetus for movement. Younger practitioners in officer or manager roles are most likely to have moved.

Movement looks set to continue, with a third of practitioners saying they are likely to look for a new job in the next six months and two-thirds of practitioners confident they would get a new job if they tried. Confidence about getting a new job decreases with age reflects concerns about negative attitudes towards older candidates in PR recruitment.

## A growing industry, standing still

Recruitment responses suggest that, in general, business is booming for public relations. Across all organisation types, teams are more likely to be growing than reducing in size. But those responsible for recruiting are struggling to find or attract the right talent pointing to low numbers of skilled applicants as well as fierce competition for existing talent. It is clear from these results that agencies and consultancies are suffering from the most acute skills shortages and many are struggling to fill existing vacancies.

There has been very little change in what practitioners spend most of their time doing over the last four years with copywriting and editing still the most commonly undertaken activity.

Over a third of practitioners cite the limited potential for promotion as what they dislike most about their role. The skills shortage is in the top four significant challenges facing the industry with all organisation types saying they are using new recruitment methods or channels to fill vacancies.

Those in a recruitment role have a limited understanding of the dynamics of movement in the sector. They recognise, correctly, the importance of career progression but they do not appear to understand that poor work-life balance or demotivation as a result of feeling undervalued are among the most common reasons colleagues leave their posts.

Those in more senior roles are more likely to take an active part in recruitment. Ethnic minority respondents are typically less likely to occupy a senior role than white respondents. The omission of ethnic minority and, to a lesser extent, female, practitioners from recruitment activities may partly explain the industry's substantial diversity issues.

## Working hours and mental health

The most immediate impact of the struggle to recruit is the pressure it puts on existing employees. The growth in reputation management experienced during the pandemic has continued and, with it, an increased workload that means over half of practitioners say they are working more hours than they are paid. It is therefore perhaps no surprise that for the second year running, the biggest challenge facing the profession is identified as the mental health of practitioners.



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Although most practitioners point to a degree of flexibility in their role, long working hours are common and are seen as the third biggest challenge facing the industry.

In 2021 in-house public sector practitioners were markedly more likely to have experienced an increase in working hours than other groups but here it is consultancy/agency practitioners and those working in-house in the private sector.

Younger practitioners are most likely to want more flexibility in their job and that suggests there is room for improvement in the employment conditions of those in junior roles.

## Gender pay

This study demonstrates that gender inequality in public relations persists. Although there are more women than men in the industry, the discrepancy between gender and seniority seen in previous studies remains. Male practitioners disproportionately occupy those head of communications, assistant director, director, partner, founder and managing director roles, even if we account for the fact that males are on average slightly older than females.

Females are more than twice as likely to be working part-time than males and are less likely to have returned to the office compared to men. Whichever way you measure it, the gender pay gap has increased after shrinking between 2018 and 2020. Wages have risen on average since 2020 but not at a level that outstrips inflation.

## The agency and consultancy boom

Agencies and consultancies, in particular, are experiencing significant growth with nearly three-quarters of those in recruiting positions saying their business is in the process of hiring. There are more vacancies in these roles than in any other organisation type compared to six months ago.

However, those recruiting in agencies and consultancies are far more likely to say they are struggling to recruit compared to other organisations.

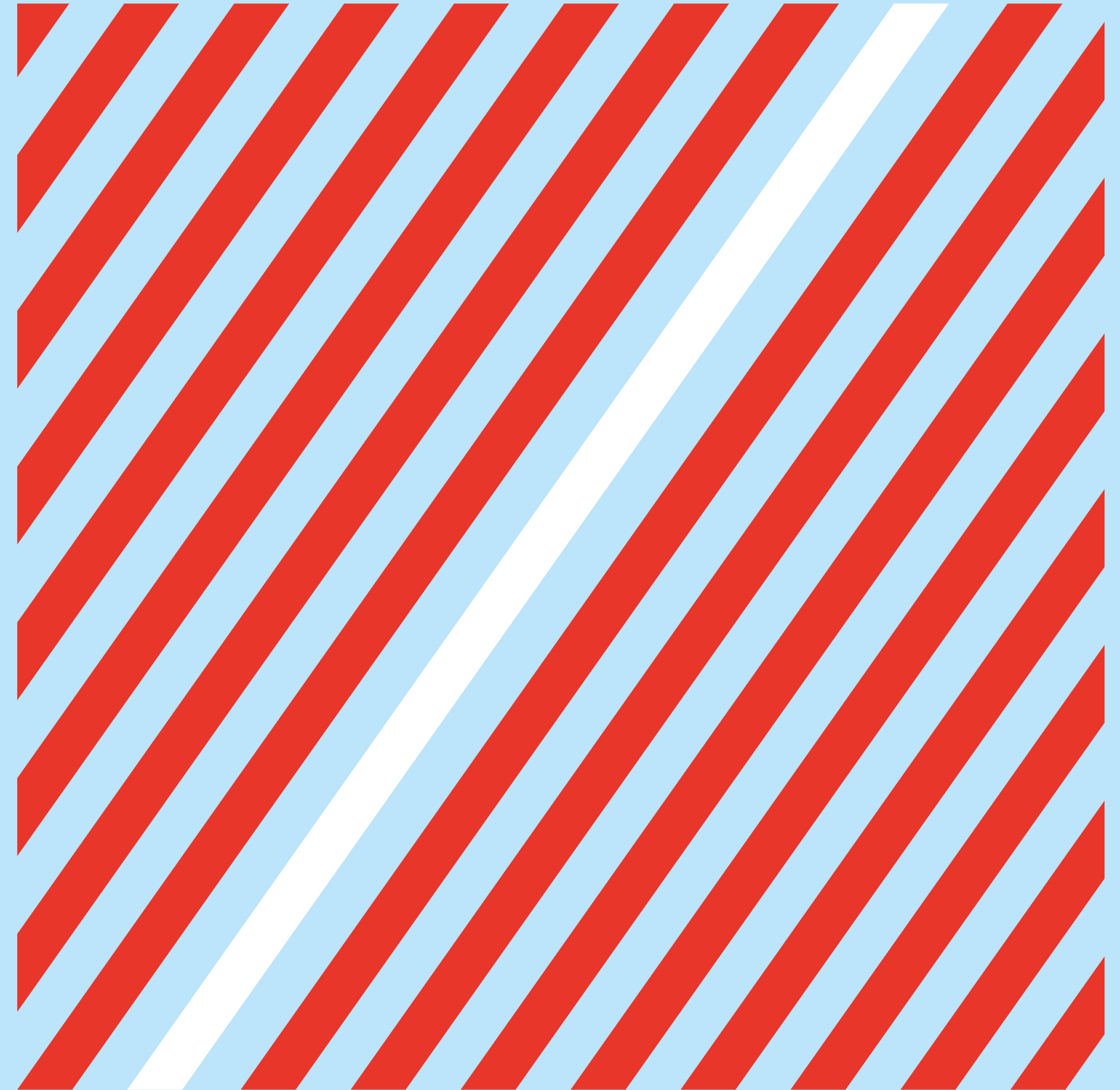
Those working for agencies and consultancies are far less likely to be considering a move in the next six months compared to those employed in other organisation types. Those working in agencies and consultancies are, on average, paid more than practitioners in any other organisation type but report the biggest increase in working hours in the last six months.

## Public sector woes

Compared to those working in other organisation types, practitioners working in the public sector are more likely to say their relationship with their employer has deteriorated as a result of the pandemic. It is therefore not surprising that nearly one in three public sector practitioners say they are looking to move jobs in the next six months. Over half say they want more flexibility in their role. However, those responsible for recruiting in the public sector are less likely to say they are struggling to recruit when compared to other organisation types.

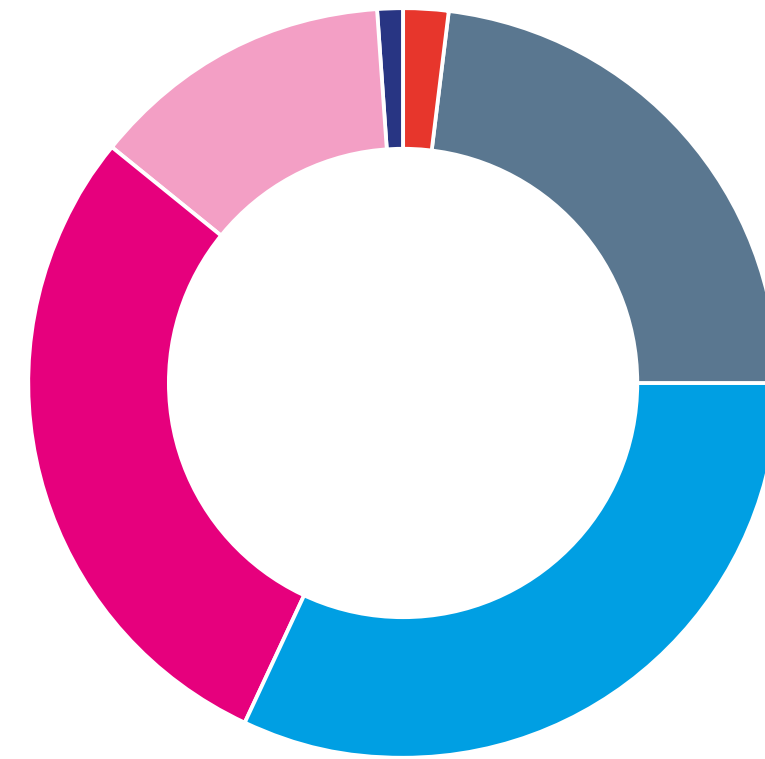


# Practitioner demography



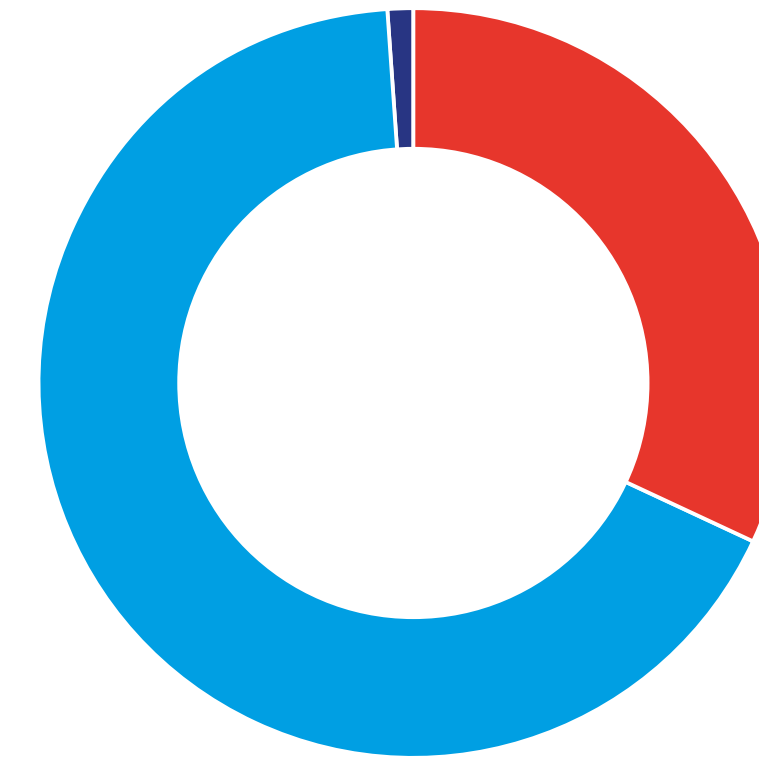
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# Practitioner demography



## Age

Age group	%
16 to 24	2%
25 to 34	23%
35 to 44	32%
45 to 54	29%
55 to 64	13%
65 to 74	1%

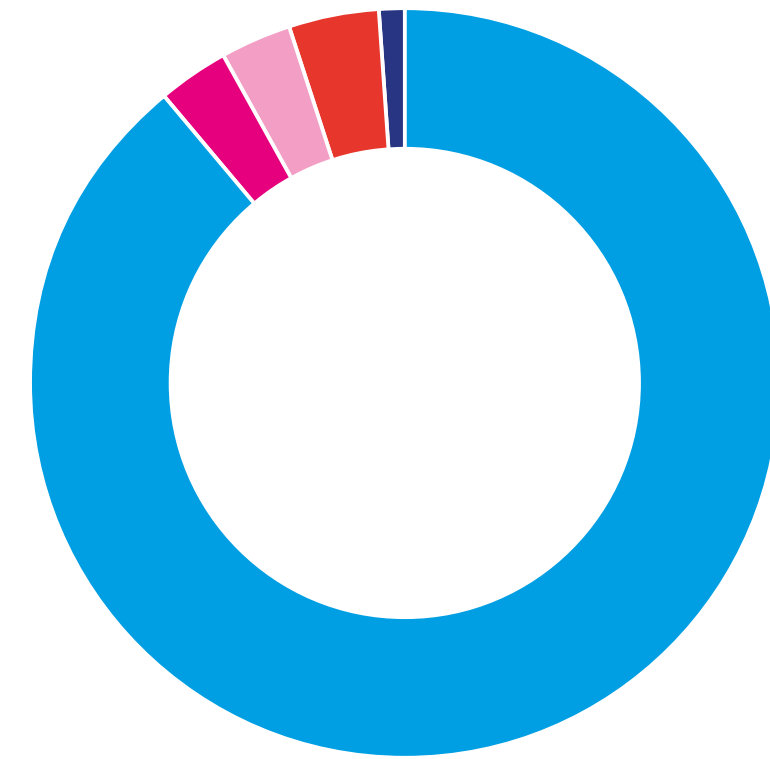


## Gender

Gender	%
Male	32%
Female	67%
Other/Prefer not to say	1%

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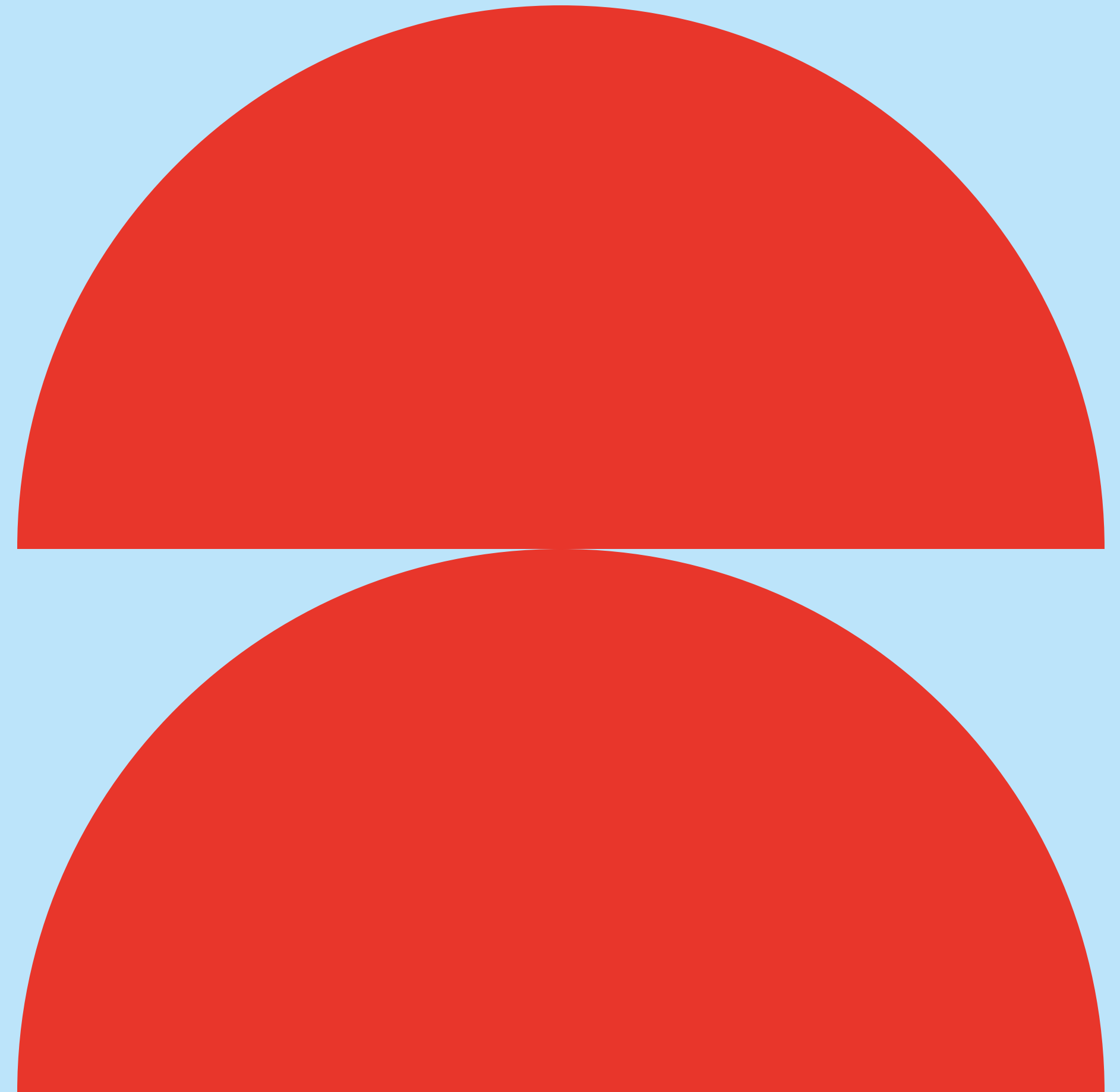
# Practitioner demography



## Ethnicity

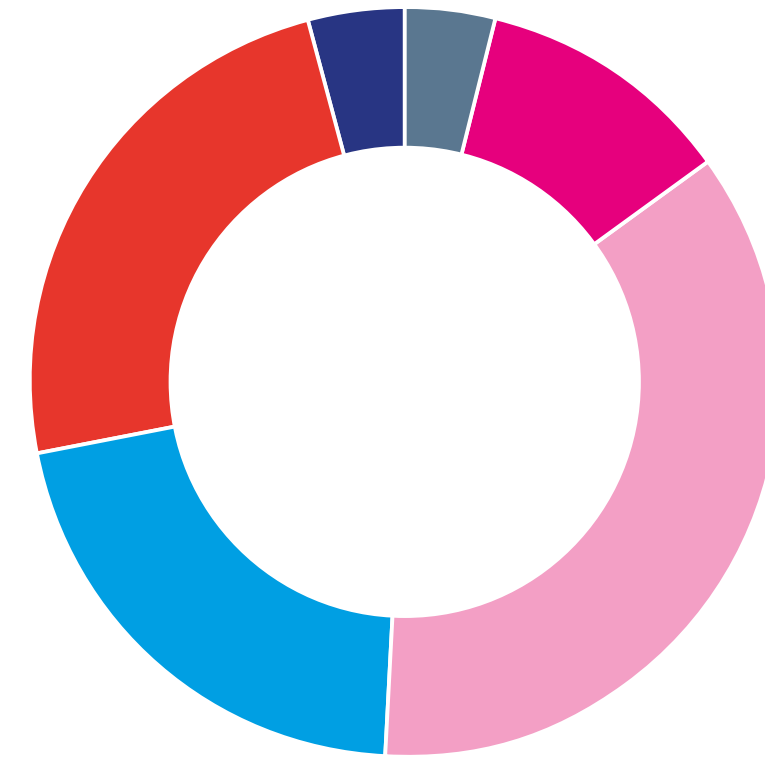
Ethnic group	%
White	89%
Mixed/Multiple ethnic groups	3%
Asian/Asian British	3%
Black/African/Caribbean/Black British	4%
Other ethnic group	1%

# Employment



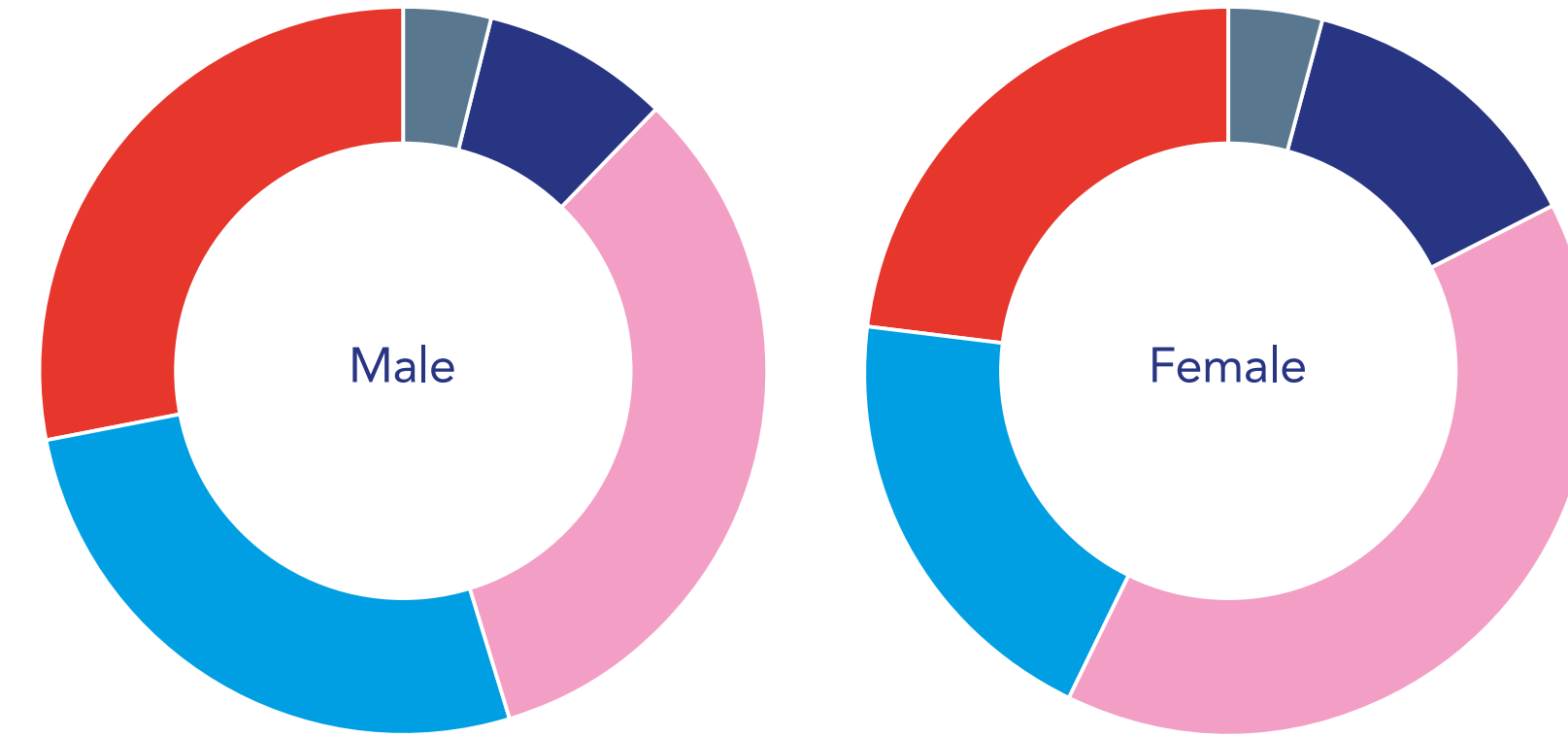
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# Employment



## Seniority

Role	%
■ Intern / Trainee / Assistant / Executive	4%
■ Officer	11%
■ Manager	36%
■ Head of Communications / Associate Director	21%
■ Director/ Partner / Founder / Managing Director	24%
■ Other	4%

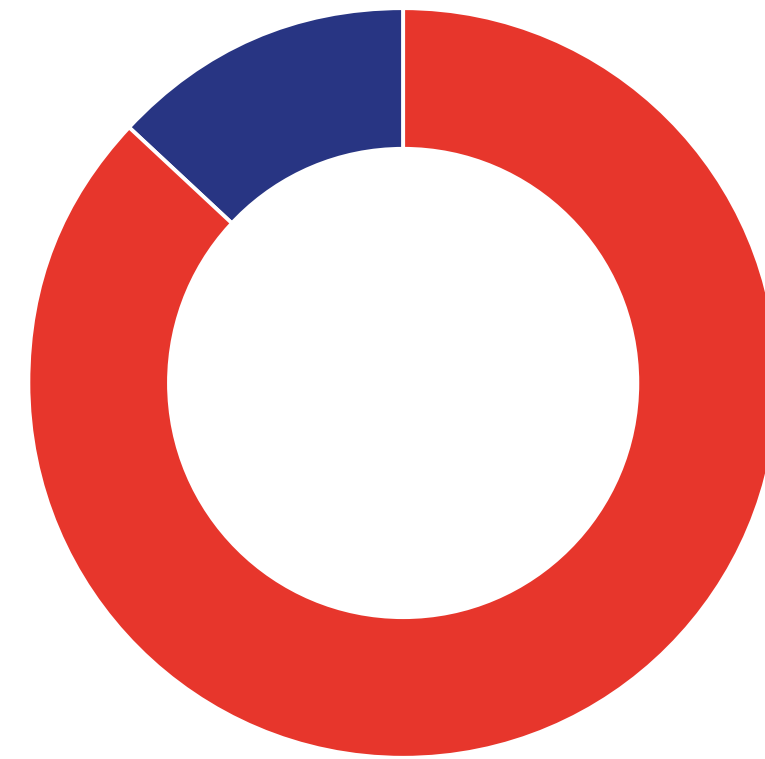


## Seniority by gender

Role	Male	Female
■ Intern / Trainee / Asst / Exec	4%	4%
■ Officer	8%	13%
■ Manager	32%	38%
■ Head of Comms / AD	26%	19%
■ Director/ Partner / Founder / MD	27%	22%

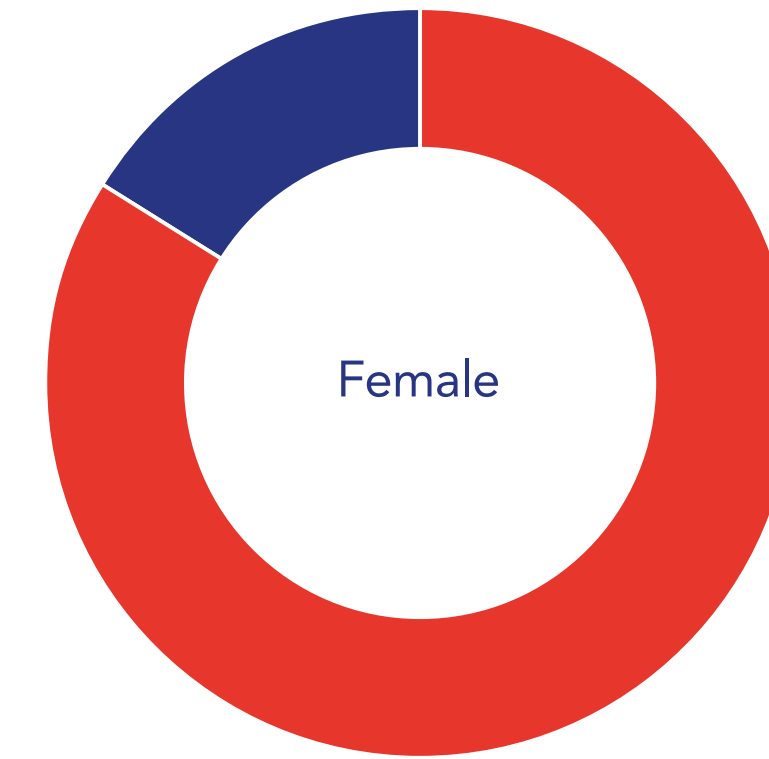
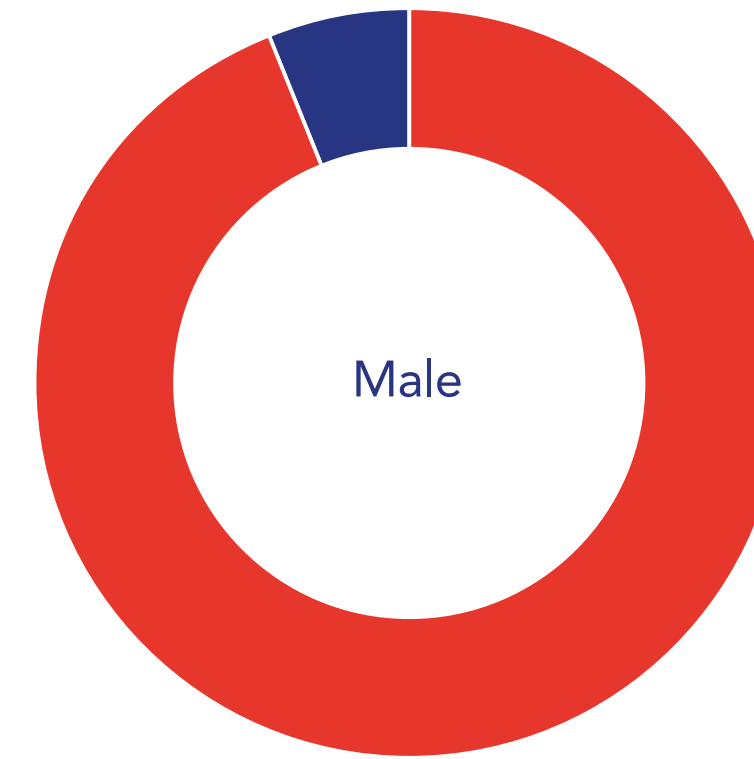
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# Employment



**Mode of work**

Response	%
■ Full time	87%
■ Part time	13%

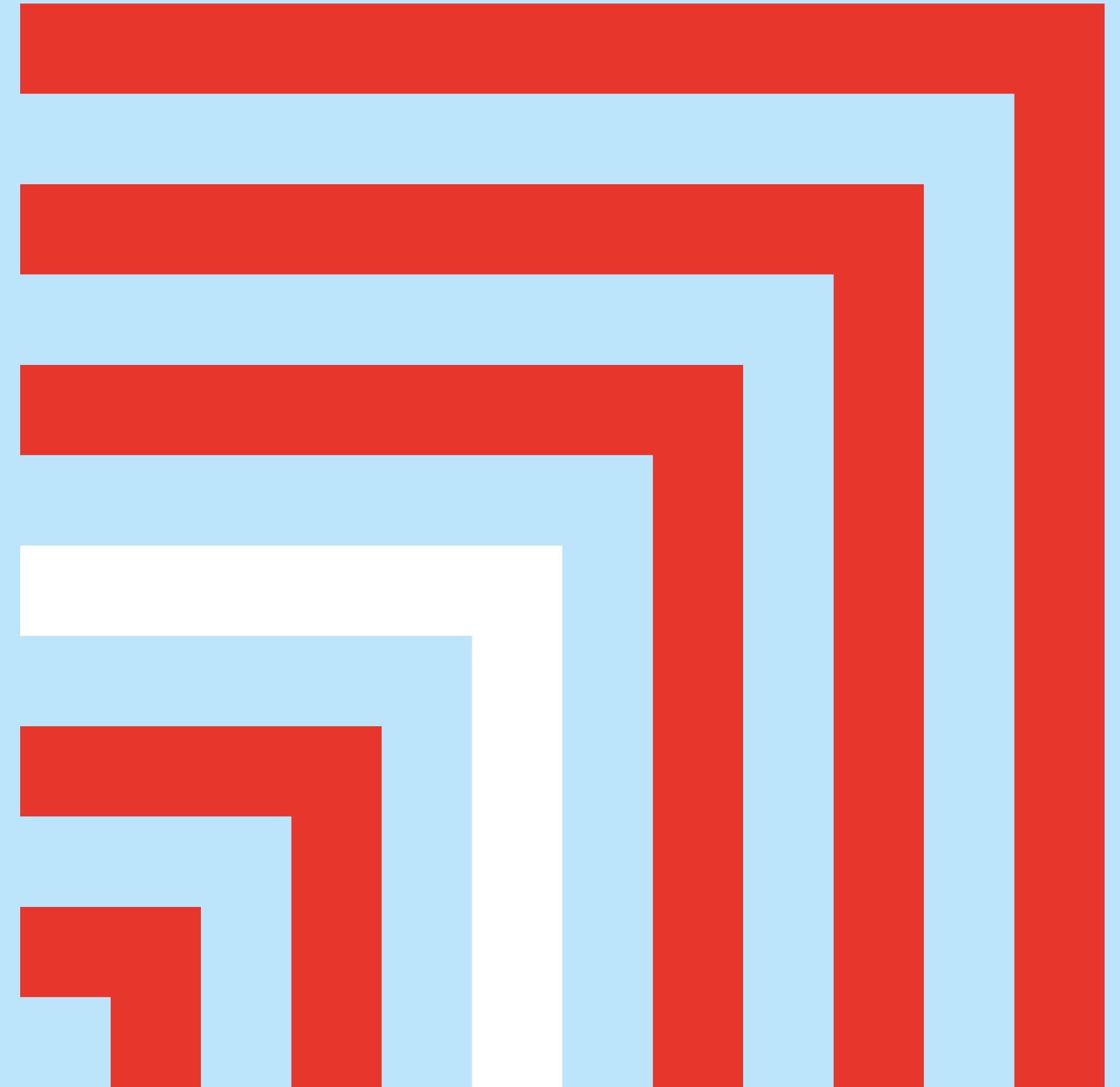


**Mode of work by gender**

Response	Male	Female
■ Full time	94%	84%
■ Part time	6%	16%

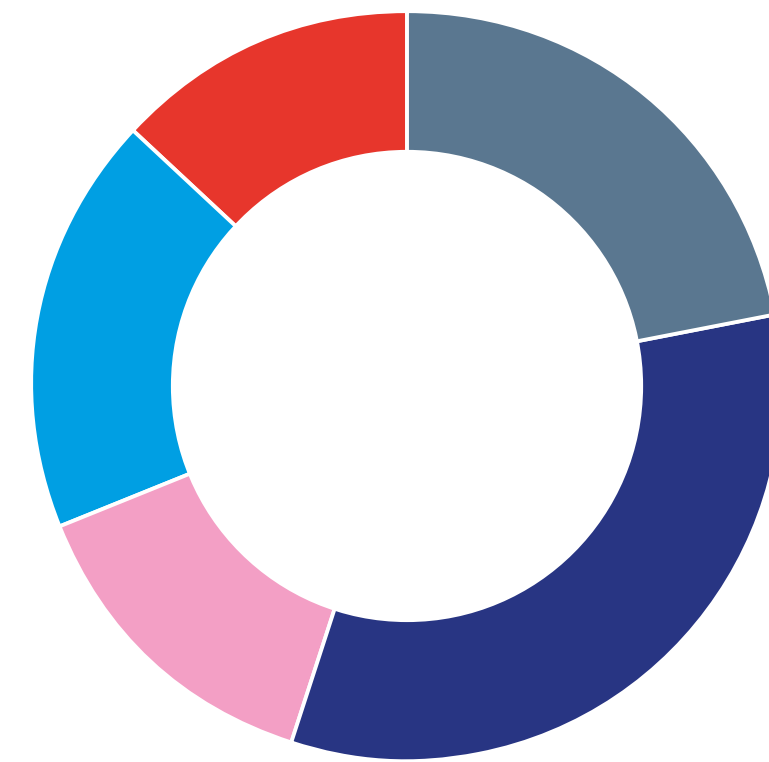


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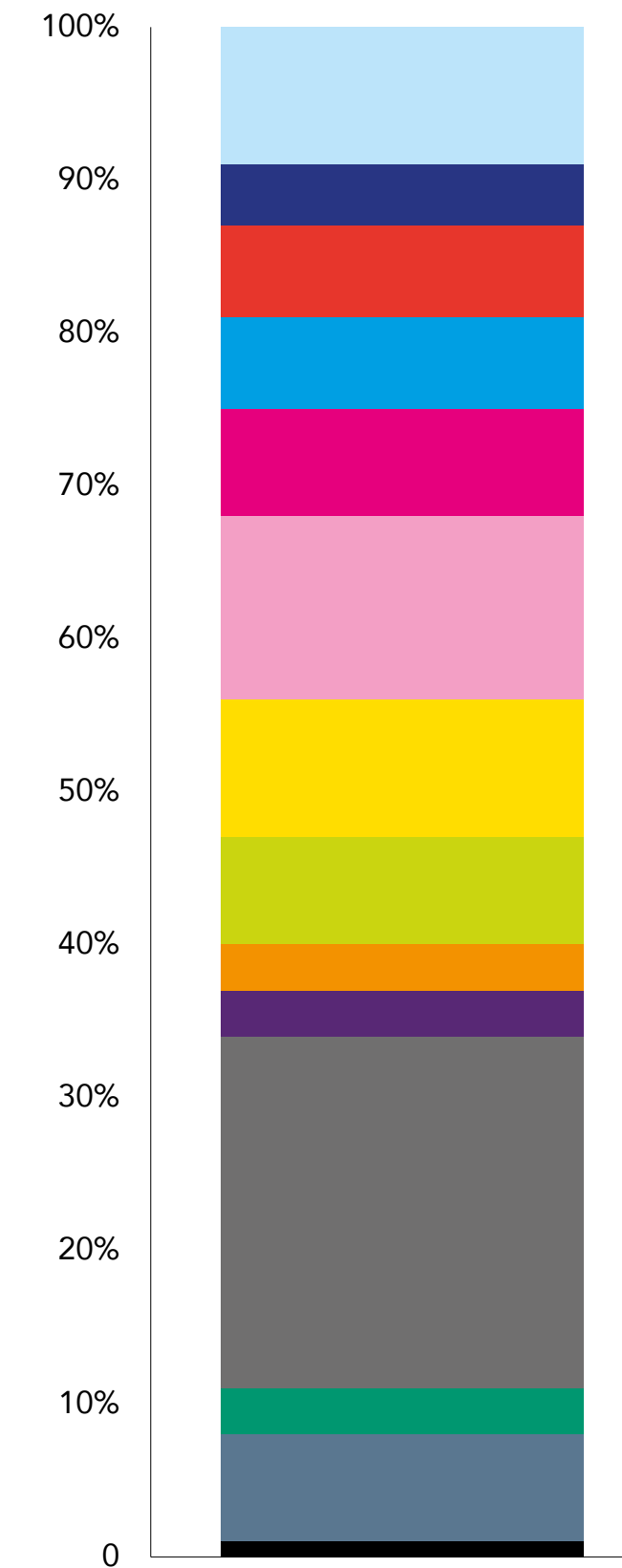
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# Organisation



## Organisation type

Response	%
I work in-house in the private sector	22%
I work in-house in the public sector	33%
I work in-house for a not-for-profit organisation / NGO	14%
I work in a consultancy / agency	18%
I am an independent practitioner	13%



## Region

Region	%
Channel Islands	1%
East of England	7%
East Midlands	3%
London	23%
North East	3%
Northern Ireland	3%
North West	7%
Scotland	9%
South East	12%
South West	7%
Wales	6%
West Midlands	6%
Yorkshire and the Humber	4%
Outside of the UK	9%

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## In-house organisation sectors

Sector	%
Local, central government (exc social work)	19%
Health (public and private)	18%
Charity/voluntary	12%
Education	12%
Financial, insurance services	11%
Scientific research, development	8%
Construction	7%
Membership body, trade association	6%
Transport and storage	5%
Engineering	5%
None of the above	5%
Computing/technology	5%
Utilities	5%
Manufacturing (inc auto, aerospace and pharma)	4%
Defence	4%
Law, accountancy, management consultancy	3%

Sector	%
Agriculture, forestry, fishing	2%
Arts, culture, entertainment	2%
Property management, servicing	2%
Real estate - selling, letting	2%
Social work	2%
Media, publishing	2%
Hotels, catering, food services	2%
Mining and quarrying	2%
Telecommunications	2%
Advertising, market research	1%
Wholesale and retail trade	1%
FMCG	1%
Architecture	1%
Automotive	1%
Rental and leasing (not property)	1%
Sport	1%

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## Consultancy/agency client sectors

Response	%
Charity/voluntary	29%
Health (public and private)	27%
Computing/technology	26%
Construction	25%
Education	24%
Financial, insurance services	23%
Manufacturing (inc auto, aerospace and pharma)	21%
Engineering	20%
Local, central government (exc social work)	19%
Membership body, trade association	17%
Arts, culture, entertainment	16%
Transport and storage	13%
Law, accountancy, management consultancy	13%
Utilities	13%
FMCG	10%
Automotive	10%
Scientific research, development	10%

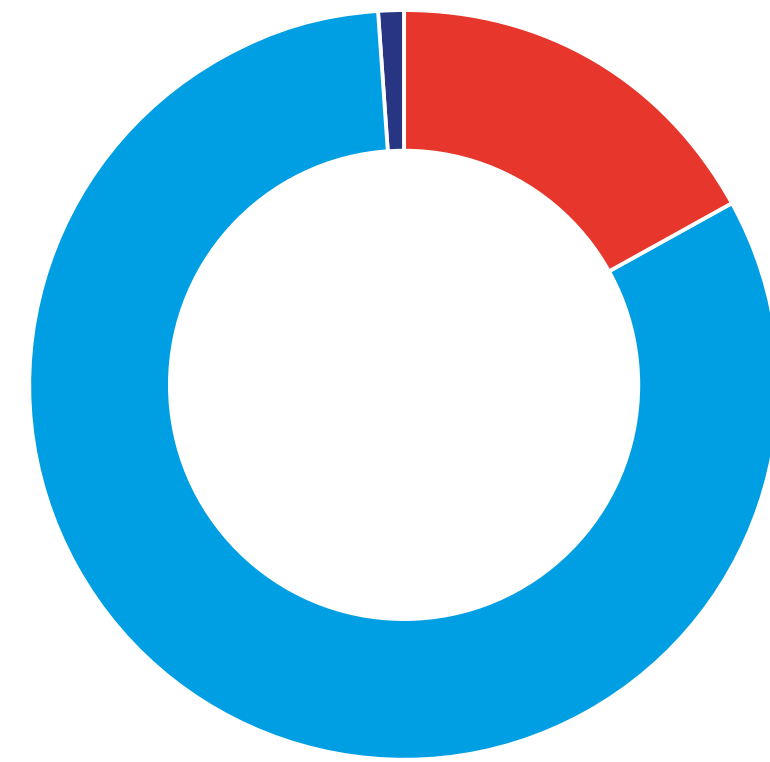
Response	%
Media, publishing	9%
Property management, servicing	9%
Telecommunications	9%
Hotels, catering, food services	9%
Real estate - selling, letting	9%
Sport	7%
Agriculture, forestry, fishing	7%
Wholesale and retail trade	6%
Architecture	6%
Mining and quarrying	5%
Travel agency	5%
None of the above	5%
Advertising, market research	4%
Fashion/beauty	4%
Defence	4%
Social work	3%
Veterinary services	1%

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# Changing jobs



**Changed jobs in last six months**

Response	%
Yes	17%
No	82%
Don't know/Not applicable	1%



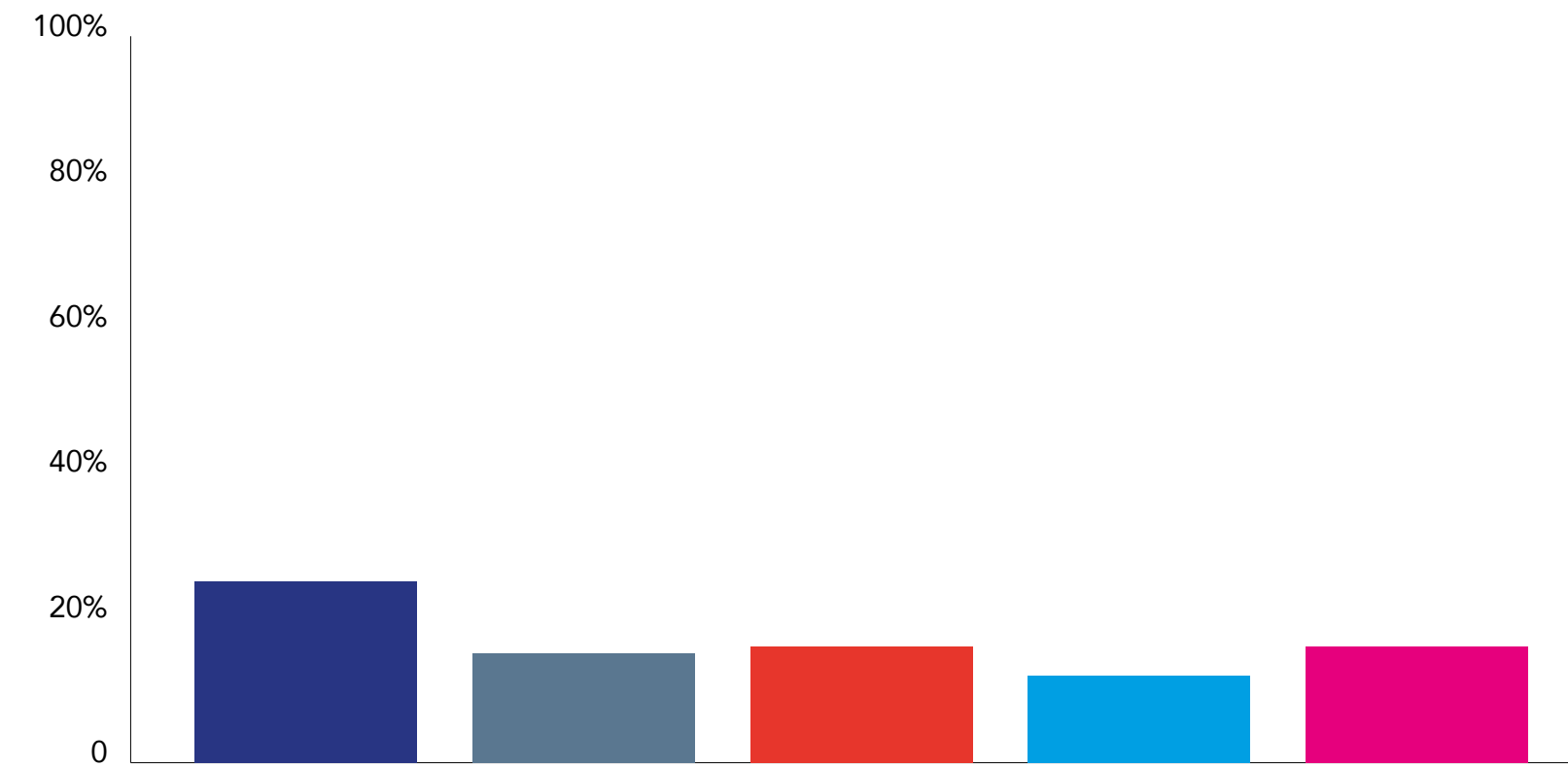
**Changed jobs in last six months by age group**

16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74
25%	24%	17%	16%	7%	0%



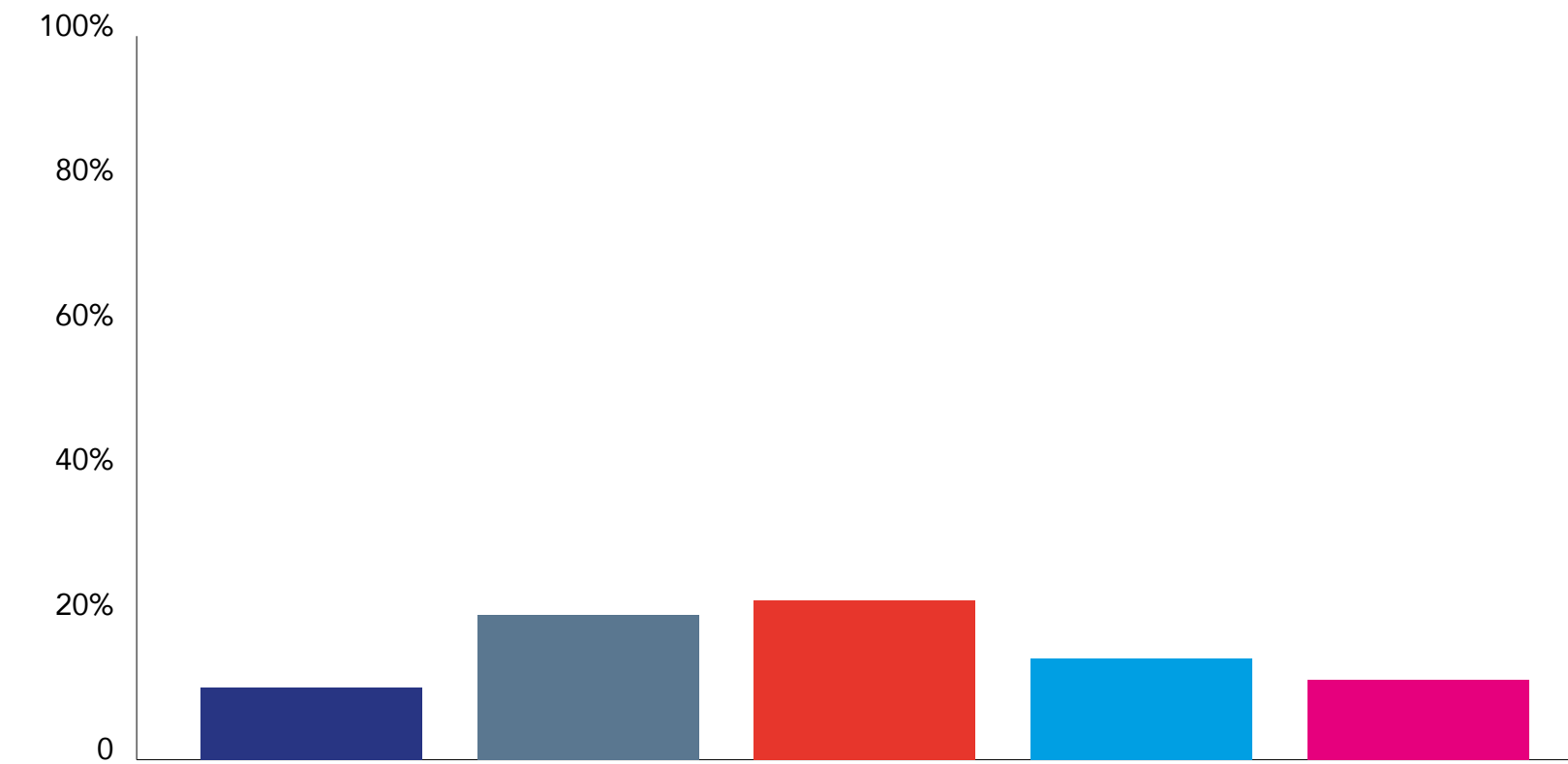
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**Changed jobs in last six months by organisation type**

In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency	Independent practitioner
25%	15%	16%	12%	16%



**Changed jobs in last six months by seniority**

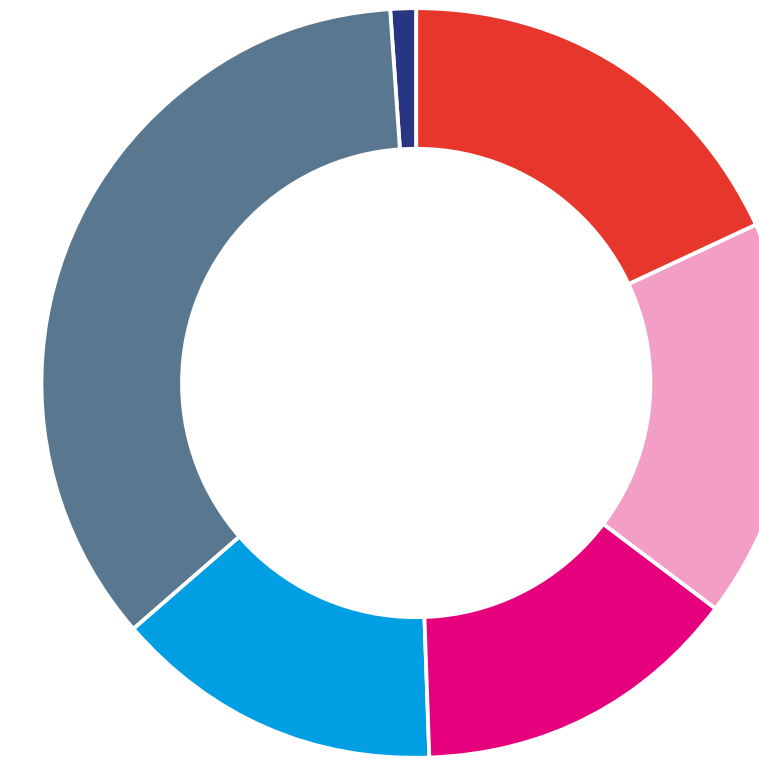
Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director / Partner / Founder / MD
10%	20%	22%	14%	11%

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# Changing jobs

## Why change jobs – Top 5 reasons

Rank	Reason
1	Growth / Career progression
2	New challenge
3	Better pay
4	Promotion
5	Contract ended / left agency work

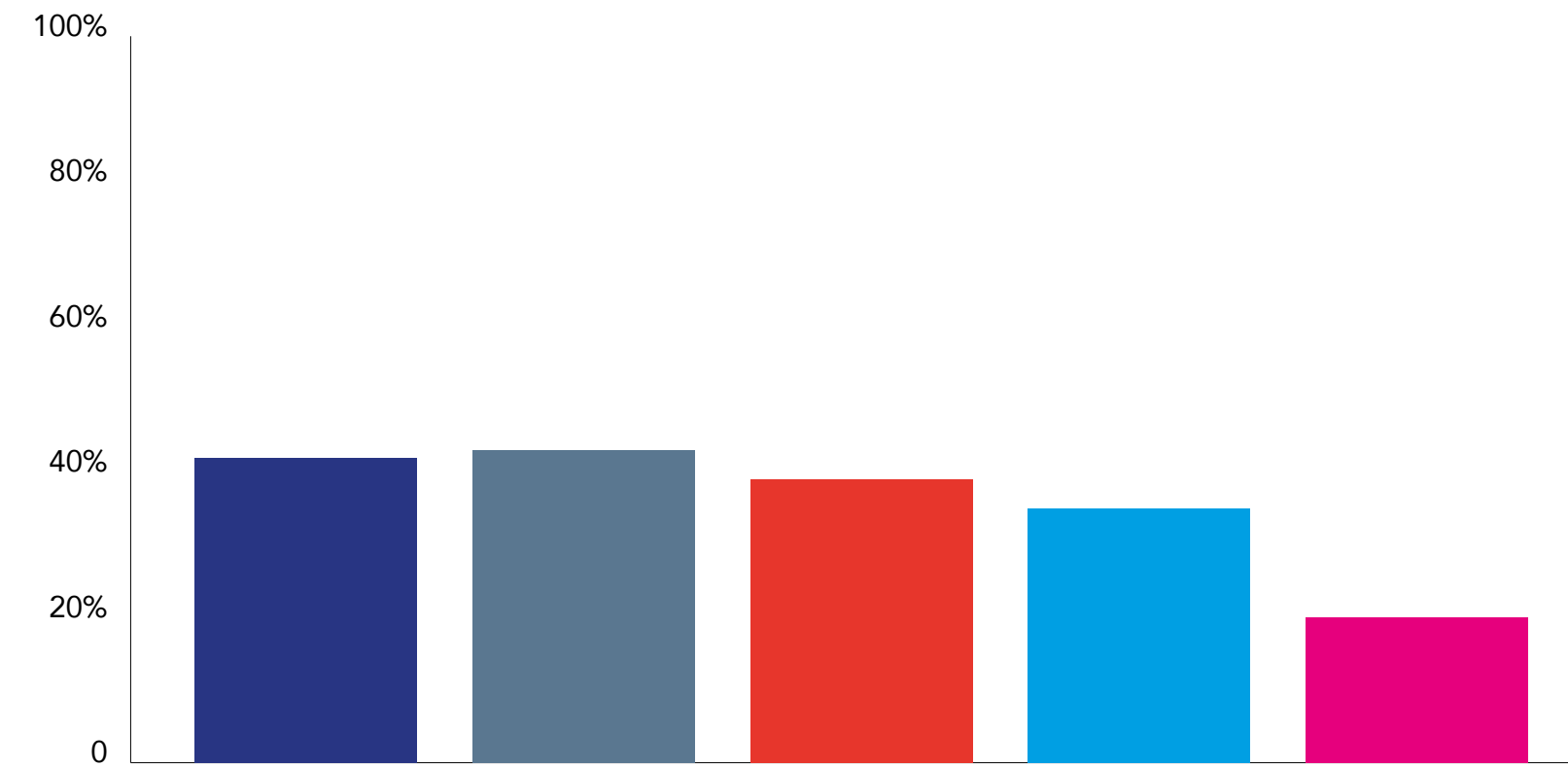


## Likelihood of looking for a new job in the next six months

Response	%
Very likely	18%
Somewhat likely	17%
Neutral	14%
Somewhat unlikely	14%
Very unlikely	35%
Don't know	1%

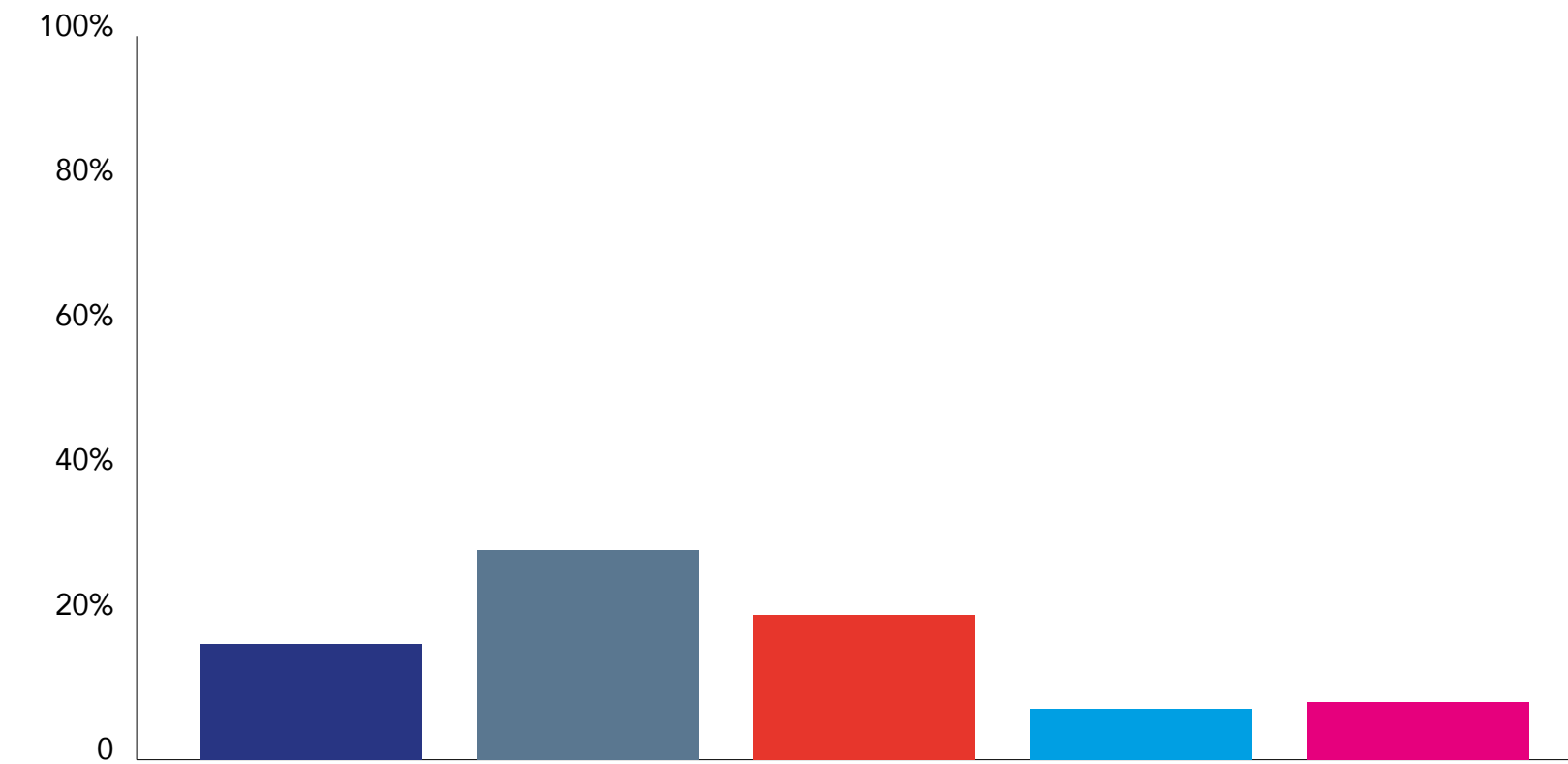
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**Likely to look for a new job in the next six months by age group**

16 to 24	25 to 34	35 to 44	45 to 54	55 to 64
42%	43%	39%	35%	20%

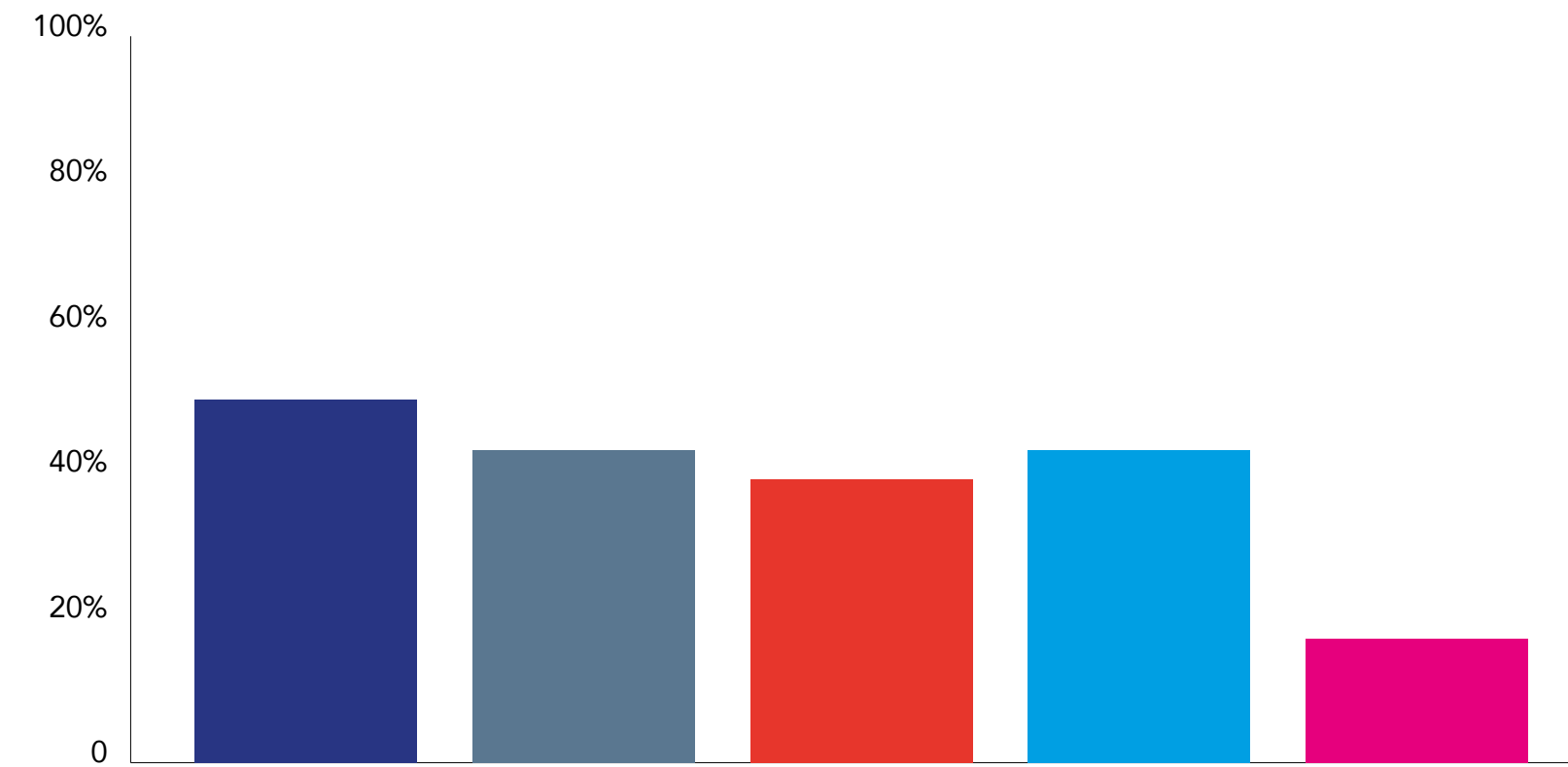


**Likely to look for a new job in the next six months by organisation type**

In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency	Independent practitioner
16%	29%	20%	7%	8%

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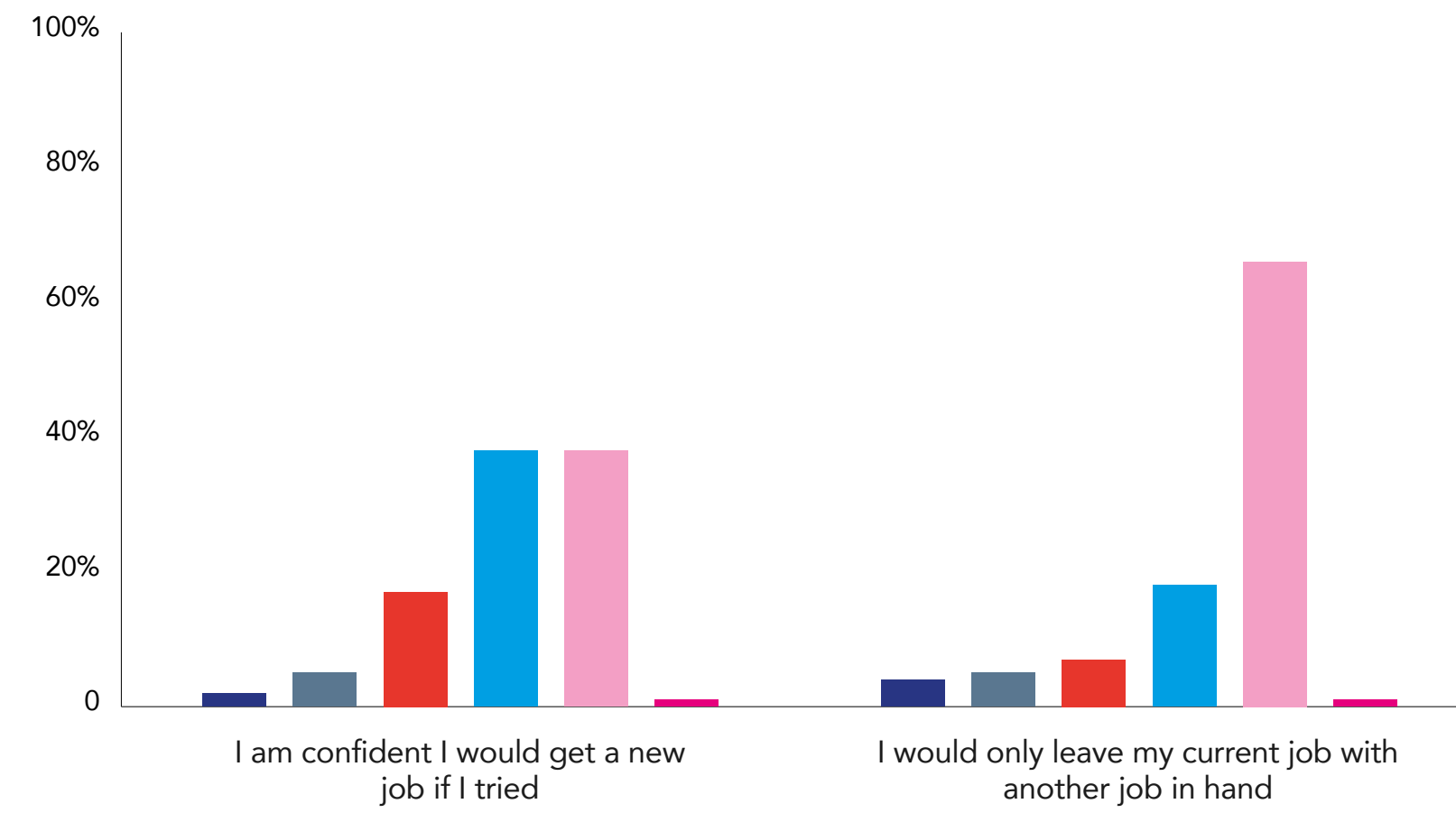


**Likely to look for a new job in the next six months by seniority**

Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director / Partner / Founder / MD
50%	43%	39%	43%	17%

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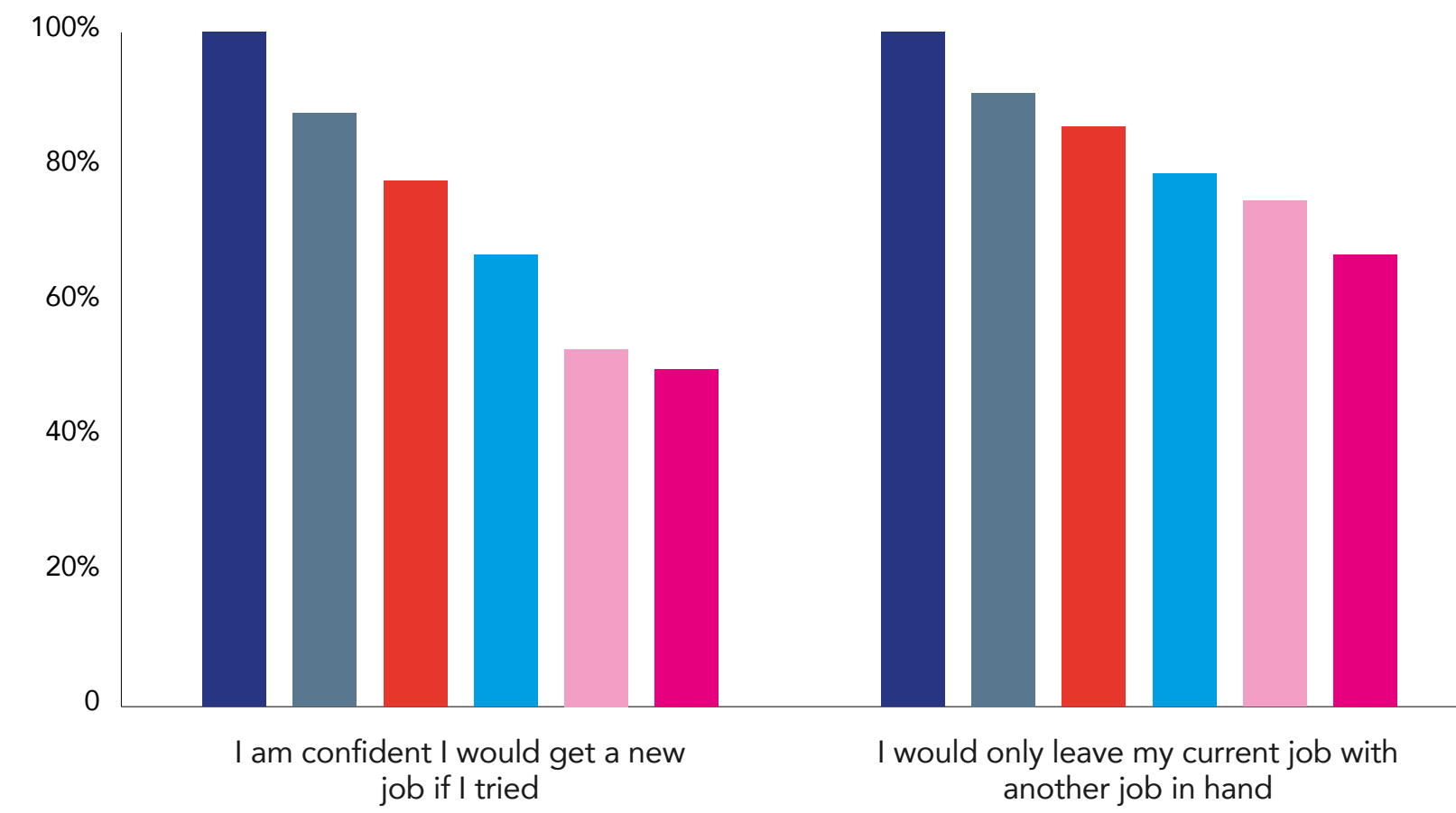


## Moving jobs: in-house and consultancy/agency

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
I am confident I would get a new job if I tried	2%	5%	17%	38%	38%	1%
I would only leave my current job with another job in hand	4%	5%	7%	18%	66%	1%

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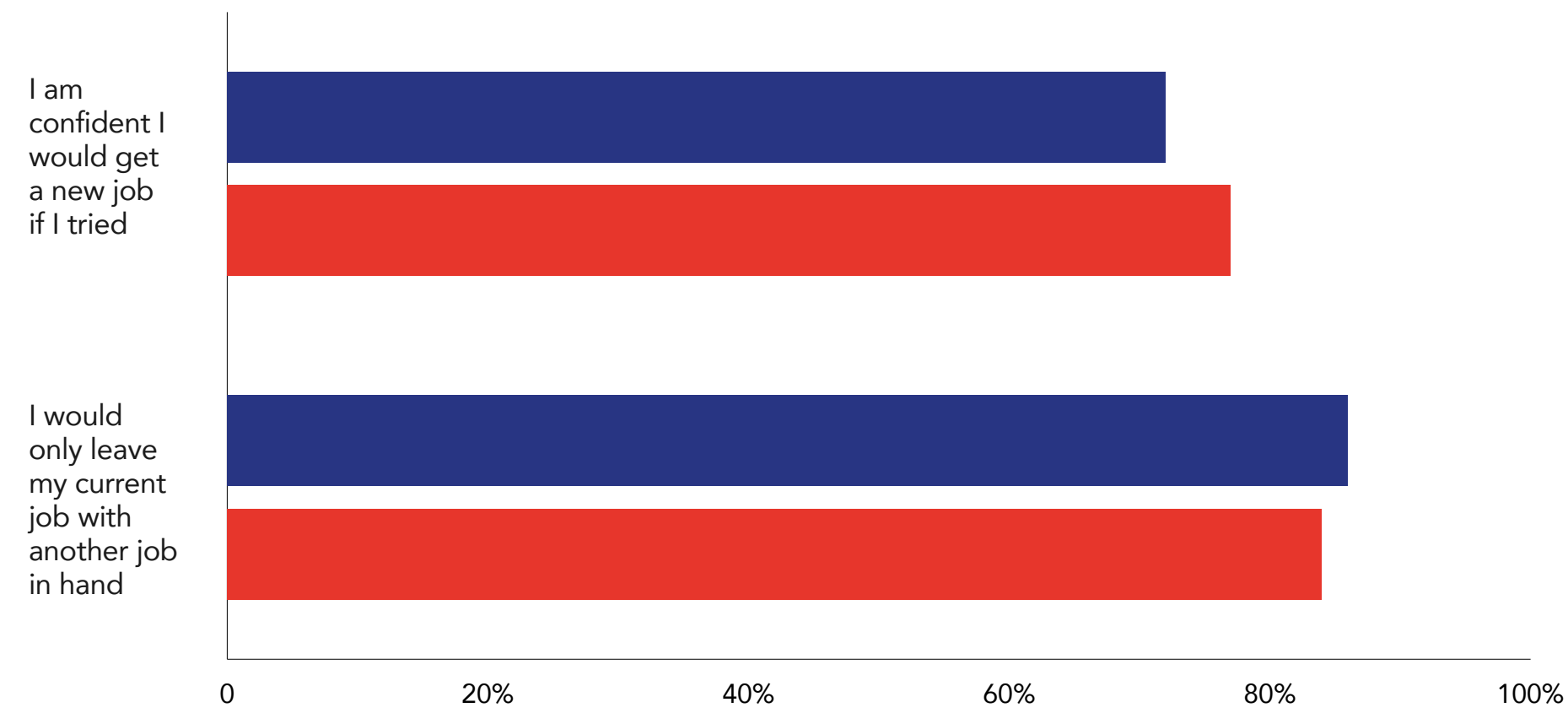
## Moving jobs: in-house and consultancy/agency by age group

Response	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74
I am confident I would get a new job if I tried	100%	88%	78%	67%	53%	50%
I would only leave my current job with another job in hand	100%	91%	86%	79%	75%	67%



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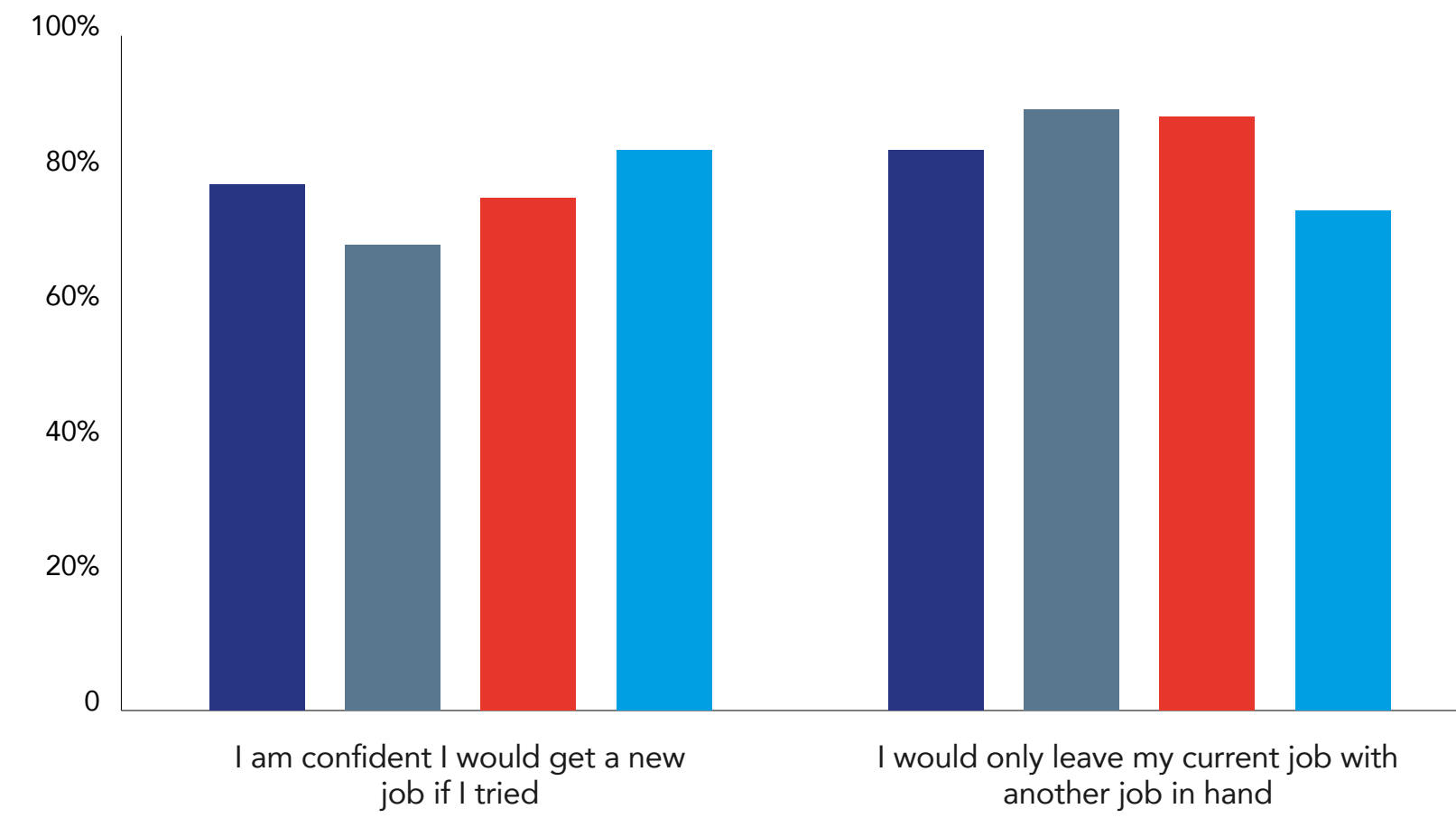


## Moving jobs: in-house and consultancy/agency by gender

Response	Male	Female
I am confident I would get a new job if I tried	72%	77%
I would only leave my current job with another job in hand	86%	84%

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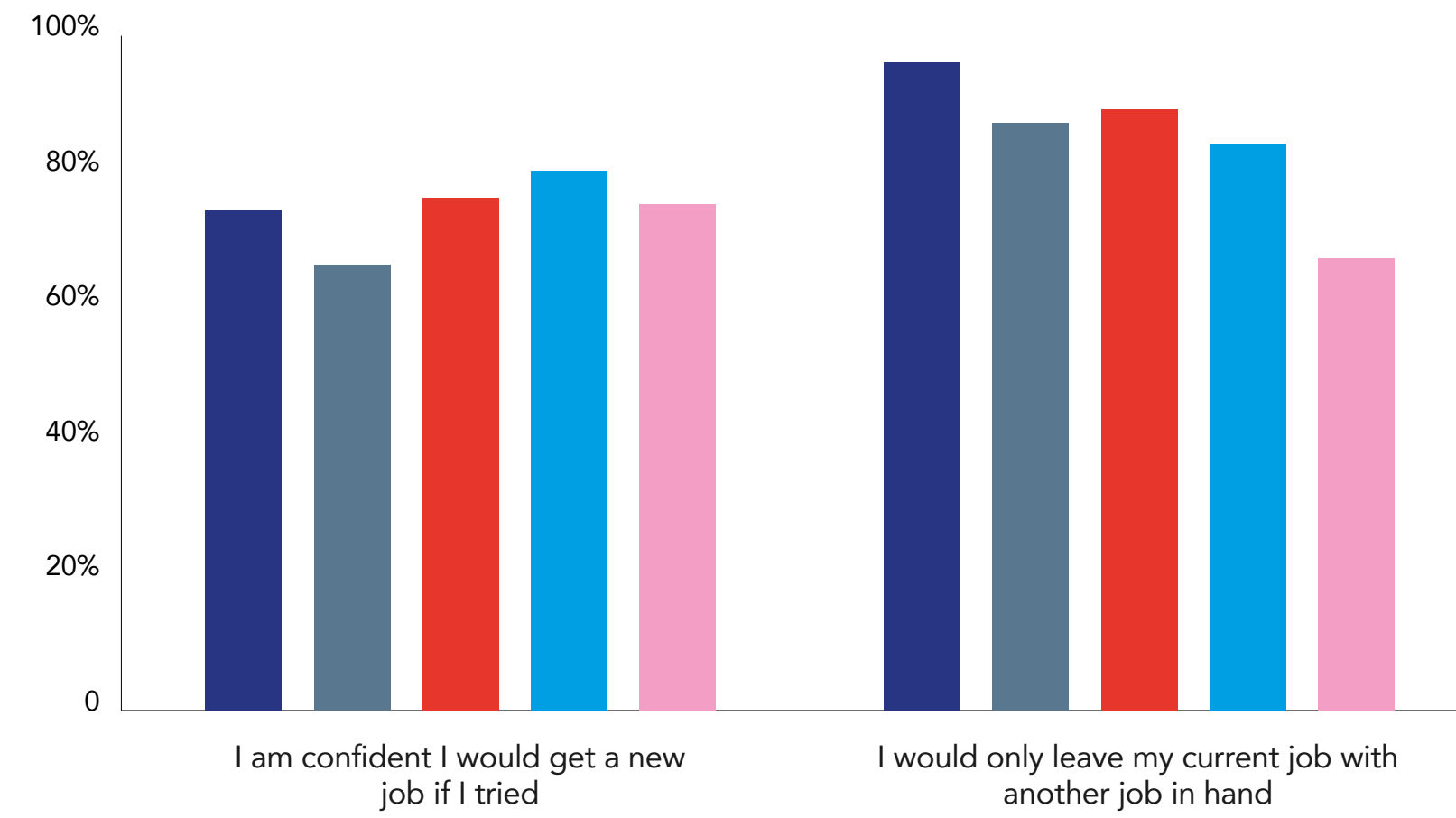


## Moving jobs: in-house and consultancy/agency by organisation type

Response	In-house	In-house public sector	In-house NFP / NGO	Consultancy / agency
I am confident I would get a new job if I tried	78%	69%	76%	83%
I would only leave my current job with another job in hand	83%	89%	88%	74%

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# Changing jobs



## Moving jobs: in-house and consultancy/agency by seniority

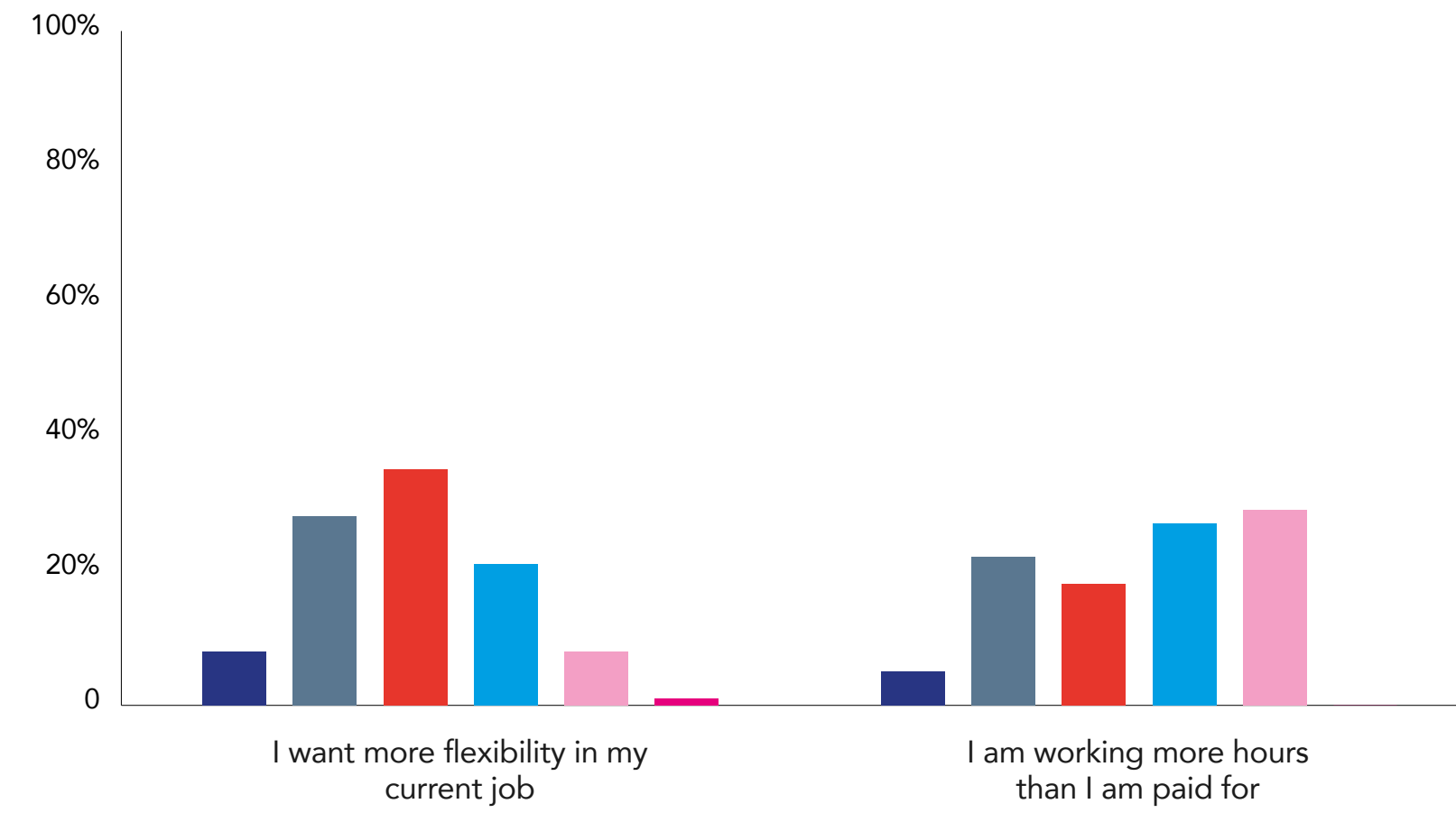
Response	Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director/ Partner / Founder / MD
I am confident I would get a new job if I tried	74%	66%	76%	80%	75%
I would only leave my current job with another job in hand	96%	87%	89%	84%	67%

# Views of current job



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# Views of current job

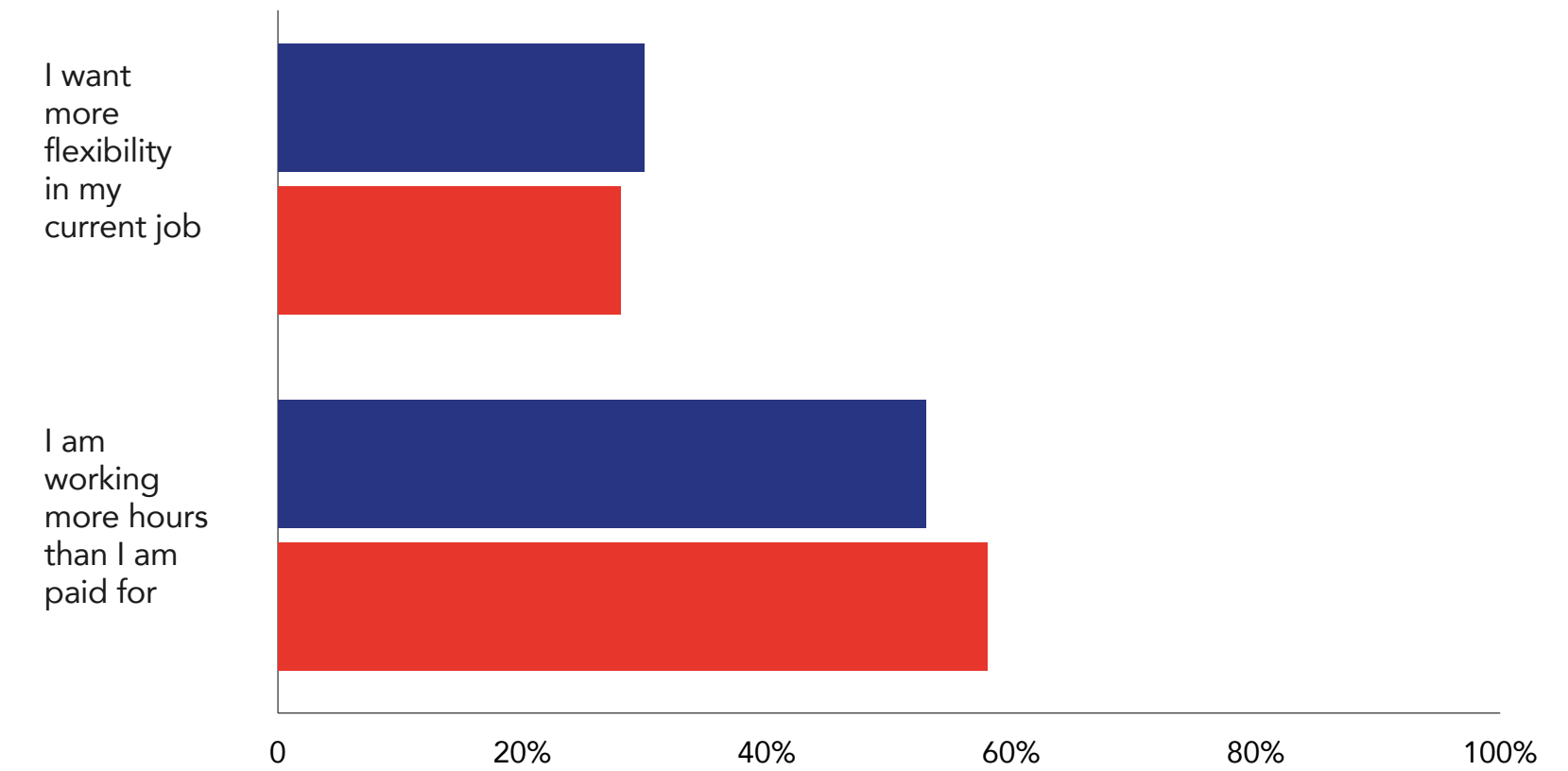
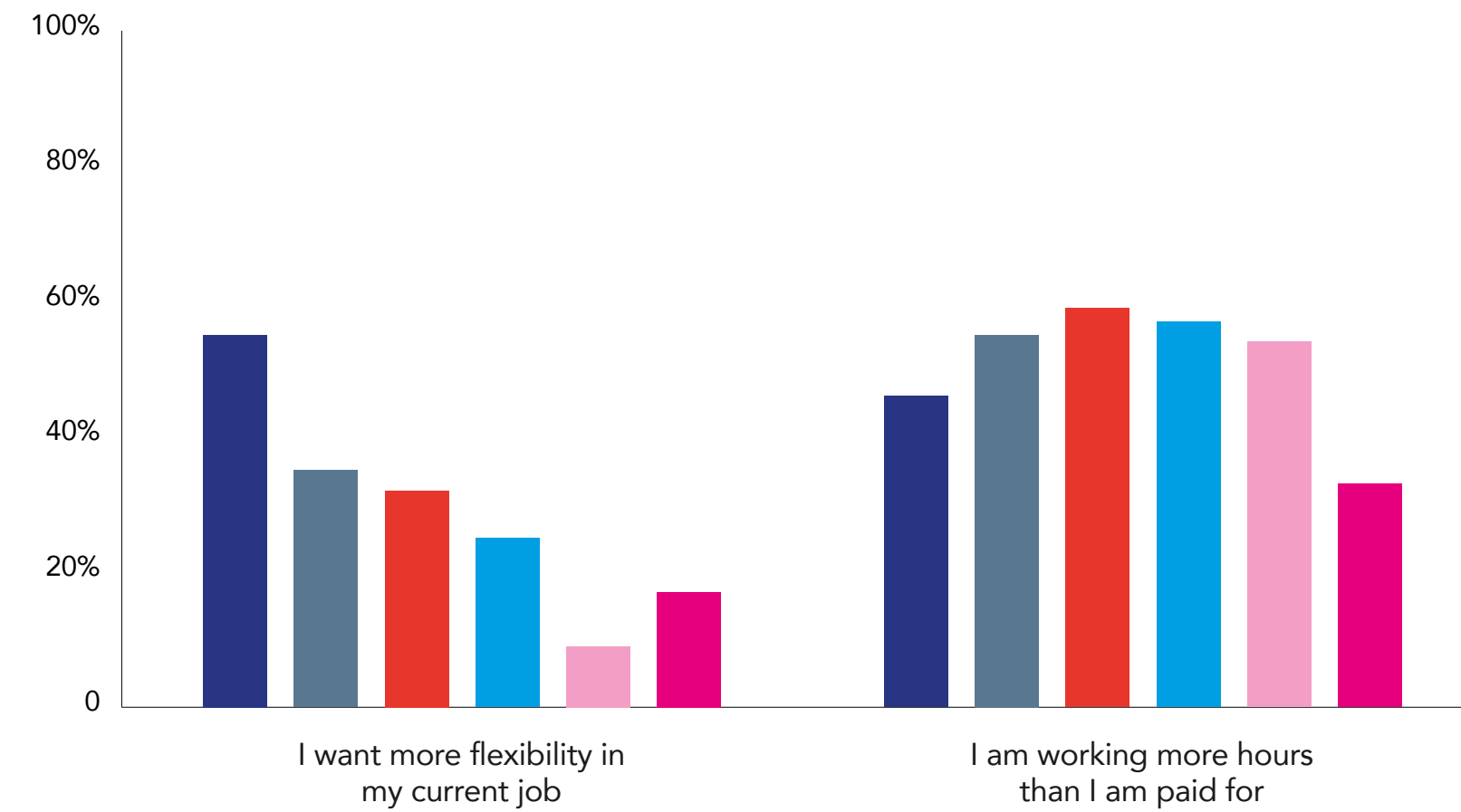


## Current job issues

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
I want more flexibility in my current job	8%	28%	35%	21%	8%	1%
I am working more hours than I am paid for	5%	22%	18%	27%	29%	0%

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# Views of current job



## By age

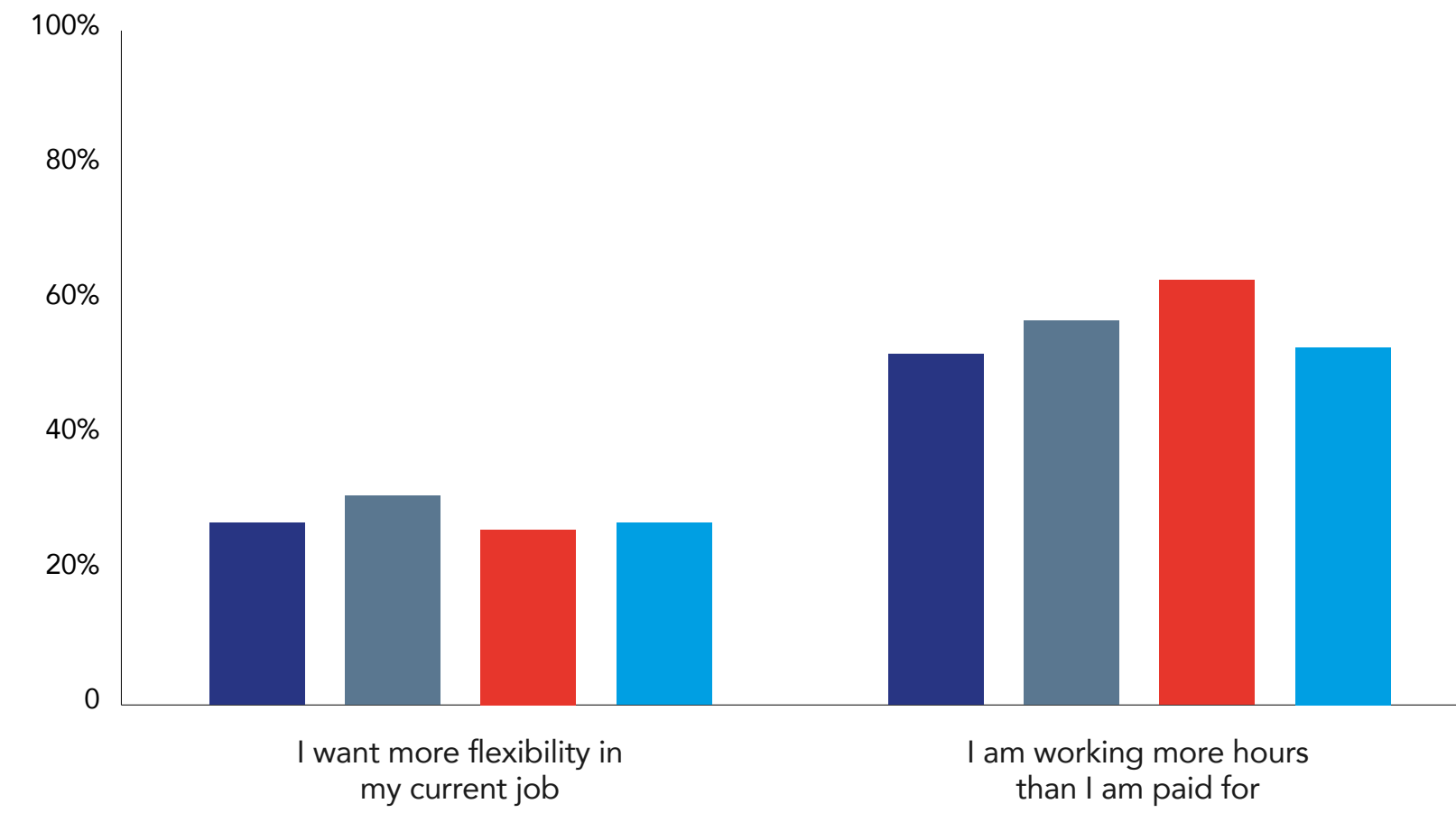
Response	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74
I want more flexibility in my current job	55%	35%	32%	25%	9%	17%
I am working more hours than I am paid for	46%	55%	59%	57%	54%	33%

## By gender

Response	Male	Female
I want more flexibility in my current job	30%	28%
I am working more hours than I am paid for	53%	58%

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# Views of current job

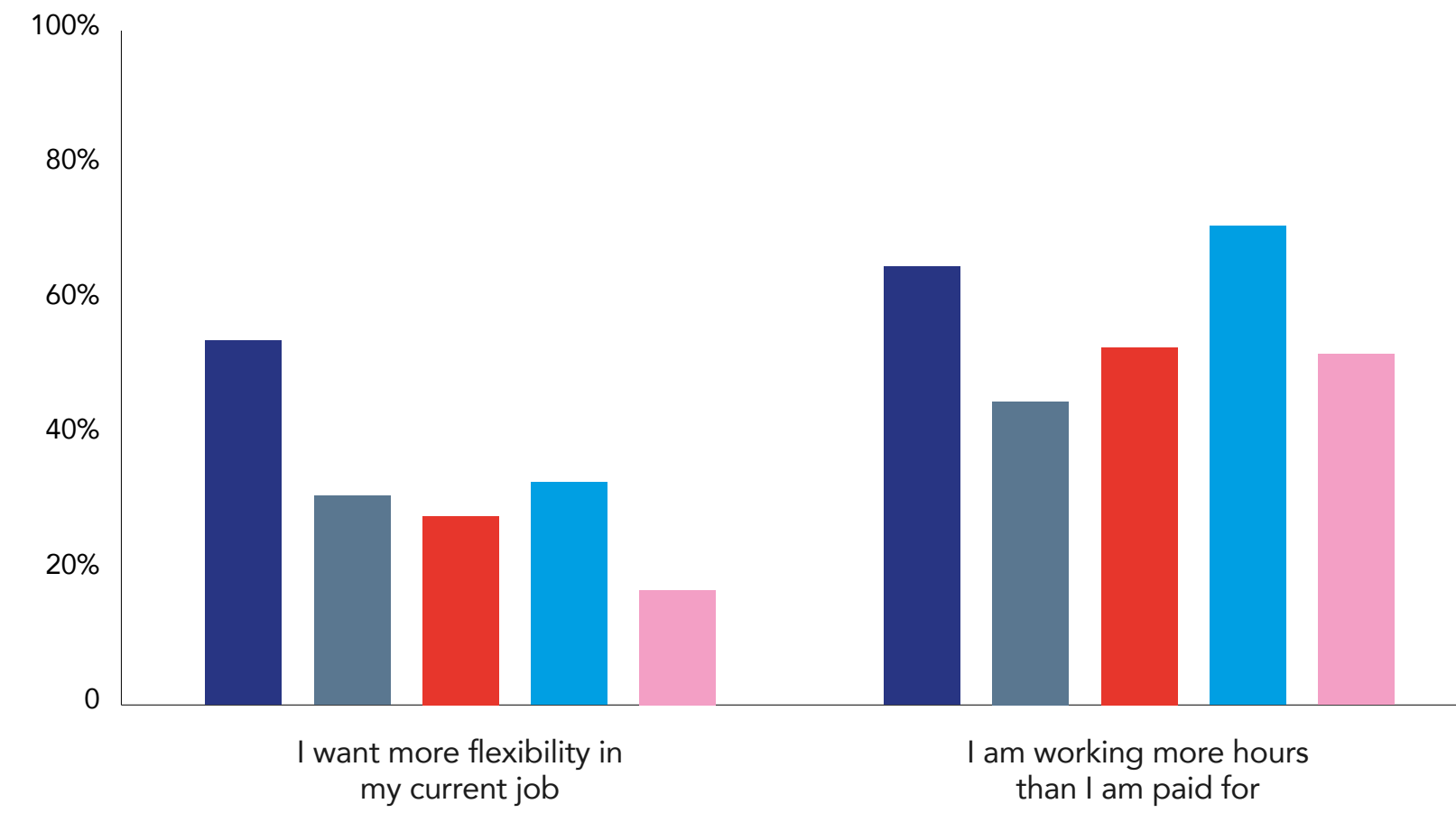


## By organisation type

Response	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
I want more flexibility in my current job	27%	31%	26%	27%
I am working more hours than I am paid for	52%	57%	63%	53%

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# Views of current job



## By seniority

Response	Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director / Partner / Founder / MD
I want more flexibility in my current job	54%	31%	28%	33%	17%
I am working more hours than I am paid for	65%	45%	53%	71%	52%



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# Views of current job

## Like about current job – in-house and consultancy/agency

Response	%
Good team / colleague relationships	72%
Flexible schedule	55%
Meaningful work	55%
Good / adequate pay	55%
Job security	44%
Good location / ease of travel	44%
Variety of work	43%
Clear / good organisational purpose / ethics	41%
I feel valued	37%
I have a sense of belonging	36%
Safe environment	36%
Manageable workload / work-life balance	34%
Good management	30%
Autonomy / freedom in choosing work	28%
Good communication / feel listened to	28%

Response	%
Good professional development / training opportunities	26%
Good client relationships	21%
Potential for promotion / advancement	20%
Good technology / access to technology	18%
Specialist nature of work	18%
I like working for someone else	16%
Something else	4%
There is nothing I like about it	1%
Don't know	1%

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# Views of current job

## Like about current job – independent practitioners

Response	%
I like working for myself	90%
Flexible schedule	83%
Good client relationships	73%
Meaningful work	69%
Autonomy / freedom in choosing work	64%
Variety of work	62%
Manageable workload / work-life balance	59%
Good / adequate income	54%
Good location / ease of travel	53%
Specialist nature of the work	43%
Earning potential	34%
Something else	6%

## Dislike about current job – independent practitioners

Response	%
Loneliness / isolation	43%
Variable / unpredictable income	41%
Unpredictable nature / volume of work	41%
Volume of administrative tasks	35%
Lack of benefits	34%
Chasing payment (specifically) for work	25%
Poor workload / work-life balance	18%
There is nothing I dislike about it	14%
Something else	7%
Poor / inadequate income	4%
Lack of meaning to work	3%
Too much variety in work	2%
Inflexible schedule	1%
Poor location	1%
Don't know	1%

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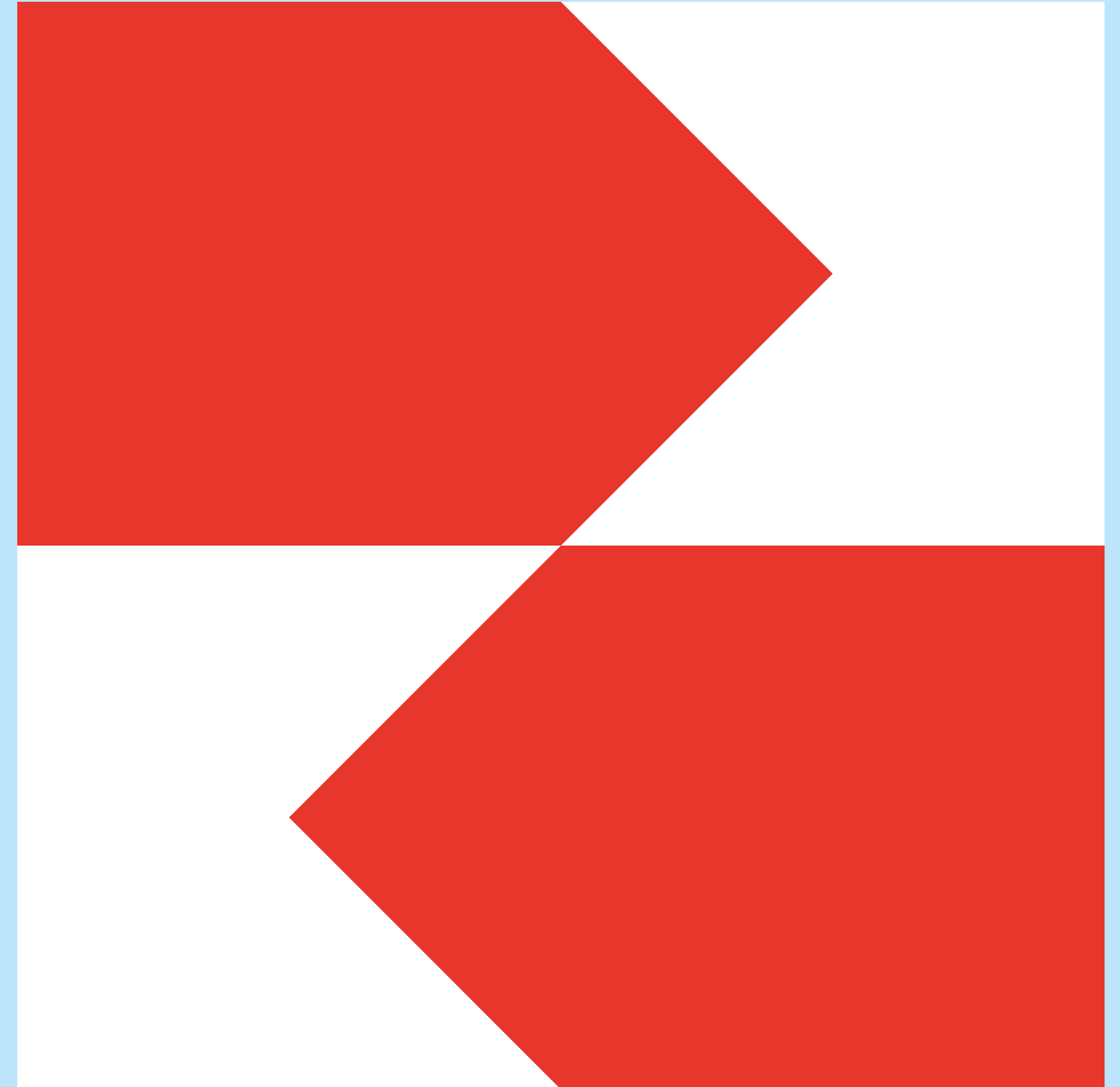
# Views of current job

## Dislike about current job – in-house and consultancy/agency

Response	%
Limited or no potential for promotion / advancement	37%
Unmanageable workload / poor work-life balance	31%
I feel undervalued	27%
Poor management	25%
Limited professional development/training opportunities	20%
Poor / inadequate pay	17%
Loneliness / isolation	17%
Unclear or poor organisational purpose/ethics	16%
There is nothing I dislike about it	13%
Poor technology / access to technology	12%
Poor communication / feel ignored	11%
Limited or no sense of belonging	9%
Lack of meaning to work	9%
Something else	8%
Job insecurity	7%
Poor team / colleague relationships	7%

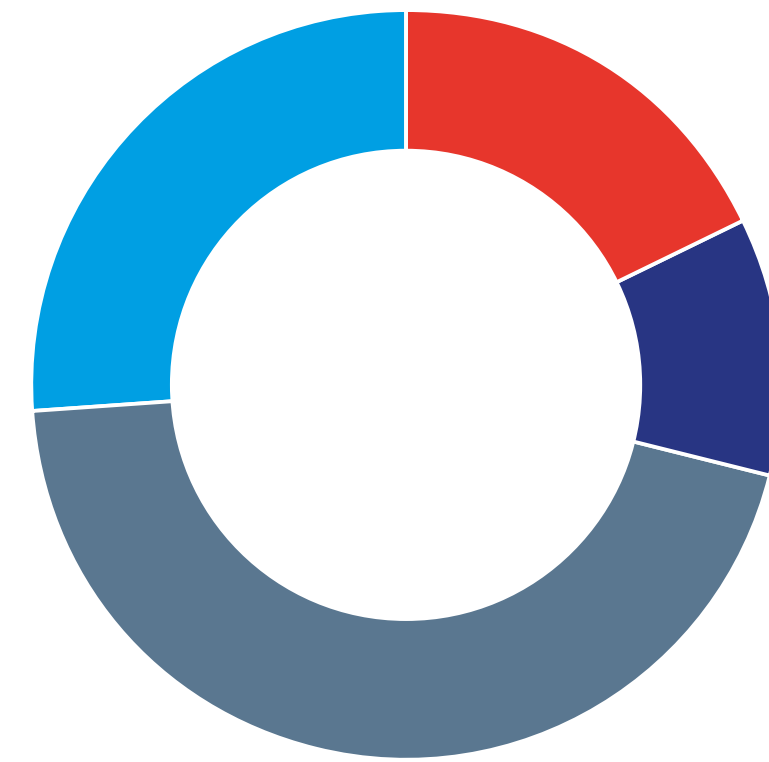
Response	%
Inflexible schedule	6%
Poor location / travel difficulties	5%
Too much variety of work	4%
I dislike working for someone else	4%
Poor client relationships	3%
Don't know	2%
Unsafe environment	1%

# Relationship with employer



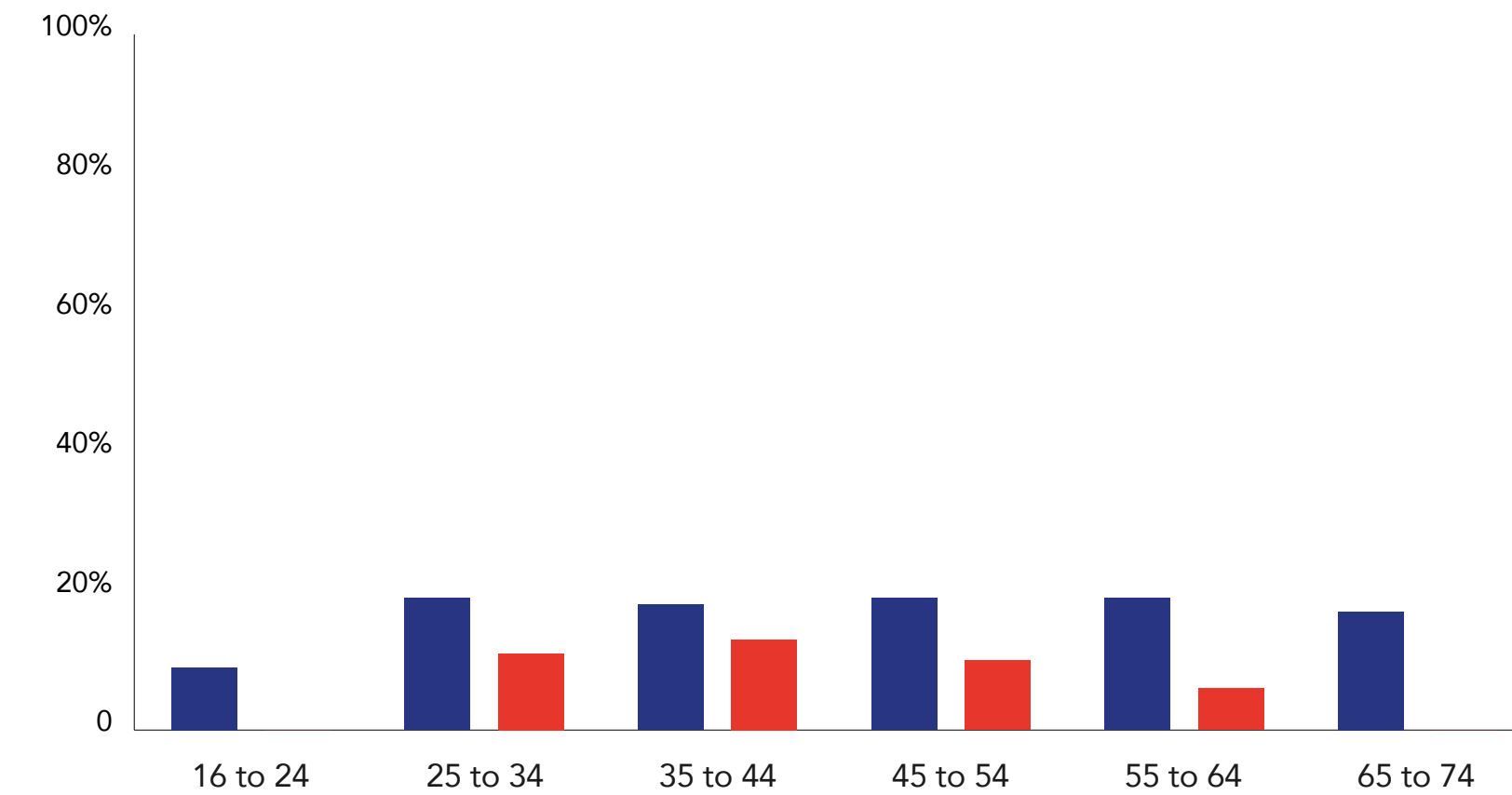
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# Relationship with employer



## Relationship with employer changed as a result of the pandemic

Response	%
Yes it has improved	18%
Yes it has deteriorated	11%
No it has stayed roughly the same	45%
Don't know/Not applicable	26%

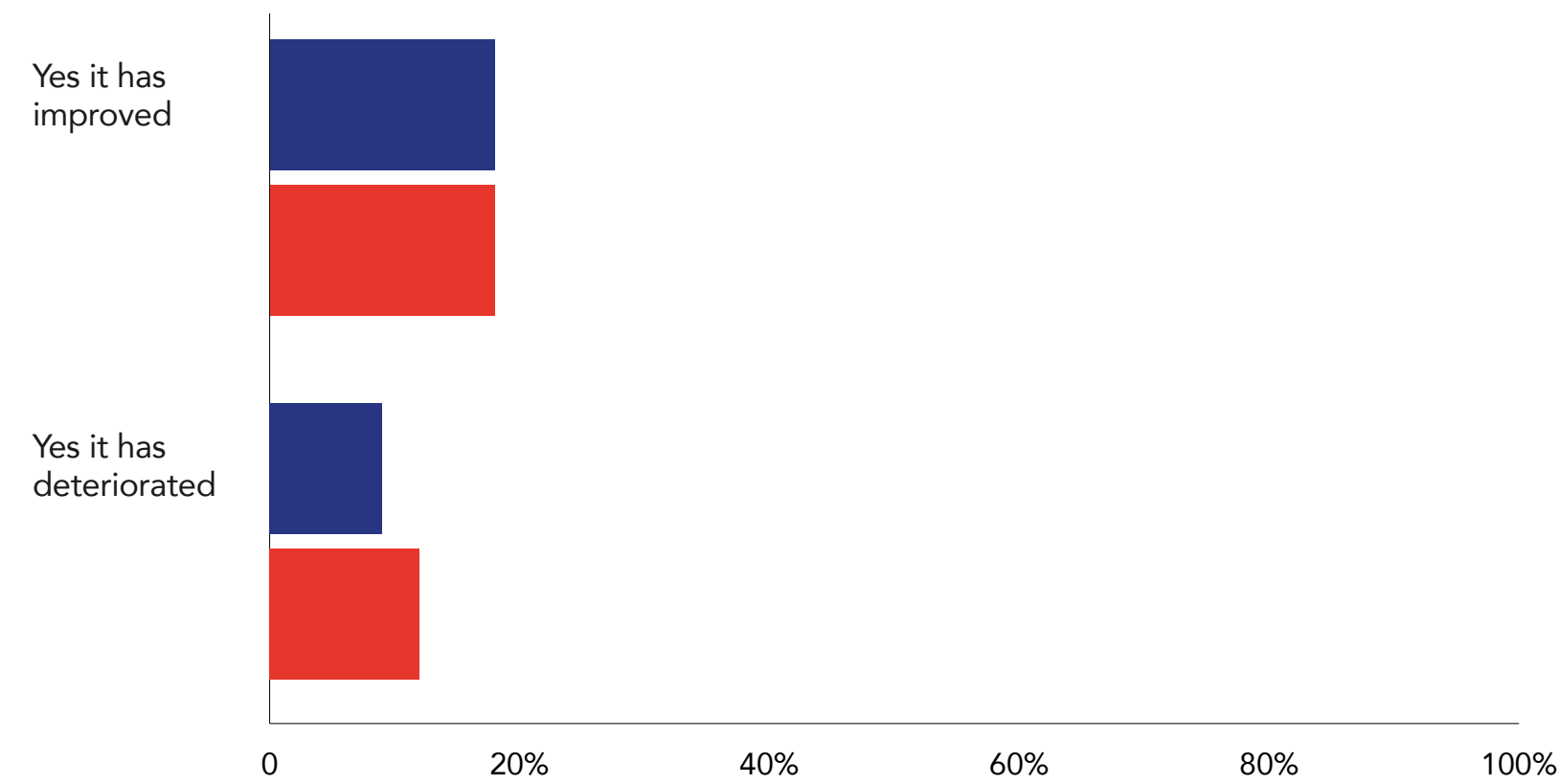


## Relationship with employer changed as a result of the pandemic by age group

Response	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74
Yes it has improved	9%	19%	18%	19%	19%	17%
Yes it has deteriorated	0%	11%	13%	10%	6%	0%

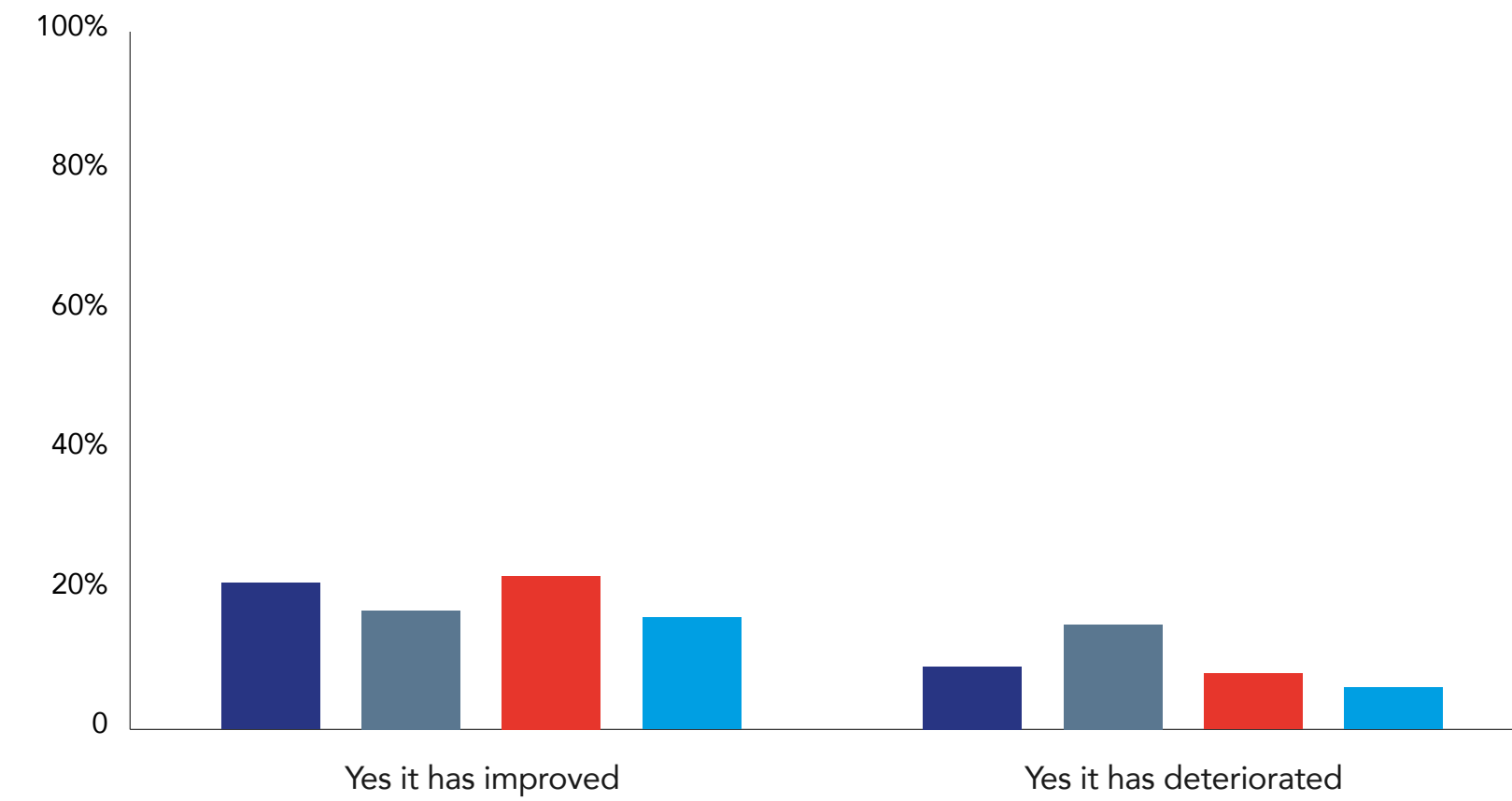
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# Relationship with employer



**Relationship with employer changed as a result of the pandemic by gender**

Response	Male	Female
Yes it has improved	18%	18%
Yes it has deteriorated	9%	12%

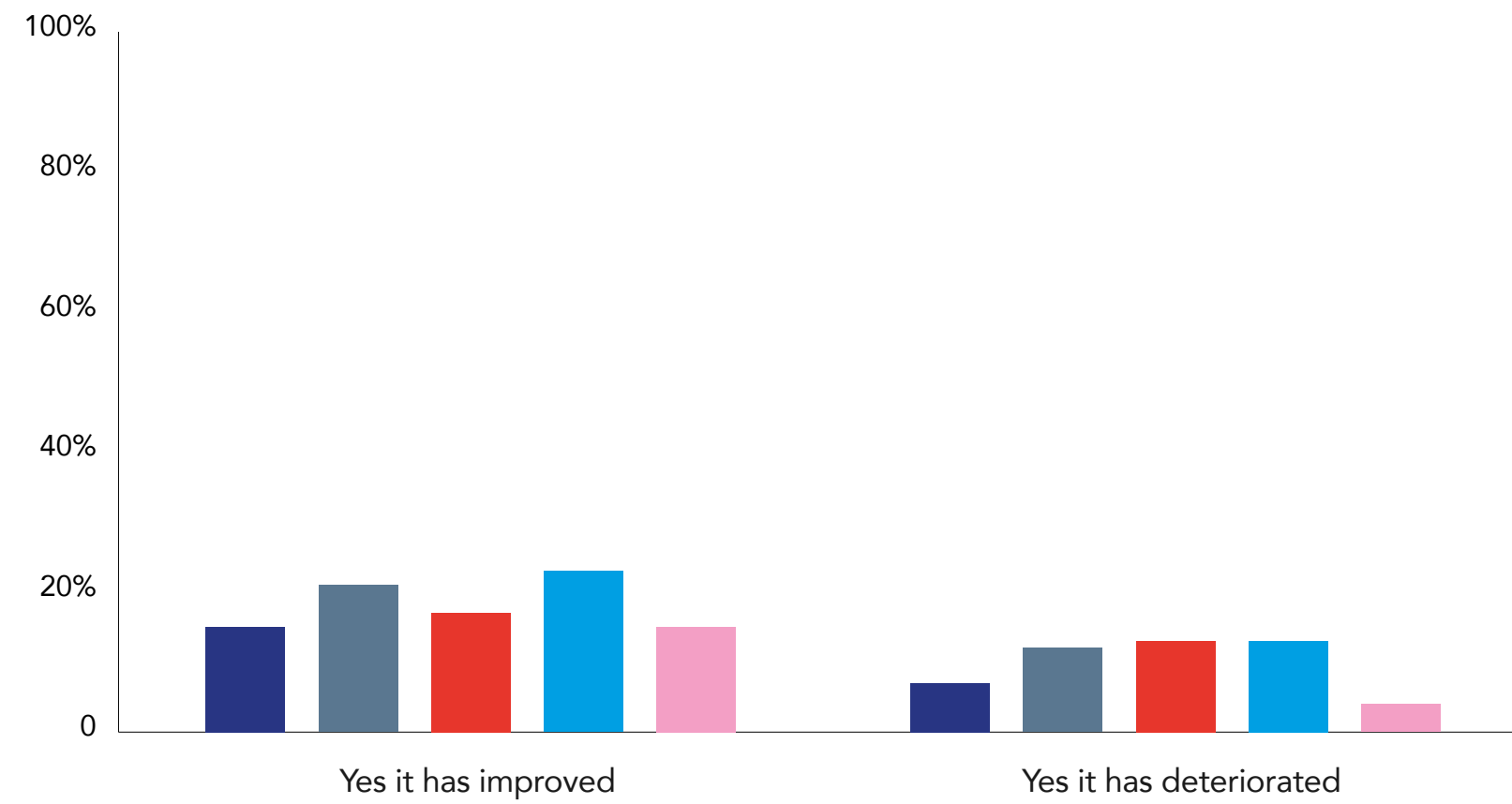


**Relationship with employer changed as a result of the pandemic by organisation type**

Response	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
Yes it has improved	21%	17%	22%	16%
Yes it has deteriorated	9%	15%	8%	6%

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# Relationship with employer



## Relationship with employer changed as a result of the pandemic by seniority

Response	Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director/ Partner / Founder / MD
Yes it has improved	15%	21%	17%	23%	15%
Yes it has deteriorated	7%	12%	13%	13%	4%

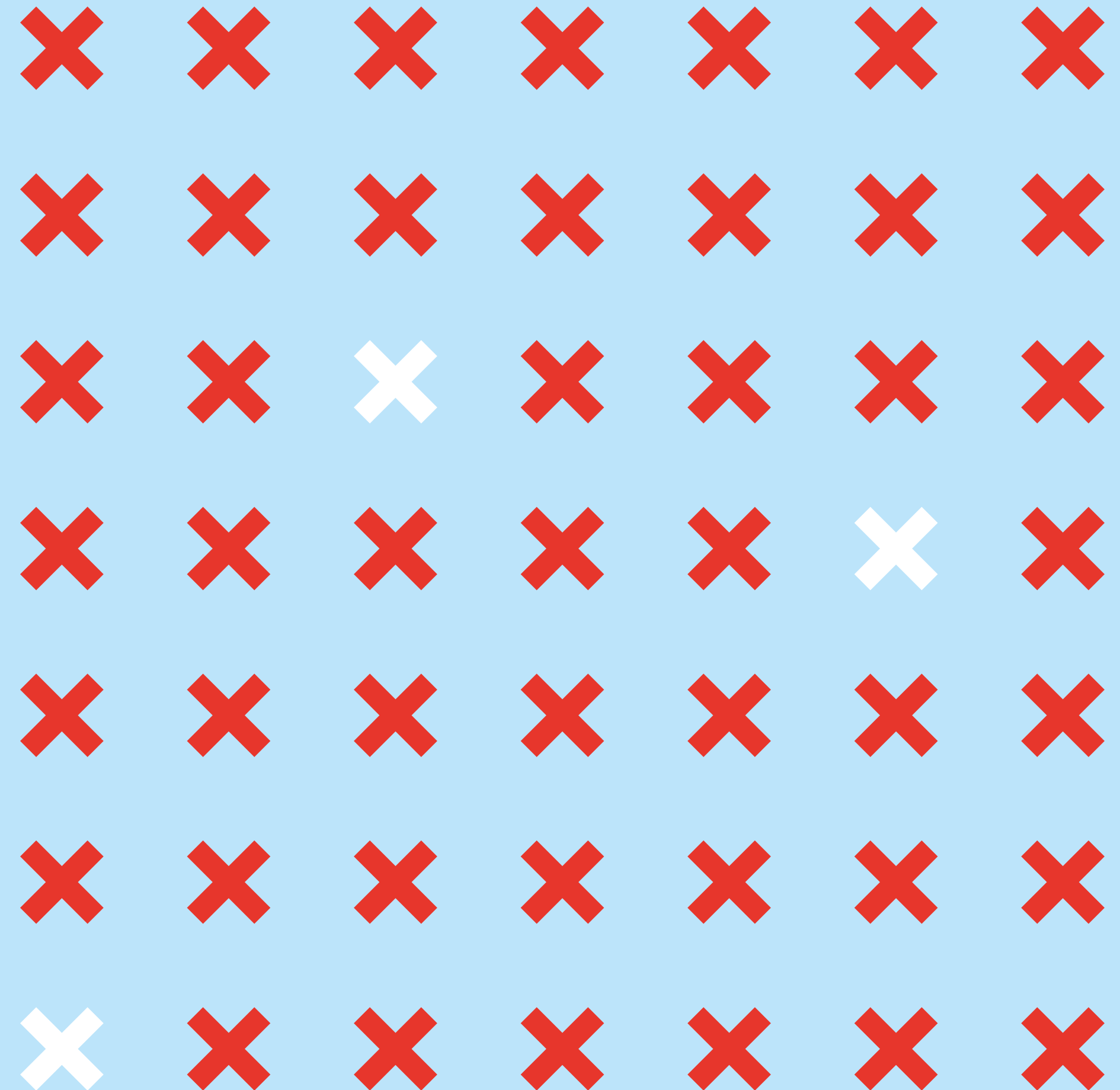
## How has relationship with employer improved – top 5 reasons

Rank	Reason
1	Flexible hours / working
2	Feel more valued / trusted
3	Improved communication / team interaction
4	Home working
5	Comms is valued higher

## How has relationship with employer deteriorated – top 5 reasons

Rank	Reason
1	Feel isolated
2	Less team contact / affected relationships
3	Poor management
4	Feel less valued
5	Expected to work longer hours

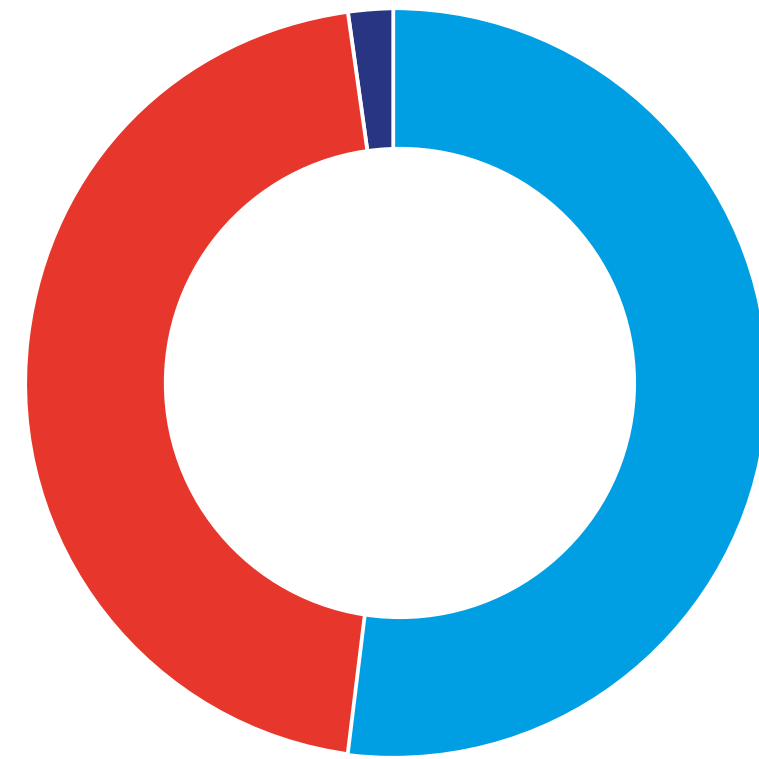
# Recruitment





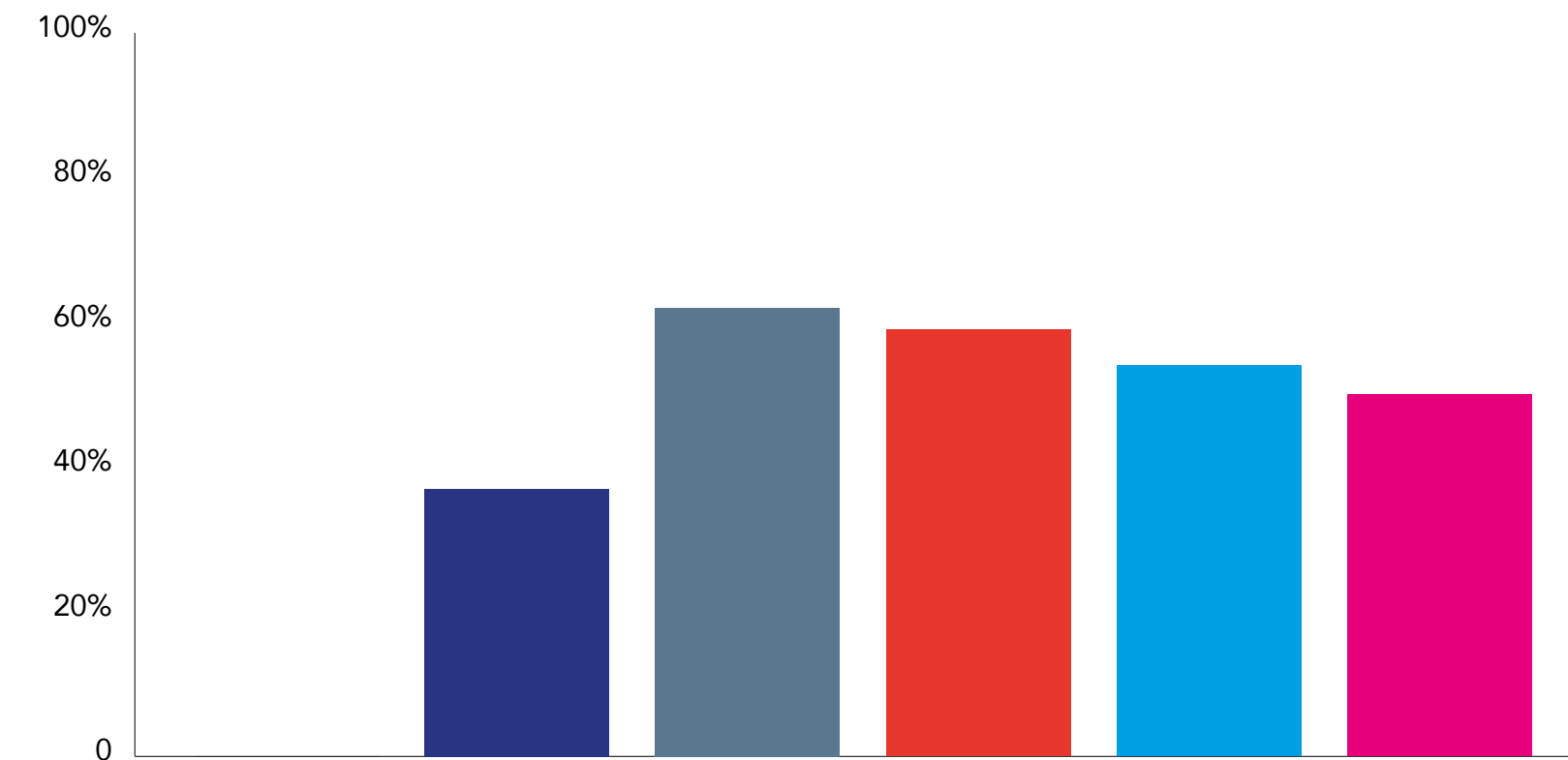
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# Recruitment



**Active role in recruitment**

Response	%
Yes	52%
No	46%
Don't know	2%

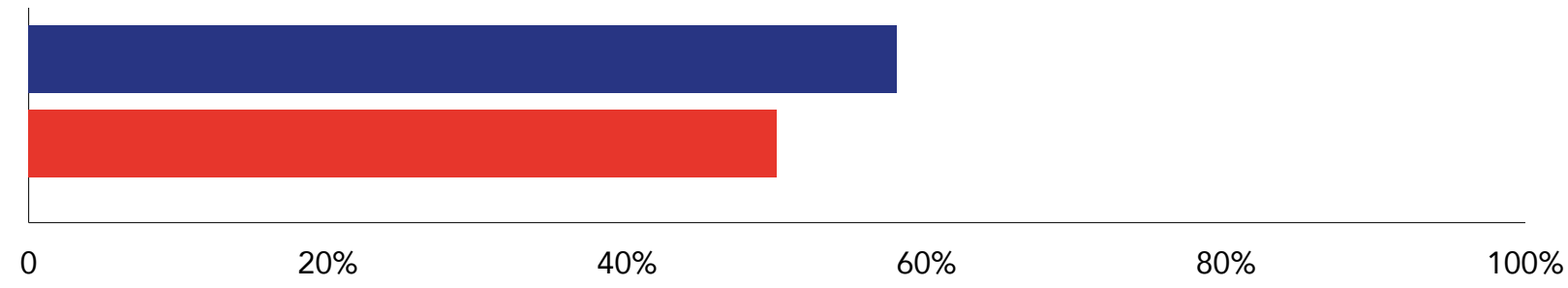


**Active role in recruitment by age**

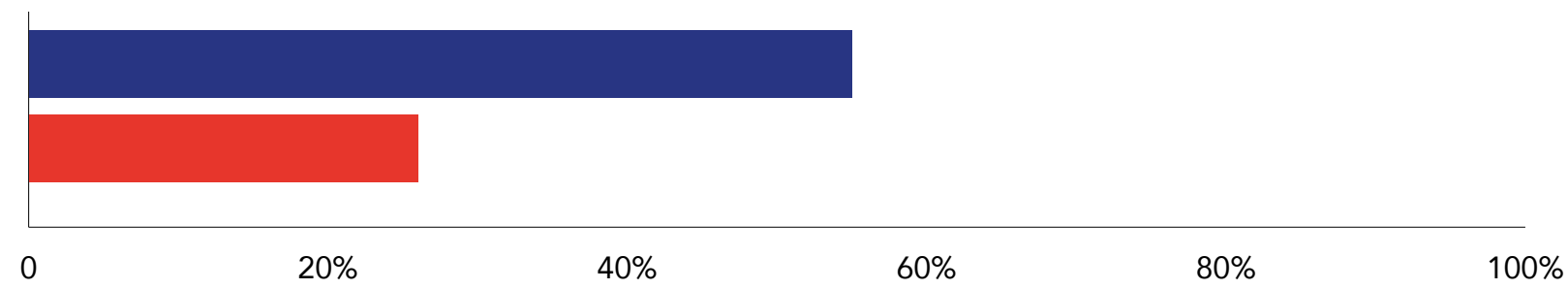
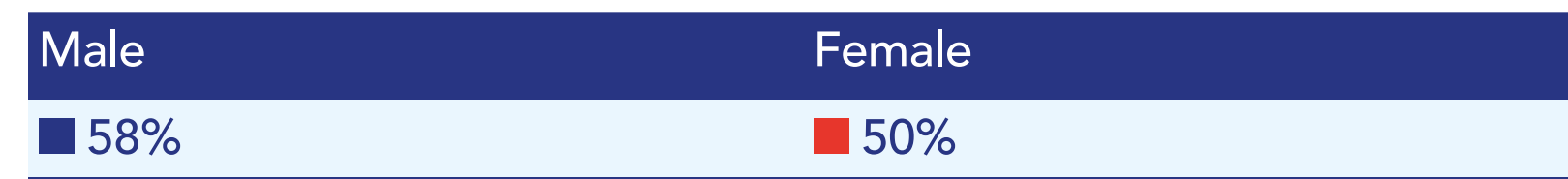
16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74
0%	37%	62%	59%	54%	50%

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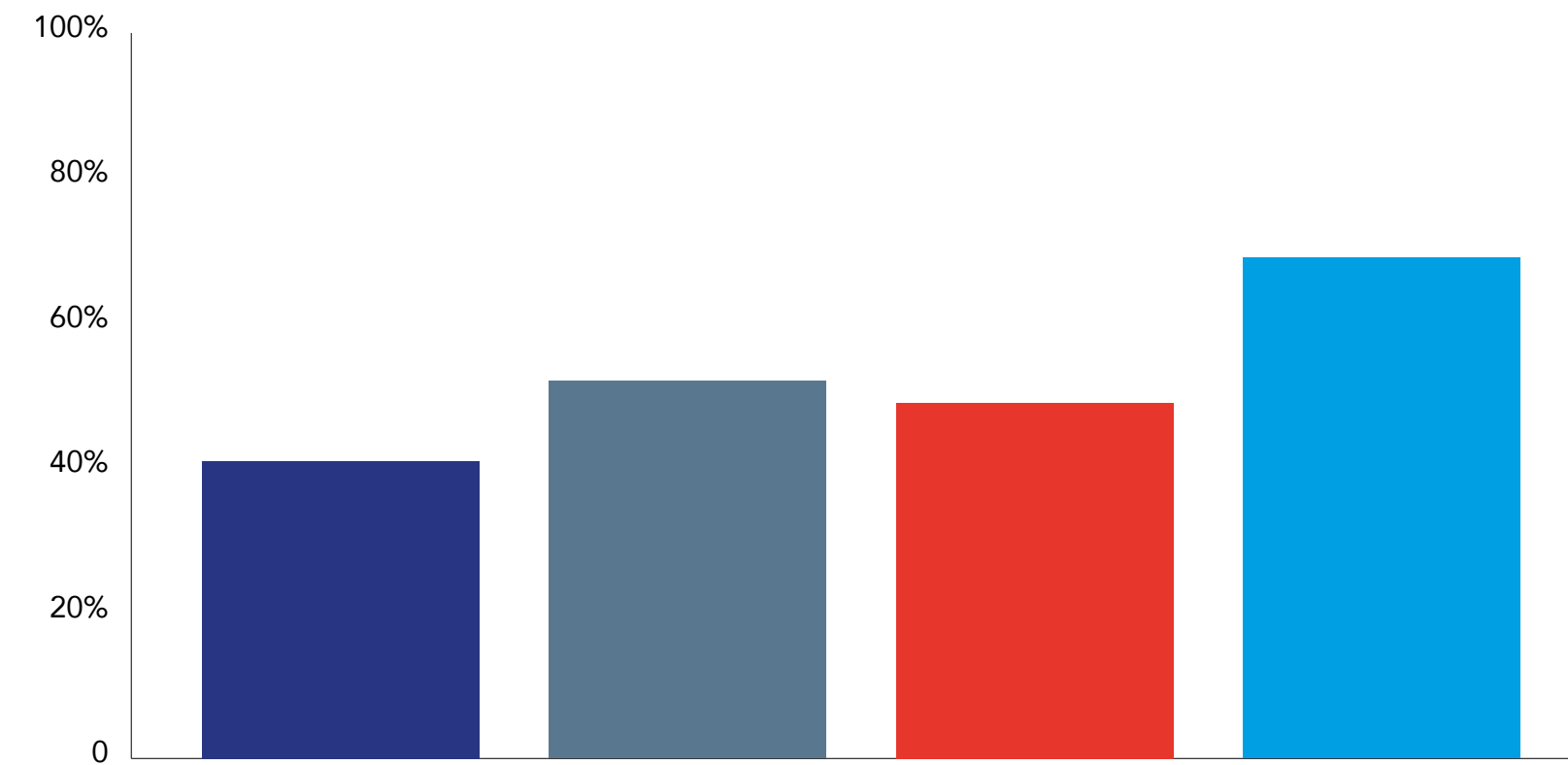
# Recruitment



## Active role in recruitment by gender



## Active role – White vs Other ethnic groups

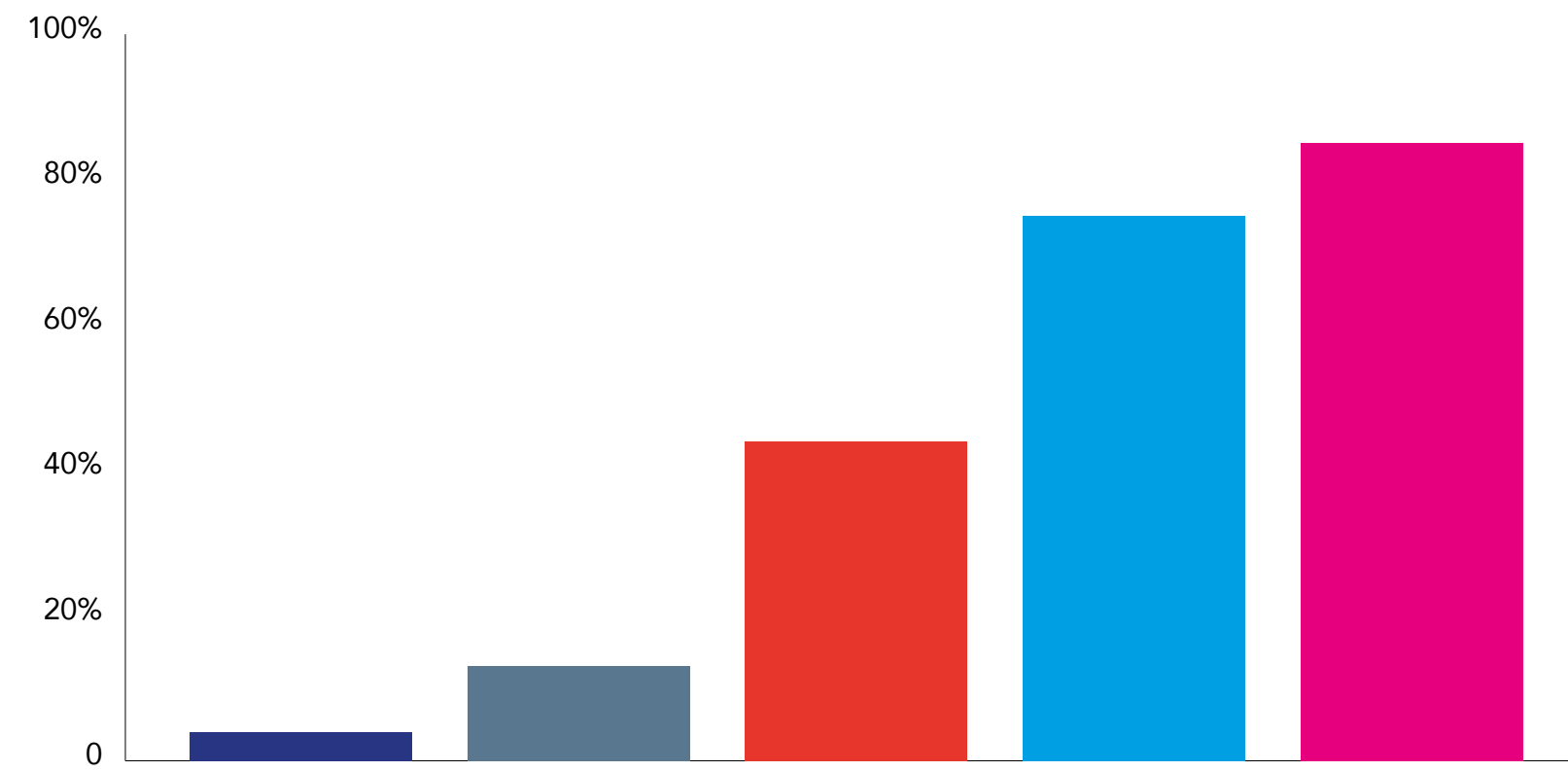


## Active role in recruitment by organisation type



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# Recruitment

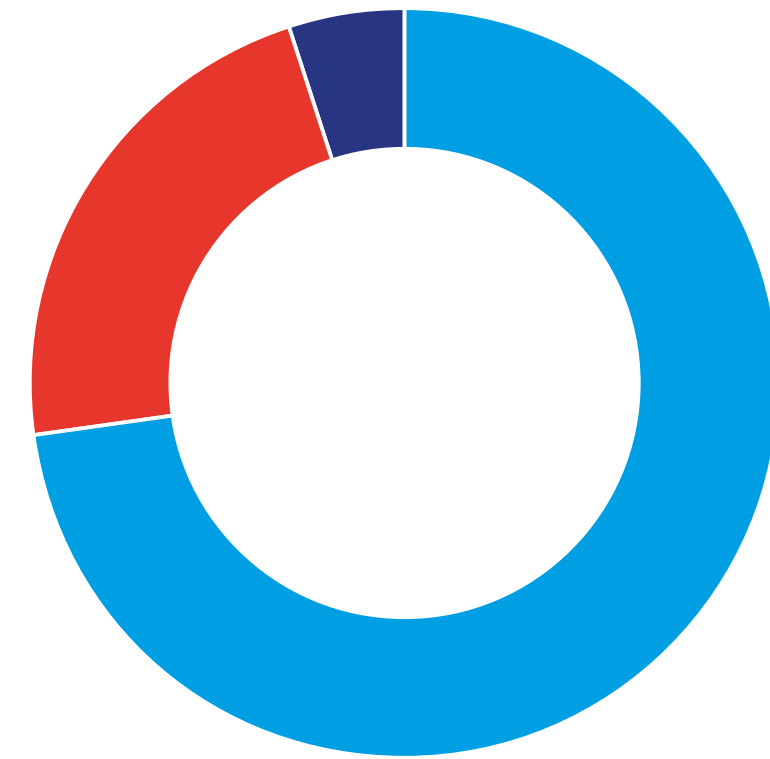


**Active role in recruitment by seniority**

Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director / Partner / Founder / MD
4%	13%	44%	75%	85%

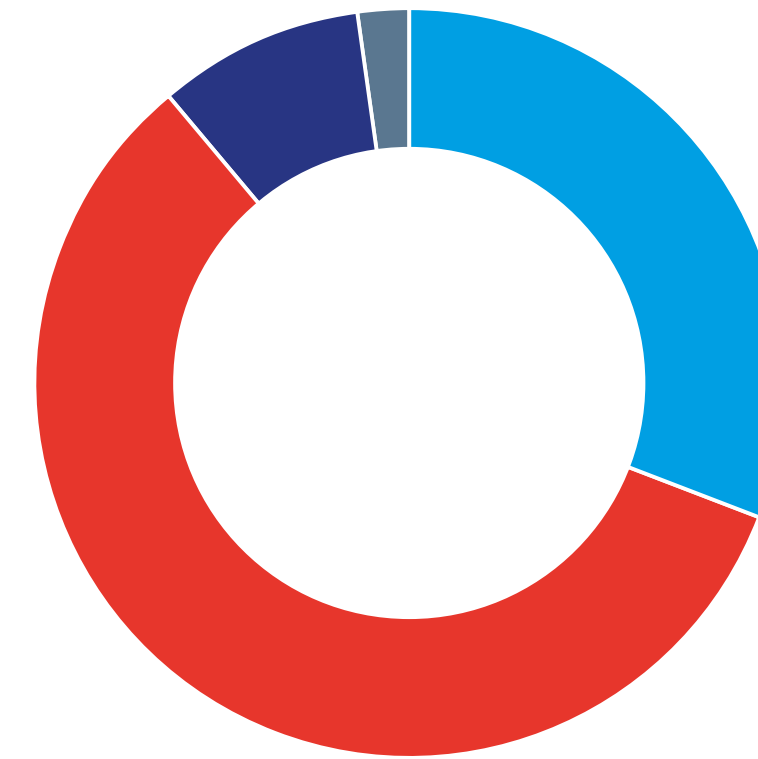
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# Recruitment status



**Consultancy/agency recruitment status**

Response	%
■ Growing	73%
■ Stable	22%
■ Reducing in size	5%

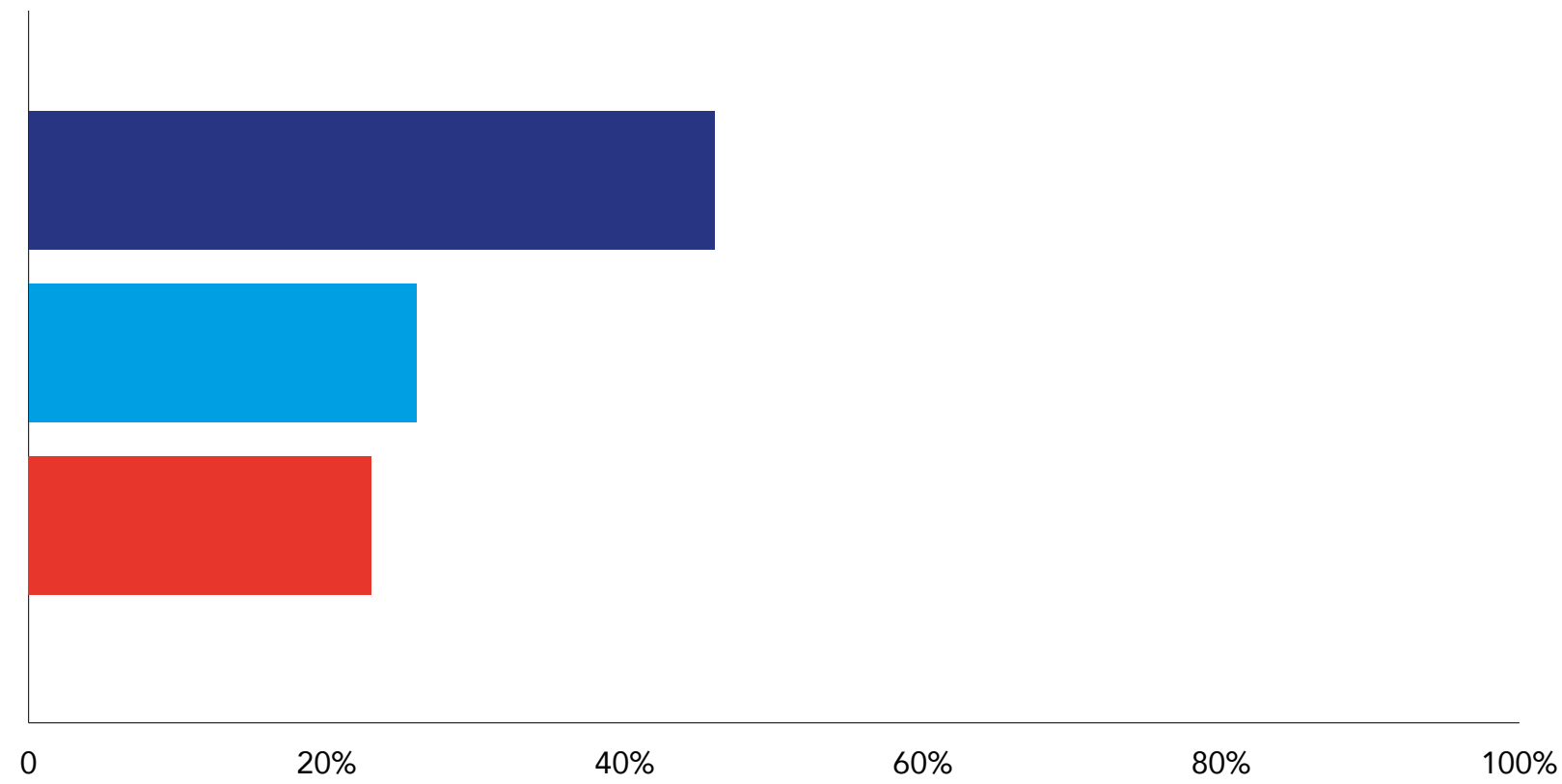


**Department recruitment status**

Response	%
■ Growing	31%
■ Stable	58%
■ Reducing in size	9%
■ Don't know	2%

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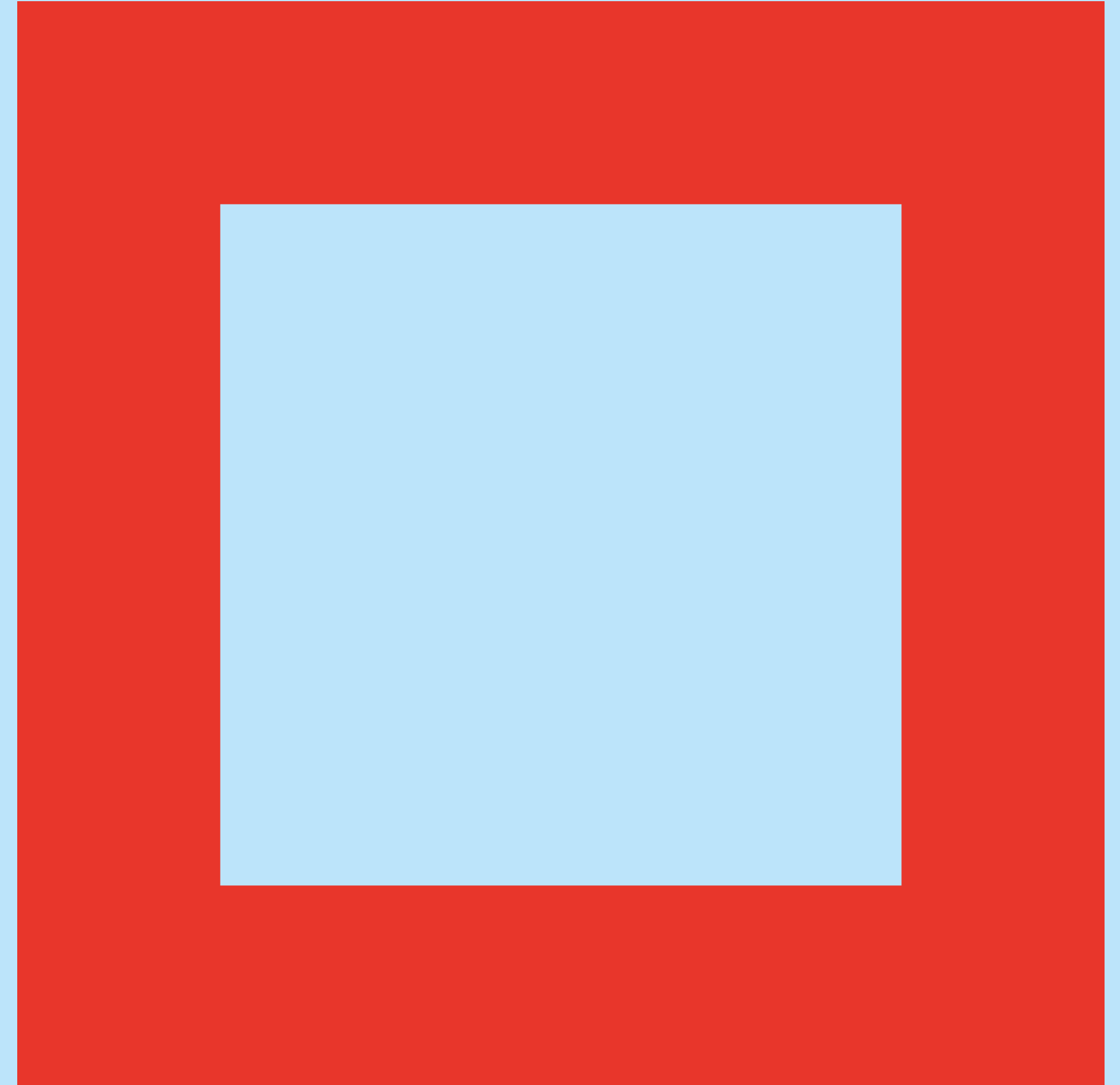
# Recruitment status



## Department growing by organisation type

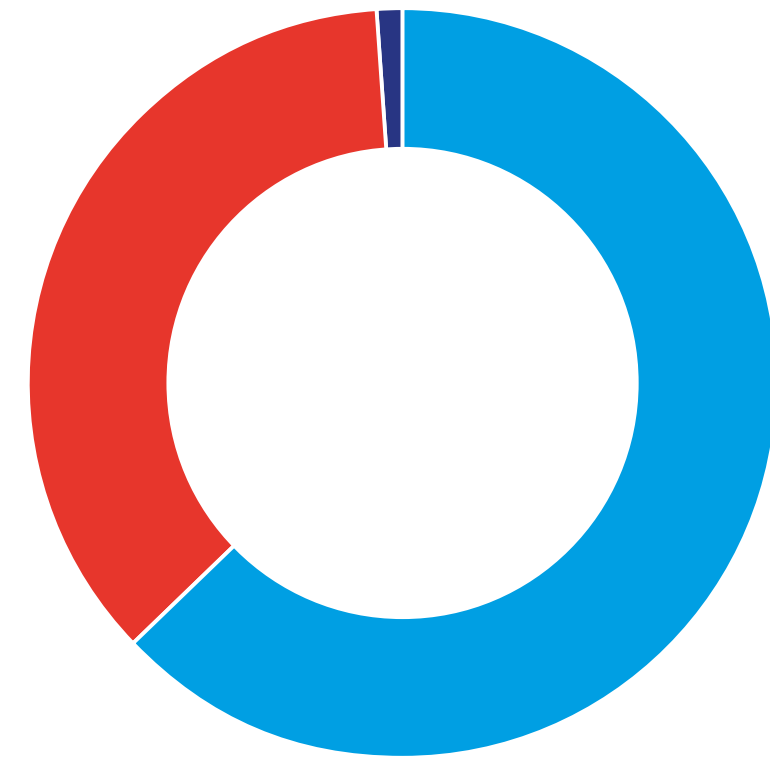
In-house private sector	In-house public sector	In-house NFP / NGO
46%	26%	23%

# Vacancies



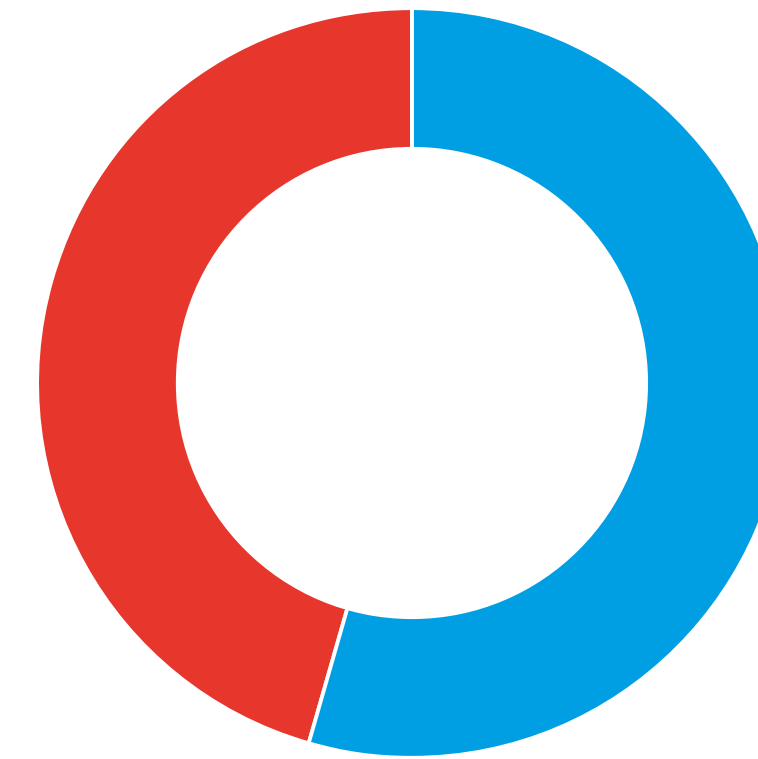
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# Vacancies



**Consultancies/agencies currently experiencing vacancies**

Response	%
■ Yes	63%
■ No	36%
■ Don't know	1%

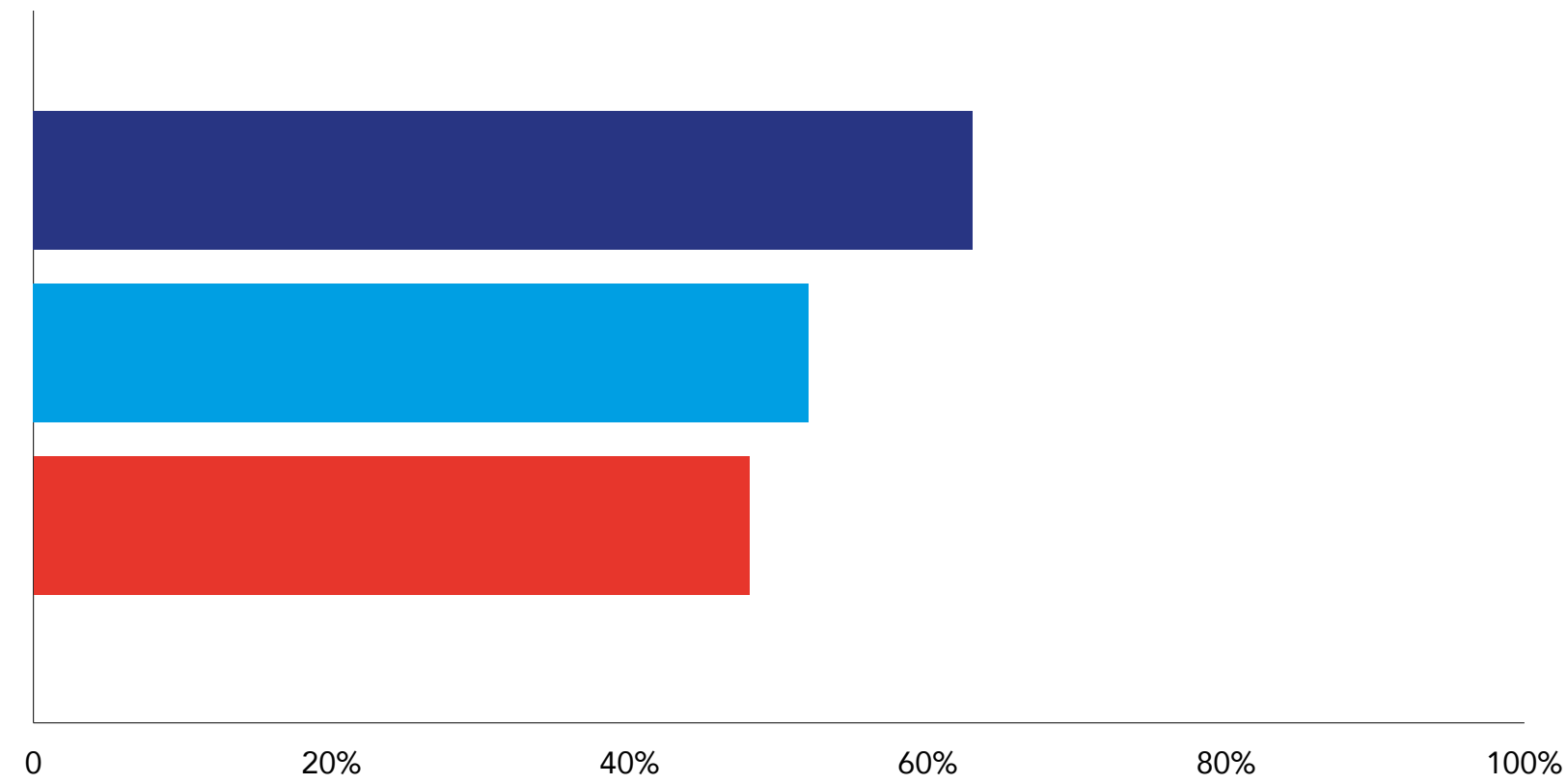


**Departments currently experiencing vacancies**

Response	%
■ Yes	54%
■ No	45%
■ Don't know	0%

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# Vacancies

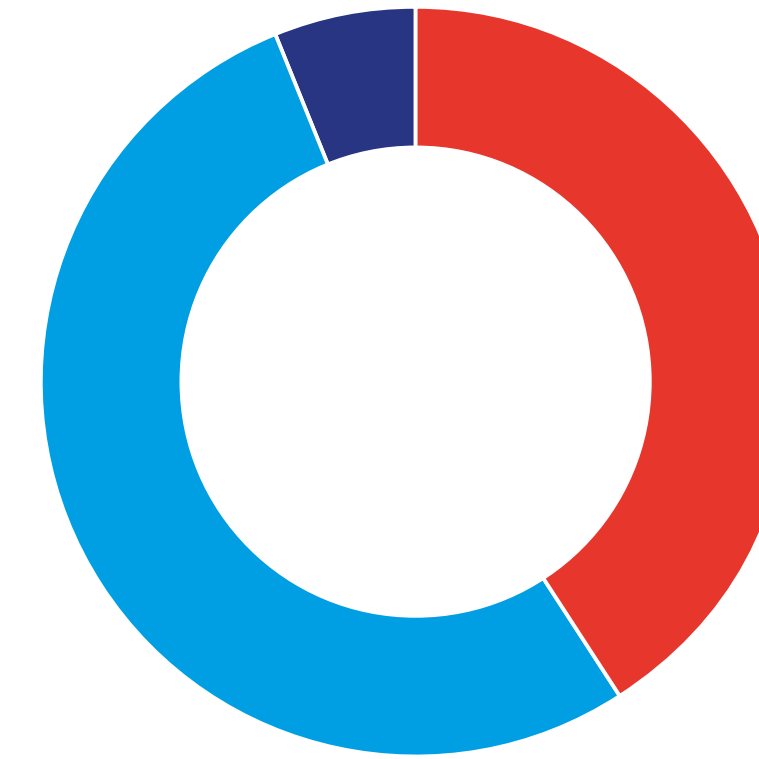


## Departments currently experiencing vacancies by organisation type

In-house private sector	In-house public sector	In-house NFP / NGO
63%	52%	48%

## Average vacancies by organisation type

In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
1.8	0.8	1.3	2



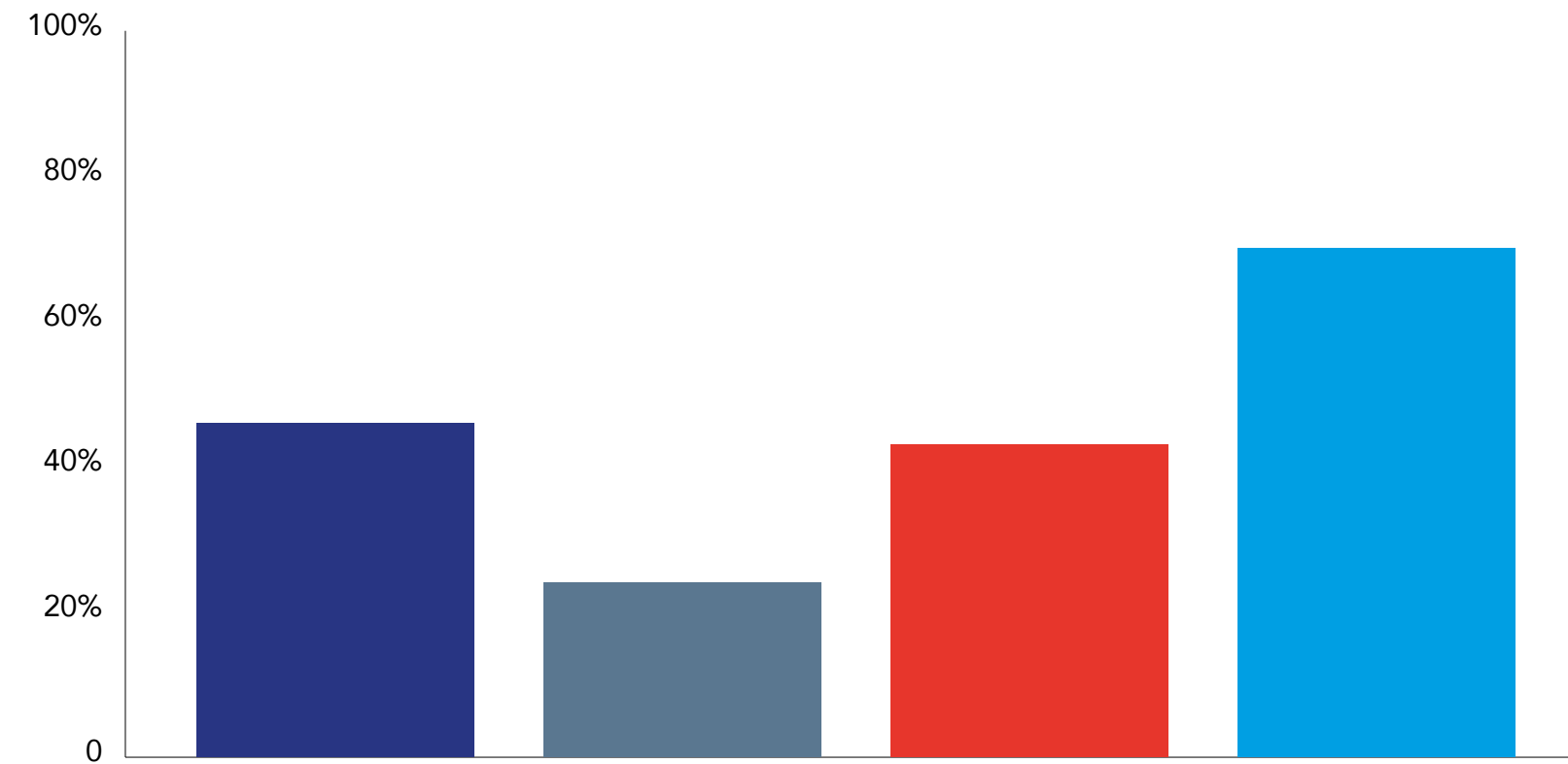
## More vacancies than six months ago

Response	%
Yes	41%
No	53%
Don't know	6%



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# Vacancies



## More vacancies than six months ago by organisation type

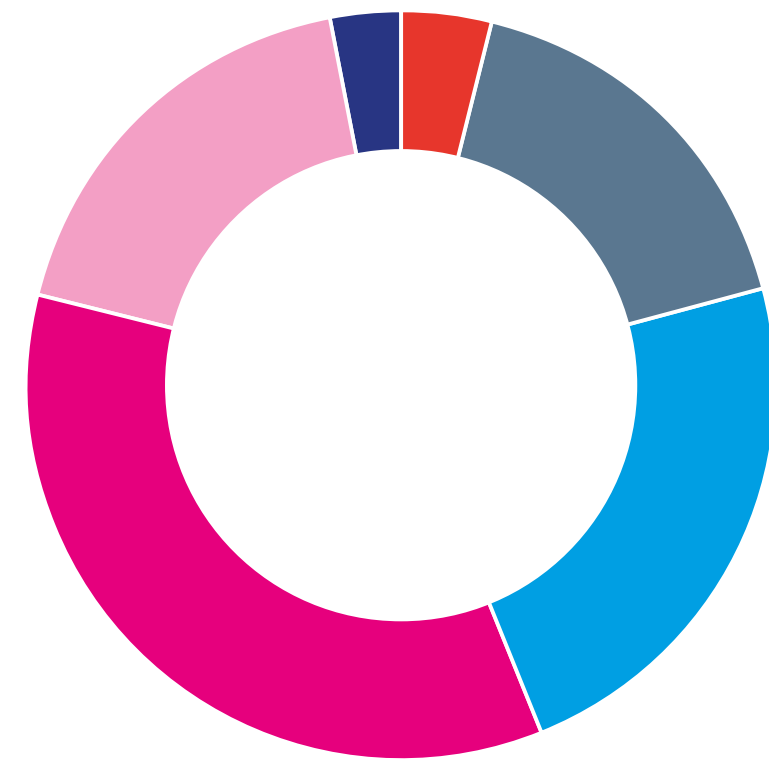
In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
46%	24%	43%	70%

## Reasons why colleagues left in the past 12 months – top 5

Rank	Reason
1	Career progression / promotion
2	Better pay
3	New jobs / opportunities available
4	Relocation
5	Remote working opportunity

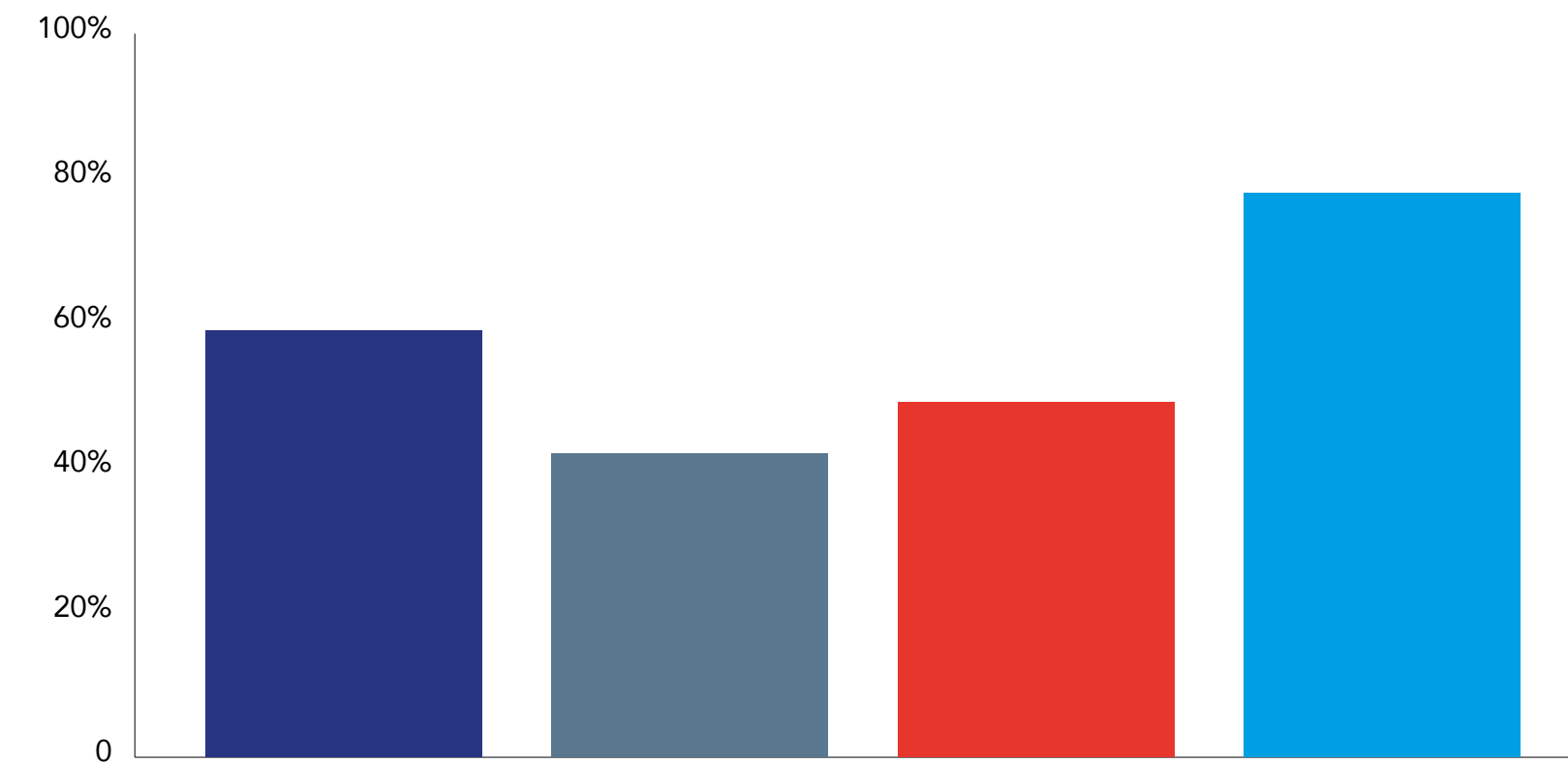
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# Vacancies



## Struggling to recruit

Response	%
Strongly disagree	4%
Disagree	17%
Neutral	23%
Agree	35%
Strongly Agree	18%
Don't know	3%



## Struggling to recruit by organisation type

In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
59%	42%	49%	78%

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# Vacancies

## Reasons why struggling to recruit – top 5

Rank	Reason
1	Low number of applicants with the required skills
2	Competition from other employers
3	Low number of applicants generally
4	Pay insufficient to match competitors
5	Low number of applicants with the required attitude, motivation or personality

## Missing applicant skills – top 5

Rank	Reason
1	General PR experience
2	Written skills
3	Digital / social media
4	Interest / knowledge in/of the sector
5	General communication skills

## Why struggling to recruit by organisation type - top 5

Rank	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
1	Competition from other employers	Low number of applicants with the required skills	Low number of applicants with the required skills	Low number of applicants with the required skills
2	Pay insufficient to match competitors	Competition from other employers	Competition from other employers	Competition from other employers
3	Low number of applicants with the required skills	Pay insufficient to match competitors	Pay insufficient to match competitors	Low number of applicants generally
4	Low number of applicants generally	Low number of applicants generally	Low number of applicants generally	Low number of applicants with the required attitude, motivation or personality
5	Low number of applicants with the required attitude, motivation or personality	Low number of applicants with the required attitude, motivation or personality	Low number of applicants with the required attitude, motivation or personality	Not enough people interested in doing this type of job

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# Vacancies

## Likely impact of vacancies

Response	%
Increase workload for other staff	84%
Difficulties meeting business objectives	47%
Difficulties meeting quality standards	39%
Outsource work	31%
Delays developing new products or services	27%
Difficulties introducing new working practices	24%
Withdraw from offering certain products or services altogether	12%
Difficulties introducing technological change	11%
Lose business to competitors	10%
Increased operating costs	6%
No impact	4%
Don't know	4%
Something else	2%

## What organisation is doing to fill vacancies

Response	%
Using new recruitment methods or channels	38%
Increasing advertising / recruitment spend	30%
Bringing in contractors to do the work, or contracting it out	28%
Redefining existing jobs	25%
Increasing salaries	21%
Nothing	19%
Increasing the training given to your existing workforce	14%
Being prepared to offer training to less well qualified recruits	14%
Increasing / expanding trainee programmes	10%
Don't know	7%
Something else	6%
Recruiting workers who are non-UK nationals	4%

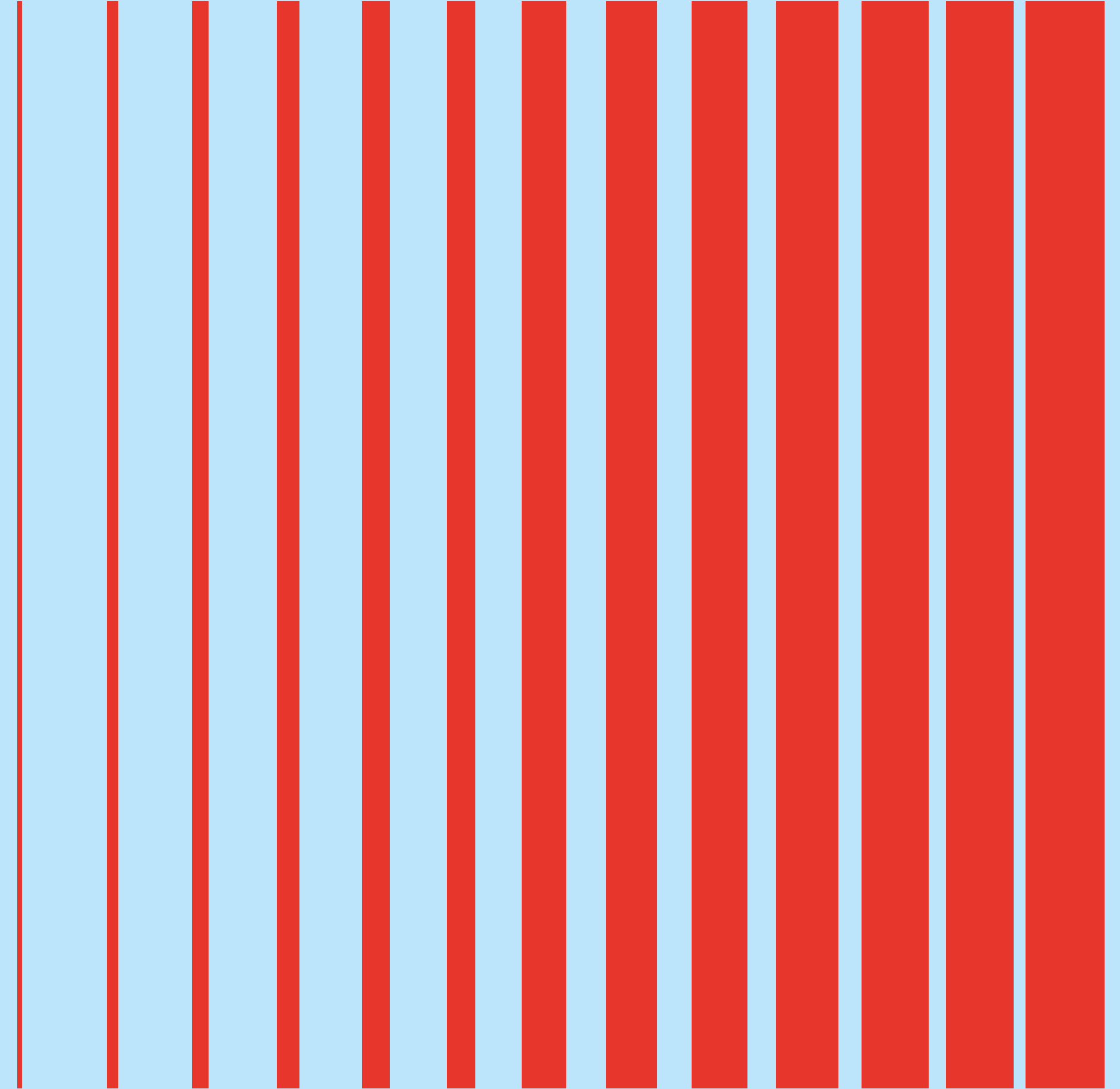
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# Vacancies

## What organisation is doing to fill vacancies by organisation type - top 5

Rank	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
1	Using new recruitment methods or channels	Using new recruitment methods or channels	Using new recruitment methods or channels	Using new recruitment methods or channels
2	Redefining existing jobs	Nothing	Nothing	Increasing advertising / recruitment spend
3	Increasing advertising / recruitment spend	Bringing in contractors to do the work, or contracting it out	Increasing advertising / recruitment spend	Increasing salaries
4	Bringing in contractors to do the work, or contracting it out	Increasing advertising / recruitment spend	Redefining existing jobs	Bringing in contractors to do the work, or contracting it out
5	Increasing salaries	Redefining existing jobs	Bringing in contractors to do the work, or contracting it out	Increasing the training given to your existing workforce

# Income



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# Income

## Average income – full time practitioners

Practitioner type	Average income
All	£56,340
Intern / Trainee / Assistant / Executive	£28,754
Officer	£34,444
Manager	£48,399
Head of Communications / Associate Director	£64,860
Director/ Partner / Founder / Managing Director	£76,581
Male	£63,498
Female	£52,274
16 to 24	£30,012
25 to 34	£42,364
35 to 44	£59,776
45 to 54	£64,889
55 to 64	£61,224
65 to 74	£70,400
In-house public sector	£54,324
In-house not-for-profit organisation / NGO	£48,575
Consultancy / agency	£60,810
Independent practitioner	£60,773

## Average income – full-time practitioners by region

Practitioner type	Average income
Channel Islands	£73,389
Outside of the UK	£68,966
London	£64,116
West Midlands	£61,210
North West	£60,855
South East	£57,584
North East	£52,582
South West	£51,446
East of England	£50,758
Yorkshire and the Humber	£46,927
East Midlands	£45,306
Scotland	£45,301
Wales	£43,219
Northern Ireland	£40,729



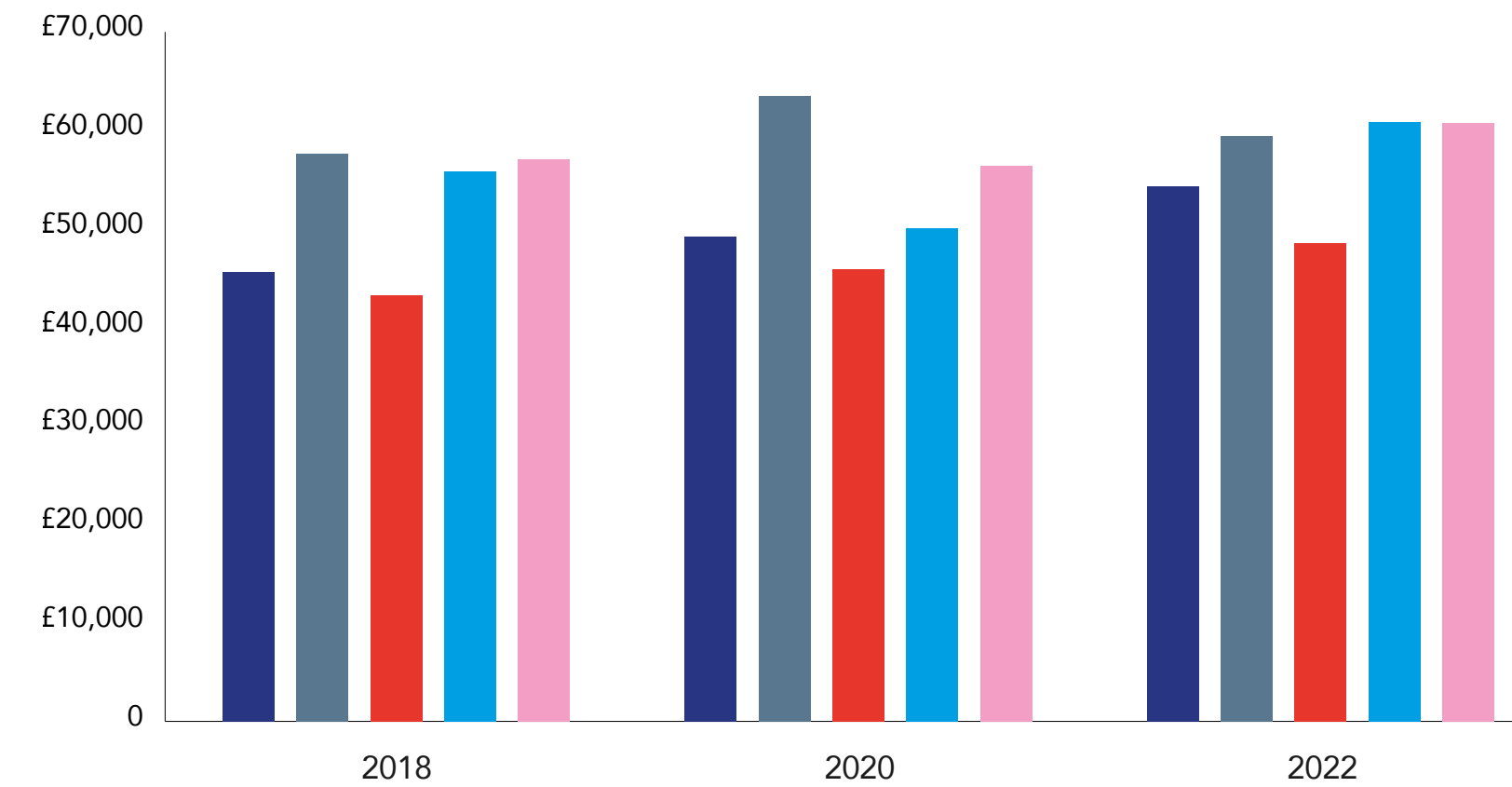
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# Income



**Average income – full-time practitioners 2018 to 2022**

2018	2020	2022
■ £51,570	■ £52,136	■ £56,340



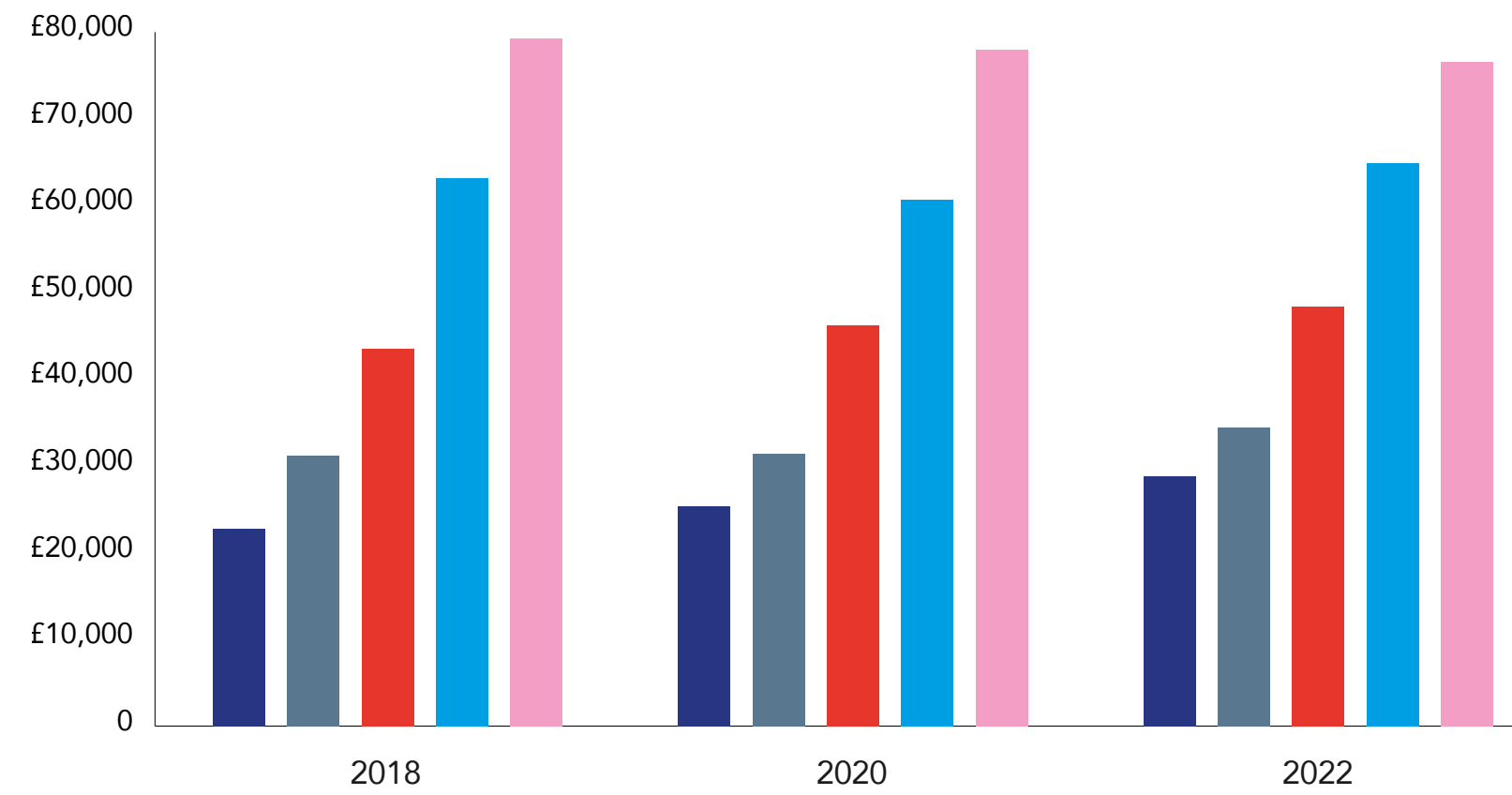
**Average income – full-time practitioners by organisation type 2018 to 2022**

Organisation type	2018	2020	2022
■ In-house public sector	£45,651	49,205	54324
■ In-house private sector	£57,682	63,505	59435
■ In-house not-for-profit organisation / NGO	£43,300	45,879	48575
■ Consultancy / agency	£55,850	50,092	60810
■ Independent practitioner	£57,117	56,453	60773



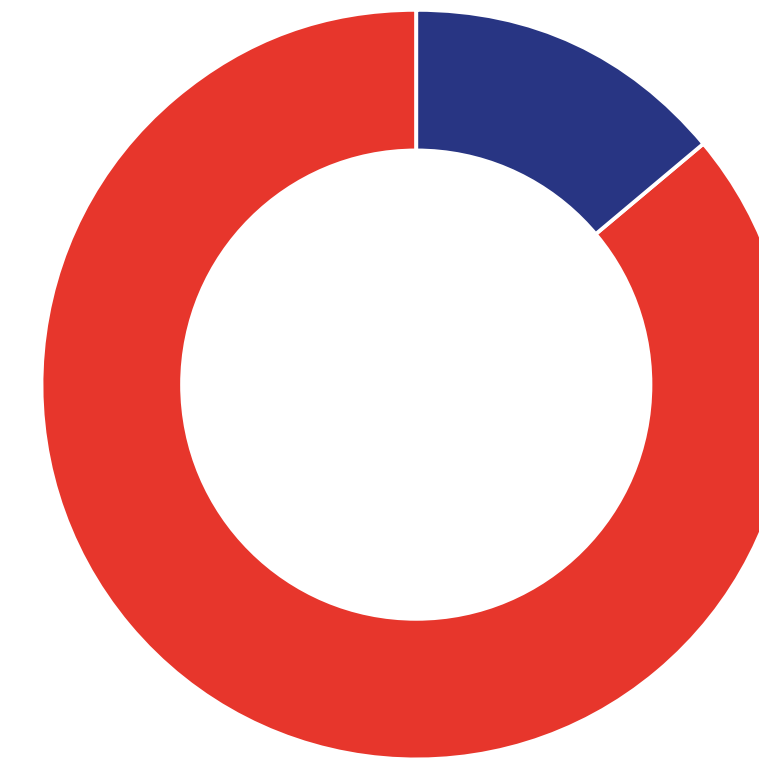
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# Income



**Average income – full-time practitioners by seniority 2018 to 2022**

Seniority	2018	2020	2022
Intern / Trainee / Assistant / Executive	22,756	25,342	28,754
Officer	31,232	31,351	34,444
Manager	43,498	46,247	48,399
Head of Communications / Associate Director	63,139	60,707	64,860
Director/ Partner / Founder / Managing Director	79,244	78,016	76,581

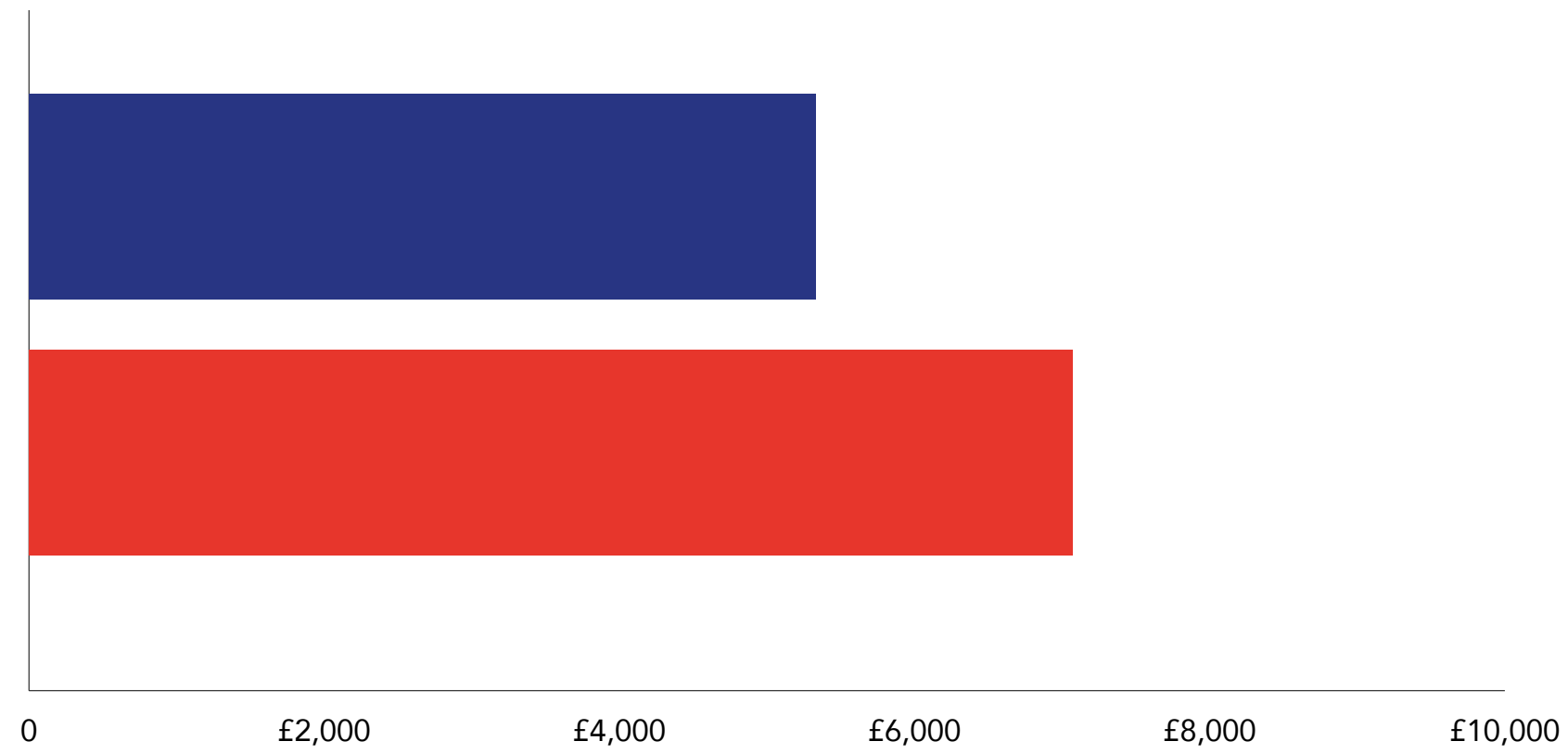


**Receives a bonus**

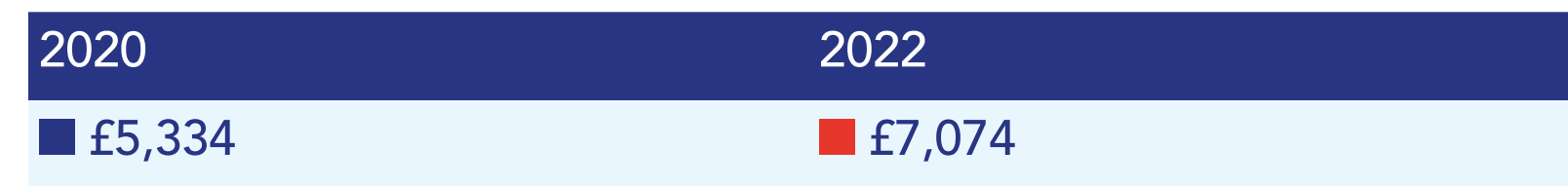
Response	%
Yes	14%
No	86%

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# Income



## Gender pay gap following regression analysis taking account of gender, age and seniority



# PR Activities



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# PR Activities

## PR activities commonly undertaken in role

Activity	%
Copywriting and editing	82%
PR programmes/campaigns	69%
Strategic planning	68%
Media relations	64%
Community and stakeholder relations	54%
Internal/employee communication	54%
Crisis, issues management	54%
Social media relations	51%
Management of people, resources	44%
Research, evaluation, measurement	43%
Events, conferences	40%
Marketing	37%
Project, account, client management	31%
Defining mission/values, corporate governance	31%
Public affairs	27%
Technical/digital (exc social media)	20%

Activity	%
Influencer relations	19%
Financial, investor relations	6%
Something else	5%

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# PR Activities

## PR activities 2018 to 2022 - top 5

Rank	2018	2019	2020	2022
1	Copywriting and editing	Copywriting and editing	Copywriting and editing	Copywriting and editing
2	PR programmes/campaigns	Media relations	PR programmes / campaigns	PR programmes/campaigns
3	Media relations	PR programmes/campaigns	Strategic planning	Strategic planning
4	Strategic planning	Crisis, issues management	Media relations	Media relations
5	Social media relations	Strategic planning	Crisis, issues management	Community and stakeholder relations

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# PR Activities

## PR activities by organisation type - top 5

Rank	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency	Independent practitioner
1	Copywriting and editing	Copywriting and editing	Copywriting and editing	PR programmes/ campaigns	Copywriting and editing
2	Strategic planning	Internal/ employee communication	PR programmes/ campaigns	Copywriting and editing	Strategic planning
3	Internal/ employee communication	Community and stakeholder relations	Strategic planning	Media relations	PR programmes/ campaigns
4	PR programmes/ campaigns	Strategic planning	Media relations	Strategic planning	Media relations
5	Crisis, issues management	PR programmes/ campaigns	Community and stakeholder relations	Project, account, client management	Social media relations

## PR activities by seniority - top 5

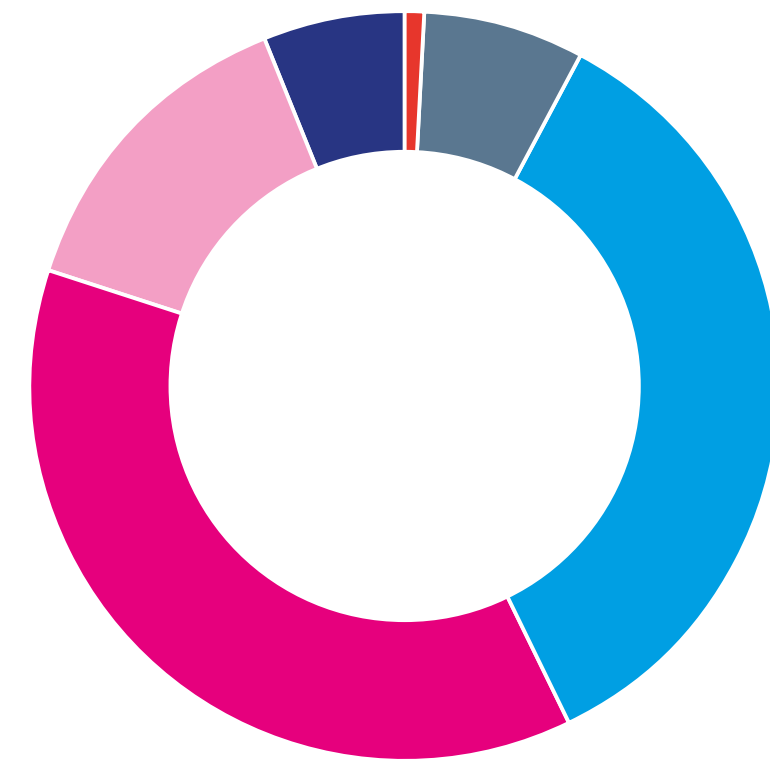
Rank	Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director/ Partner / Founder / MD
1	Copywriting and editing	Copywriting and editing	Copywriting and editing	Copywriting and editing	Strategic planning
2	Social media relations	PR programmes/ campaigns	PR programmes/ campaigns	Strategic planning	PR programmes/ campaigns
3	PR programmes/ campaigns	Media relations	Strategic planning	Crisis, issues management	Copywriting and editing
4	Media relations	Social media relations	Media relations	PR programmes/ campaigns	Media relations
5	Community and stakeholder relations	Internal/ employee communication	Internal /employee communication	Management of people, resources	Community and stakeholder relations

# Reputation of PR



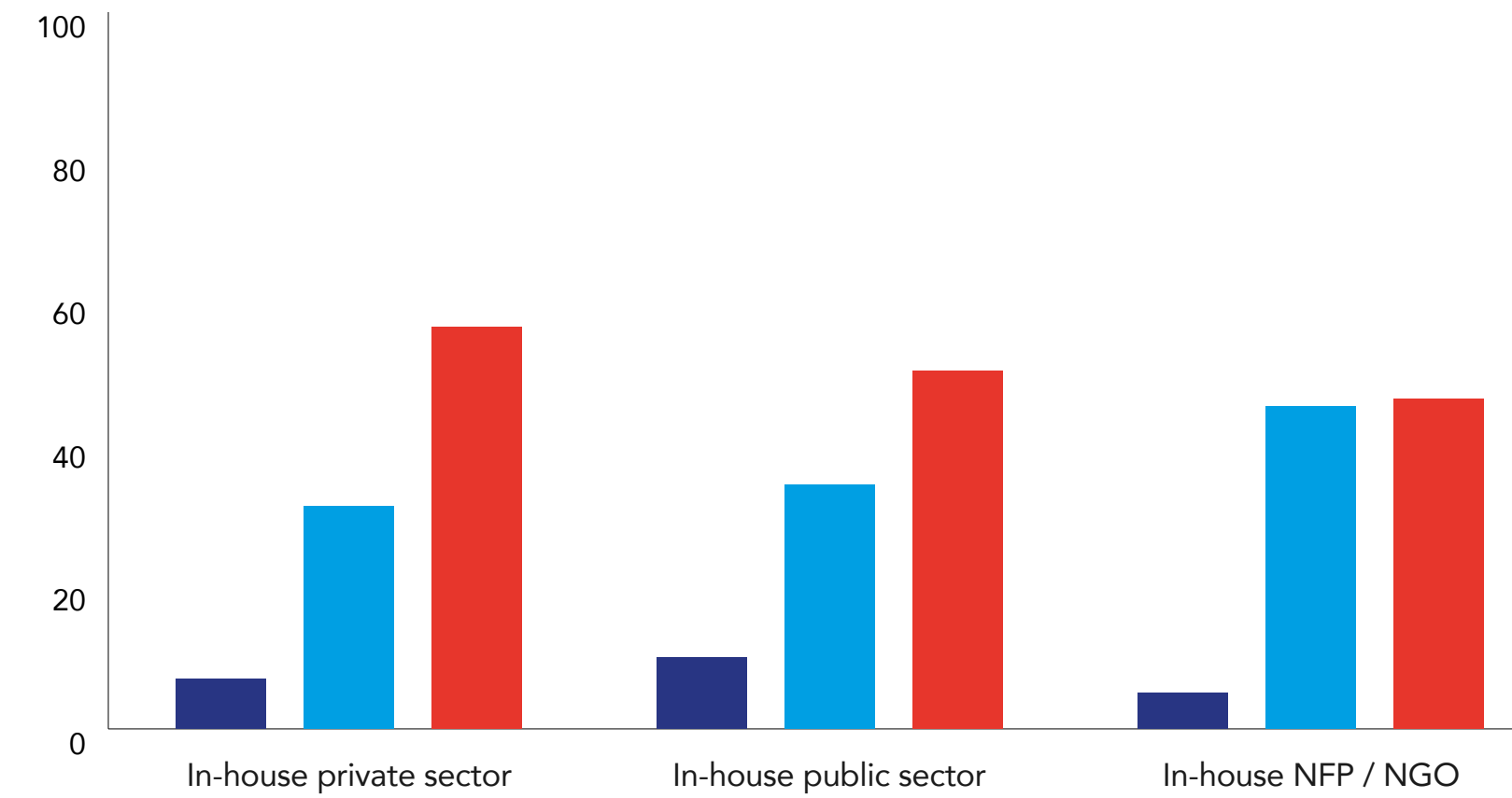
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# Reputation of PR



**Reputation of PR in the organisation over the past six months: in-house respondents**

Response	%
Decreased significantly	1%
Decreased somewhat	7%
Stayed about the same	35%
Increased somewhat	37%
Increased significantly	14%
Don't know	6%



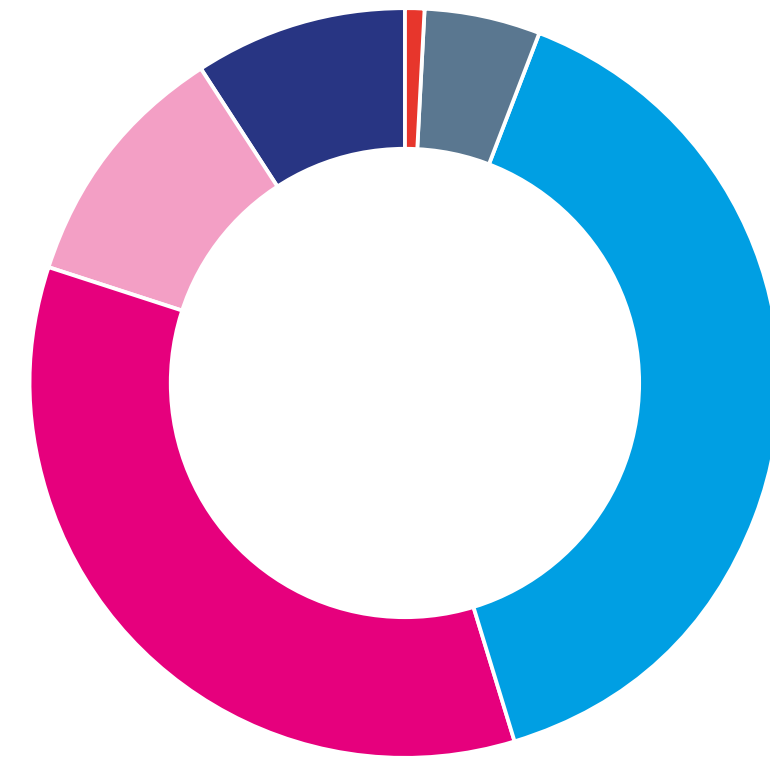
**Reputation of PR in the organisation over the past six months by organisation type**

Response	In-house private sector	In-house public sector	In-house NFP / NGO
Decreased	7%	10%	5%
Stayed about the same	31%	34%	45%
Increased	56%	50%	46%



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# Reputation of PR



## Reputation of PR among consultancy/agency clients

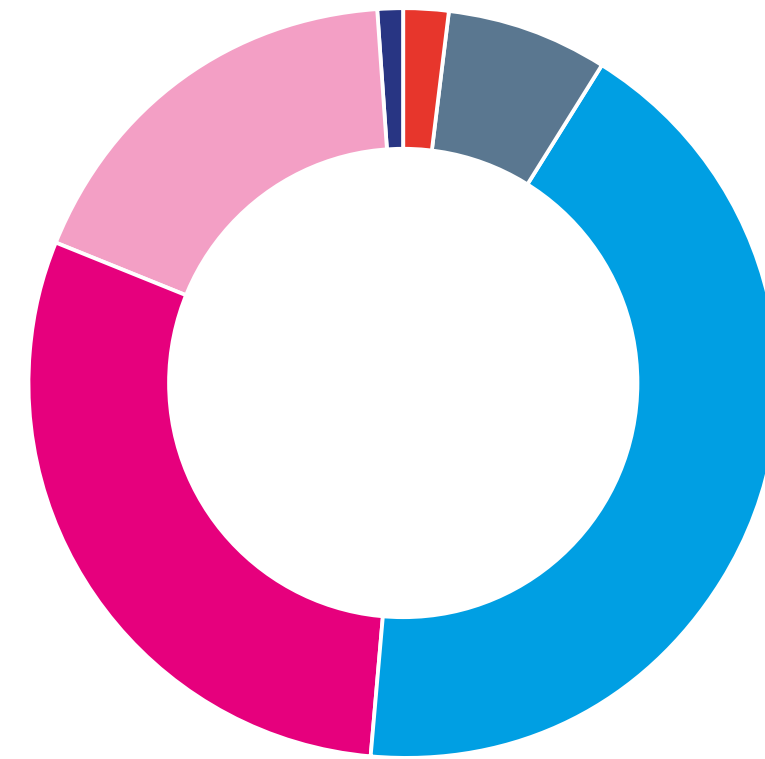
Response	%
Decreased significantly	1%
Decreased somewhat	5%
Stayed about the same	40%
Increased somewhat	35%
Increased significantly	11%
Don't know	9%

# Working conditions



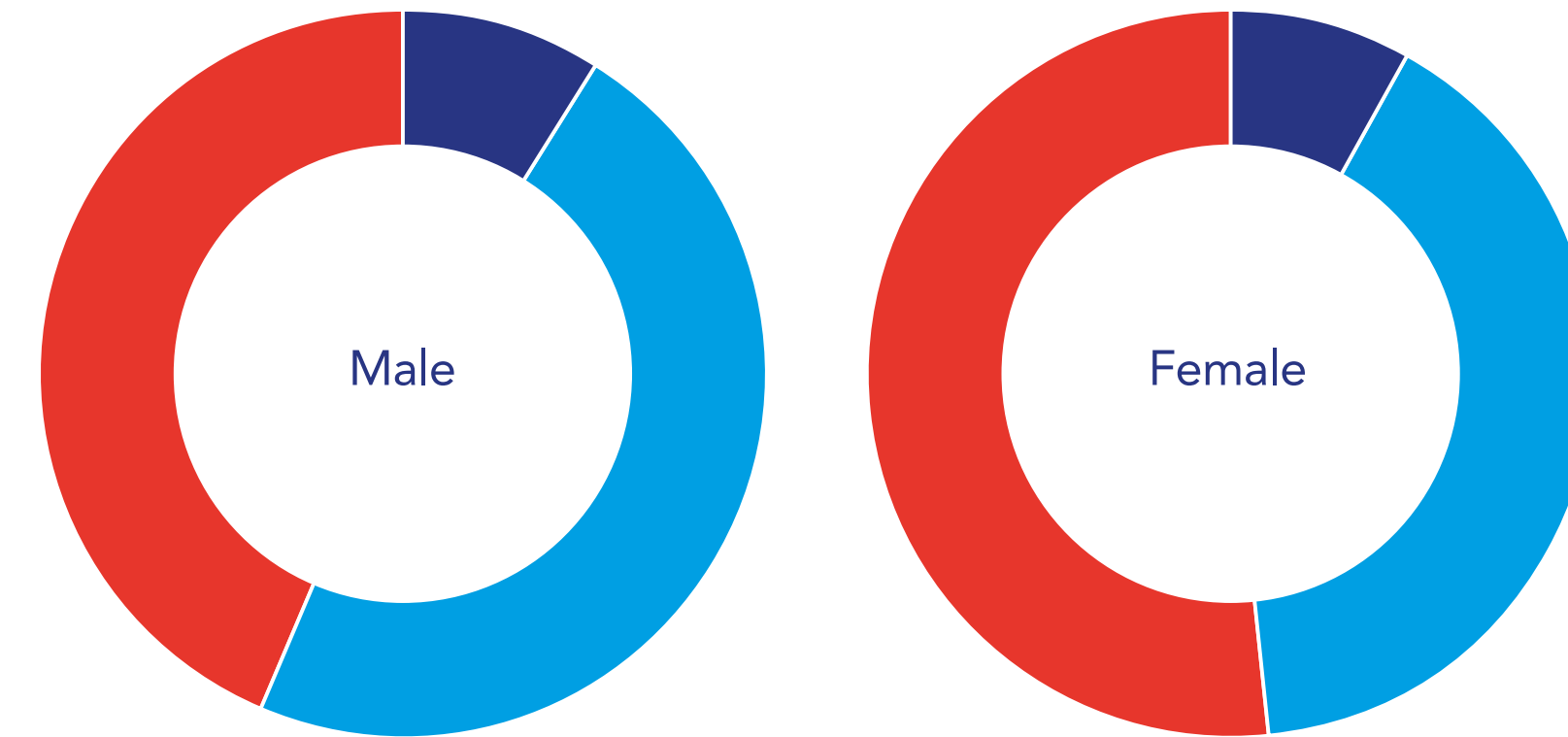
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# Working conditions



**In the past six months, working hours have...**

Response	%
Decreased significantly	2%
Decreased somewhat	7%
Stayed about the same	43%
Increased somewhat	30%
Increased significantly	18%
Don't know	1%

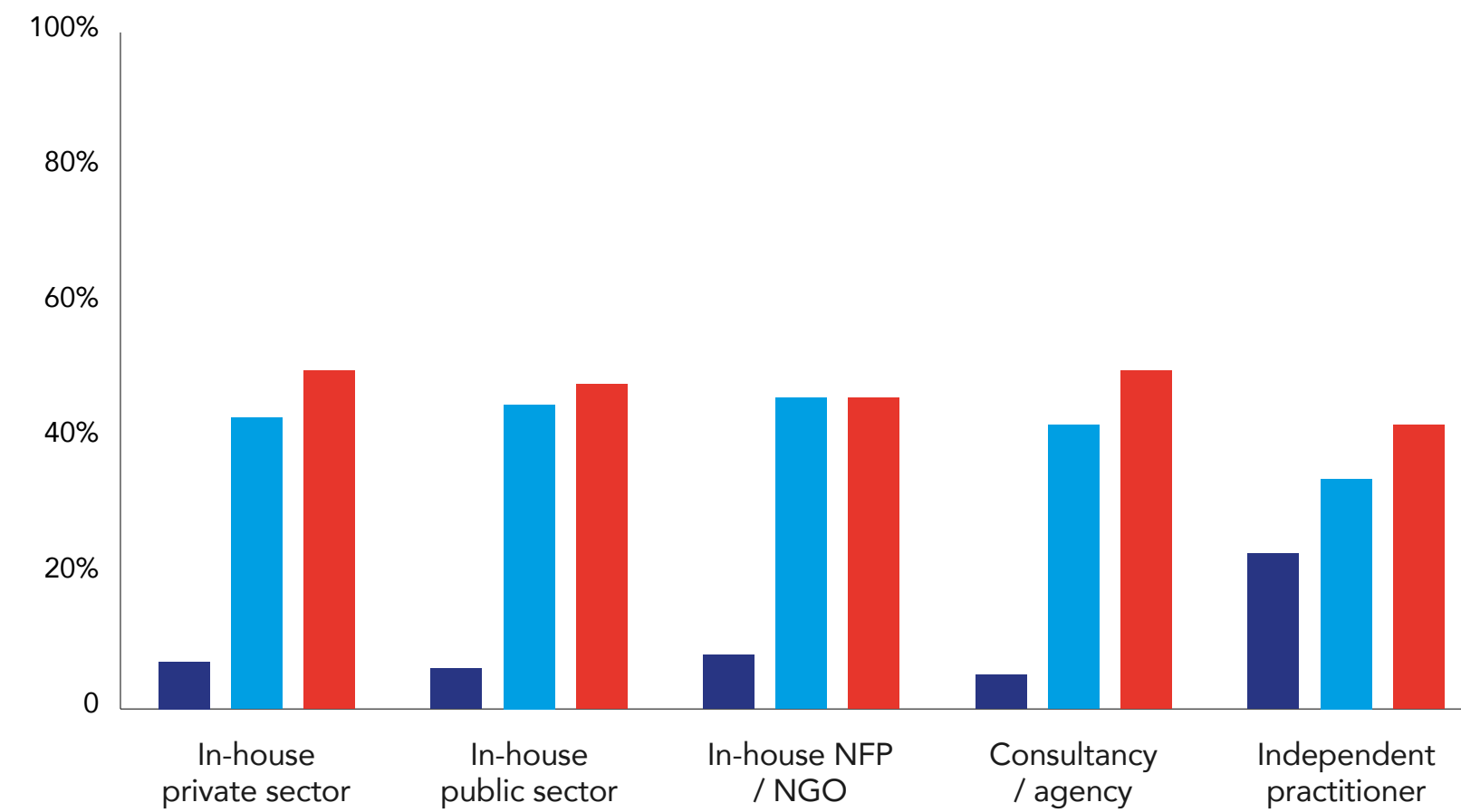


**Working hours by gender**

Response	Male	Female
Decreased	9%	8%
Stayed about the same	47%	40%
Increased	43%	51%

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# Working conditions

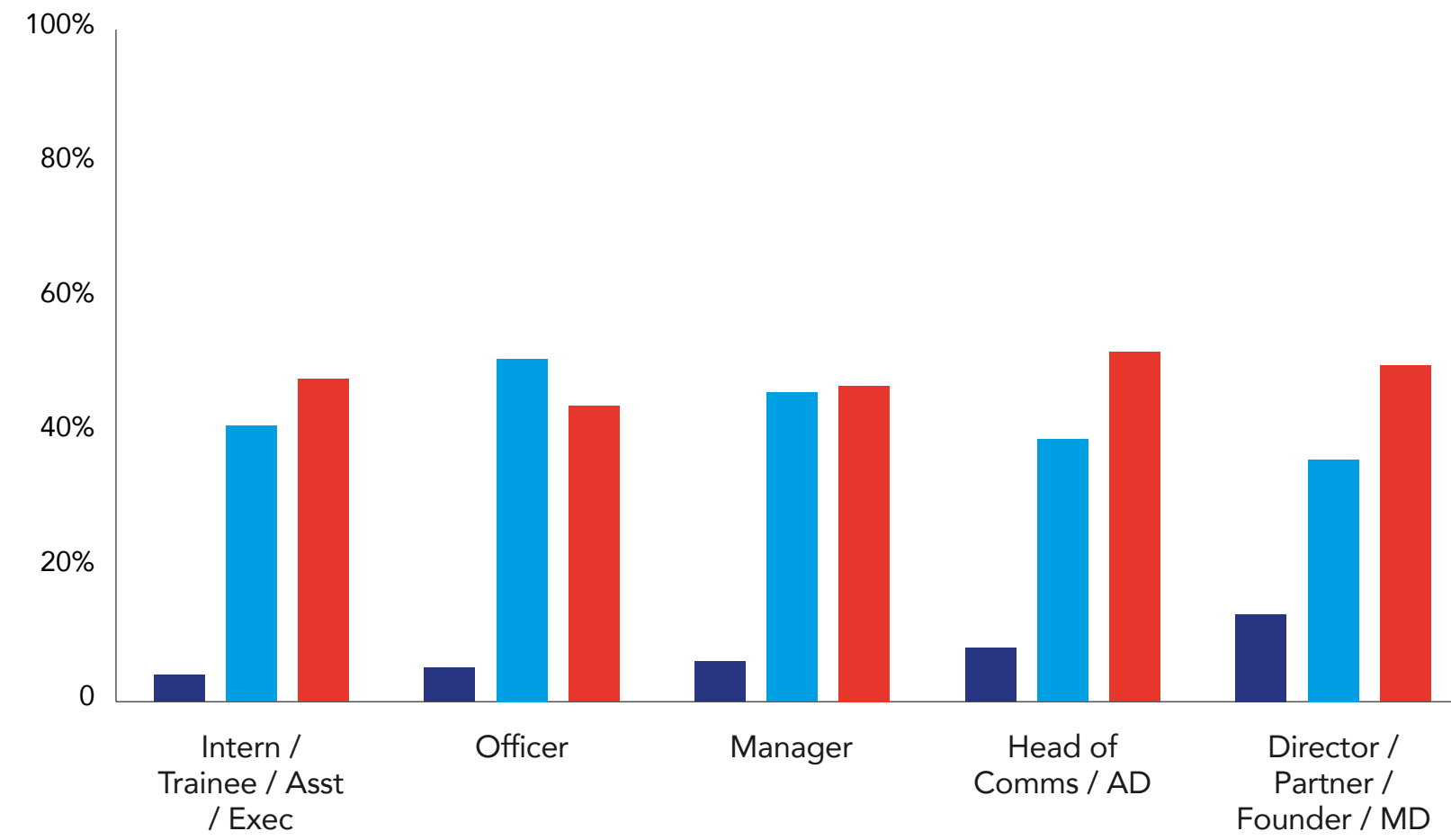


## Working hours by organisational type

Response	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency	Independent practitioner
Decreased	7%	6%	8%	5%	23%
Stayed about the same	43%	45%	46%	42%	34%
Increased	50%	48%	46%	50%	42%

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# Working conditions

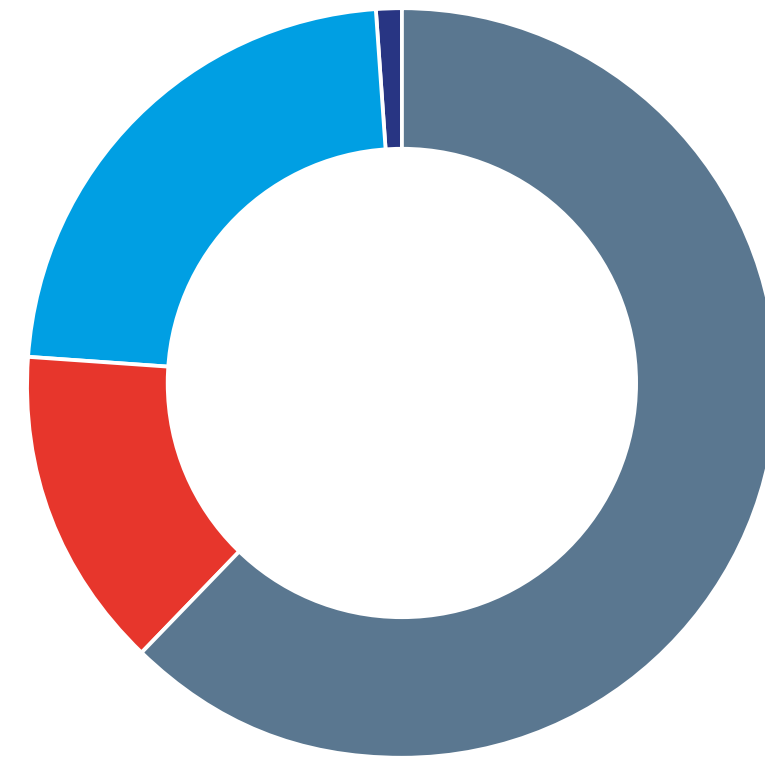


## Working hours by seniority

Response	Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director / Partner / Founder / MD
Decreased	4%	5%	6%	8%	13%
Stayed about the same	41%	51%	46%	39%	36%
Increased	48%	44%	47%	52%	50%

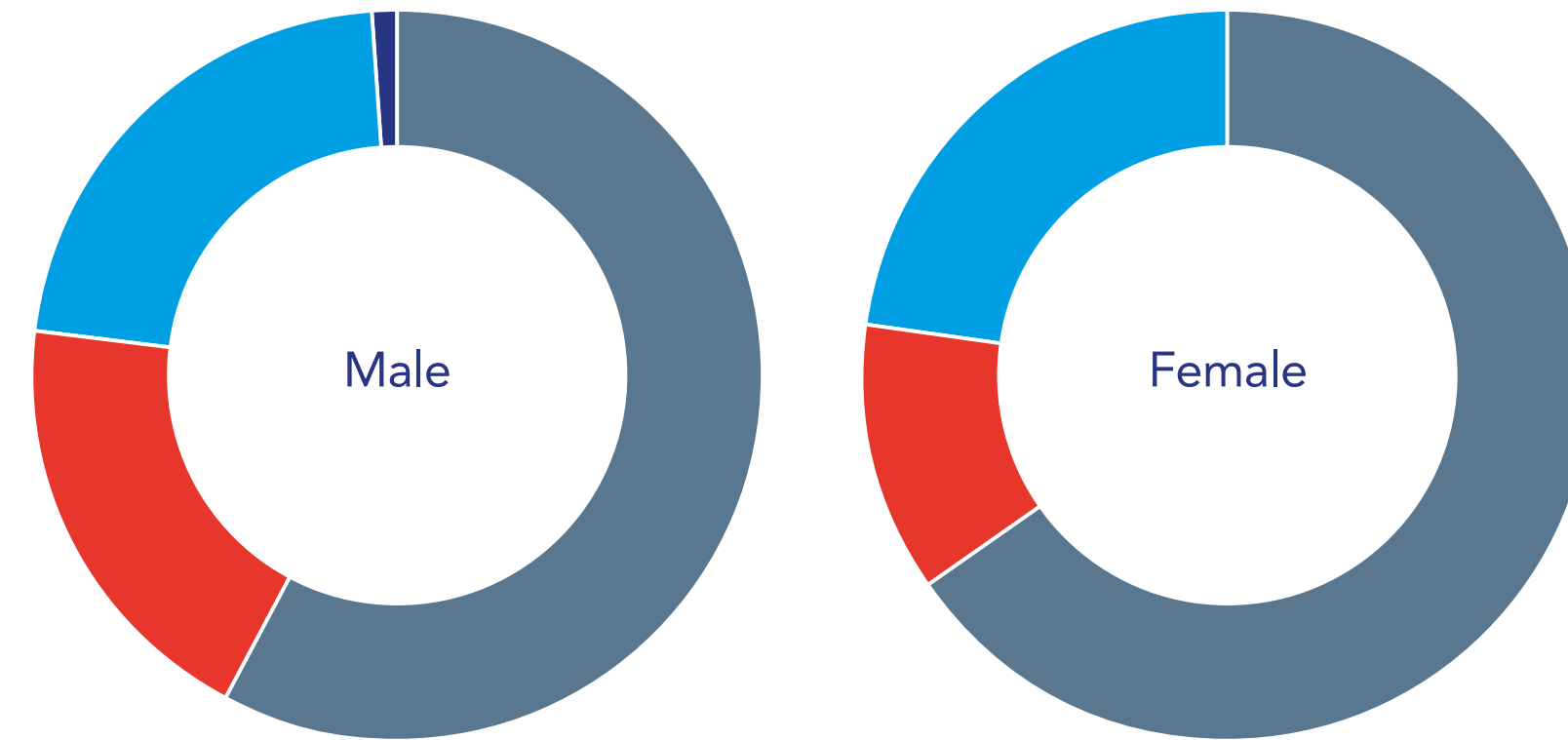
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# Working conditions



## Place of work

Response	%
For the majority of the week, I work from home	63%
For the majority of the week, I work in my organisation's office	14%
I am splitting my time between home and my organisation's office	23%
Something else/Not applicable	1%

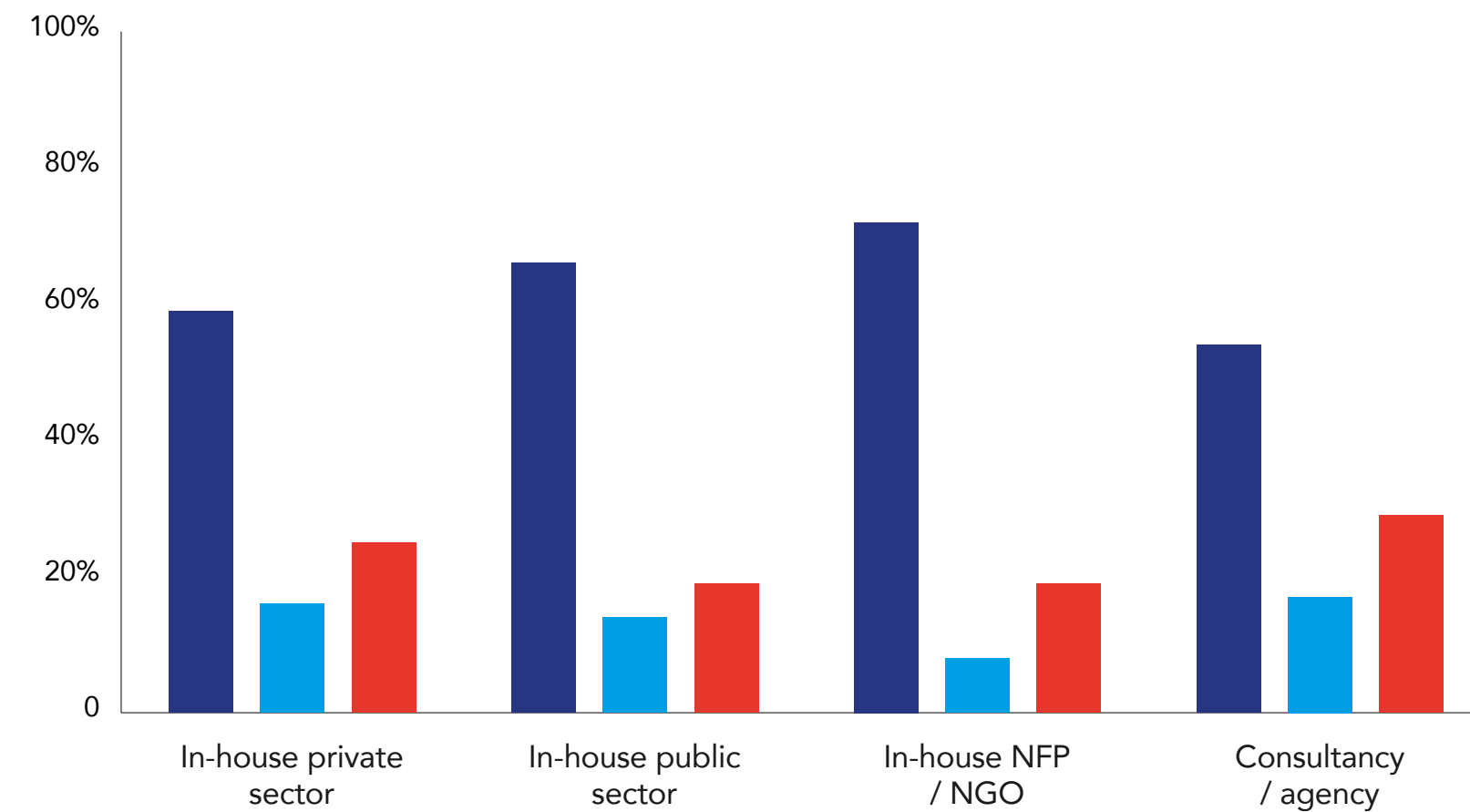


## Place of work by gender

Response	Male	Female
For the majority of the week, I work from home	58%	66%
For the majority of the week, I work in my organisation's office	19%	12%
I am splitting my time between home and my organisation's office	22%	23%
Something else/Not applicable	1%	0%

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# Working conditions

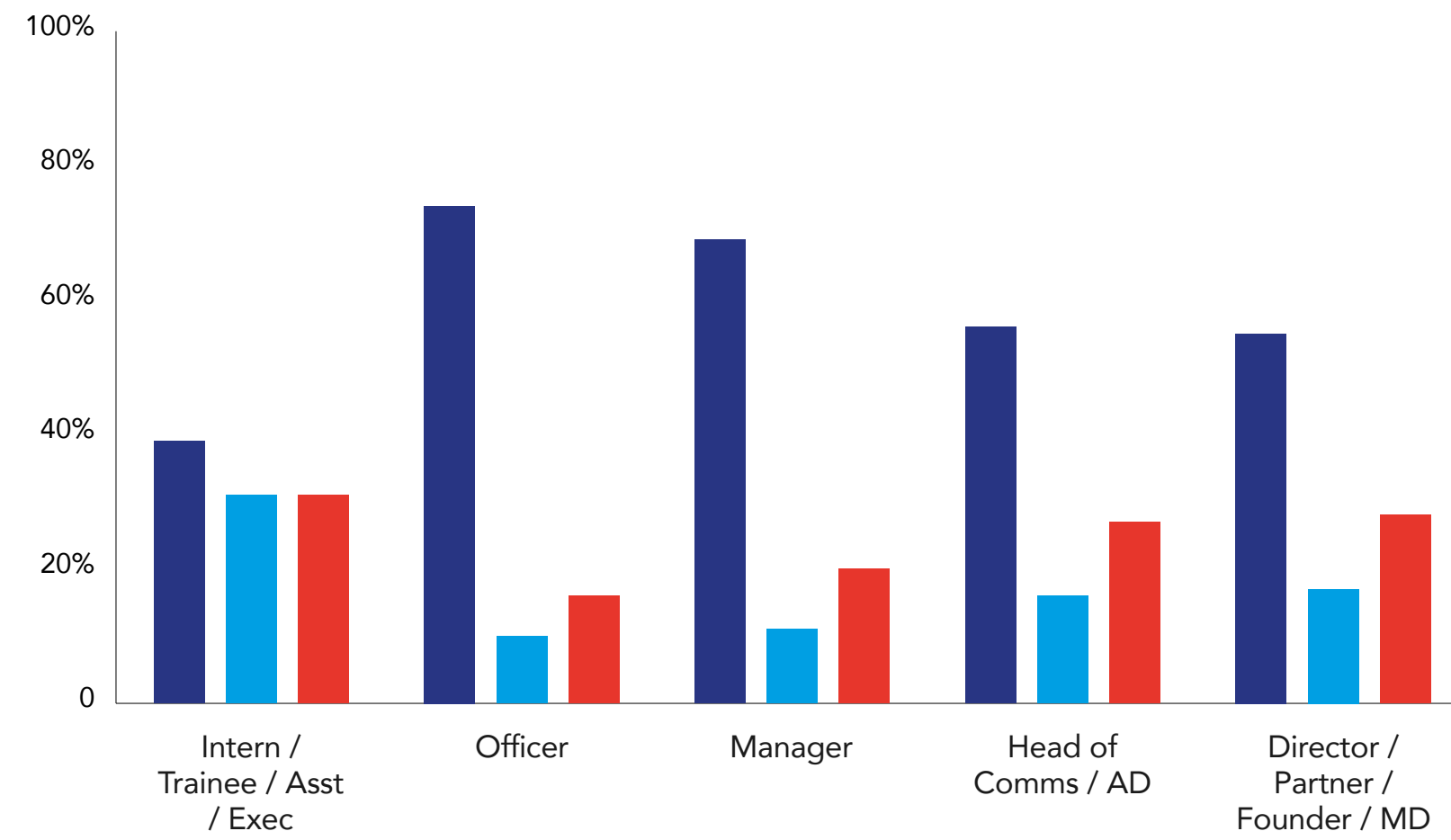


## Place of work by organisation type

Response	In-house private sector	In-house public sector	In-house NFP / NGO	Consultancy / agency
■ For the majority of the week, I work from home	59%	66%	72%	54%
■ For the majority of the week, I work in my organisation's office	16%	14%	8%	17%
■ I am splitting my time between home and my organisation's office	25%	19%	19%	29%

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# Working conditions



## Place of work by seniority

Response	Intern / Trainee / Asst / Exec	Officer	Manager	Head of Comms / AD	Director / Partner / Founder / MD
■ For the majority of the week, I work from home	39%	74%	69%	56%	55%
■ For the majority of the week, I work in my organisation's office	31%	10%	11%	16%	17%
■ I am splitting my time between home and my organisation's office	31%	16%	20%	27%	28%



# Challenges



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# Challenges

## Main challenges facing PR over the next 12 months

Response	%
Mental health problems among practitioners	46%
Fake news / disinformation	37%
Longer working hours among practitioners	29%
Labour / skills shortage	27%
Under-representation of practitioners at board level	26%
Loss of personal interaction between practitioners and broader workforce	26%
Not being seen as a professional discipline	25%
Lack of diversity among PR practitioners	24%
Dominance of digital channels	24%
Loss of personal interaction between practitioners	20%
Stakeholders / publics working remotely (generally)	19%
An expanding skill set required of individual practitioners / loss of specialisation	19%
Convergence with other disciplines	17%
Recession / Job losses	17%
Automation / Artificial Intelligence	13%
Unethical practice	11%

Response	%
Lack of analytical skills	10%
A lack of collective self-belief and confidence	8%
PR practitioner productivity issues	8%
Broader workforce productivity issues	7%
Something else	3%
Don't know	2%
None of the above	0%

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# Challenges

## Main challenges facing PR 2017 to 2022 – top 5

Rank	2017	2018	2019	2020	2021	2022
1	Under-representation of public relations practitioners at board level	Changing social and digital landscape	Changing social and digital landscape	Under-representation of public relations practitioners at board level	Mental health problems among practitioners	Mental health problems among practitioners
2	Poor reputation of PR in wider society	Under-representation of public relations practitioners at board level	Under-representation of public relations practitioners at board level	Not being seen as a professional discipline	Recession / Job losses	Fake news / disinformation
3	Changing social and digital landscape	Not being seen as a professional discipline	Not being seen as a professional discipline	Changing social and digital landscape	Dominance of digital channels	Longer working hours among practitioners
4	An expanding skill set required of professionals	An expanding skill set required of professionals	An expanding skill set required of professionals	Unethical public relations practice	Fake news / disinformation	Labour / skills shortage
5	Convergence with other marketing disciplines	Convergence with other disciplines	Convergence with other disciplines	An expanding skill set required of professionals	Loss of personal interaction between practitioners and broader workforce	Under-representation of practitioners at board level

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# About the Chartered Institute of Public Relations

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Founded in 1948, the Chartered Institute of Public Relations (CIPR) is the world's only Royal Chartered professional body for public relations practitioners in the UK and overseas with nearly 10,000 members.

The CIPR advances professionalism in public relations by making its members accountable to their employers and the public through a code of conduct and searchable public register, setting standards through training, qualifications, awards and the production of best practice and skills guidance, facilitating Continuing Professional Development (CPD), and awarding Chartered Public Relations Practitioner status (Chart.PR).

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# About Chalkstream

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Chalkstream specialises in in-depth, intelligent reputation and market research for education and membership body/trade association clients. Our work involves secondary and primary research exploring attitudes, awareness and behaviours among diverse groups. We turn expert research design, first-class fieldwork and powerful analysis into clear, straightforward, practical recommendations that drive intelligent decision-making. Current and former clients include NATO, City & Guilds Group, Institute of Chartered Accountants in England and Wales, Chartered Insurance Institute, Learning and Work Institute, Association of Colleges, National Union of Students, Association of School and College Leaders, ZSL, the UK Government.



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