

THE 2022 INTERNAL COMMS SALARY REPORT



BROUGHT TO YOU BY



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BRILLIANT INK



This work is dedicated to the internal communications professionals who are shaping the future of work and showing us all the power of communication.

You inspire us every day.

Credits

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INTRODUCTION

Note from the editors

Dear Reader,

After we released last year's Internal Communications Salary Report, our inboxes were overflowing with messages from internal communicators who had used the report to get more money for themselves, their colleagues, and their teams.

It was a dream come true for everyone involved with the creation of the report. It is the reason why the report was created in the first place and why we are continuing this important work this year.

The creation of the 2022 Internal Communications Salary Report has only been possible because of the generosity of 1,016 internal communication professionals who participated in this year's survey.

Thank you. Thank you. Thank you.

You are playing a vital role in helping internal communication professionals around the world get paid what they deserve. Your participation is creating real change and getting real results for communicators like you. You are the rising tide lifting all ships.

To be able to facilitate this direct action and change making in the industry is our honor and privilege.

On behalf of the hundreds of IC pros who will be using this report to chart their career paths and advocate for the tools, budget, and salaries they deserve this year – we are overwhelmed with gratitude. Thank you for your trust, your honesty, and your help.

To those of you who are coming across this IC Salary Report for the first time, please know this: You deserve to be paid fairly for the incredible work you do and the value you bring to the organizations you support. It is our hope that through the data we present here you'll find pieces that help to illuminate your career path and help you advocate for your immeasurable worth.

Sincerely,

Kyla Sims &
The Staffbase Team



Jackie Berg, Becky Sennett &
The Brilliant Ink Team



INTRODUCTION

Methodology

The data for this report was collected by a survey conducted from May 23 - July 15, 2022. Data was collected via a web-based survey, and survey participation was promoted by email and social media. 1,016 anonymous respondents completed 33 questions about their compensation, work responsibilities, and other demographic details. The survey was conducted to explore internal communications professionals' salaries, salary trends, and factors that impact their compensation.

HERE'S THE THING:

- This report focuses on in-house, full-time communications professionals only.¹
- All currencies are converted to \$USD unless otherwise stated.²
- Where there is no significant correlation with salary, we did not include salary information.

¹ In-house, full-time internal communications professionals represented 88% of all survey respondents.

² Survey participants were given the option to share their salary band in one of seven currency options, or an open response option. Salary bands were calculated based on \$USD equivalent or country census data. See "How We Analyzed Salary Data" in appendix for details.

Country/Region	% of all respondents
United States of America	56%
United Kingdom	17%
Canada	8%
Europe	9%
Australia/New Zealand	5%
Middle East & Asia	2%
Africa	2%
Caribbean, Central & South America	1%

Black/Indigenous/Person of Color	% of all respondents
Yes	14%
No	84%
Missing/NA/Prefer not to answer	2%

Work status	% of respondents
Full-time	94%
Part-time	3%
Contract/temporary	2%
Other	1%

INTRODUCTION

Participant Data Summary

All responses (1,016)

Age Range	% of all respondents
18 – 24	3%
25 – 34	35%
35 – 44	33%
45 – 54	20%
55+	8%
Missing/NA/Prefer not to answer	<1%

Gender Identification	% of all respondents
Woman	84%
Man	15%
Missing/NA/Prefer not to answer	<1%
Non-Binary/Genderqueer	<1%
Self-Describe	<1%

Black/Indigenous/Person of Color	% of all respondents
Yes	14%
No	84%
Missing/NA/Prefer not to answer	2%

Highest Level of Education	% of all respondents
Bachelor degree	58%
Master degree	33%
Some college but no degree	3%
Associate degree	2%
High school degree or equivalent	1%
Professional degree	1%
Doctorate	1%
Less than high school	<1%

Country/Region	% of all respondents
United States of America	58%
United Kingdom	17%
Canada	8%
Europe	9%
Australia/New Zealand	5%
Middle East & Asia	2%
Africa	1%
Caribbean, Central & South America	1%

Location Type	% of all respondents
Large city	47%
Suburb near a large city	30%
Small city or town	19%
Rural area	4%

People Manager* (Agency + In-house only)	% of all respondents
Yes	38%
No	62%

Time at Current Company* (Agency + In-house only)	% of all respondents
<1 year	27%
1 – 2 years	26%
3 – 4 years	21%
5 – 10 years	20%
10+ years	6%

Company Size* (In-house only)	% of all respondents
<500 employees	25%
501 – 1,000 employees	12%
1,001 – 5,000 employees	30%
5,001 – 10,000 employees	10%
10,001 – 50,000 employees	16%
50,000+ employees	7%

Years of Total Professional Experience	% of all respondents
0 – 3 years	2%
4 – 7 years	15%
8 – 10 years	18%
11 – 15 years	19%
16 – 20 years	16%
21 – 25 years	15%
25+ years	14%

Years of Internal Comms Experience	% of all respondents
0 – 3 years	17%
4 – 7 years	33%
8 – 10 years	22%
11 – 15 years	13%
16 – 20 years	7%
21 – 25 years	4%
25+ years	3%

INTRODUCTION

Participant Data Summary

Only in-house, full-time respondents (894)

Age Range	% of in-house, full-time respondents
18 – 24	3%
25 – 34	37%
35 – 44	33%
45 – 54	19%
55+	8%
Missing/NA/Prefer not to answer	<1%

Gender Identification	% of in-house, full-time respondents
Woman	85%
Man	14%
Missing/NA/Prefer not to answer	<1%
Non-Binary/Genderqueer	<1%
Self-Describe	<1%

Black/Indigenous/Person of Color	% of in-house, full-time respondents
Yes	13%
No	85%
Missing/NA/Prefer not to answer	2%

Highest Level of Education	% of in-house, full-time respondents
Bachelor degree	59%
Master degree	34%
Some college but no degree	3%
Associate degree	1%
High school degree or equivalent	1%
Professional degree	1%
Doctorate	1%
Less than high school	<1%

Country/Region	% of in-house, full-time respondents
United States of America	58%
United Kingdom	16%
Canada	8%
Europe	9%
Australia/New Zealand	5%
Middle East & Asia	2%
Africa	1%
Caribbean, Central & South America	1%

Location Type	% of in-house, full-time respondents
Large city	48%
Suburb near a large city	30%
Small city or town	18%
Rural area	4%

People Manager	% of in-house, full-time respondents
Yes	39%
No	61%

Time at Current Company	% of in-house, full-time respondents
<1 year	27%
1 – 2 years	26%
3 – 4 years	21%
5 – 10 years	20%
10+ years	6%

Company Size	% of in-house, full-time respondents
<500 employees	22%
501 – 1,000 employees	13%
1,001 – 5,000 employees	30%
5,001 – 10,000 employees	11%
10,001 – 50,000 employees	17%
50,000+ employees	7%

Years of Total Professional Experience	% of in-house, full-time respondents
0 – 3 years	2%
4 – 7 years	15%
8 – 10 years	19%
11 – 15 years	19%
16 – 20 years	16%
21 – 25 years	14%
25+ years	14%

Years of Internal Comms Experience	% of in-house, full-time respondents
0 – 3 years	16%
4 – 7 years	35%
8 – 10 years	23%
11 – 15 years	12%
16 – 20 years	7%
21 – 25 years	4%
25+ years	2%

The background is a vibrant blue with a diagonal light blue stripe running from the top left towards the bottom right. Scattered across this background are various currency symbols: a purple circle with a white dollar sign (\$) in the top left, a red circle with a white Euro symbol (€) below it, a light blue dollar sign (\$) on the left side, a light blue Euro symbol (€) in the bottom right, a red circle, a yellow circle, and a small blue circle near the bottom left. A large white number '1' is positioned on the left, with a thick yellow vertical bar behind its right side.

1

Internal Communications **Salaries in 2022**



INTERNAL COMMUNICATIONS SALARIES IN 2022

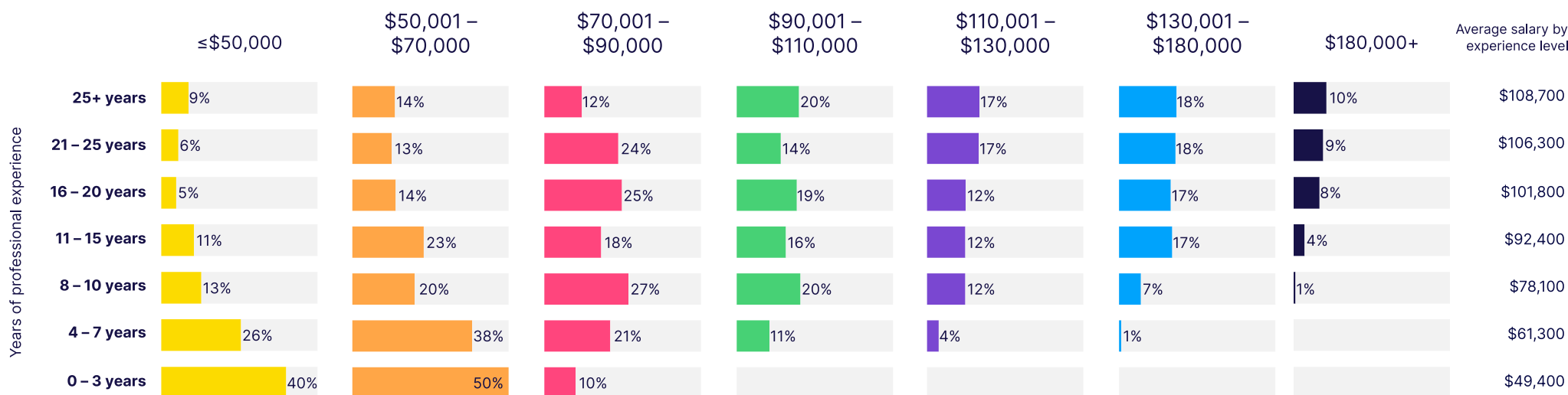
How much do IC professionals earn?

We analyzed salary data by years of professional experience rather than averaging all salaries. This analysis is more useful for understanding what contributes to higher compensation at various experience levels, so you have actionable data to take into your next salary negotiation.

HERE'S THE THING:

The strongest correlation with a high salary is years of professional experience.¹

Salary bands² by years of professional experience³



% of in-house, full-time IC professionals at each experience level

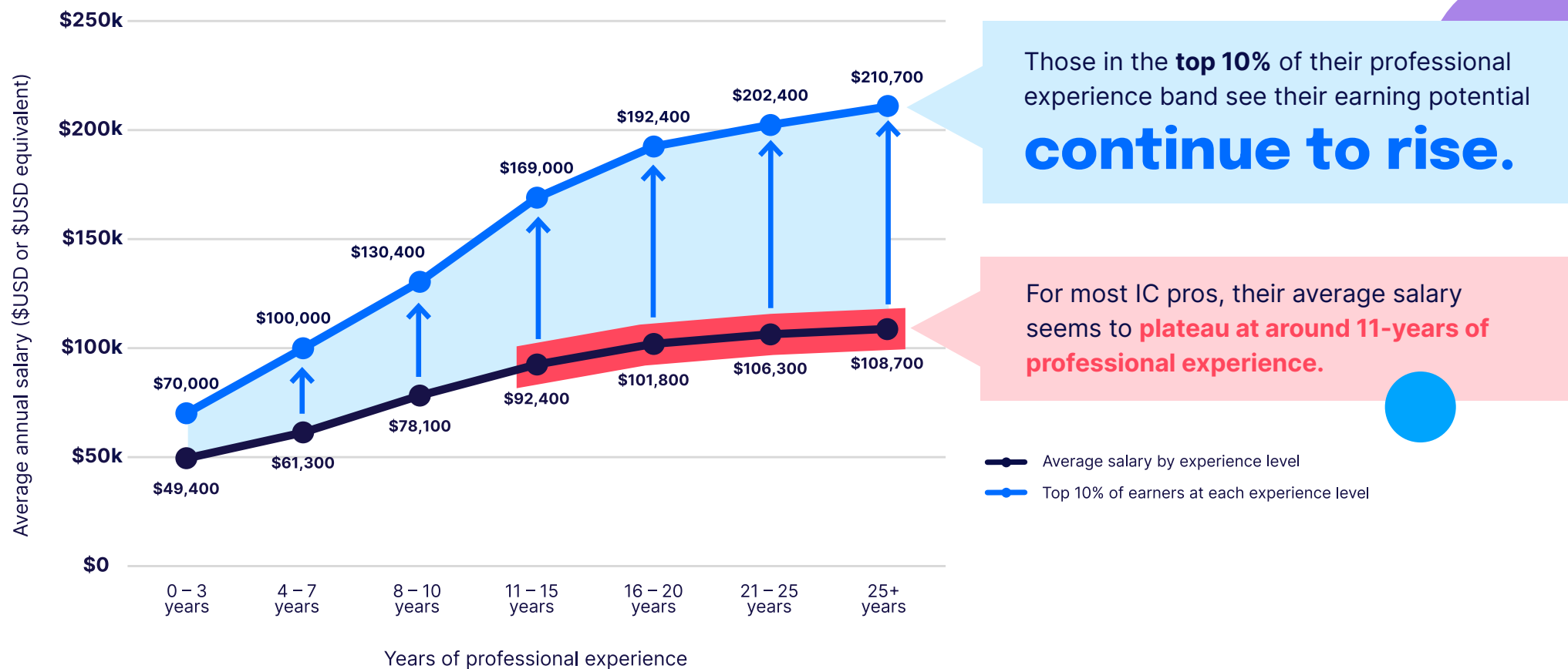
¹ Data reflects in-house, full-time IC professionals only. The majority of respondents have at least 4-7 more years of professional experience than internal communications experience. While our findings did not show a significant correlation between salary and internal communications experience, there is one observation worth noting. See page 11.

² Salaries shown are \$USD or \$USD equivalent.

³ Professional experience refers to how many years one has been in the workforce.

EARNING POTENTIAL IN INTERNAL COMMUNICATIONS

How much could IC professionals earn?

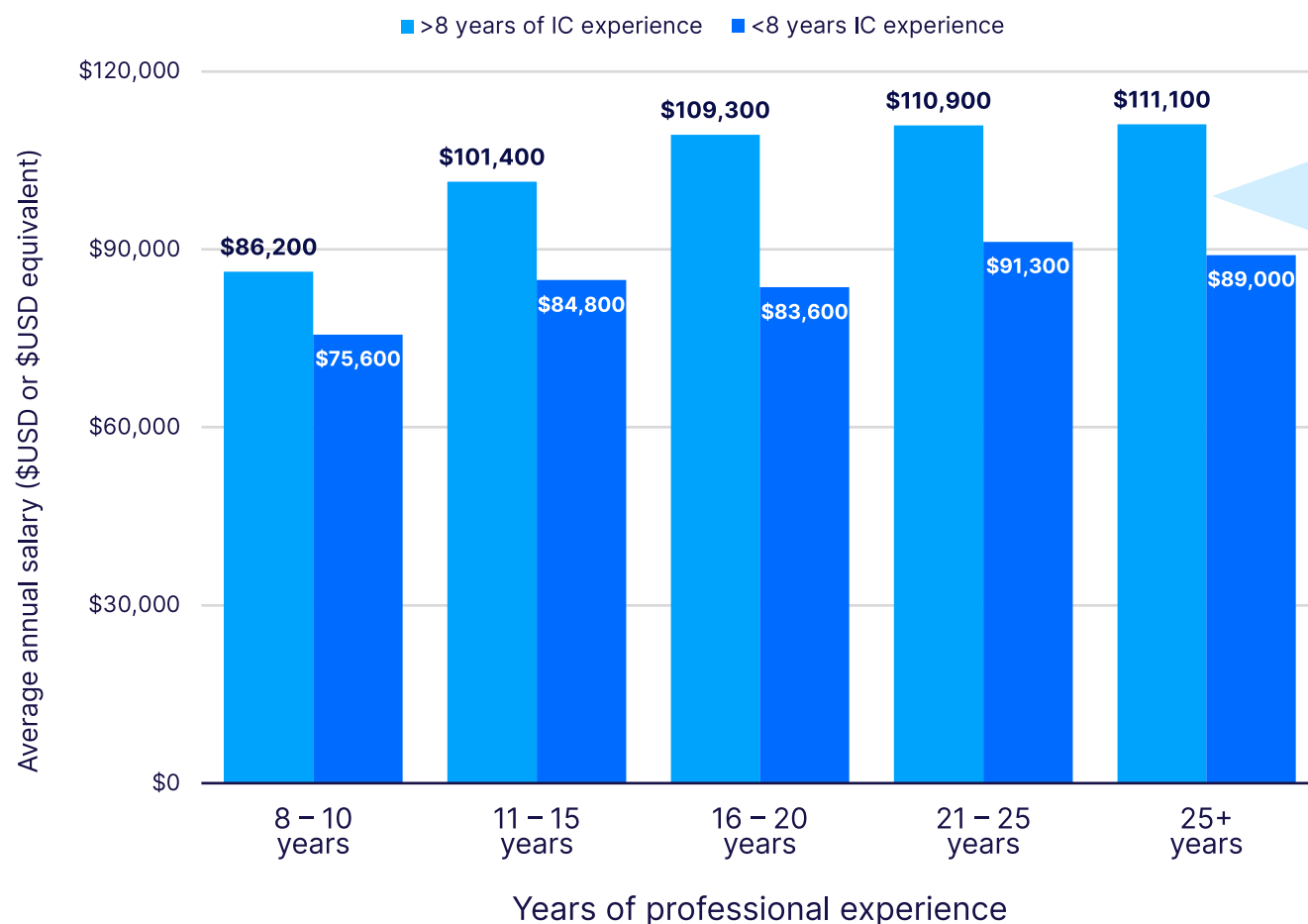


Data reflects in-house, full-time IC professionals only. Salaries shown are \$USD or \$USD equivalent.

INTERNAL COMMUNICATIONS EXPERIENCE

Does it pay to have internal communications experience?

IC pros with at least 8-10 years of IC experience tend to have salaries that are **22% higher** (around \$20,000 USD more!) than peers with the **same** level of professional experience but **less** IC experience.



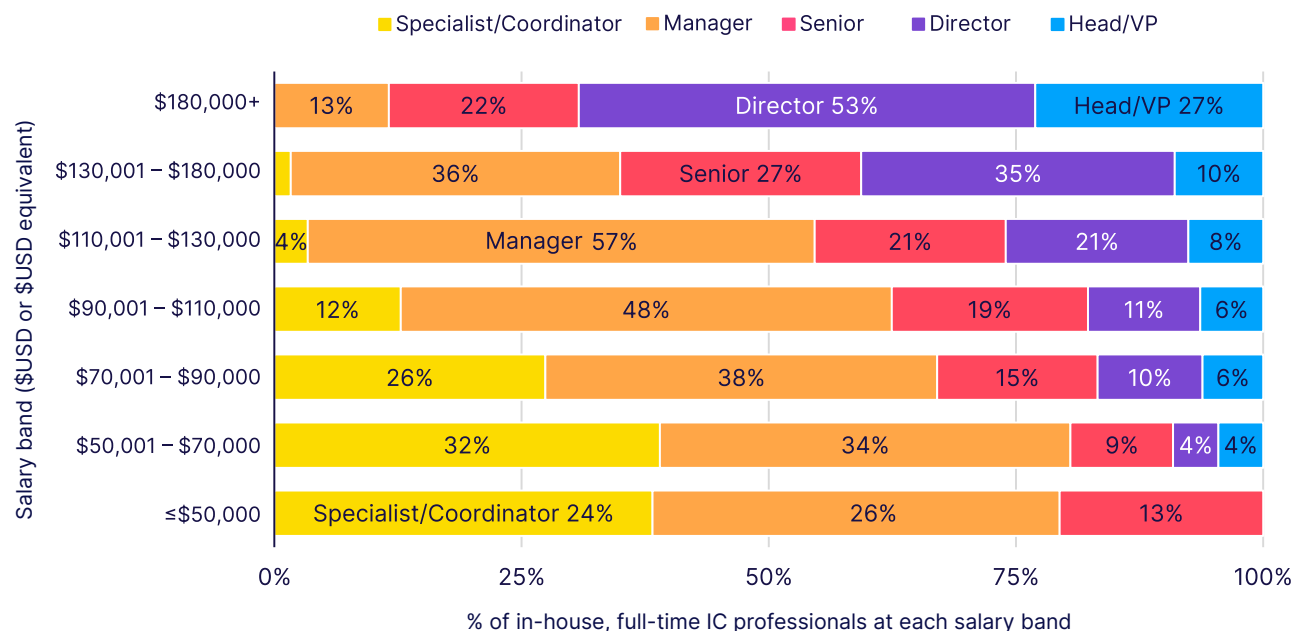
\$20k+
IC experience boost!

Data reflects in-house, full-time IC professionals only. Salaries shown are \$USD or \$USD equivalent.

INTERNAL COMMUNICATIONS JOB TITLES

Do titles matter when it comes to salary in internal communications?

% of job titles^{1,2} that contain each word, by salary band



HERE'S THE THING:

“Manager” is the most common word in IC job titles, with **“internal communications manager”** being the most prevalent title.

Titles that do not include “communications” typically include the following instead:

- Marketing
- Engagement
- Employee experience

The award for the longest job title goes to:

Senior Manager, People Change Management, Communications, and Cultural Transformation

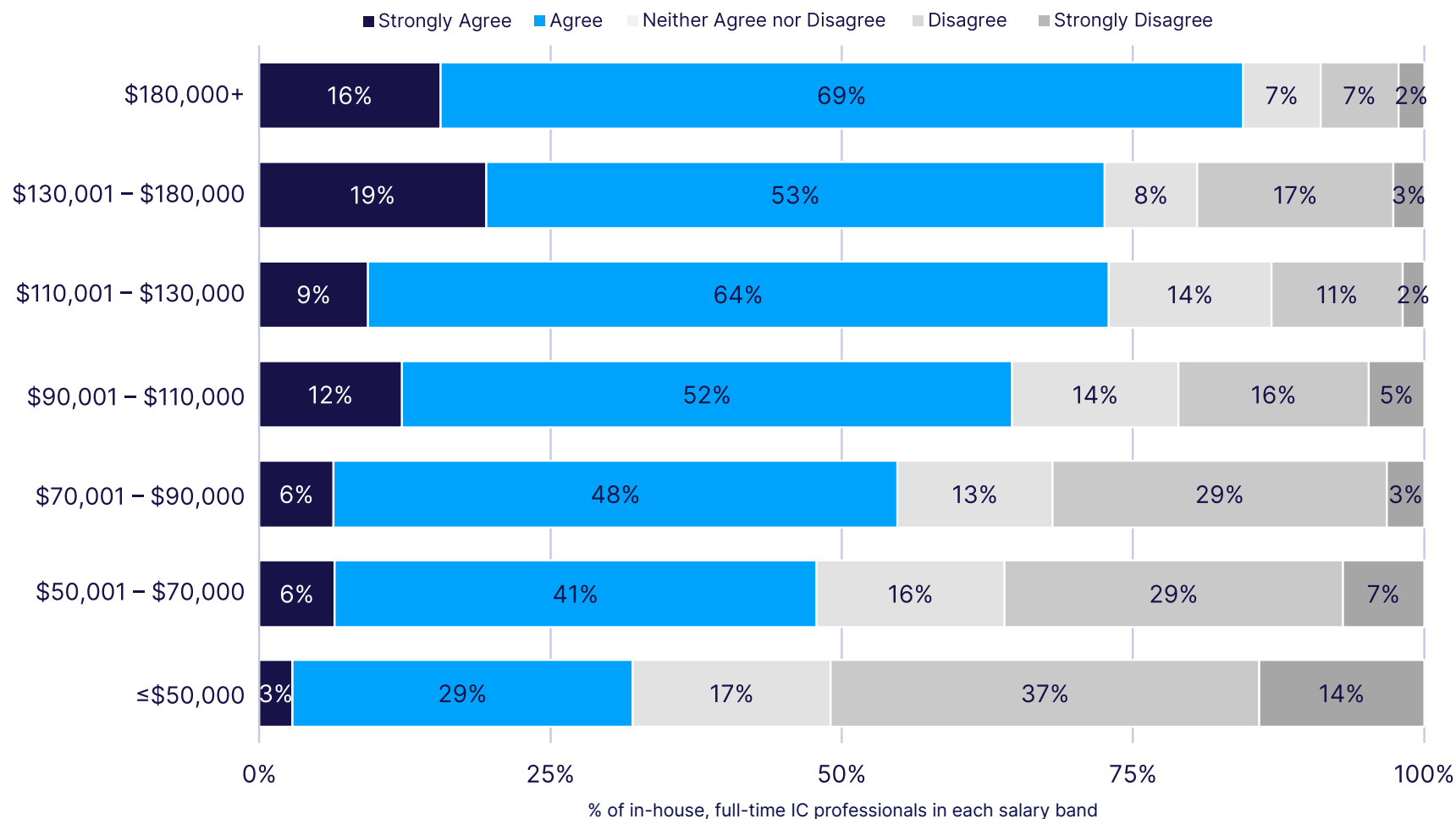
¹ Respondents were asked in an open-ended question to provide their current job title. Data reflects in-house, full-time IC professionals only.

² Percentages do not add up to 100%, as this represents only the job titles that include the words above.

SALARY SATISFACTION IN INTERNAL COMMUNICATIONS

Are internal communication professionals satisfied with their compensation?

Satisfaction with Salary by Salary Band



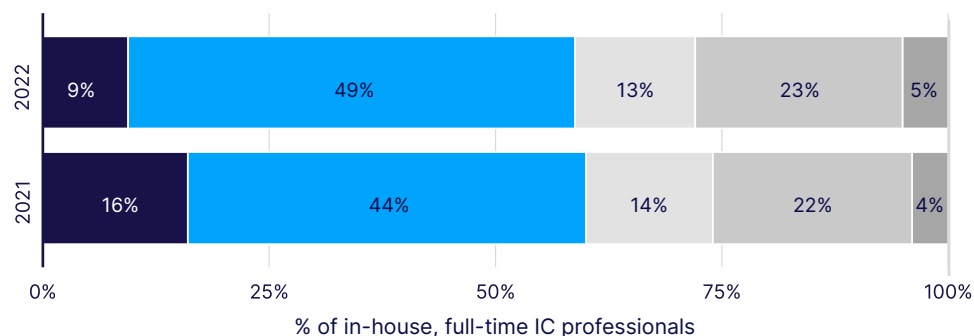
Percentages may not add up to 100% due to rounding.

SALARY SATISFACTION IN INTERNAL COMMUNICATIONS

Are internal communication professionals satisfied with their compensation?

“I am satisfied with my overall compensation”

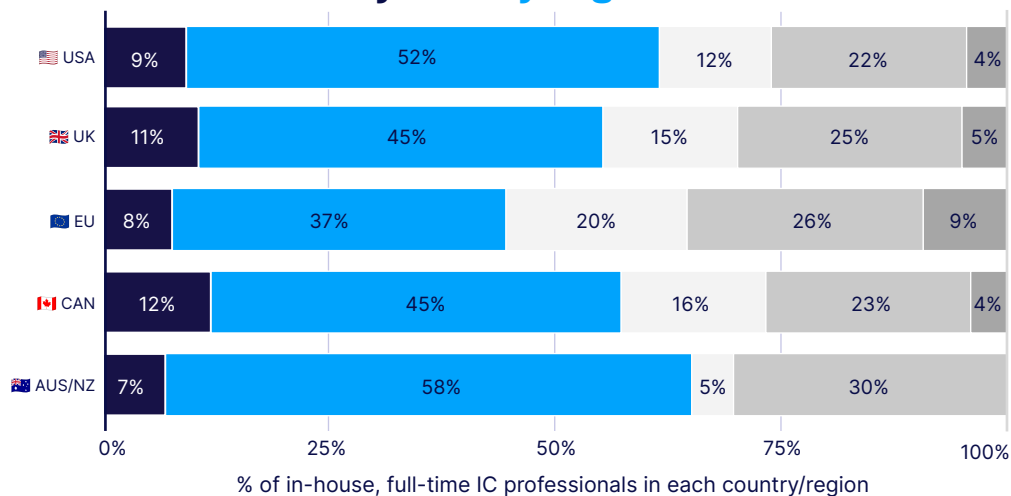
Year-Over-Year



WELL THIS IS INTERESTING...

Satisfaction with compensation has **held steady** from 2021 to 2022.

“I am satisfied with my overall compensation”
by Country/Region



- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Percentages may not add up to 100% due to rounding.

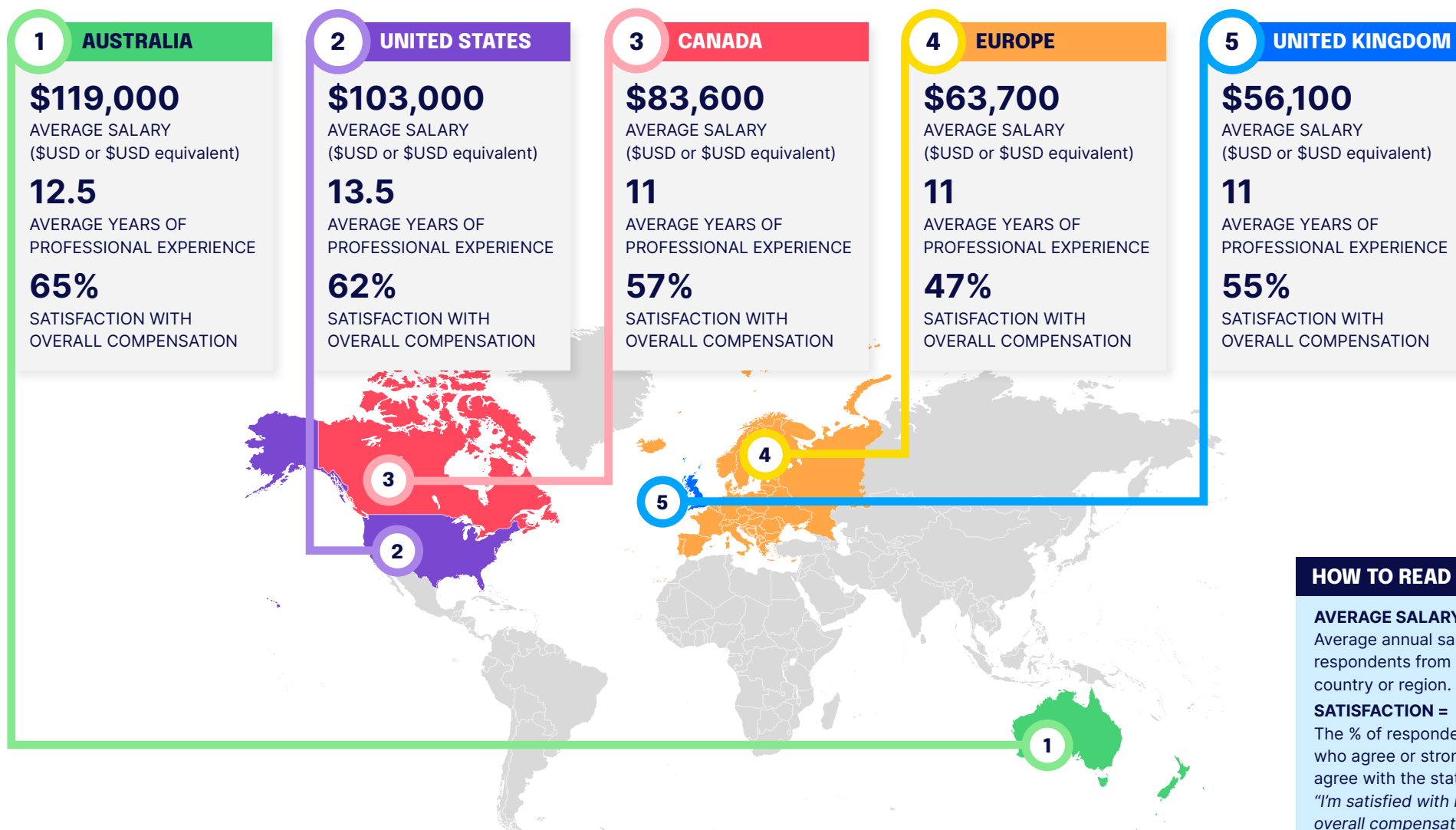
The background is a vibrant blue with various decorative elements. In the top left, there's a purple circle with a white dollar sign (\$) and a red circle with a white Euro symbol (€). Below these, there are faint blue currency symbols: a dollar sign (\$) and a Euro symbol (€). In the bottom left, there's a blue circle with a white pound symbol (£), a yellow circle with a white dollar sign (\$), and a small blue circle. A large, stylized number '2' is positioned on the left side, with a white front face and a yellow shadow. A large white curved line, resembling a wide smile or a bracket, is located in the bottom right area.

2

Demographic Influence on IC Salaries

GEOGRAPHIC INFLUENCE ON SALARY

Salary by Geolocation



Data reflects in-house, full-time IC professionals only. The geographies depicted are those with at least 10 in-house, full-time IC professionals.

US SALARIES BY CITY OR REGION

Eastern Coast of the United States


BOSTON / PROVIDENCE
 MASSACHUSETTS AND RHODE ISLAND

\$98,500

 AVERAGE SALARY
 (\$USD)

8

 AVERAGE YEARS OF
 PROFESSIONAL EXPERIENCE

67%

 SATISFACTION WITH
 OVERALL COMPENSATION

NEW YORK
 NEW YORK, NEW JERSEY, CONNECTICUT

\$115,400

 AVERAGE SALARY
 (\$USD)

13.5

 AVERAGE YEARS OF
 PROFESSIONAL EXPERIENCE

42%

 SATISFACTION WITH
 OVERALL COMPENSATION

PHILADELPHIA
 PENNSYLVANIA

\$107,800

 AVERAGE SALARY
 (\$USD)

11.5

 AVERAGE YEARS OF
 PROFESSIONAL EXPERIENCE

53%

 SATISFACTION WITH
 OVERALL COMPENSATION

WASHINGTON D.C.
 DISTRICT OF COLUMBIA AND VIRGINIA

\$110,600

 AVERAGE SALARY
 (\$USD)

12.5

 AVERAGE YEARS OF
 PROFESSIONAL EXPERIENCE

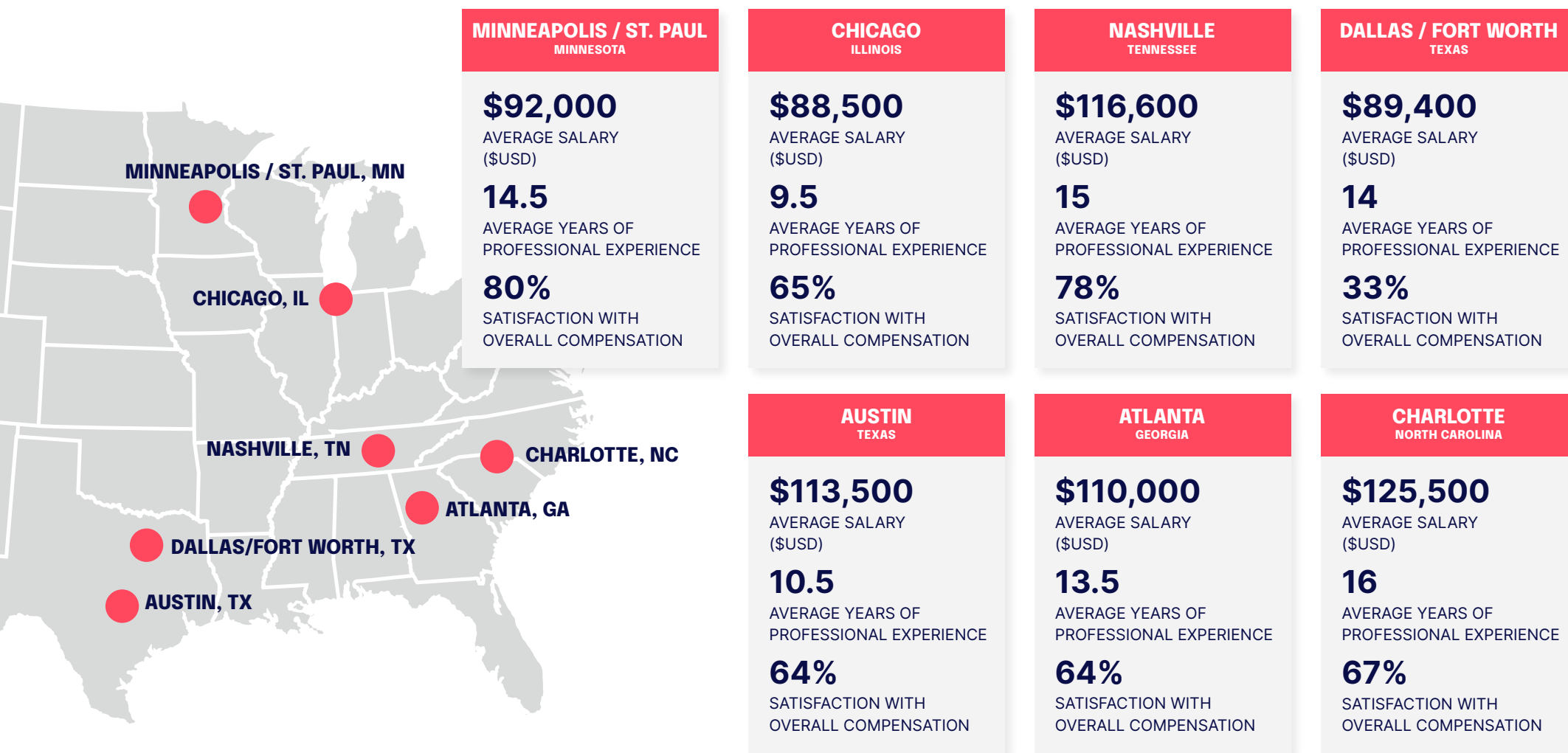
53%

 SATISFACTION WITH
 OVERALL COMPENSATION

Data reflects in-house, full-time IC professionals only. The metro areas depicted are those with at least 10 in-house, full-time IC professionals.

US SALARIES BY CITY OR REGION

Texas, Midwestern and Southeastern United States



Data reflects in-house, full-time IC professionals only. The metro areas depicted are those with at least 10 in-house, full-time IC professionals.

US SALARIES BY CITY OR REGION

Western United States

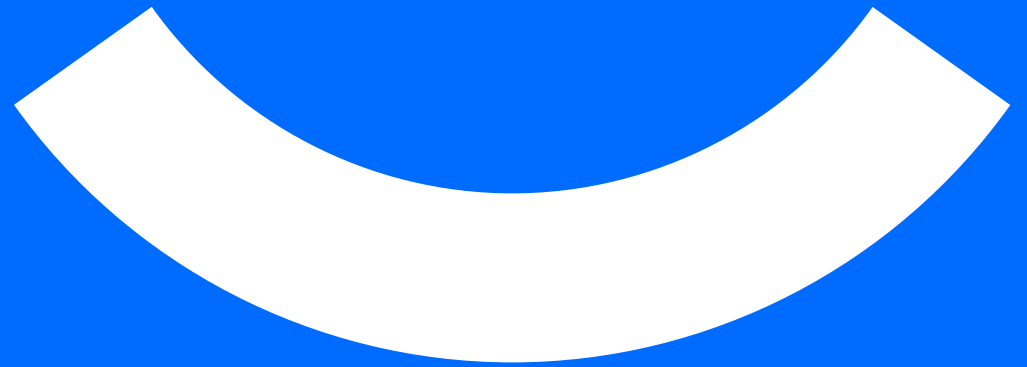


Data reflects in-house, full-time IC professionals only. The metro areas depicted are those with at least 10 in-house, full-time IC professionals.

The background is a solid blue color. In the top-left corner, there is a purple circle with a white dollar sign (\$) and a red circle with a white Euro symbol (€). On the left side, there is a large white number '3' with a yellow shadow. Below the '3', there are several currency symbols: a blue dollar sign (\$), a blue Euro symbol (€), a blue pound sign (£), and a blue dollar sign (\$). At the bottom, there is a red circle, a yellow circle, and a blue circle.

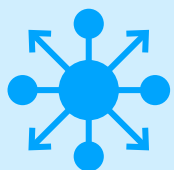
3

The Professional Landscape of IC



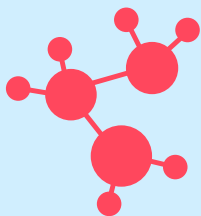
ORGANIZATIONAL STRUCTURE

How are internal communications teams structured?



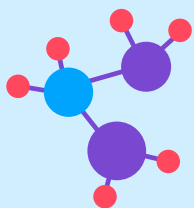
CENTRALIZED

Internal communicators are on the same core team and report to the same manager. Collectively they communicate out to the rest of the organization.



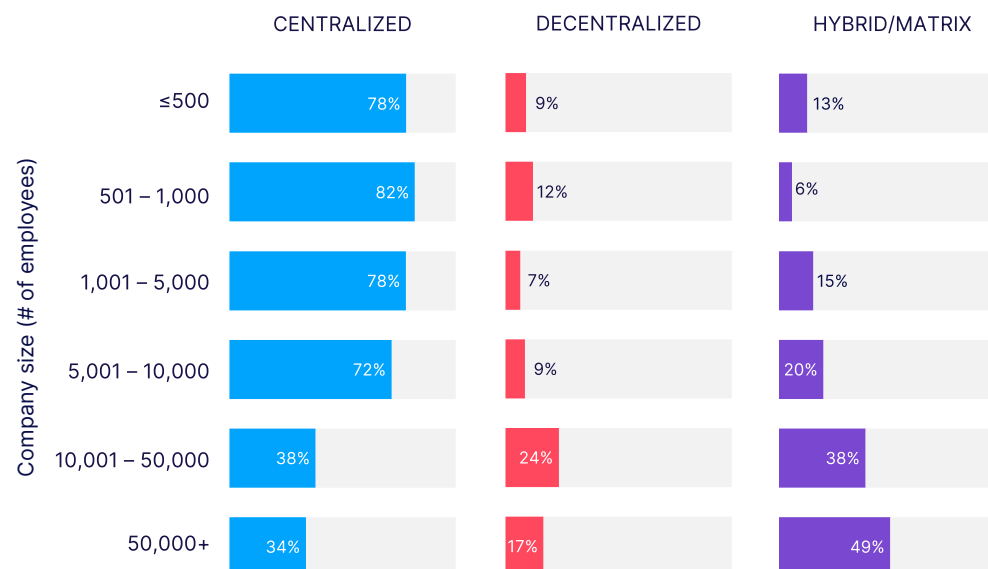
DECENTRALIZED

Members of the internal communications team are embedded on different cross-functional teams throughout the organization, aligning to specific features, products, locations, or lines of business.



HYBRID/MATRIX

In a combination of centralized and decentralized structures, members of the internal communications team have oversight from both a centralized manager and a manager from a specific product or line of business.



% of in-house, full-time IC professionals in each IC team structure

HERE'S THE THING:

$\frac{2}{3}$ of internal communications teams use a **CENTRALIZED** structure

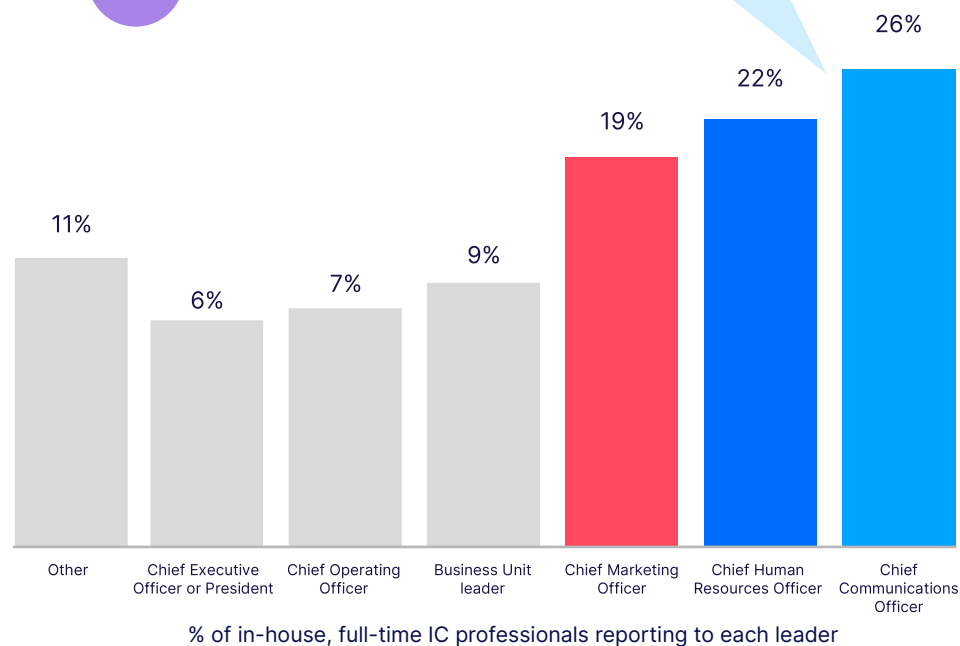
Percentages may not add up to 100% due to rounding.

ORGANIZATIONAL STRUCTURE

Digging deeper: How are internal communications teams structured?

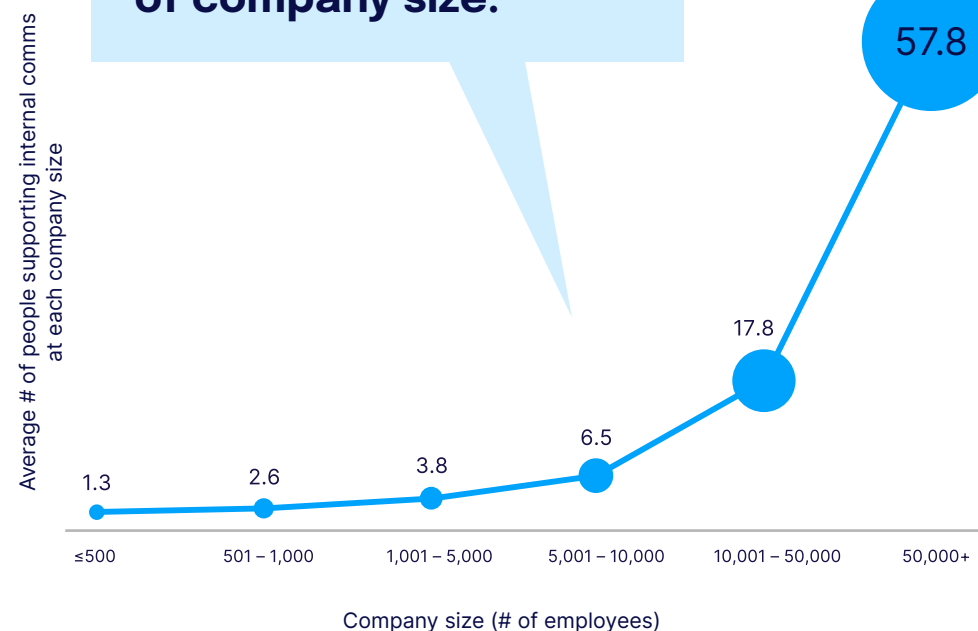
Where does internal communications report?

48% of survey respondents report to either the **Chief Communications Officer (CCO)** or the **Chief Human Resources Officer (CHRO)**, which is consistent with our findings from 2021.



How many people support internal communications?

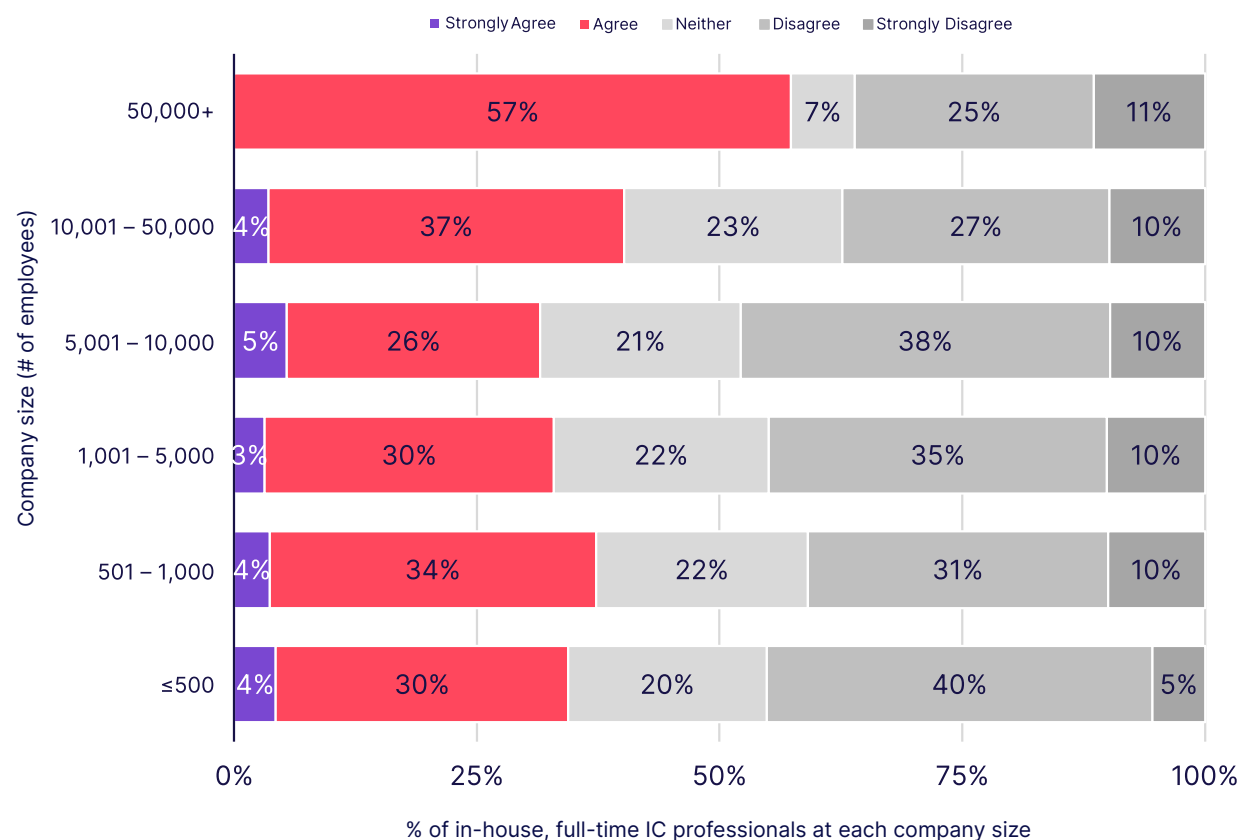
1 out of 4 IC professionals is on a **team of one** regardless of company size.



MEASUREMENT & TOOLS

Do IC professionals have the right tools to measure their success?

“I feel that I have the right tools to measure my impact as an internal communicator”



Regardless of company size, IC pros are using and investing in tools to measure their impact. Similar to what we observed in 2021, working at a larger company does not necessarily mean internal communications professionals always have what they need to measure their impact. In fact, only **1 out of 3 IC pros believe they have the right tools to measure their impact.**

WELL THIS IS INTERESTING...

- 70% of top 10% of earners own **collecting/analyzing data** as a part of their job responsibilities.
- 40% of the top 10% of earners believe they **have the right tools to measure their impact.**

Data reflects in-house, full-time IC professionals only. Top 10% of earners refers to the top 10% of earners by years of professional experience.

Percentages may not add up to 100% due to rounding.

JOB SATISFACTION

What is the most important factor for job satisfaction in internal communications?

This is very important for my job satisfaction	2021	2022
1 Culture	91%	91%
2 People	N/A	83%
3 Flexibility	84%	80%
4 Salary	75%	79%
5 Meaningful work	82%	72%
6 Professional growth	71%	61%
7 Recognition	60%	46%

WELL THIS IS INTERESTING...

Meaningful work, professional growth, and recognition **all dropped in importance year over year.**

Data reflects in-house, full-time IC professionals only. Data represents the percent of respondents who rated each item as "very important" to their overall job satisfaction.

ASSOCIATIONS, ACCREDITATIONS & AWARDS

How many IC pros are actively involved in the wider industry?

42%

belong to at least one professional association

MOST POPULAR ASSOCIATIONS



17%

have won at least one industry award

MOST POPULAR AWARDS



14%

have spoken at an industry conference

MOST POPULAR SPEAKER CONFERENCES



10%

have at least one industry accreditation

MOST POPULAR ACCREDITATIONS



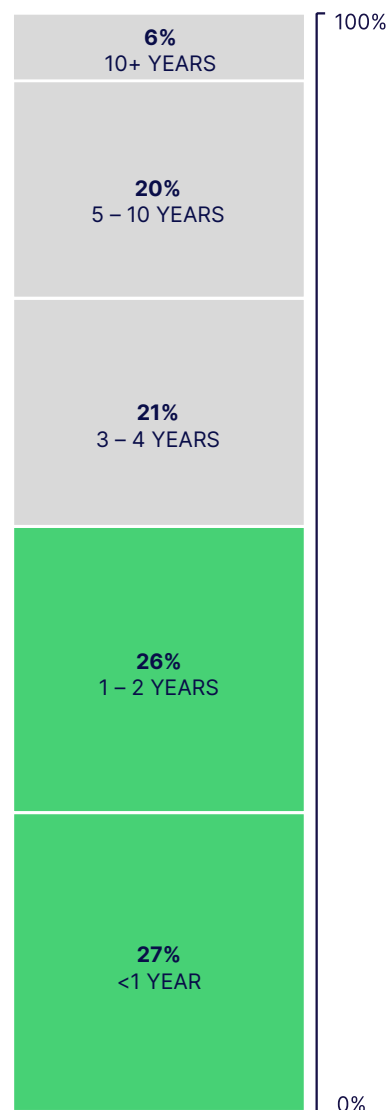
Data reflects in-house, full-time IC professionals only. Check out the **Benchmarking section** to see all of this data by years of professional experience.

PROFESSIONAL TENURE

Did IC pros participate in the ‘Great Resignation’?

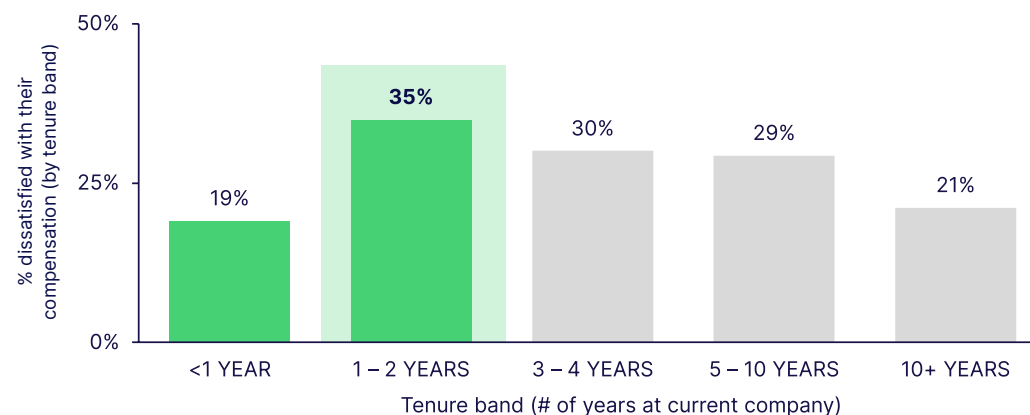
53%

of IC professionals have been at their company for **less than two years**

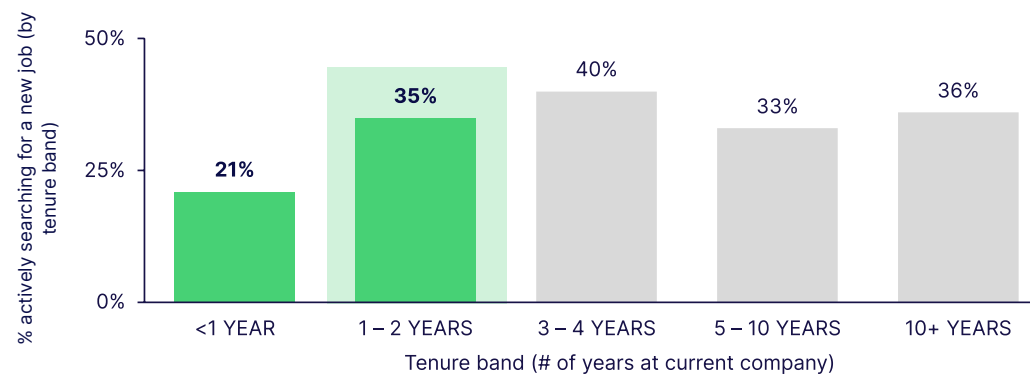


Maybe the grass isn't greener...

IC professionals at their company for **1-2 years** **disagreed** with the statement “Overall I’m satisfied with my compensation” **more than any other tenure.**



IC professionals at their company for **1-2 years** are **just as likely** to be actively looking for a new job as those with longer tenures.



The background is a vibrant blue with a diagonal light blue stripe. Scattered throughout are various currency symbols: a purple circle with a white dollar sign (\$), a red circle with a white pound sign (£), a light blue circle with a white euro sign (€), a light blue circle with a white pound sign (£), a light blue circle with a white dollar sign (\$), and a small yellow circle. There are also several solid-colored circles in red, yellow, and blue. A large white number '4' is positioned on the left, with a yellow rectangular block behind it.

4

Benchmarking: Finding Yourself in the Data

A thick, white, curved line resembling a wide smile or a large arc, positioned in the lower right quadrant of the slide.

BENCHMARKING: FINDING YOURSELF IN THE DATA

How does your salary compare to other internal communications professionals?

Whether you're interested in seeing how you stack up against other IC pros when it comes to your salary, reporting structure, company size, or accolades, you've come to the right place. This section is all about finding out where you are in comparison to your peers and finding out exactly what you need to make that next career jump.

KEEP IN MIND:

Each of the following sections are organized by years of professional working experience and we recommend benchmarking yourself similarly!*

*Data reflects in-house, full-time IC professionals only.

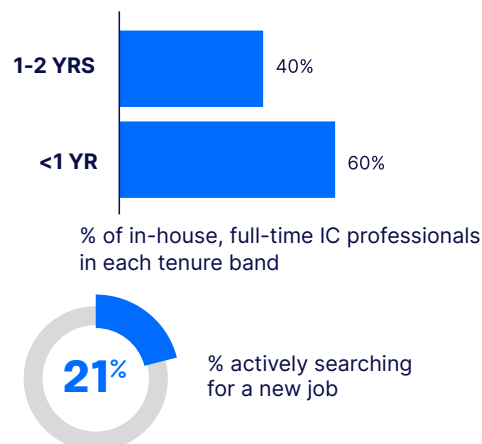
0-3 YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

0-3 years of professional experience

How long you've been at your current company



HERE'S THE THING:

- Even early on in their careers, IC professionals are owning or executing a variety of IC activities in their organizations, including content development, publishing and posting content, collecting and analyzing data, internal events, and business unit IC strategy.
- If you're early on in your career in internal communications, start by focusing on these key areas.

Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	41%	18%	41%	0%
Publish & Post Content	47%	18%	35%	0%
Collect & Analyze Data	18%	18%	53%	12%
Company-wide IC Strategy	12%	12%	47%	29%
Internal Events	12%	0%	53%	35%
Business Unit IC Strategy	12%	6%	53%	29%
Executive Communications	12%	6%	41%	41%
Crisis Communications	0%	0%	41%	59%
Employee Social Media	24%	6%	18%	53%
External Comms	18%	0%	29%	53%
Investor Relations	0%	0%	12%	88%

4-7 YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

4-7 years of professional experience

WHERE YOU LIVE	<\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
United States	10%	42%	27%	15%	6%	-	-	\$67,600
Australia	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
Canada	0%	50%	42%	8%	-	-	-	\$65,800
United Kingdom	52%	43%	4%	-	-	-	-	\$43,400
European Union	53%	35%	12%	-	-	-	-	\$44,100

WHO YOU REPORT TO	<\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
Human Resources	26%	26%	32%	12%	3%	-	-	\$60,500
Corporate Comms	19%	51%	14%	8%	5%	3%	-	\$60,000
Marketing	28%	34%	21%	10%	7%	-	-	\$61,600

YOUR COMPANY SIZE	<\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
<500 employees	18%	57%	18%	4%	4%	-	-	\$57,500
501 – 1,000	35%	35%	20%	10%	-	-	-	\$54,000
1,001 – 5,000	32%	30%	24%	8%	5%	-	-	\$59,400
5,001 – 10,000	18%	47%	18%	6%	12%	-	-	\$61,700
10,000+	10%	15%	12%	12%	-	2%	-	\$66,000

YOUR TITLE

SPECIALIST

MANAGER

SENIOR

THIS IS VERY IMPORTANT FOR MY JOB SATISFACTION*

- 1 Salary
- 2 Culture
- 3 People
- 4 Flexibility
- 5 Professional growth
- 6 Meaningful work
- 7 Recognition

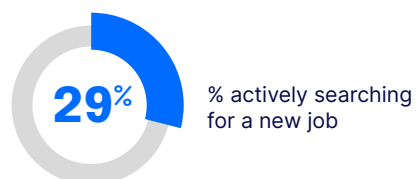
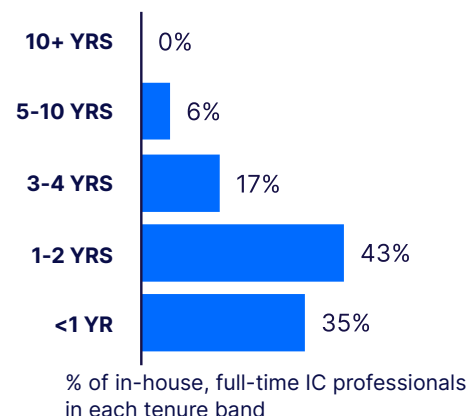
*In-house, full-time IC professionals who rated each item as “very important” to their job satisfaction.



BENCHMARKING: FINDING YOURSELF IN THE DATA

4-7 years of professional experience

How long you've been at your current company



ALL IC PROS WITH 4-7 YEARS OF EXPERIENCE		TOP 10% OF EARNERS
Belongs to at least 1 association	22%	35%
Won at least 1 award	7%	15%
Spoken at a conference	5%	10%
Has at least 1 accreditation	7%	5%

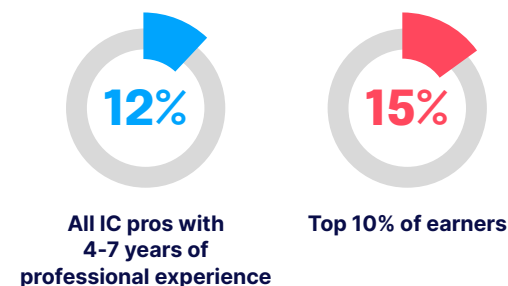
Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	64%	15%	20%	2%
Publish & Post Content	64%	13%	21%	2%
Collect & Analyze Data	42%	9%	38%	12%
Company-wide IC Strategy	25%	9%	54%	12%
Internal Events	25%	15%	49%	11%
Business Unit IC Strategy	34%	10%	45%	11%
Executive Communications	16%	10%	62%	12%
Crisis Communications	7%	7%	65%	22%
Employee Social Media	18%	4%	20%	57%
External Comms	10%	2%	27%	60%
Investor Relations	3%	0%	12%	85%

HERE'S THE THING:

- Remember, this is when most professionals are just starting their career in internal communications.
- You'll see they're involved in just as many activities as those with less professional experience, but play a bigger role in executing higher visibility activities such as executive communications and crisis communications.

People managers



8-10 YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

8-10 years of professional experience

WHERE YOU LIVE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
United States	-	12%	29%	29%	18%	10%	1%	\$93,500
Australia	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
Canada	-	27%	50%	14%	5%	5%	-	\$76,300
United Kingdom	38%	46%	15%	-	-	-	-	\$50,000
European Union	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA

WHO YOU REPORT TO	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
Human Resources	18%	25%	25%	14%	9%	9%	-	\$73,600
Corporate Comms	14%	23%	28%	16%	14%	5%	-	\$75,500
Marketing	10%	17%	24%	31%	10%	7%	-	\$84,400

YOUR COMPANY SIZE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
<500 employees	6%	22%	36%	25%	6%	6%	-	\$79,100
501 – 1,000	4%	13%	26%	26%	13%	17%	-	\$92,100
1,001 – 5,000	16%	21%	26%	16%	12%	7%	2%	\$77,800
5,001 – 10,000	36%	14%	29%	21%	-	-	-	\$57,800
10,000+	24%	19%	-	19%	29%	10%	-	\$81,000

YOUR TITLE

MANAGER

SPECIALIST

SENIOR

THIS IS VERY IMPORTANT FOR MY JOB SATISFACTION*

- 1 Culture
- 2 Salary
- 3 Flexibility
- 4 People
- 5 Professional growth
- 6 Meaningful work
- 7 Recognition

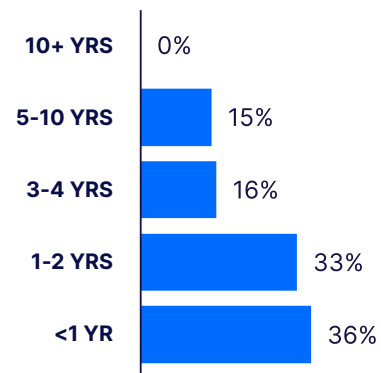
*In-house, full-time IC professionals who rated each item as “very important” to their job satisfaction.



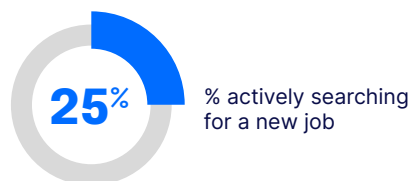
BENCHMARKING: FINDING YOURSELF IN THE DATA

8-10 years of professional experience

How long you've been at your current company



% of in-house, full-time IC professionals in each tenure band



ALL IC PROS WITH 8-10 YEARS OF EXPERIENCE		TOP 10% OF EARNERS
Belongs to at least 1 association	34%	39%
Won at least 1 award	11%	9%
Spoken at a conference	11%	9%
Has at least 1 accreditation	5%	9%

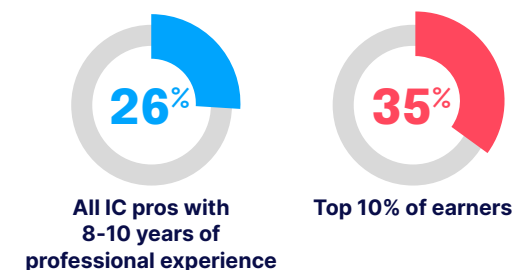
Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	64%	14%	19%	3%
Publish & Post Content	66%	11%	20%	3%
Collect & Analyze Data	50%	9%	31%	10%
Company-wide IC Strategy	38%	6%	43%	12%
Internal Events	41%	9%	41%	9%
Business Unit IC Strategy	35%	6%	53%	6%
Executive Communications	35%	4%	53%	8%
Crisis Communications	18%	5%	57%	19%
Employee Social Media	20%	2%	28%	50%
External Comms	9%	3%	31%	57%
Investor Relations	1%	0%	15%	83%

HERE'S THE THING:

- At this stage, ownership over IC activities starts to grow, while their involvement in execution continues to hold steady.
- This is a great time in your career to embrace the increased responsibility and visibility, while advocating for your seat at the table as a strategic advisor.

People managers



11-15 YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

11-15 years of professional experience

WHERE YOU LIVE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
United States	2%	13%	15%	21%	16%	29%	4%	\$108,400
Australia	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
Canada	-	17%	50%	25%	8%	-	-	\$82,500
United Kingdom	17%	62%	17%	-	3%	-	-	\$55,800
European Union	25%	25%	25%	6%	13%	-	6%	\$71,800

WHO YOU REPORT TO	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
Human Resources	11%	24%	16%	21%	8%	13%	8%	\$95,200
Corporate Comms	11%	31%	22%	13%	7%	13%	2%	\$82,000
Marketing	4%	20%	15%	15%	17%	24%	4%	\$99,700

YOUR COMPANY SIZE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
<500 employees	18%	23%	21%	10%	15%	10%	3%	\$80,200
501 – 1,000	9%	27%	14%	27%	5%	18%	-	\$85,900
1,001 – 5,000	14%	25%	19%	17%	8%	10%	7%	\$86,200
5,001 – 10,000	7%	27%	13%	13%	13%	27%	-	\$92,600
10,000+	-	15%	18%	15%	21%	29%	3%	\$109,400

YOUR TITLE

MANAGER

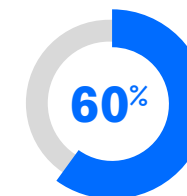
SENIOR

DIRECTOR

THIS IS VERY IMPORTANT FOR MY JOB SATISFACTION*

- 1 Culture
- 2 Flexibility
- 3 People
- 4 Salary
- 5 Meaningful work
- 6 Professional growth
- 7 Recognition

*In-house, full-time IC professionals who rated each item as "very important" to their job satisfaction.

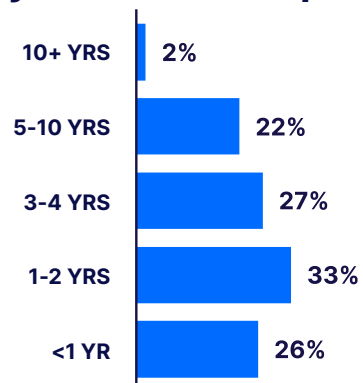


"I'm satisfied with my overall compensation."
% **STRONGLY AGREE/AGREE**

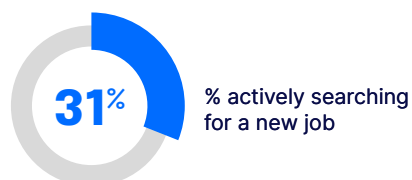
BENCHMARKING: FINDING YOURSELF IN THE DATA

11-15 years of professional experience

How long you've been at your current company



% of in-house, full-time IC professionals in each tenure band



	ALL IC PROS WITH 11-15 YEARS OF EXPERIENCE	TOP 10% OF EARNERS
Belongs to at least 1 association	40%	29%
Won at least 1 award	14%	5%
Spoken at a conference	11%	19%
Has at least 1 accreditation	7%	0%

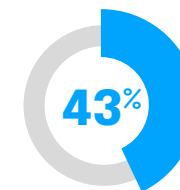
Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	64%	17%	18%	1%
Publish & Post Content	62%	16%	19%	3%
Collect & Analyze Data	59%	12%	20%	9%
Company-wide IC Strategy	53%	11%	31%	4%
Internal Events	41%	16%	37%	7%
Business Unit IC Strategy	36%	10%	44%	10%
Executive Communications	35%	17%	40%	9%
Crisis Communications	29%	14%	46%	11%
Employee Social Media	20%	6%	29%	45%
External Comms	12%	4%	27%	58%
Investor Relations	1%	1%	13%	85%

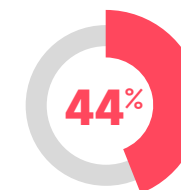
HERE'S THE THING:

- A noticeable difference between this group and those with 8-10 years of experience is an increase in ownership of crisis communications and company-wide IC strategy.
- Across the board, their involvement in execution *slightly* dips.

People managers



All IC pros with 11-15 years of professional experience



Top 10% of earners

16-20 YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

16–20 years of professional experience

WHERE YOU LIVE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
United States	-	8%	26%	23%	15%	16%	11%	\$109,600
Australia	-	-	18%	18%	9%	36%	18%	\$131,800
Canada	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
United Kingdom	26%	37%	21%	11%	5%	-	-	\$61,000
European Union	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA

WHO YOU REPORT TO	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
Human Resources	4%	15%	33%	15%	15%	7%	11%	\$99,600
Corporate Comms	5%	8%	18%	26%	8%	24%	11%	\$110,700
Marketing	12%	27%	19%	8%	12%	19%	4%	\$87,600

YOUR COMPANY SIZE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
<500 employees	3%	23%	29%	29%	6%	6%	3%	\$86,100
501 – 1,000	6%	6%	31%	13%	19%	13%	13%	\$107,500
1,001 – 5,000	9%	4%	33%	18%	11%	20%	4%	\$95,700
5,001 – 10,000	-	18%	18%	24%	12%	18%	12%	\$109,400
10,000+	3%	18%	9%	15%	18%	21%	15%	\$113,600

YOUR TITLE

MANAGER

SENIOR

DIRECTOR

THIS IS VERY IMPORTANT FOR MY JOB SATISFACTION*

- 1 Culture
- 2 People
- 3 Flexibility
- 4 Salary
- 5 Meaningful work
- 6 Professional growth
- 7 Recognition

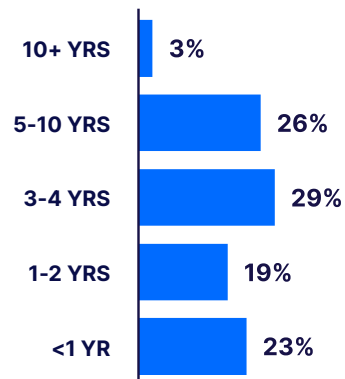
*In-house, full-time IC professionals who rated each item as “very important” to their job satisfaction.



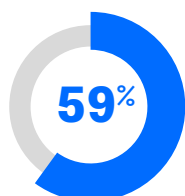
BENCHMARKING: FINDING YOURSELF IN THE DATA

16-20 years of professional experience

How long you've been at your current company



% of in-house, full-time IC professionals in each tenure band



% actively searching for a new job

ALL IC PROS WITH 16-20 YEARS OF EXPERIENCE		TOP 10% OF EARNERS
Belongs to at least 1 association	51%	59%
Won at least 1 award	12%	24%
Spoken at a conference	18%	18%
Has at least 1 accreditation	12%	-

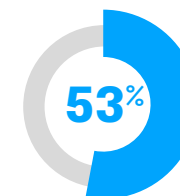
Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	63%	14%	20%	3%
Publish & Post Content	63%	15%	19%	3%
Collect & Analyze Data	51%	13%	31%	5%
Company-wide IC Strategy	44%	9%	40%	7%
Internal Events	36%	11%	39%	14%
Business Unit IC Strategy	35%	10%	46%	9%
Executive Communications	35%	10%	49%	7%
Crisis Communications	22%	8%	56%	13%
Employee Social Media	25%	2%	29%	44%
External Comms	23%	7%	26%	44%
Investor Relations	3%	1%	20%	75%

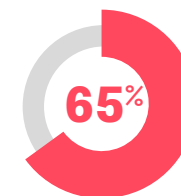
HERE'S THE THING:

- When comparing this group with those who have 11-15 years, there's an increase in execution of executive communications and crisis communications.
- Similar to what's observed with other bands of professional experience, as your experience grows, your involvement with higher visibility activities grows too.

People managers



All IC pros with 16-20 years of professional experience



Top 10% of earners

BENCHMARKING: FINDING YOURSELF IN THE DATA

21-25 YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

21-25 years of professional experience

WHERE YOU LIVE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
United States	1%	5%	22%	17%	21%	23%	12%	\$117,600
Australia	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
Canada	-	-	50%	-	25%	17%	8%	\$105,000
United Kingdom	19%	48%	14%	14%	5%	-	-	\$61,400
European Union	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA

WHO YOU REPORT TO	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
Human Resources	5%	10%	14%	24%	14%	14%	19%	\$119,500
Corporate Comms	3%	15%	15%	24%	12%	18%	12%	\$111,500
Marketing	8%	4%	23%	12%	23%	23%	8%	\$110,300

YOUR COMPANY SIZE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
<500 employees	12%	24%	32%	4%	8%	12%	8%	\$84,800
501 – 1,000	6%	19%	31%	19%	19%	-	6%	\$89,300
1,001 – 5,000	8%	8%	13%	23%	13%	25%	13%	\$115,700
5,001 – 10,000	-	13%	31%	19%	25%	13%	-	\$95,600
10,000+	-	7%	25%	7%	18%	29%	14%	\$124,200

YOUR TITLE

MANAGER

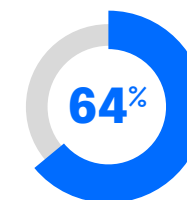
SENIOR

DIRECTOR

THIS IS VERY IMPORTANT FOR MY JOB SATISFACTION*

- 1 Culture
- 2 People
- 3 Flexibility
- 4 Meaningful work
- 5 Salary
- 6 Professional growth
- 7 Recognition

*In-house, full-time IC professionals who rated each item as “very important” to their job satisfaction.

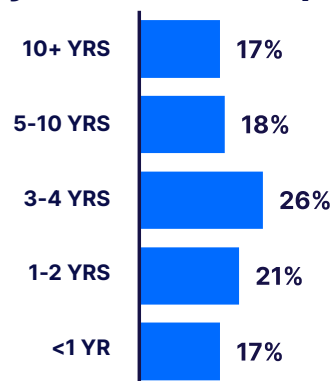


“I’m satisfied with my overall compensation.”
% **STRONGLY AGREE/AGREE**

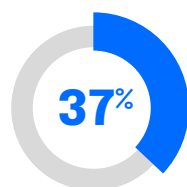
BENCHMARKING: FINDING YOURSELF IN THE DATA

21-25 years of professional experience

How long you've been at your current company



% of in-house, full-time IC professionals in each tenure band



% actively searching for a new job

	ALL IC PROS WITH 21-25 YEARS OF EXPERIENCE	TOP 10% OF EARNERS
Belongs to at least 1 association	59%	63%
Won at least 1 award	30%	56%
Spoken at a conference	16%	25%
Has at least 1 accreditation	14%	19%

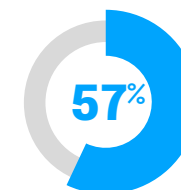
Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	71%	14%	14%	1%
Publish & Post Content	60%	17%	20%	3%
Collect & Analyze Data	53%	14%	25%	8%
Company-wide IC Strategy	43%	14%	38%	6%
Internal Events	39%	14%	36%	11%
Business Unit IC Strategy	40%	18%	35%	7%
Executive Communications	39%	14%	39%	8%
Crisis Communications	28%	13%	45%	14%
Employee Social Media	29%	2%	30%	40%
External Comms	23%	9%	31%	38%
Investor Relations	1%	0%	18%	81%

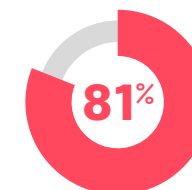
HERE'S THE THING:

- Ownership over content development increases in this group, likely because they are overseeing overall editorial strategy.
- Surprisingly, execution of crisis and executive communications decreases. That said, delegation and ownership is a great place to focus at this stage of your career.

People managers



All IC pros with 21-25 years of professional experience



Top 10% of earners

BENCHMARKING: FINDING YOURSELF IN THE DATA

25+ YEARS

OF PROFESSIONAL EXPERIENCE

BENCHMARKING: FINDING YOURSELF IN THE DATA

25+ years of professional experience

WHERE YOU LIVE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
United States	3%	12%	10%	19%	18%	22%	16%	\$121,600
Australia	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
Canada	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
United Kingdom	24%	33%	14%	5%	14%	10%	-	\$71,400
European Union	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA

WHO YOU REPORT TO	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
Human Resources	8%	8%	15%	23%	27%	12%	8%	\$103,800
Corporate Comms	10%	17%	10%	24%	10%	17%	10%	\$105,500
Marketing	6%	13%	13%	6%	13%	38%	13%	\$123,700

YOUR COMPANY SIZE	≤\$50,000	\$50,001 – \$70,000	\$70,001 – \$90,000	\$90,001 – \$110,000	\$110,001 – \$130,000	\$130,001 – \$180,000	\$180,000+	AVERAGE SALARY
<500 employees	21%	25%	18%	11%	11%	7%	7%	\$83,200
501 – 1,000	6%	31%	-	13%	31%	6%	13%	\$100,600
1,001 – 5,000	7%	7%	11%	33%	15%	19%	7%	\$107,000
5,001 – 10,000	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA	INSUFFICIENT DATA
10,000+	2%	5%	9%	23%	21%	30%	9%	\$123,900

YOUR TITLE

DIRECTOR

SENIOR

HEAD OF

THIS IS VERY IMPORTANT FOR MY JOB SATISFACTION*

- 1 Culture
- 2 People
- 3 Meaningful work
- 4 Salary
- 5 Flexibility
- 6 Recognition
- 7 Professional growth

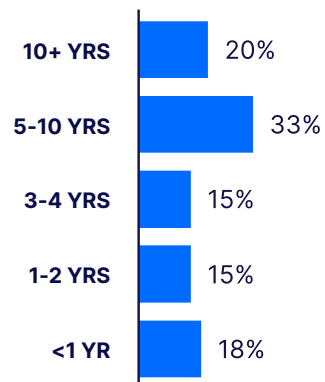
*In-house, full-time IC professionals who rated each item as "very important" to their job satisfaction.



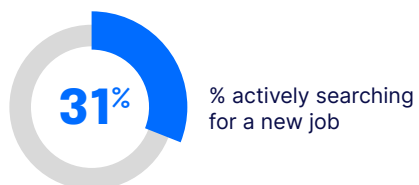
BENCHMARKING: FINDING YOURSELF IN THE DATA

25+ years of professional experience

How long you've been at your current company



% of in-house, full-time IC professionals in each tenure band



ALL IC PROS WITH 25+ YEARS OF EXPERIENCE		TOP 10% OF EARNERS
Belongs to at least 1 association	55%	92%
Won at least 1 award	34%	38%
Spoken at a conference	26%	46%
Has at least 1 accreditation	16%	15%

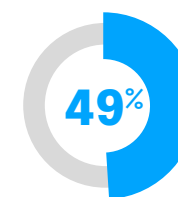
Ownership and execution by internal communications activity

	OWN	OWN + EXECUTE	EXECUTE	NOT INVOLVED
Content Development	68%	12%	17%	4%
Publish & Post Content	66%	9%	19%	6%
Collect & Analyze Data	52%	8%	26%	14%
Company-wide IC Strategy	46%	8%	35%	10%
Internal Events	34%	9%	37%	20%
Business Unit IC Strategy	45%	6%	41%	8%
Executive Communications	35%	8%	41%	16%
Crisis Communications	24%	4%	52%	20%
Employee Social Media	28%	8%	29%	35%
External Comms	23%	3%	18%	56%
Investor Relations	4%	0%	14%	82%

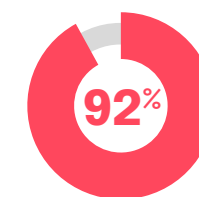
HERE'S THE THING:

- As one would expect with more experienced professionals, involvement in crisis communications increases.
- Based on our findings, one can expect to stay involved in a wide range of IC activities throughout their career.

People managers



All IC pros with 25+ years of professional experience



Top 10% of earners

Appendix

5



APPENDIX

How we analyzed salary bands

SALARY BANDS	USD	CAD	AUD	NZD	GBP	EUR	INR
1	<30,000	<30,000	<30,000	<30,000	<20,000	<20,000	<1,00,000
	30,001-40,000	30,001-40,000	30,001-40,000	30,001-40,000	20,001-30,000	20,001-30,000	1,00,001-6,00,000
	40,001-50,000	40,001-50,000	40,001-50,000	40,001-50,000	30,001-40,000	30,001-40,000	6,00,001-11,00,000
2	50,001-60,000	50,001-60,000	50,001-60,000	50,001-60,000	40,001-50,000	40,001-50,000	11,00,001-16,00,000
	60,001-70,000	60,001-70,000	60,001-70,000	60,001-70,000	50,001-60,000	50,001-60,000	16,00,001-21,00,000
3	70,001-80,000	70,001-80,000	70,001-80,000	70,001-80,000	60,001-70,000	60,001-70,000	21,00,001-26,00,000
	80,001-90,000	80,001-90,000	80,001-90,000	80,001-90,000	70,001-80,000	70,001-80,000	26,00,001-31,00,000
4	90,001-100,000	90,001-100,000	90,001-100,000	90,001-100,000	80,001-90,000	80,001-90,000	31,00,001-36,00,000
	100,001-110,000	100,001-110,000	100,001-110,000	100,001-110,000	90,001-100,000	90,001-100,000	36,00,001-41,00,000
5	110,001-120,000	110,001-120,000	110,001-120,000	110,001-120,000	100,001-110,000	100,001-110,000	41,00,001-46,00,000
	120,001-130,000	120,001-130,000	120,001-130,000	120,001-130,000	110,001-120,000	110,001-120,000	46,00,001-51,00,000
6	130,001-140,000	130,001-140,000	130,001-140,000	130,001-140,000	120,001-130,000	120,001-130,000	51,00,001-55,00,000
	140,001-150,000	140,001-150,000	140,001-150,000	140,001-150,000	130,001-140,000	130,001-140,000	55,00,001-60,00,000
	150,001-160,000	150,001-160,000	150,001-160,000	150,001-160,000	140,001-150,000	140,001-150,000	60,00,001-65,00,000
	160,001-170,000	160,001-170,000	160,001-170,000	160,001-170,000	150,001-160,000	150,001-160,000	65,00,001-70,00,000
	170,001-180,000	170,001-180,000	170,001-180,000	170,001-180,000	160,001-170,000	160,001-170,000	70,00,001-75,00,000
7	180,001 – 190,000	180,001-190,000	180,001-190,000	180,001-190,000	170,001-180,000	170,001-180,000	75,00,001-80,00,000
	190,001 – 200,000	190,001-200,000	190,001-200,000	190,001-200,000	180,001-190,000	180,001-190,000	80,00,001-85,00,000
	200,001 – 210,000	200,001-210,000	200,001-210,000	200,001-210,000	190,001-200,000	190,001-200,000	85,00,001-90,00,000
	210,001 – 220,000	210,001-220,000	210,001-220,000	210,001-220,000	200,001-210,000	200,001-210,000	90,00,001-95,00,000
	220,001 – 230,000	220,001-230,000	220,001-230,000	220,001-230,000	210,001-220,000	210,001-220,000	95,00,001-1,00,00,000
	230,001 – 240,000	230,001-240,000	230,001-240,000	230,001-240,000	220,001-230,000	220,001-230,000	1,00,00,001-1,05,00,000
	240,001 – 250,000	240,001-250,000	240,001-250,000	240,001-250,000	230,001-240,000	230,001-240,000	1,05,00,001-1,10,00,000
	250,001 – 260,000	250,001-260,000	250,001-260,000	250,001-260,000	240,001-250,000	240,001-250,000	1,10,00,001-1,15,00,000
	260,001 – 270,000	260,001-270,000	260,001-270,000	260,001-270,000	250,001-260,000	250,001-260,000	1,15,00,001-1,20,00,000
	270,001 – 280,000	270,001-280,000	270,001-280,000	270,001-280,000	260,001-270,000	260,001-270,000	1,20,00,001-1,25,00,000
	280,001 – 290,000	280,001-290,000	280,001-290,000	280,001-290,000	270,001-280,000	270,001-280,000	1,25,00,001-1,30,00,000
	290,001 – 300,000	290,001-300,000	290,001-300,000	290,001-300,000	280,001-290,000	280,001-290,000	1,30,00,001-1,35,00,000
	300,001+	300,001+	300,001+	300,001+	290,001+	290,001+	1,35,00,001+

APPENDIX

How we analyzed industries

HIGH-LEVEL INDUSTRY GROUPING	IT INCLUDES...
Automotive/Transportation/Airlines	Airlines, Aerospace (including Defense) Automotive Transportation, Shipping, Logistics
Education/Nonprofit	Education (College, University, Adult) Education (Primary/Secondary) Nonprofit Religious Organization or Services Social Care
Finance/Insurance	Finance, Financial Services Insurance
Government Services	Government, Public Services, Administration Law Enforcement, Security
Healthcare	Healthcare Pharmaceutical, Biopharma, Life Sciences
Hospitality, Food, Leisure Travel	Hospitality, Food, Leisure Travel
Manufacturing/Engineering/Utilities	Construction Engineering Manufacturing Mining Utilities, Energy, Extraction
Professional/Legal	Law, Legal Services Professional Services, Management, Consultancy
Retail	Retail
Technology	Technology, Telecommunications, Internet
Other	Agriculture, Environment, Forestry, Fishing, Hunting Arts & Entertainment Broadcasting, Publishing, Media Marketing, Advertising, PR Other Real Estate

APPENDIX

Average salary by industry

In-house, full-time internal communications professionals with **less than 10 years of professional experience.**

Industry	# of in-house, full-time respondents	Average salary
Automotive/Transportation/Airlines	18	\$73,300
Education/Nonprofit	28	\$65,000
Finance/Insurance	32	\$74,000
Government Services	18	\$58,800
Healthcare	30	\$71,300
Hospitality, Food, Leisure Travel	17	\$68,200
Manufacturing/Engineering/Utilities	48	\$64,100
Professional/Legal	14	\$70,000
Retail	17	\$58,200
Technology	69	\$79,700

In-house, full-time internal communications professionals with **more than 10 years of professional experience.**

Industry	# of in-house, full-time respondents	Average salary
Automotive/Transportation/Airlines	20	\$84,500
Education/Nonprofit	103	\$80,800
Finance/Insurance	58	\$102,500
Government Services	39	\$85,600
Healthcare	77	\$107,100
Hospitality, Food, Leisure Travel	13	\$93,800
Manufacturing/Engineering/Utilities	70	\$102,100
Professional/Legal	25	\$108,400
Retail	26	\$93,000
Technology	99	\$125,300

APPENDIX

Average salary by geolocation

In-house, full-time internal communications professionals with **less than 10 years of professional experience.**

Country/region	# of in-house, full-time respondents	Average salary
United States of America	176	\$81,300
United Kingdom	52	\$46,200
Canada	36	\$70,800
Europe	28	\$40,000
Australia/New Zealand	16	\$94,400
All others (Middle East & Asia, South Africa, South America)	12	\$35,000

In-house, full-time internal communications professionals with **more than 10 years of professional experience.**

Country/region	# of in-house, full-time respondents	Average salary
United States of America	340	\$113,800
United Kingdom	90	\$61,800
Canada	39	\$95,300
Europe	44	\$73,200
Australia/New Zealand	27	\$133,700
All others (Middle East & Asia, South Africa, South America)	28	\$76,100

APPENDIX

Expanded methodology

The Staffbase salary survey was conducted to explore internal communications professionals' salaries, salary trends, and factors that impact their compensation.

The data was filtered to eliminate incomplete responses (for example, respondents who did not provide salary information). All participation was voluntary and participants provided informed consent before beginning the questionnaire.

The majority of respondents are in-house, full-time employees. Respondents were asked to report their compensation, details about their organization and team structure, areas of job responsibility, industry involvement, and overall job satisfaction. Question formats included a mix of closed-ended, open-ended, and contingency questions.

YEARS OF PROFESSIONAL EXPERIENCE VS. YEARS OF IC EXPERIENCE

Professional experience refers to how many years one has been in the workforce. Internal communications (IC) experience refers to how many years of specific internal communications experience one has - regardless of how long they've been in the workforce. In the 2021 Salary Survey, 16+ years was the highest professional experience level that respondents could select. 42% of respondents in the 2021 Salary Survey had more than 16 years of professional experience. The size of this segment limited our ability to analyze the data at a more detailed level for a large portion of our respondents. In this year's survey, we increased the maximum professional experience band to 25+ years, as well as increased the detail and number of available professional experience bands, so we could gain additional insights.

SALARY BANDS

17% of respondents in the 2021 Salary Survey reported that they earned the equivalent of \$130,000+. This year, to gain additional insights, we expanded the answer choices to include more options from \$30,000 to \$300,000+ (\$USD or \$USD equivalent) in intervals of \$10,000.

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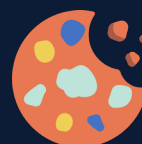


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