

GENDER

GENDER

LOCATION

INDUSTRY

SKILLS



2018

UK BID & PROPOSAL

SALARY SURVEY






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The **2018 UK Bid & Proposal Salary Survey** (the survey) represents the most comprehensive salary study ever undertaken in our profession.

The survey successfully delivered against its 5 stated aims:

-  Deliver the definitive salary report for the UK profession.
-  Provide employers with reliable information when hiring and promoting.
-  Enable employees and contractors to confidently benchmark their salaries, day-rates and benefits.
-  Report on major disparities.
-  Review market dynamics and future prospects.

Please note that all salaries discussed in this report are an average of basic salary unless otherwise stated.

To build your own custom salary report, please visit salarysurvey.bidsolutions.co.uk

In total, over 1500 people from across the UK contributed to the survey. We are confident that employers, employees, and self-employed consultants will find the results valuable for the purposes of salary benchmarking, staff retention, peer review and career planning.

Introduction

LOCATION

INDUSTRY

£40,000
£35,000
£30,000
£25,000



The average industry salary across all permanent full-time roles is

£51,816

which represents an **8%** increase since 2015 (**£48,088**).



The average salary for women is

£47,211

(**9.5%** increase from 2015 - **£43,099**).



For men, the average is

£57,321

(**7.5%** increase from 2015 - **£53,339**). Across all those surveyed, men on average earn **21.5%** more than women (the difference was **23.8%** in 2015).



In real terms, basic salary increases have outpaced inflation for the first time in our ten years of surveying salaries. Tracking inflation (Source: www.whatsthecost.com/cpi.aspx), the 2015 average female salary would now equate to **£45,737**. The male salary would be **£56,603**. In real terms, men effectively have **1%** more buying power whilst women have **3%** more.



The average age of all those surveyed is **39**. The average man in our profession is **41** (**41** in 2015), and the average woman is **37** (**38** in 2015). There is insufficient data to report on gender variants.



Heads of Proposal Management are now the best paid professionals within our industry, earning **£73,436**. Heads of Bid Management are a close second earning **£71,149**. Bid / Proposal Coordinators are the lowest paid earning **£30,362**. Bid Managers earn **£54,358** (**7%** increase) whilst Proposal Managers earn **£46,699** (**4.5%** increase). Bid / Proposal Writers earn **£38,429** (**9%** increase).



Heads of Bid Management are the best paid contractors earning **£678** per day. Proposal Managers earn **£553** per day (**5%** increase). Bid Managers earn **£549** per day (**3%** increase). Bid / Proposal Writers earn **£413** per day (**8%** increase).



North East England recorded the lowest salaries - **£40,263** (static since 2015).

* Please note all salaries / contractor rates discussed are an average of basic salary / day-rates unless otherwise stated.

* 'Limited data' definition: the data set is less than 1% of total respondents (<15 respondents). Caution must be exercised when using such data for comparative purposes.

* For a complete list of definitions please review Appendix 1.

Key Findings



Professionals located in Greater London (inside the M25) attract the highest basic salaries -

£58,803

(13% increase).



Over 72%

(up from 67% in 2015) of participants have a Bachelor's Degree or higher. 93% have A-Levels or higher. Less than 0.5% are currently on an Apprenticeship.



11%

of respondents still work late on a regular basis. Only 11% work regular 9-5 hours.

51% (up from 27%) of respondents have achieved APMP Foundation Level or higher. 24% of respondents feel the APMP Certification programme isn't applicable to their current role (down from 37%). Disappointingly, 24% said their organisations do not support the training (previously 16%).

46% of respondents (down from 75%) regularly work unsocial hours but are able to claim it back as time off in lieu.

48% of respondents have no personal development plan. This increases to 60% for self-employed contractors.

59% of respondents haven't attended any training courses during the past 12 months. This rose to 73% for self-employed contractors. Only 1 in 4 respondents have attended some form of external training in the past 12 months.

3% of respondents are unemployed / seeking work (2% in 2015). 81% are permanently employed (down from 87%). 16% are self-employed or in temporary work (up from 11%).

61% of respondents are either 'Satisfied' or 'Very Satisfied' with their current role. 45% are not satisfied or felt their current basic / day-rate could be better.

76% of those surveyed chose work-life balance over pure financial reward (94% in 2015). Only 13% state career progression / financial reward as their main driver.

334 (up from 298) different job title variations were recorded in the survey.

Brexit worries appear to be having little impact on the mind-set of the profession. 28% of respondents feel 'Extremely Positive' about their prospects in the next 12 months whilst only 10% are 'Extremely Negative'.

Balancing all relevant individual, company and market factors, a resounding 31% of respondents feel 'Extremely Positive' about securing a pay rise in 2018. Only 2% are extremely negative and expect a pay cut.



Key Findings



For the first time since we started conducting salary surveys, women outnumbered men in terms of overall respondents. Women represented **53%** of the respondents with men dropping to **47%**. Whilst the survey recorded additional gender variants, they make up less than **0.3%** of respondents and as such, we cannot provide meaningful analysis.

Analysis by Gender

When we analyse specific roles, it is quickly apparent that gender imbalances still remain. Whilst not as stark as in 2015, all ‘Head of’ roles are dominated by men (typically a **60:40** split). On the flip side, roles such as Bid & Proposal Coordinator, Knowledgebase Manager and Bid / Proposal Writer are dominated by females.

The average salary for women is **£47,211** (**9.5%** increase from 2015 (**£43,099**)). For men, the average is **£57,321** (**7.5%** increase from 2015 (**£53,339**)). Across all those surveyed, men on average earn **21.5%** more than women (the difference was **23.8%** in 2015).

Basic salary increases have outpaced inflation for the first time in our ten years of surveying salaries. Tracking inflation (Source: www.whatsthecost.com/cpi.aspx), the 2015 average female salary would now equate to **£45,737**.

The male salary would be **£56,603**. In real terms, men effectively have **1%** more buying power whilst women have **3%** more.

In the highest paid role in our profession - Head of Proposal Management - women are for the first time outperforming men by **3%** (**£2,022**). Men in the role earn on average **£72,700**, women earn **£74,722**.

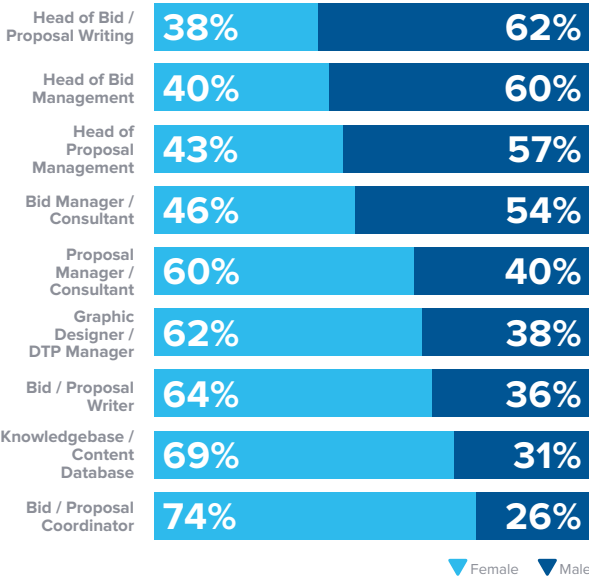
It’s a similar story with Head of Bid / Proposal Writing roles. Women earn **15%** (**£10,343**) more than men.

Men in Head of Bid Management roles earn on average **£8,393** (**13%**) more (**£74,589**). Whilst salary discrepancies appear high for Graphic Designers and Knowledgebase Managers, there is limited data.

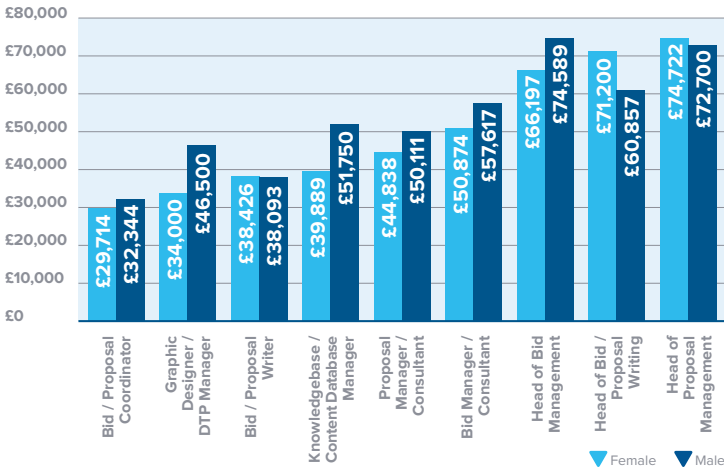
If we look at the contract / freelance market, men earn considerably more across the three core roles (Bid Manager (**16%** more), Proposal Manager (**14%** more) and Bid / Proposal Writer (**26%** more)). Whilst women did outperform men in some contract roles, there was limited data to draw any meaningful comparison.

When it comes to market confidence, men are slightly more optimistic than women but all genders share a neutral, if not slightly optimistic view on the impact of Brexit.

GENDER MIX & ROLE



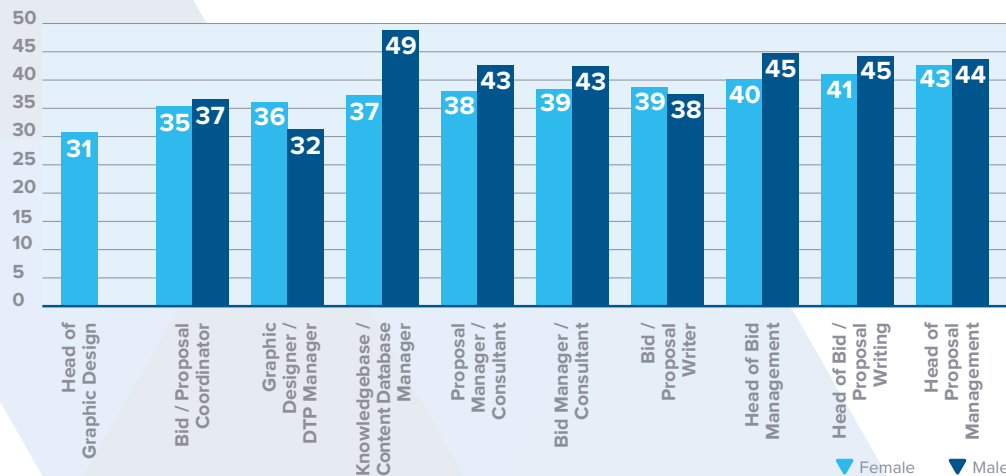
AVERAGE BASIC SALARY ROLE & GENDER



Analysis by Age

The average man in our profession is **41** (**41** in 2015), and the average woman is **37** (**38** in 2015). The average age of all professionals surveyed is **39**. There is insufficient data to report on gender variants.

AVERAGE AGE & ROLE

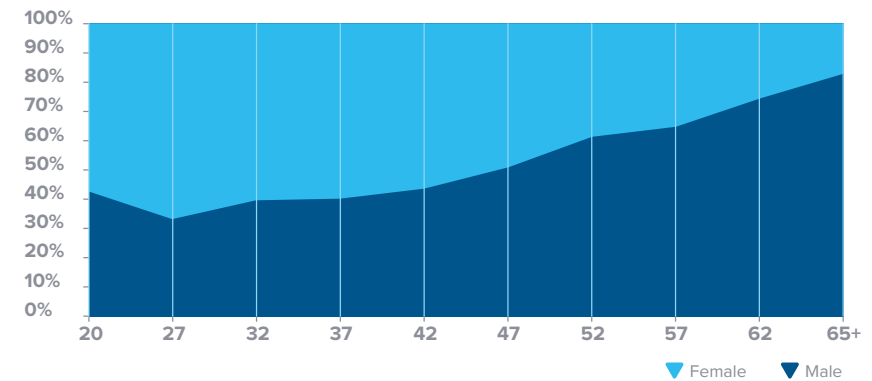


Across all core roles the average female age is lower, except for Graphic Designers. Female Bid Managers are on average 4 years younger than their male colleagues, Proposal Managers are 5 years younger.

All 'Head of' roles have average ages in the **40s**, although the range is significant with the youngest being **27** and the oldest over **65**.

Females, whilst being on average younger than their male equivalents, exit the profession earlier. The balance of males to females is approximately **50:50** up until the

GENDER MIX BY AGE (%)



age of **45**. This balance was measured at **40** in 2015, so there is a clear indication that women are staying in the profession longer. Beyond **45**, the profession rapidly becomes male dominated. Beyond **65**, and perhaps unsurprisingly, **83%** of the profession is male.

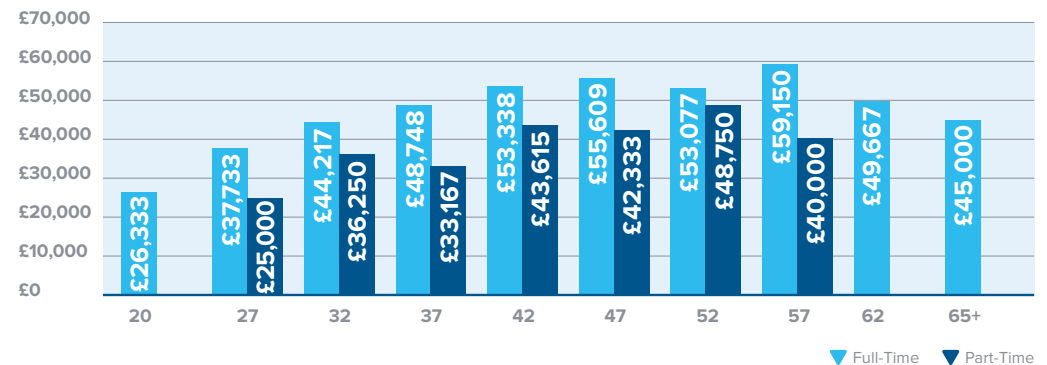
In terms of age spread, **14%** of the workforce are in their 20s, **37%** are in their 30s, **27%** are in their 40s, **18%** in their 50s, and **4%** are in their 60s. This is consistent with the 2015 survey.

Much discussion in recent years has focussed on the gender disparities in our

profession in regard to salaries. When looking purely at age, there is very little difference in salaries across genders until we reach our early 30s. At this point, men accelerate away noticeably and women only really start to close the gap once in their late 50s.

Women do make up **96%** of the part-time respondents and whilst they earn on average **33%** less than their full time peers, their influence on this disparity is somewhat limited as they only make up **3%** of overall respondents.

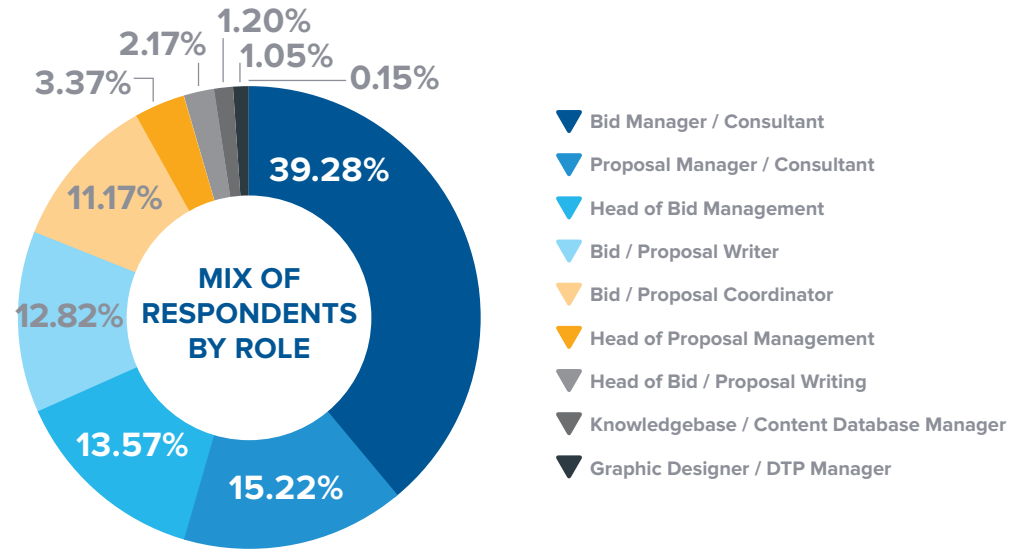
AGE & AVERAGE SALARY





Analysis by Role

334 different job titles (up from **298** in 2015) were recorded in the survey. All participants were required to align themselves to **one of six core roles** (**nine** when including ‘Head of’ roles) to enable meaningful salary comparison. **53%** classed themselves as Bid Managers (or Head of), **19%** as Proposal Managers (or Head of), and **15%** as Bid / Proposal Writers. Graphic Designers comprised less than **1%** of total respondents. This mix is broadly similar to 2015 data.



One of the biggest challenges we have when determining accurate salary benchmarks is separating an individual’s primary role from any secondary roles and responsibilities. A massive **79%** of respondents had at least one secondary role to perform. Looking at the breakdown of those performing secondary roles, Heads of Proposal Writing have the largest proportion of multi-taskers.

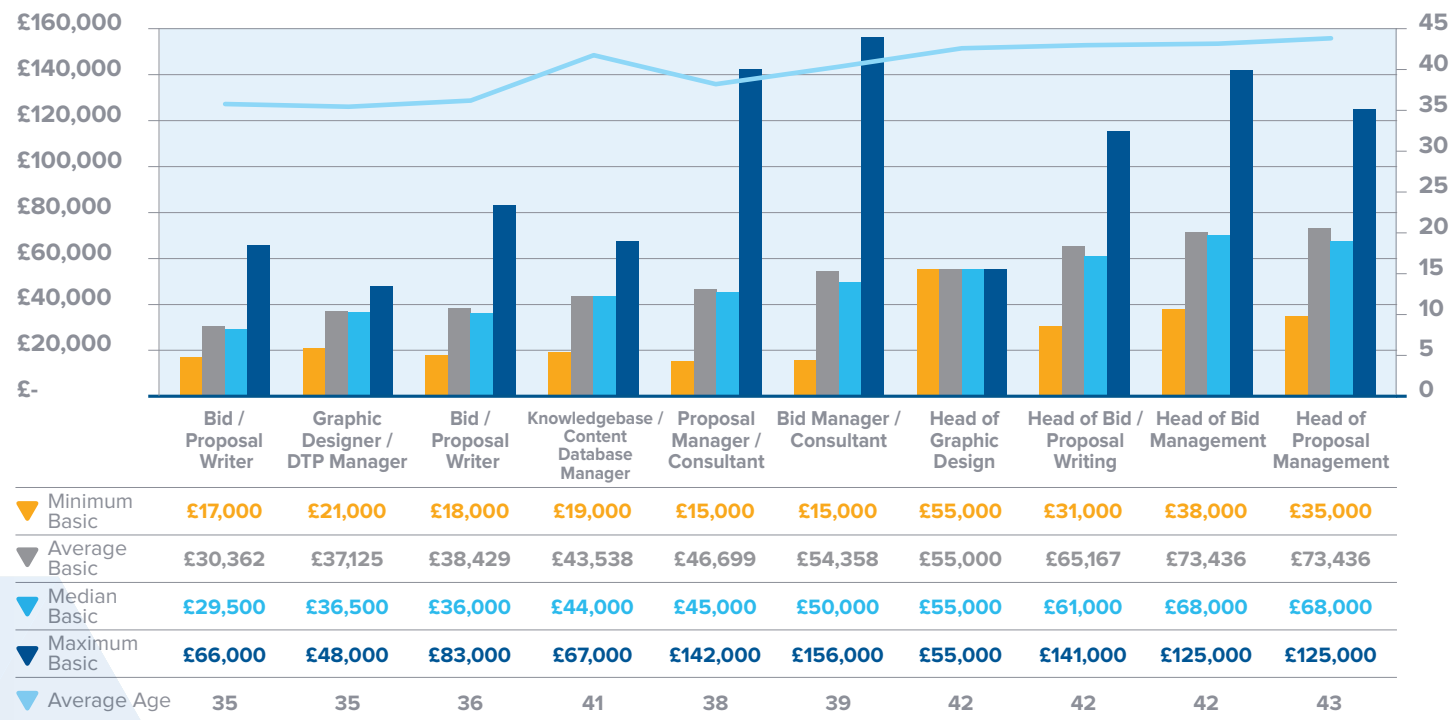
37% of all respondents cited Proposal Writing as a secondary responsibility. **26%** cited Proposal Management. Interestingly, **38%** of all Bid Managers said they also had to be Proposal Managers. Conversely, **34%** of Proposal Managers said they had to be Bid Managers. This level of crossover makes it very difficult to establish truly accurate salary benchmarks for ‘pure’ roles; any benchmark analysis must always take into consideration the mix of additional roles.

Primary Role	% Performing Secondary Role
Graphic Designer	64%
Proposal Writer	74%
Knowledgebase Manager	75%
Bid Manager	78%
Bid Coordinator	79%
Head of Bid Management	80%
Proposal Manager	82%
Head of Proposal Management	82%
Head of Proposal Writing	86%

CORE SALARY DATA - ALL ROLES

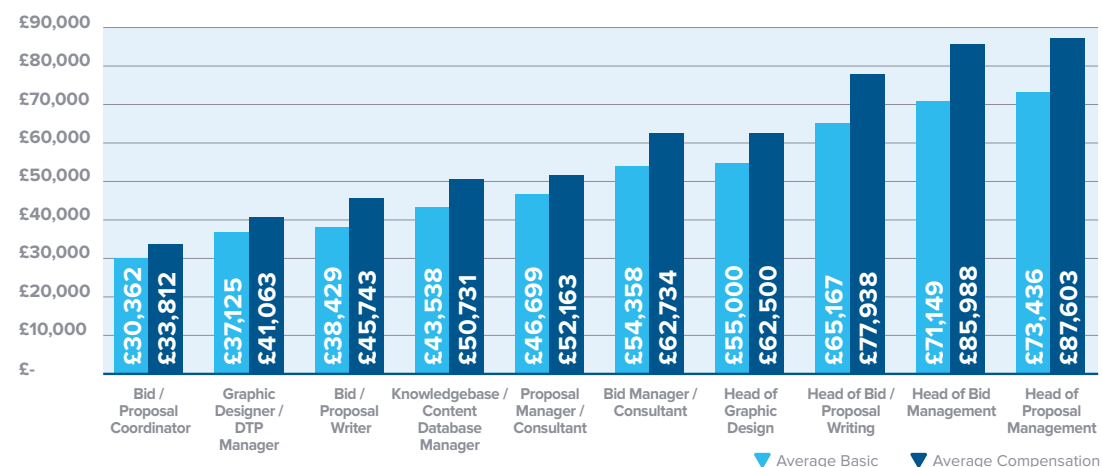
Heads of Proposal Management are now the best paid professionals within our industry, earning **£73,436**. Heads of Bid Management are a close second earning **£71,149**. Bid / Proposal Coordinators are the lowest paid earning **£30,362**. Bid Managers earn **£54,358** (7% increase) whilst Proposal Managers earn **£46,699** (4.5% increase). Bid / Proposal Writers earn **£38,429** (9% increase).

As the chart and table below illustrate, there are notable differences in total compensation values across the core roles. Whilst a Bid Manager can expect an extra **15%** (equivalent to **£8,376**) in additional bonus and benefits (12% in 2015), a Bid / Proposal Coordinator typically averages **11%** (equivalent to **£3,450**) on top of their basic. Heads of Bid Management attract the highest increment to basic salary in percentage terms, adding **21%** (15% in 2015), or **£14,839**. Overall, Heads of Proposal Management come out on top with a total compensation value of **£87,603**.



Job Title	Bonus / Package Total	Bonus / Package %
Bid / Proposal Coordinator	£3,450	11%
Graphic Designer / DTP Manager	£3,938	11%
Bid / Proposal Writer	£7,315	19%
Knowledgebase Manager / Content Database Manager	£7,192	17%
Proposal Manager / Consultant	£5,464	12%
Bid Manager / Consultant	£8,376	15%
Head of Graphic Design	£7,500	14%
Head of Bid / Proposal Writing	£12,771	20%
Head of Bid Management	£14,839	21%
Head of Proposal Management	£14,167	19%

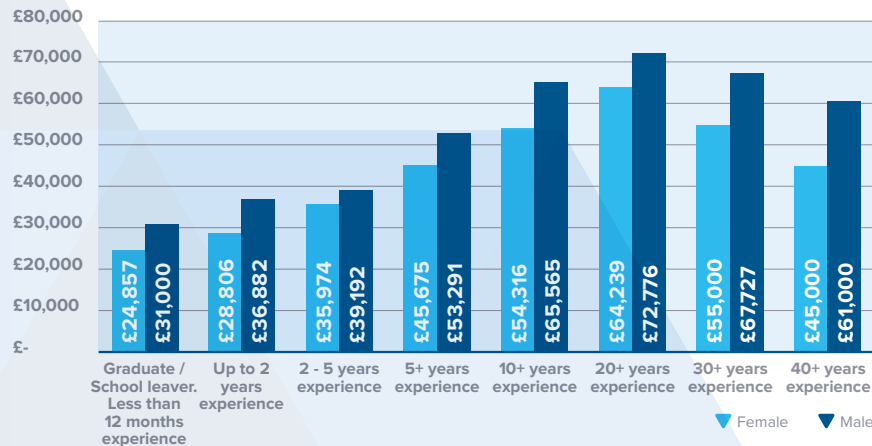
BASIC & TOTAL COMPENSATION BY ROLE



There is a **strong correlation** between longevity in the profession and basic salary.

The average salary for those with less than 12 months experience (includes school leaver / graduate) is **£27,091** (**£21,389** in 2015). This is just below the national average for all graduate salaries (**£28,000** as of **31/01/2018**). Source: Glassdoor).

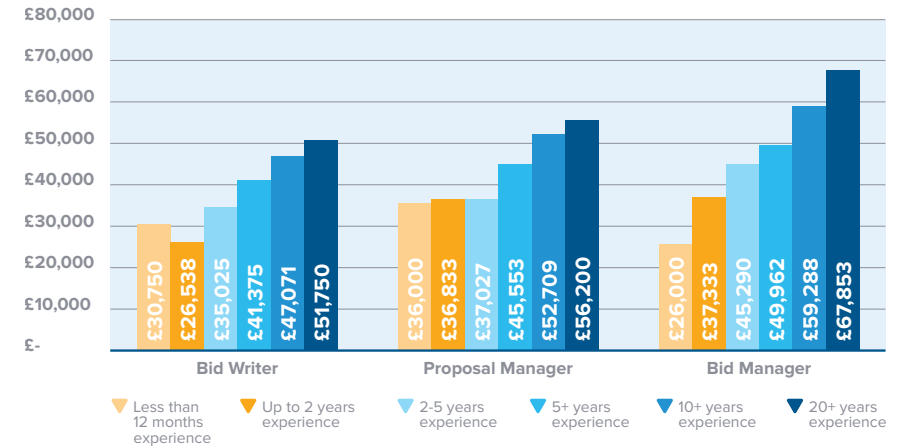
EXPERIENCE AND BASIC SALARY



Professionals with 5 years' experience typically earn on average **£49,182** – that's **82%** more than those with less than 12 months. Whilst it appears that average salaries decrease once over 30 years' experience, this group represents **less than 1%** of total respondents and must be interpreted with caution.

Analysis by Experience

EXPERIENCE AND CORE ROLES



Of concern is the difference, at every experience level, between male and female salaries. At 10+ years' experience, men are earning **21%** more.

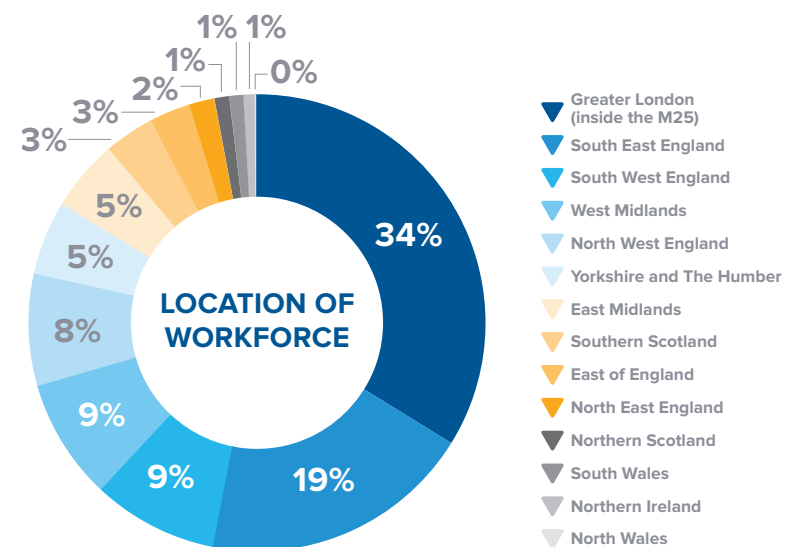
Bid Managers (10+ years' experience) can expect to earn **£59,288** (up from **£53,872**). Proposal Managers with the same experience can expect to earn **£52,709** (up from **£48,056**). The table below highlights what impact experience has on basic salary for each of the core roles.

Whilst Bid Managers and Proposal Managers show progressive gains with experience, it is by no means an upward linear trend across all roles. It must be noted that salaries by experience only take account of the direct experience gained within our profession, not total work experience.

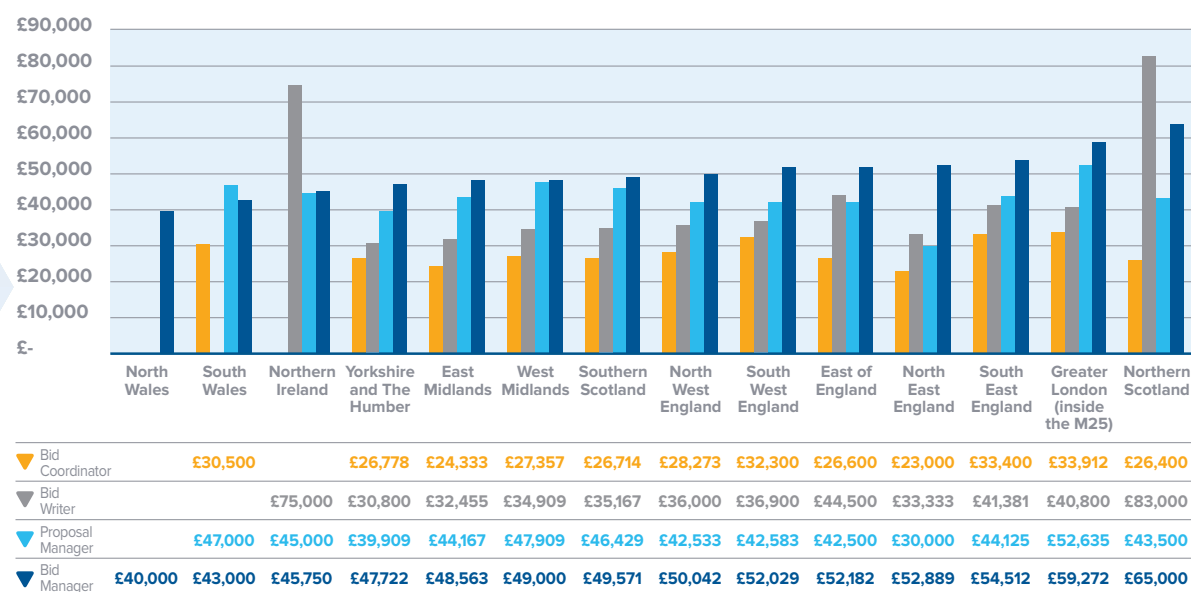
Core Role	<12 months	Up to 2 years	2-5 years	5+ years	10+ years	20+ years
Bid / Proposal Coordinator	£22,600	£26,056	£28,114	£32,250	£33,864	£39,429
Bid Writer	£30,750	£26,538	£35,025	£41,375	£47,071	£51,750
Proposal Manager	£36,000	£36,833	£37,027	£45,553	£52,709	£56,200
Bid Manager	£26,000	£37,333	£45,290	£49,962	£59,288	£67,853
Graphic Designer			£34,667	£38,600		
Head of Bid / Proposal Writing			£31,000	£65,375	£66,750	£69,667
Head of Bid Management		£73,500	£60,000	£64,250	£69,169	£85,286
Head of Graphic Design					£55,000	
Head of Proposal Management			£65,000	£73,556	£68,500	£86,875
Knowledgebase Manager		£37,000	£30,750	£46,000	£54,000	£44,000
Average All Roles	£27,091	£31,735	£37,418	£49,195	£59,369	£69,000

The distribution of the workforce across the UK has shown no notable change since the 2015 survey. The South East / London regions account for **53%** of respondents (**52%** in 2015). Greater London accounts for a third of all respondents. Less well represented were Northern Ireland (**10** respondents), Northern Scotland (**15** respondents), and Wales (**17** respondents).

Career opportunities are significantly more abundant in the Southern half of the country with those residing elsewhere competing for fewer roles. Employers looking to build bid and proposal teams in less well represented locations may well experience significant skills shortages.

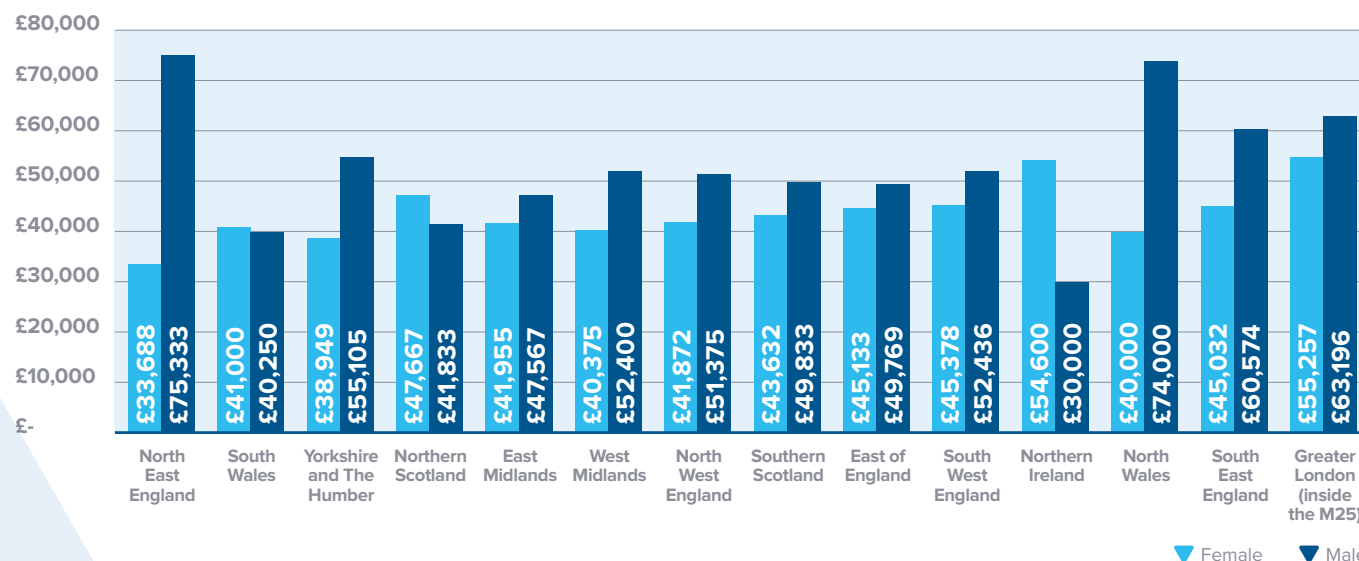


LOCATION & CORE ROLES



Analysis by Geography

LOCATION & GENDER



Excluding those areas with limited respondents, those based in Greater London have the highest average base salary (**£58,803**). The South East (**£50,823**) is the next best paid location albeit some **15%** lower. The lowest average salaries across all primary roles are recorded in North East England (**£40,263** – some **46%** lower than Greater London). Yorkshire is the lowest paid location to be both a Bid Manager (**£47,722**) and a Proposal Manager (**£39,909**). London has highest paid Proposal Managers (**£52,635**) and Bid Managers (**£59,272**).

In 2015 we reported on the huge discrepancies between male and female salaries across all regions and roles. It's with real concern we report the continuance and general worsening of these geographical trends.

The table to the right highlights the extent of the problem. Men now earn more than women across all regions (**41%** more in Yorkshire). The table also shows the gender difference across all roles in each location, and also compares 2015 data.

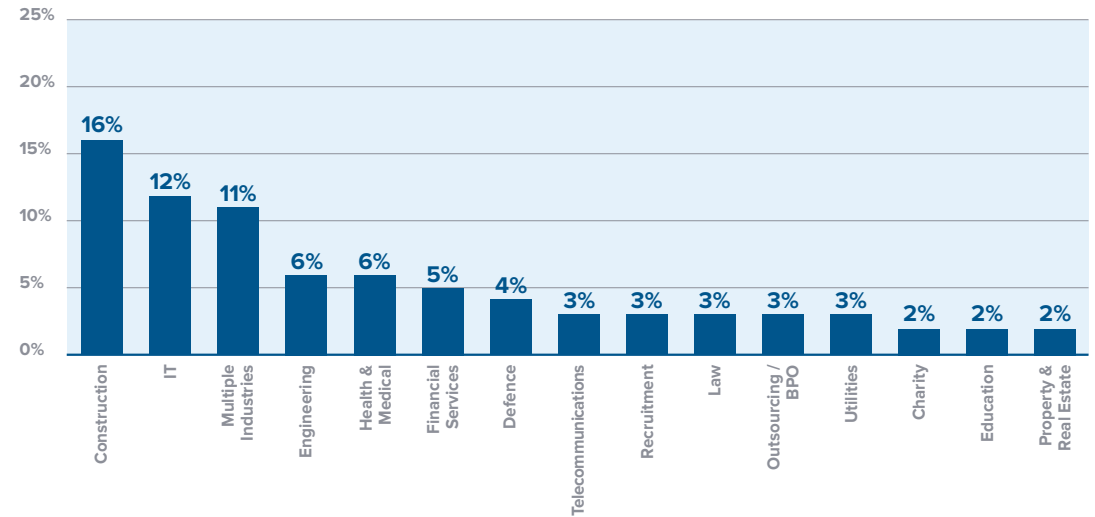
Location	2018 Male 'v' Female %	2015 Male 'v' Female %
East of England	10%	18%
East Midlands	13%	19%
Southern Scotland	14%	-18%
Greater London	14%	14%
South West England	16%	16%
West Midlands	23%	19%
North West England	30%	24%
South East England	35%	26%
Yorkshire & Humber	41%	10%



Analysis by Industry

Forty-five different industries were recorded in the survey. The top fifteen industries account for **80%** of all respondents and provide the most reliable data. Construction and IT once again comprise the largest proportion of respondents with a combined total of **26%**.

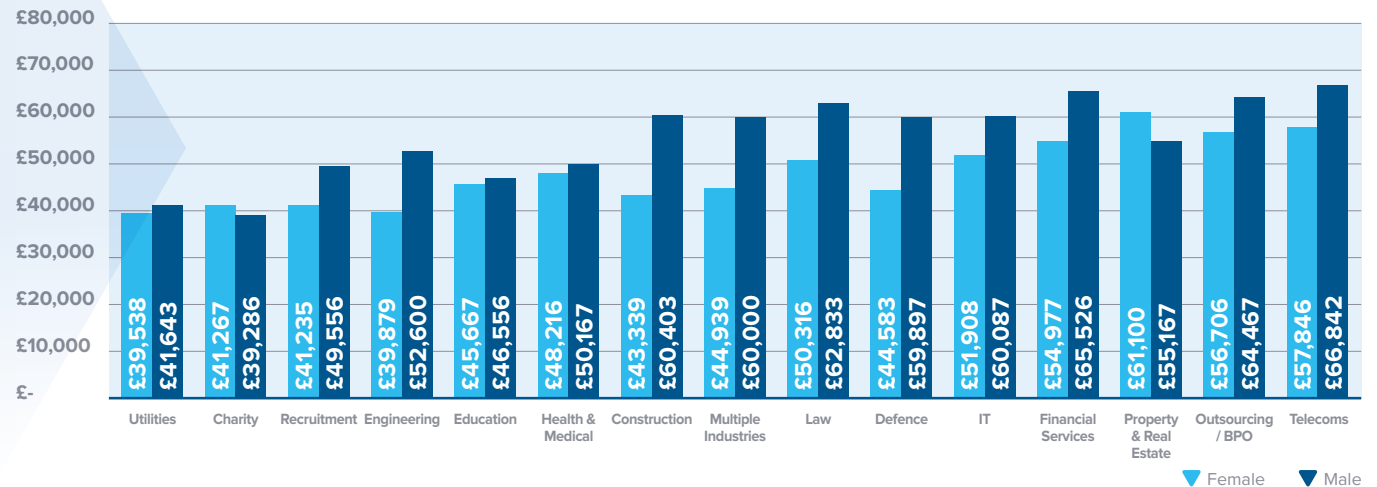
TOTAL OF INDUSTRY RESPONDENTS



Of the top 15 industries, Telecoms has the highest average basic salary for men (£66,842), whilst Property & Real Estate has the highest for women (£61,100). Men again earn more than women in all but two

industries; Property and Charity. The largest average salary discrepancies in favour of men appear within Construction (39% more), Defence (34%), and Engineering (32%).

BASIC SALARY BY INDUSTRY

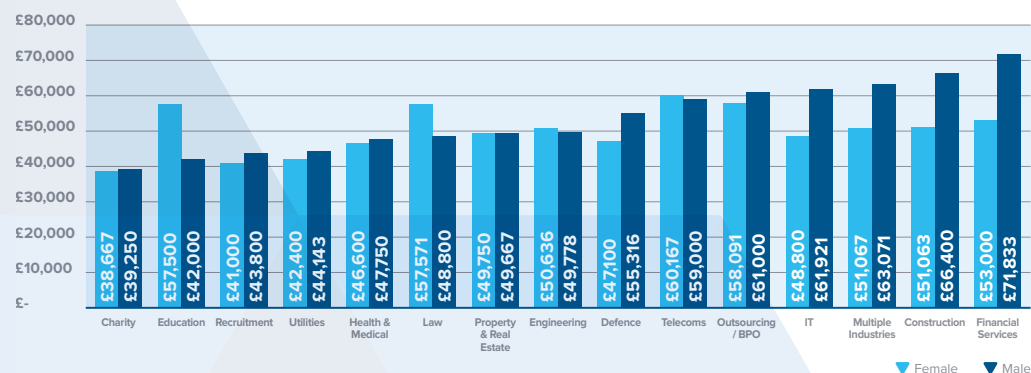


Across the top 15 industries, men earn on average **14%** more than women in the role of Bid Manager. The range of average salaries is significant with **£21,063** separating the highest and lowest paid Bid Managers.

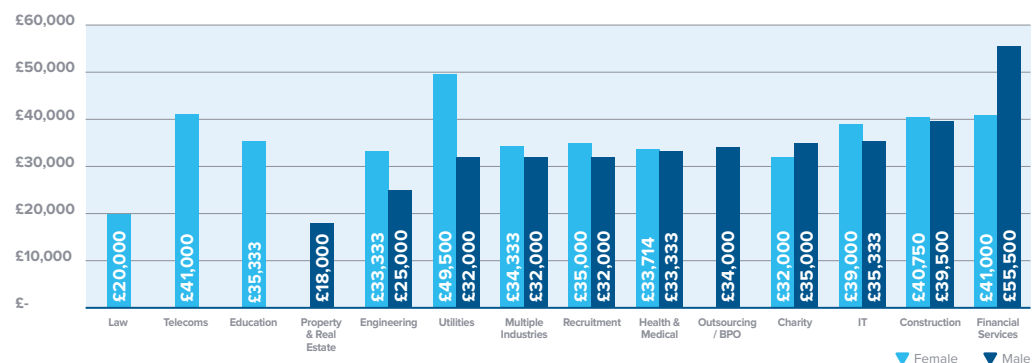
Across the top 15 industries, men earn on average **10%** more than women in the role of Proposal Manager. The range of average salaries is significant with **£30,000** separating the highest and lowest paid Proposal Managers.

Across the top 15 industries, women earn on average **2%** more than men in the role of Bid Writer. The range of average salaries is significant with **£28,800** separating the highest and lowest paid Bid Writers.

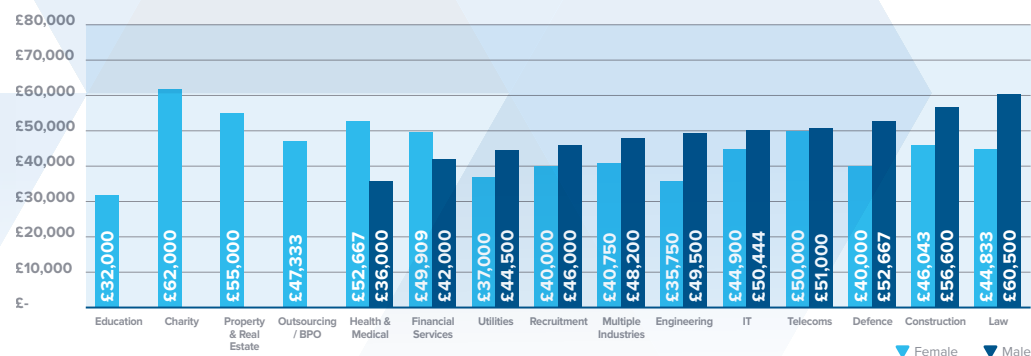
BID MANAGER & INDUSTRY



BID WRITER & INDUSTRY



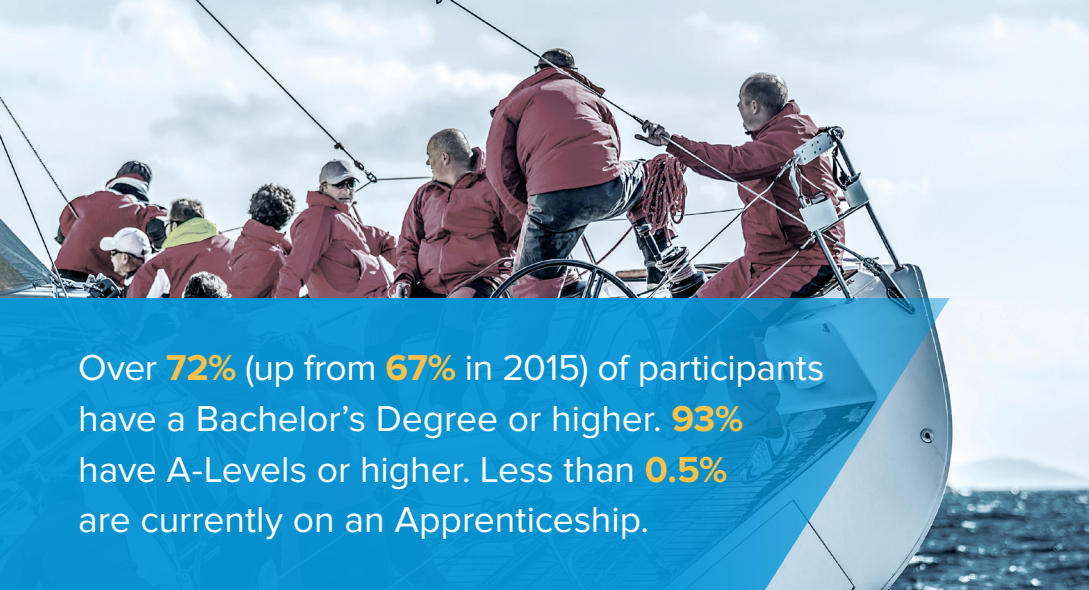
PROPOSAL MANAGER & INDUSTRY



PRODUCTS 'V' SERVICES

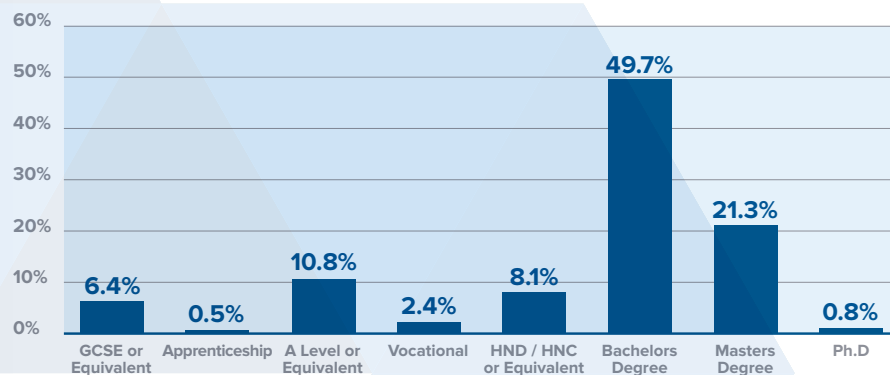
For the first time, the survey asked respondents if they were predominately involved with bidding for services or products. Interestingly, only **15%** cited products. Whilst overall the average salaries are broadly aligned, there are significant differences when we analyse by gender. Men in services earn **22%** more than women, and **16%** more in products.

	Female	Male	Overall
Services - Current Basic	£46,962	£57,456	£51,775
Products - Current Basic	£48,457	£56,595	£52,042



Over **72%** (up from **67%** in 2015) of participants have a Bachelor's Degree or higher. **93%** have A-Levels or higher. Less than **0.5%** are currently on an Apprenticeship.

HIGHEST QUALIFICATION

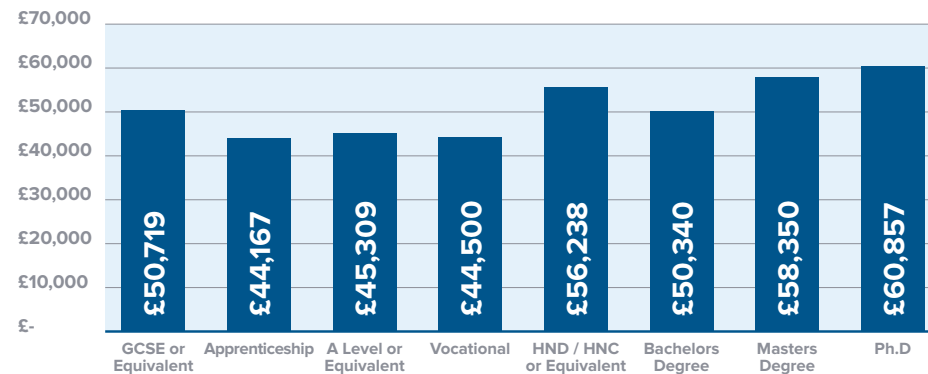


Analysis by Qualifications

Those whose highest academic achievement is an Apprenticeship earn on average **38%** less than those with a Ph.D.

Respondents were asked to list other relevant qualifications in the survey. Project Management and Marketing qualifications topped the list. Over **30** additional qualifications were listed but the numbers are too small to report on.

HIGHEST QUALIFICATION & BASIC SALARY



ADDITIONAL QUALIFICATIONS

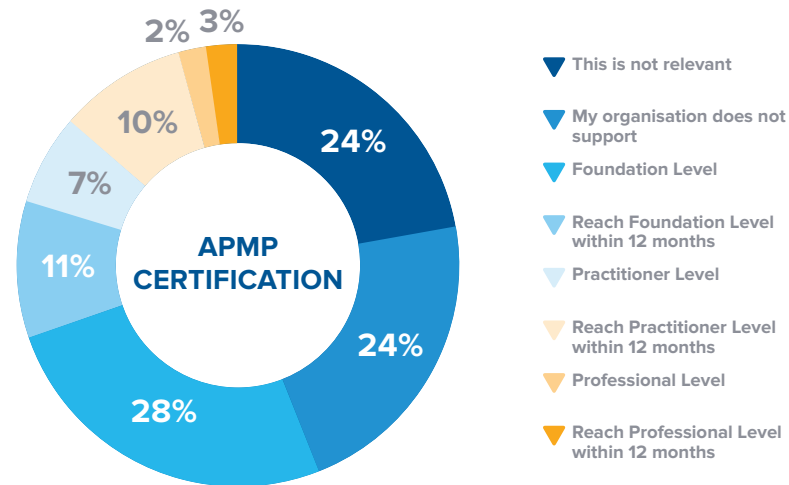




28% of respondents have achieved APMP Foundation Level or higher. **24%** of respondents feel the APMP Certification programme isn't relevant to their current role. **7%** have achieved Practitioner Level and a further **2%** have achieved Professional Level.

The results suggest that achieving Practitioner or Professional status may lead to increased basic salary. Professionally Certified individuals earn on average **61%** more than those who believe certification is not applicable.

Analysis by APMP Certification



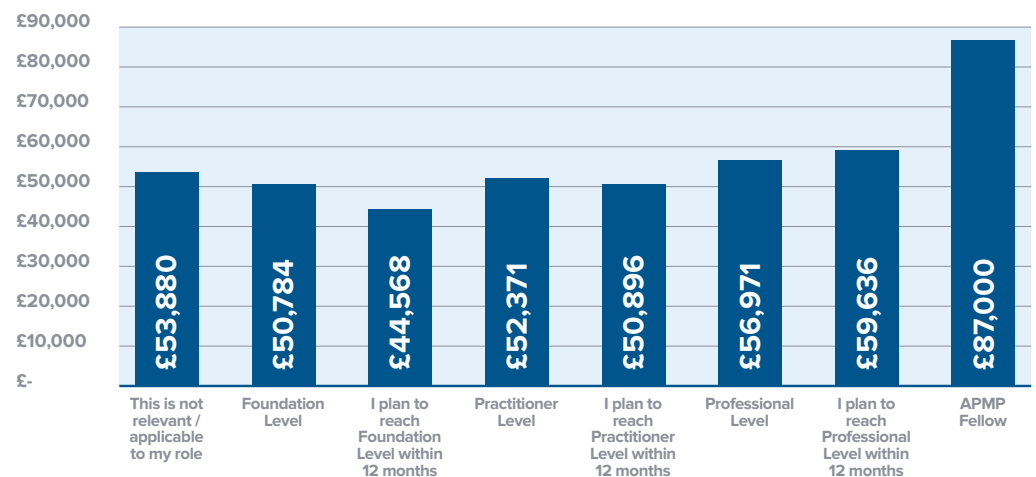
The number of respondents stating their organisation does not support the Certification programme has increased from **16%** to **24%**.

For those individuals aspiring to reach the next level of Certification, or indeed achieve Foundation Level, there is evidence to suggest it will lead to increased financial

reward. Progressing from Foundation to Practitioner Level typically attracts a **9%** pay rise, whilst advancing further to Professional Level leads to a significant **53%** increase.

Of those respondents that feel APMP Certification isn't applicable, **44%** are Bid Managers, **15%** are Proposal Managers and **22%** are Proposal Coordinators.

BASIC SALARY & APMP CERTIFICATION

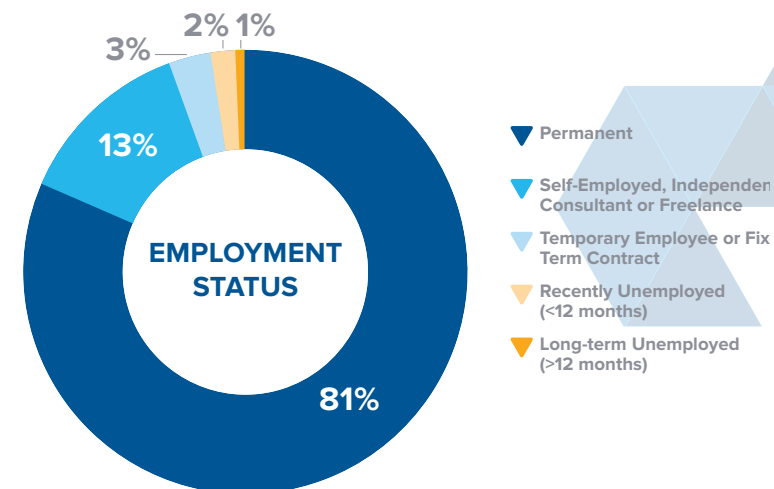




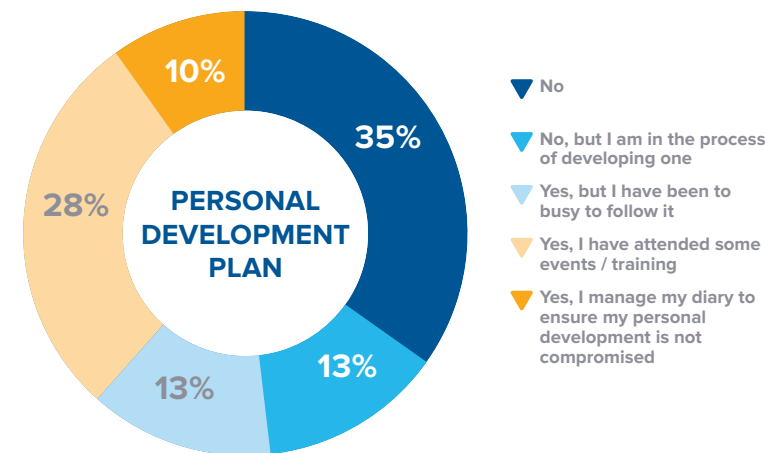
There are a number of factors that contribute to the overall **performance and motivation of an employee**. Salary is one important factor but consideration must also be given to general working conditions, additional benefits, flexible working practices and personal development.

Analysis by Working Practices

48% of respondents have no personal development plan in place. Only **10%** of respondents are proactively managing their personal development and this remains one of our profession's biggest challenges.



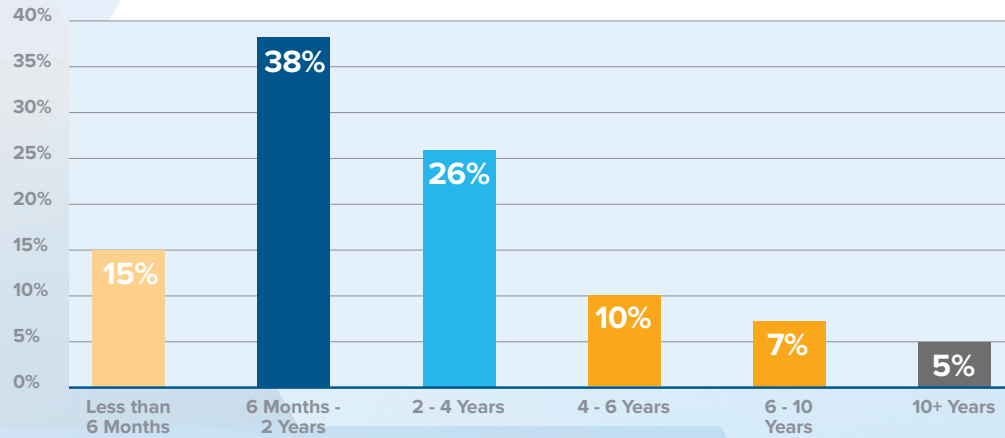
Despite a lack of personal development plans, **72%** (up from **63%** in 2015) of respondents still expect to build a long term career in bid and proposal management. Only **5%** (**8%** in 2015) feel that they cannot build a long-term career within the industry.



53% of respondents (up from **52%** in 2015) have been in their current role for less than 2 years. This confirms a very high staff turnover within the profession.

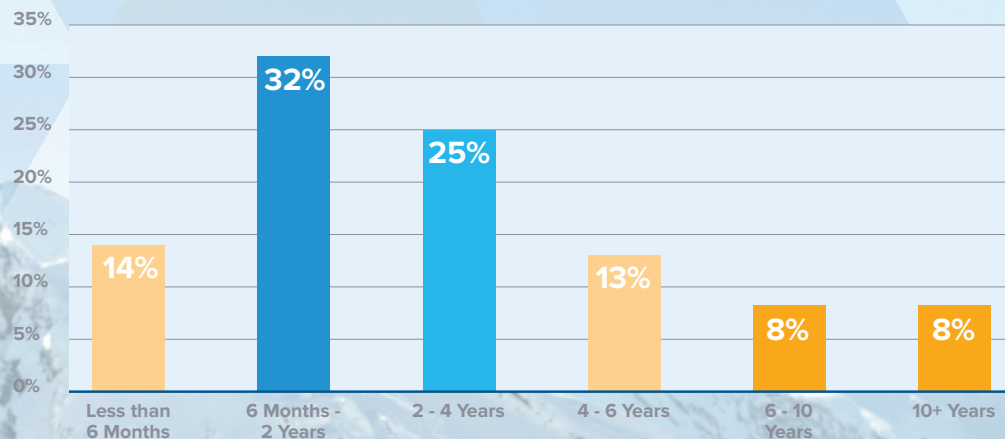
Only **22%** (**27%** in 2015) of respondents have been in their current role for more than 4 years.

TIME IN CURRENT ROLE

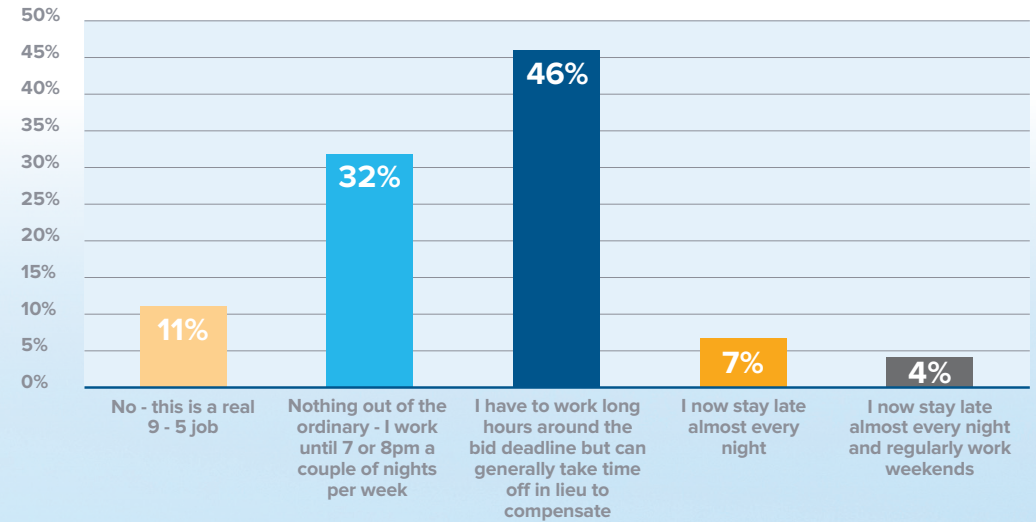


The total time in current company closely mirrors time in current role. This suggests very few people are promoted or change role within a company. **46%** of all respondents have changed organisations within the last 2 years. Only **16%** of respondents have been within their current organisation for more than 6 years.

TIME IN CURRENT COMPANY



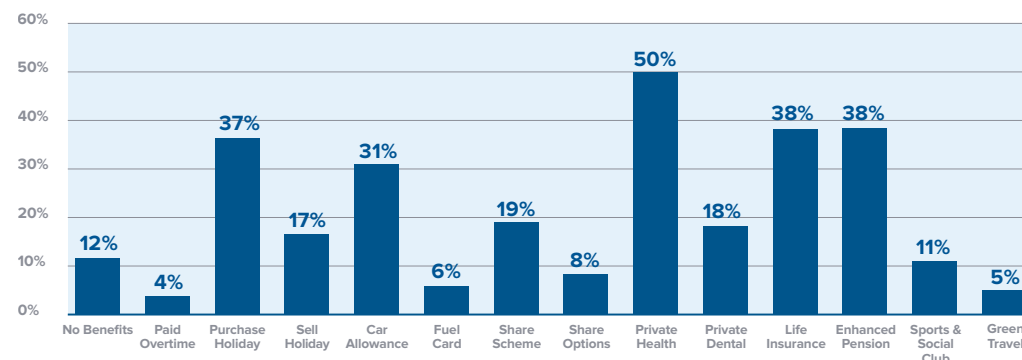
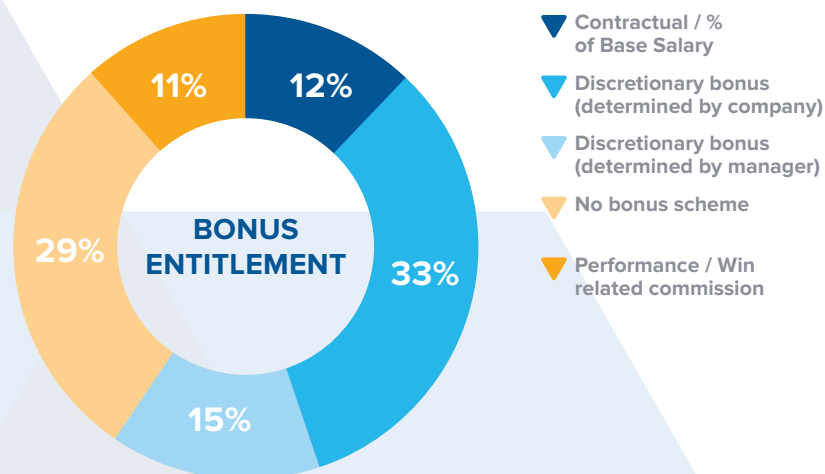
WORKING HOURS



42% of the workforce is permanently office based. Just over **15%** have full home working status (up from **10%** in 2015).

Only **11%** of respondents work their standard contracted hours. **46%** of participants have to work long hours at bid deadline but could take time back in lieu. **11%** work late every night.

Over **81%** of respondents have a minimum of **25** days holiday per year. This is now considered the profession's minimum allowance given the significant overtime worked. **8%** have more than **30** days holiday per year.



29% of participants are not eligible for any form of bonus (**28%** in 2015). Of those that are eligible, **11%** of bonuses are paid on wins / win rate (**5%** in 2015). **3%** are paid on deal value / margin. With **48%** of bonuses being determined by the company or a line manager, payouts are often considered conditional, with the individual having very little influence over their final bonus.

Only **4%** (**2%** in 2015) of those surveyed are eligible for paid overtime, significantly out of kilter with the amount of people working additional hours. Very few organisations appear to incentivise employees to lower their carbon footprint, with only **5%** (**2%** in 2015) offering green travel incentives.

The table below lists benefits attracted by each role based upon the survey responses. Other benefits that were recorded but not listed below include: Discounted Insurance, Dental Care, Flexi-working, Season Ticket Loan for Rail Card, Income Protection, Death in Service, High-street Retail Discounts, Enhanced Maternity, Perkbox, Critical Illness, and Enhanced Child Care).

Looking at all roles, **50%** of respondents receive Private Health (up from **21%**), whilst **37%** can purchase extra holiday. Roughly **1 in 3** receive a car allowance / car. **12%** stated they receive no additional benefits whatsoever.

Core Role	Bid Coordinator	Bid Writer	Bid Manager	Graphic Designer	Head of Bid Writing	Head of Bid Management	Head of Graphic Design	Head of Proposal Management	Knowledgebase Manager	Proposal Manager	Total
No Benefits	19%	21%	9%	14%	14%	5%	0%	2%	6%	13%	12%
Paid Overtime	7%	8%	3%	7%	0%	1%	0%	0%	6%	7%	4%
Purchase Holiday	36%	26%	40%	29%	41%	40%	50%	44%	38%	36%	37%
Sell Holiday	15%	10%	18%	14%	14%	22%	0%	29%	25%	18%	17%
Car Allowance	10%	18%	33%	7%	52%	53%	0%	38%	38%	28%	31%
Fuel Card	3%	5%	6%	0%	7%	6%	0%	7%	6%	7%	6%
Share Scheme	15%	9%	22%	14%	28%	24%	0%	22%	25%	15%	19%
Share Options	10%	6%	7%	0%	10%	13%	0%	13%	13%	4%	8%
Private Health	48%	30%	49%	36%	62%	67%	50%	71%	50%	51%	50%
Private Dental	16%	10%	20%	21%	17%	26%	0%	18%	25%	15%	18%
Life Insurance	37%	20%	39%	21%	52%	49%	50%	47%	56%	36%	38%
Enhanced Pension	36%	19%	40%	14%	55%	46%	0%	53%	63%	34%	38%
Sports & Social Club	12%	5%	13%	7%	14%	10%	0%	24%	13%	10%	11%
Green Travel	8%	2%	6%	0%	3%	7%	0%	7%	19%	2%	5%

Analysis by Benefits

The contract market continues to expand unabated. Competition for roles is fiercer than ever and this is reflected in the modest day-rate changes over the past 3 years. **72%** of respondents stated their day rates have remained unchanged over the previous 12 months. Only **17%** stated their rates have increased.

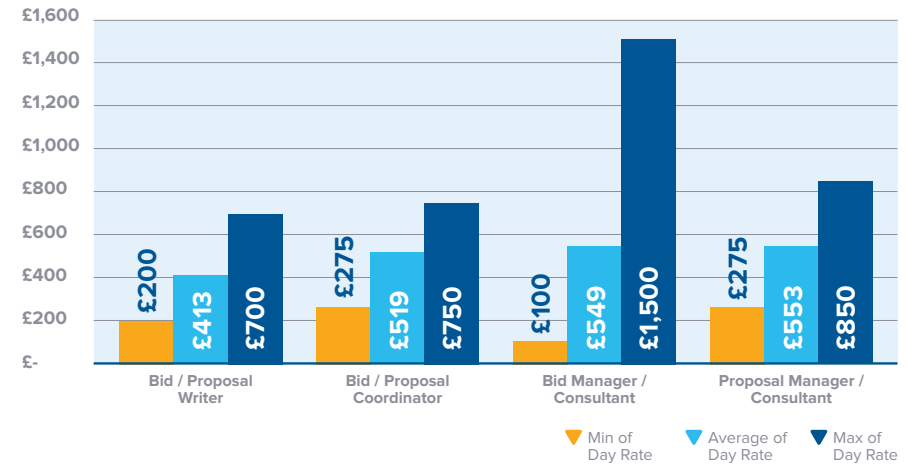
Contractor utilisation rates have been adversely affected since the 2015 survey with competition for work high. Only **56%** of contractors are engaged for more than 42 weeks of the year (i.e. 10 weeks not working / holidays). **32%** have 5 weeks of non-billable time. **19%** of contractors are out of work for at least 6 months.

Whilst some of this can be attributable to time spent on non-billable activities such as Business Development and Marketing, there is no direct correlation. **74%** said they spend less than 4 weeks on such activities.

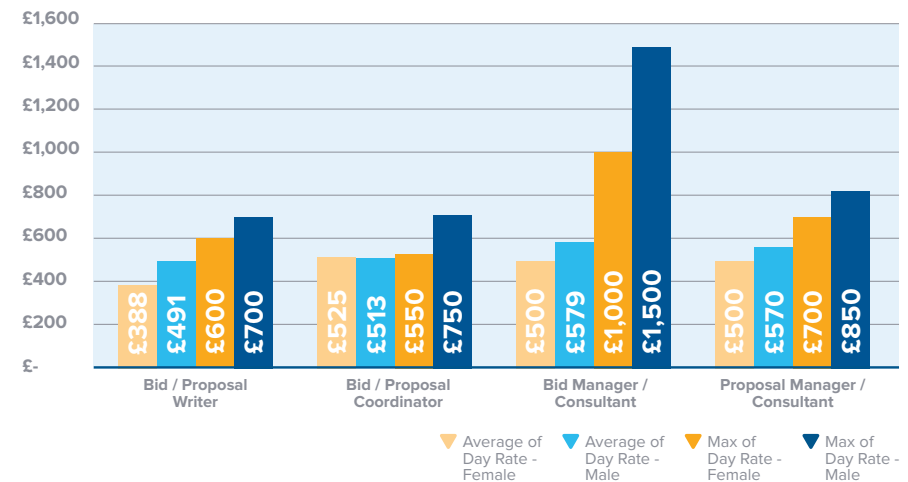
Proposal Managers are on average the best paid contractors earning **£553** per day (**5%** increase since 2015). Bid Managers are a close second earning **£549** per day (**3%** decrease). Once again bucking the trend are Proposal Writers; they have attained the largest increase with day rates up almost **8%**.

Analysis for Contractors / Self-Employed

CONTRACT DAY RATES



CONTRACT DAY RATES BY GENDER

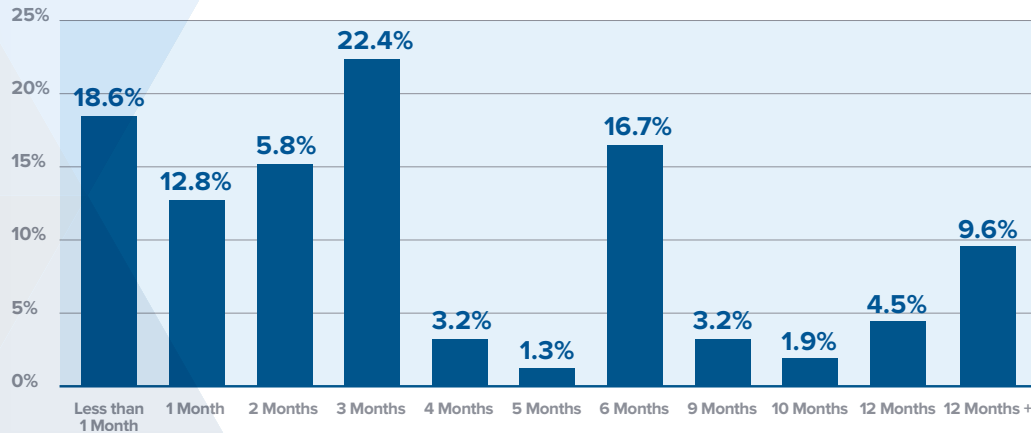


The profession is still struggling with a shortage of high quality Proposal Writers across all geographies and industries. The range of day rates within each core role is significant, with the largest variance (**£1400**) recorded in Bid Managers. This again points to a misunderstood profession and lack of

role consistency in many sectors. Day-rates were captured for 'Head of' roles however there are insufficient data points to report on.

Gender disparities are notable in every role and almost every category of contractor rate.

AVERAGE CONTRACT DURATION

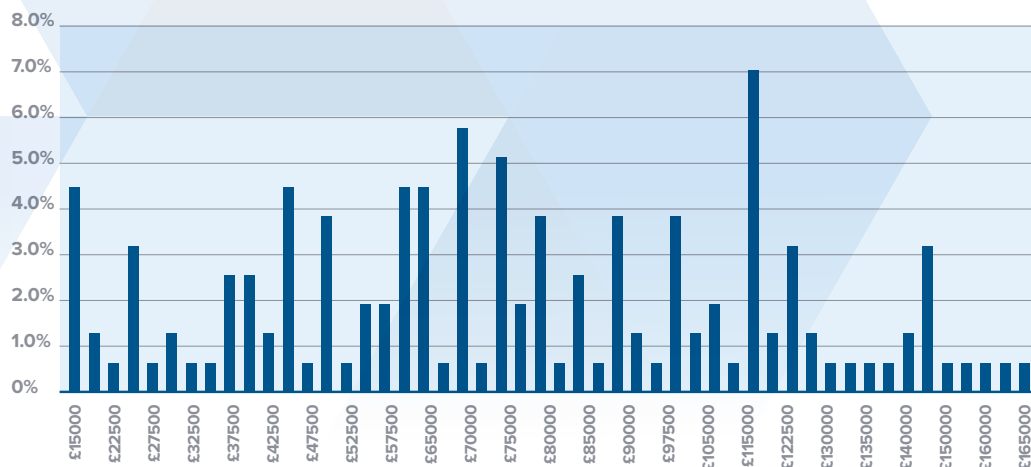


Whilst short-term contract duration volumes remain relatively unchanged, there has been an increase in the number of long-term contracts. Whilst average contract durations of less than 1 month have increased to **19%** (previously **14%**), contract durations of 3 months or less still account for **60%** of all contract durations – this is relatively unchanged from 2015. Longer term

contracts (12 months +) have increased from just **9%** in 2015 to **14%** in 2018.

There is a huge range across total contract earnings. The lowest being **£15,000** and the highest **£205,000**. The median total contract earnings is **£81,000**, with the average being **£79,022**.

TOTAL CONTRACT EARNINGS (% OF RESPONDENTS)

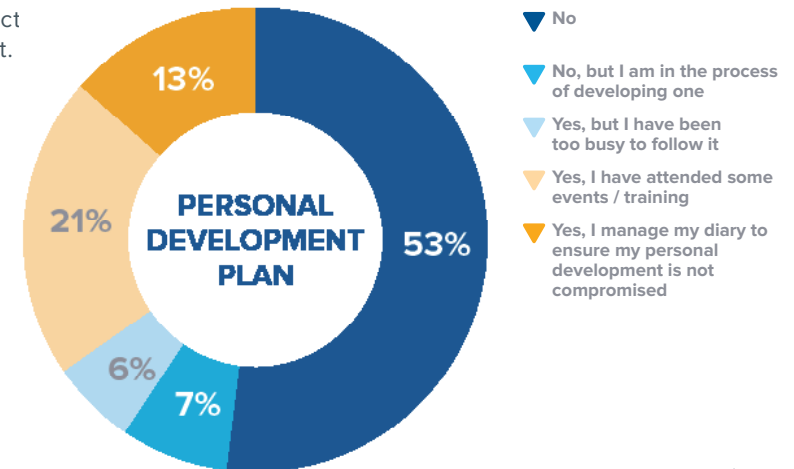


55% of contractors take 25 or more days holiday (up from **35%** in 2015). **22%** take fewer than 15 days.

61% of contractors have 5 years or less experience in the market. Almost one third have become contractors within the last 2 years. Only 1 in 4 have worked as a contractor for more than 10 years.

Contractors are neglect personal development.

66% have either no development plan in place or are too busy to follow the one they have. Only **13%** proactively manage their personal development plan.





Whilst considered a somewhat subjective measure, satisfaction levels provide useful insight into the mind-set of the participants and allow us to look beyond the numbers. Generally speaking, **satisfaction levels have increased** since 2015.

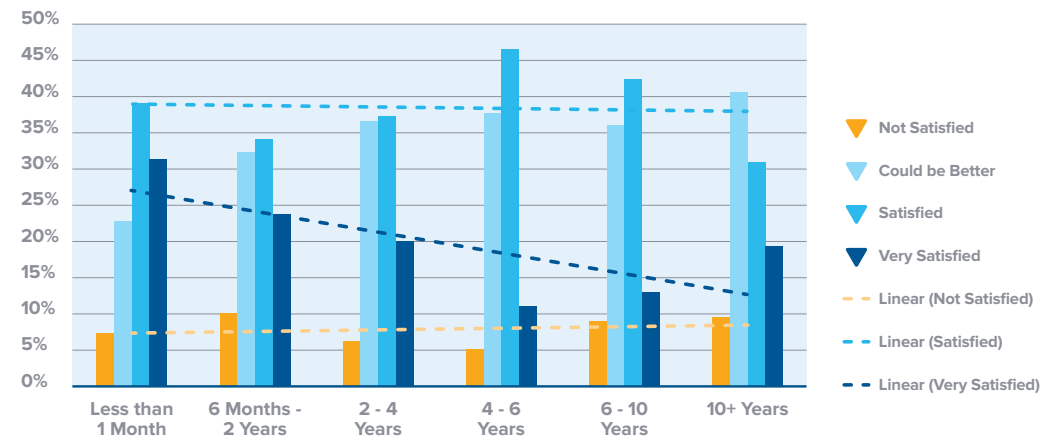
	Salary Satisfaction	Role Satisfaction	Employer Satisfaction
Not Satisfied	11%	8%	10%
Could be Better	34%	31%	26%
Satisfied	38%	36%	35%
Very Satisfied	18%	25%	29%

Overall Satisfaction

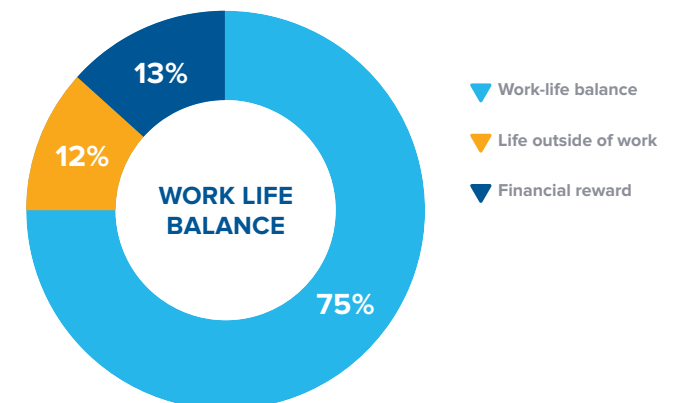
56% of respondents are 'satisfied' or 'very satisfied' with their basic salary (**50%** in 2015). **61%** enjoy their job and **64%** are happy with their current employer (**62%** in 2015). No particular core role causes notable dissatisfaction or indeed satisfaction.

As expected, job satisfaction generally trends downward over time, although this is only part of the story. The percentage of respondents that claim to be either 'Not Satisfied' or 'Satisfied' remains consistent across all the current role durations. The only notable trend down is in the 'Very Satisfied' category and this is of no real significance.

JOB SATISFACTION IN CURRENT ROLE



Whilst **13%** of respondents cite career progression / financial reward as the key consideration, **75%** feel work-life balance is more important. **12%** cite their life outside of work as the single most important consideration.





The Outlook

The 2015 Survey reported on major discrepancies across all industries, geographies and genders, and whilst some progress has been made to mitigate these, **the 2018 survey** has again highlighted the general lack of consistency across our profession. With huge ranges in day-rates and basic salaries, for seemingly similar roles and responsibilities, our aim as a profession must be to increase awareness of the pivotal role we play in securing and retaining business revenue.

With the number of job titles once again increasing significantly, such self-induced ambiguity serves only to further propagate discrepancies. HR teams often struggle to benchmark salaries because they simply can't find similar job titles in the market. If progress could be made on agreeing a national set of core roles and titles, we believe it would lead to rapid harmonisation.

Gender inequality across our profession cannot be disputed. It is evident in every role, industry, geography, and employment type. It is our belief that an independent and industry backed task force must be set up to tackle this as soon as possible.

With only **14%** of respondents in their teens or twenties, we have a looming issue of replenishing talent leaving the profession. With progress slow to launch the profession's Apprenticeship programme, more needs to be done to market our profession, and the opportunities it offers, to school leavers and undergraduates.

With more than **1 in 4** respondents changing company within the last 12 months, retaining key talent is still a huge challenge for the profession. People choose to change jobs for many reasons but focussing on personal development appears to be one quick win that could improve retention. The disruption and cost of replacing talent far outweighs the cost of investing in existing employees.

With the most uncertain economic time for several generations ahead of us, Brexit worries appear to be having little impact on the mind-set of the profession. **28%** of respondents feel 'Extremely Positive' about their prospects in the next 12 months whilst only **10%** are 'Extremely Negative' - only **2%** expect a pay cut.

Balancing all relevant individual, company and market factors, a resounding **31%** of respondents feel 'Extremely Positive' about securing a pay rise in 2018.

In November 2017 an email invitation to participate in the survey was sent to **7,000** UK Bid and Proposal professionals. A link to the survey was also distributed across social media platforms including LinkedIn, Twitter and Facebook. In total, **1,502 completed surveys** were submitted by 1st January 2018. Surveys received after the final deadline and those with incomplete information were disregarded. In total, there were **1,334 complete responses** and they form the basis of the detailed analysis in this report.

All data was verified for errors, mistakes and spurious entries. Outlier statistical analysis was also performed to ensure data integrity. The final analysis was derived using MS Excel and Pivot Tables.

Appendix 1: Methodology & Definitions

DEFINITIONS

Average: the average is calculated by dividing the sum of the values in the respondent set by the number of respondents.

Median: Denotes the value lying at the midpoint of a frequency distribution of observed, such that there is an equal probability of falling above or below it.

Bid Manager / Consultant: In the full salary report this is often shortened to 'Bid Manager'. The Bid Manager will assemble a bid team with the relevant service / product / business knowledge required to prepare a winning bid, whilst taking ownership of the end-to-end bid process. The Bid Manager is typically responsible for managing an opportunity from qualification through to contract award, including value proposition / strategy development, solution development, commercial considerations, partner identification and risk management. Responsibilities include introduction and implementation of all necessary bid procedures, governance and processes. Industry variations may include (not exhaustive): Capture Manager, Business Development Manager or Pursuit Coach.

Head of Bid Management: Responsible for managing a team of Bid Managers / more junior team members. This includes the same title variations as discussed in the Bid Manager Role.

Proposal Manager / Consultant: In the full salary report this is often shortened to 'Proposal Manager'. The Proposal Manager will coordinate and produce the proposal (RFI, ITT, RFP etc) response

whilst assembling a proposal team with the relevant service / product / business knowledge required to win. The Proposal Manager will be experienced in scheduling and running proposal kick-off meetings, leading storyboarding sessions, facilitating key review meetings / final document review, coordinating proposal governance / sign-off, document production and delivery of the completed proposal. Industry variations include (not exhaustive): Submissions Manager, Pitch Manager, Tender Manager, RFP Manager.

Head of Proposal Management:

Responsible for managing a team of Proposal Managers / more junior team members. This includes the same title variations as discussed in the Proposal Manager Role.

Bid / Proposal Coordinator: In the full salary report this is often shortened to 'Bid Coordinator'. The Bid Coordinator will co-ordinate and produce the bid or proposal response document. Responsibilities include introduction and implementation of all necessary document version control procedures and processes. This role requires forensic levels of attention to detail and an ability to work under pressure and to demanding deadlines. Proven ability in planning, producing and delivering compliant proposal documents within a complex business environment. Industry variations include (not exhaustive): Document Manager, Bid Executive, Proposal Administrator, Bid Coordinator, Sales Support Exec, Pitch Assistant or OJEU Manager.

DEFINITIONS

Bid / Proposal Writer: In the full salary report this is often shortened to 'Bid Writer'. Produce professionally written proposal content that clearly articulates the organisations value proposition, win themes, features and benefits. The proposal writer will be experienced in leading storyboarding sessions, participating in key content review meetings / final document review, proofreading and content sign off. Industry variations include (not exhaustive): Bid Writer, Proposal Editor, Document Writer, Proposal Author, Bid Author.

Head of Bid / Proposal Writing:

Responsible for managing a team of Bid / Proposal Writers. This includes the same title variations as discussed in the Bid / Proposal Writer Role.

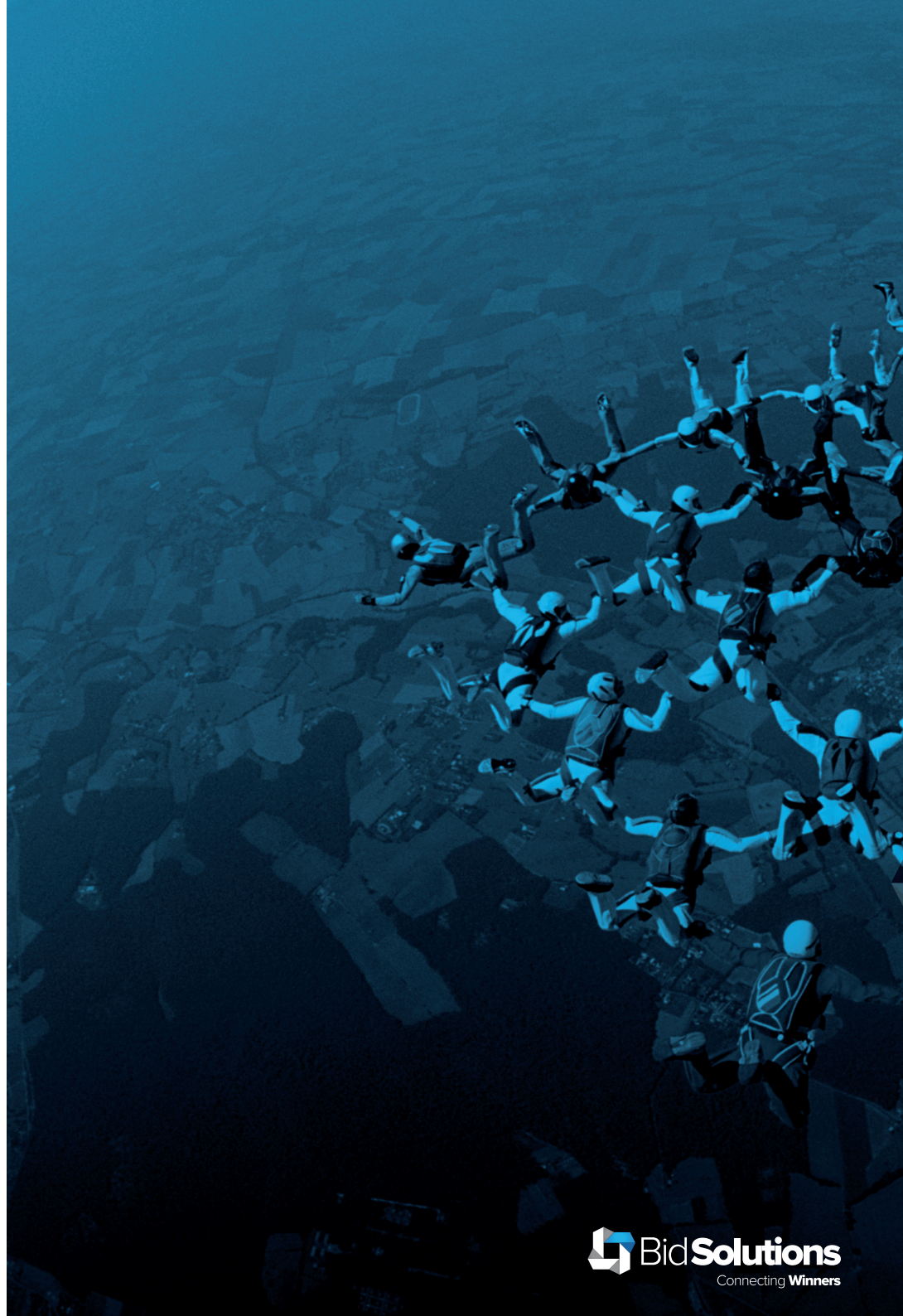
Knowledgebase / Content Database

Manager: In the full salary report this is often shortened to 'Knowledgebase Manager'. Responsible for maintaining and expanding a database of reusable pre-written content to improve proposal quality and proposal / sales team productivity. Responsible for defining and optimising the database structure and record management system. Responsible for maintaining database accessibility and data integrity. Industry variations include (not exhaustive): Database Administrator, Marketing Content Coordinator, Sales Database Manager.

Graphic Designer / DTP Manager / Bid

Marketing: In the full salary report this is often shortened to 'Graphic Designer'. Creation of high impact client focussed graphics and proposal images that contribute towards producing a winning proposal. The Graphic Designer / DTP Specialist will work as an integral part of the bid / proposal team to ensure all customer facing documentation / media is of the highest visual impact. Industry variations include (not exhaustive): Proposal Designer / Illustrator.

Head of Graphic Design: Responsible for managing a team of Graphic Designers. This includes the same title variations as discussed in the Graphic Designer Role.



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