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2022

UK Bid and Proposal

Salary Survey



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Introduction

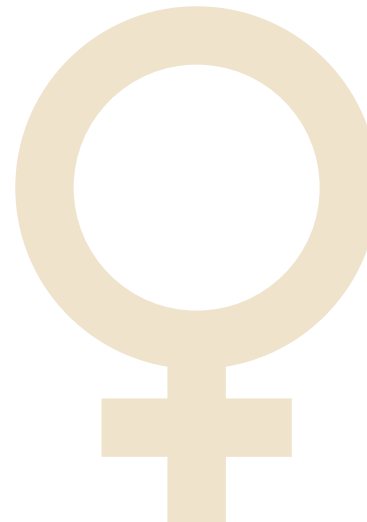
The 2022 UK Bid & Proposal Salary Survey (“the survey”) is the fifth salary survey conducted by Bid Solutions, and the profession has changed significantly in the 14 years since our first.

The 2022 survey had four aims:

- 1. Publish the definitive salary report for the UK profession.**
- 2. Enable employees to confidently benchmark their salaries and benefits.**
- 3. Provide employers with accurate information when hiring and promoting.**
- 4. Highlight salary inequalities.**

More than 1,400 professionals across the UK participated in the survey. We are confident that employers, employees and self-employed consultants will find the results extremely valuable for salary benchmarking, staff retention, peer review and career planning.

Please note: *Unless otherwise stated, all salaries/day rates presented in this report are an average of basic salary/day rates across all roles and locations. In this report, we frequently talk about ‘the profession’ and ‘our profession’ – any conclusions or assumptions made relate only to the 2022 survey data. The report only provides information on male and female identities as there is insufficient data to accurately report on gender-variants. No analysis is presented where the source data set is less than 1% of total respondents (<12 respondents), which accounts for any omissions on charts and graphs. Rounding errors may exist where values are converted to an integer or one with fewer decimals. Please review Appendix 1 for a complete list of definitions.*



Key Findings



The average salary in our profession across all permanent full time roles is **£59,163**. This represents a **14% increase since 2018 (£51,816)**. The median salary across all roles is **£55,000 (up from £48,000 in 2018)**.



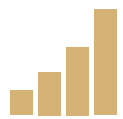
The average salary for women is **£54,085**, a **15% increase since 2018 (£47,211)**.



The average salary for men is **£66,608**, a **16% increase since 2018 (£57,321)**.

23%

Across all respondents, **men on average earn 23% more than women. In 2018, the difference was 21.5%**.



Heads of Proposal Management continue to be the best paid permanent staff within our profession, earning **£77,145**. Heads of Bid Management are a close second, earning **£76,895**. Bid/Proposal Coordinators remain the lowest paid, earning **£33,468**. Bid Managers earn **£58,007 (7% increase)** whilst Proposal Managers earn **£53,795 (15% increase)**. Bid/Proposal Writers earn **£44,732 (16% increase)**.

49%

Only **49%** of respondents said their organisations published gender pay gap statistics to all staff.

APMP

Men who attain APMP Practitioner are paid **26%** more than women who hold the same qualification (it's **21%** more for APMP Foundation).



Proposal Managers are on average the best paid contractors, earning **£697 per day (26% increase since 2018)**. Bid Managers earn **£614 per day (6% increase)**. Average day rates for Bid Writers are up **13% to £540**.



There is a wide range in respondents' total annual contract earnings – from **£15,000 to £285,000**. The median total contract earnings is **£81,250**, with the average being **£85,165 (8% increase on 2018)**.

25%

Only **25%** of contractors felt that IR35 Rules had negatively impacted their business.



Professionals located in Greater London attract the highest average basic salaries at **£66,031**. North East England once again recorded the lowest salaries at **£44,778**. Those who work full time and are home-based earn **£58,330**.



Over **74%** of respondents have a bachelor's degree or higher (**up from 72% in 2018**), with **94%** having A-Levels or higher and 1% currently on an Apprenticeship.

APMP

52% of respondents (**up from 51% in 2018**) have achieved APMP Foundation Level or higher.

Key Findings



86% of the profession regularly work more than their contracted hours, with **25%** of these working at least one hour above their contracted hours each day. **7%** work an extra hour or more each day and regularly work weekends.



53% of those working extra hours are not compensated with only **5.5%** receiving extra pay for the extra hours. **33%** receive time off in lieu.



57% of respondents have no personal development plan. This increases to **66%** for self-employed contractors.



69% of respondents haven't attended any training courses during the past 12 months. This rose to **78%** for self-employed contractors. Only **17%** attended some form of external training during the past 12 months.



Unemployment within the survey sample is at an all-time low at **0.75% (compared with 2.6% in 2018)**. Permanent employees - **88.62%** - dominate the workforce (**81% in 2018**). Self-employed and temporary staff comprise only **10.63%** of all respondents (**13% in 2018**).



68% of respondents are either 'Satisfied' or 'Very Satisfied' with their current role (**up from 61% in 2018**).



39% of respondents are either 'Not Satisfied' or felt their current basic/day-rate could be better.



69% of those surveyed chose work-life balance as most important to them. Only **7%** state financial reward as their main driver.

420

420 different job title variations were recorded in the survey (**up from 334 in 2018**). However, only **15 job titles accounted for 54% of respondents**.



The average age of all professionals surveyed is **42**. The average man in our profession is **44 (41 in 2018)**, and the average woman is **41 (37 in 2018)**. There is insufficient data to accurately report on gender-variants; only five respondents identified as either nonbinary or preferred not to say.



40% of respondents feel 'Extremely Positive' about their career prospects in the next 12 months. Only **1%** are 'Extremely Negative'.



Balancing all relevant individual, company, and market factors, **29%** of respondents feel 'Extremely Positive' about securing a pay rise in 2022. Only **0.5%** feel 'Extremely Negative' and expect a pay cut. **35%** expect their salaries to remain unchanged.



Analysis by Role



There were **420 different job titles recorded** in the survey (**up from 334 in 2018**). All respondents were required to align themselves to one of six core roles (ten when including 'Head of' roles) to enable salary comparison. **57.4%** classed themselves as **Bid Managers (or 'Head of')**, **16.6%** as **Proposal Managers (or 'Head of')**, and **16.49%** as **Bid/ Proposal Writers (or 'Head of')**. **Graphic Designers (or 'Head of')** comprised **1%** of total respondents. There are now **significantly more 'Head of' roles than in 2018**.

Overall, just **15** comparable job titles accounted for **54%** of respondents.

One of the biggest challenges when determining accurate salary benchmarks is separating an individual's primary role from any secondary roles and responsibilities. **82%** of respondents (**up from 79% in 2018**) had at least one secondary role to perform.

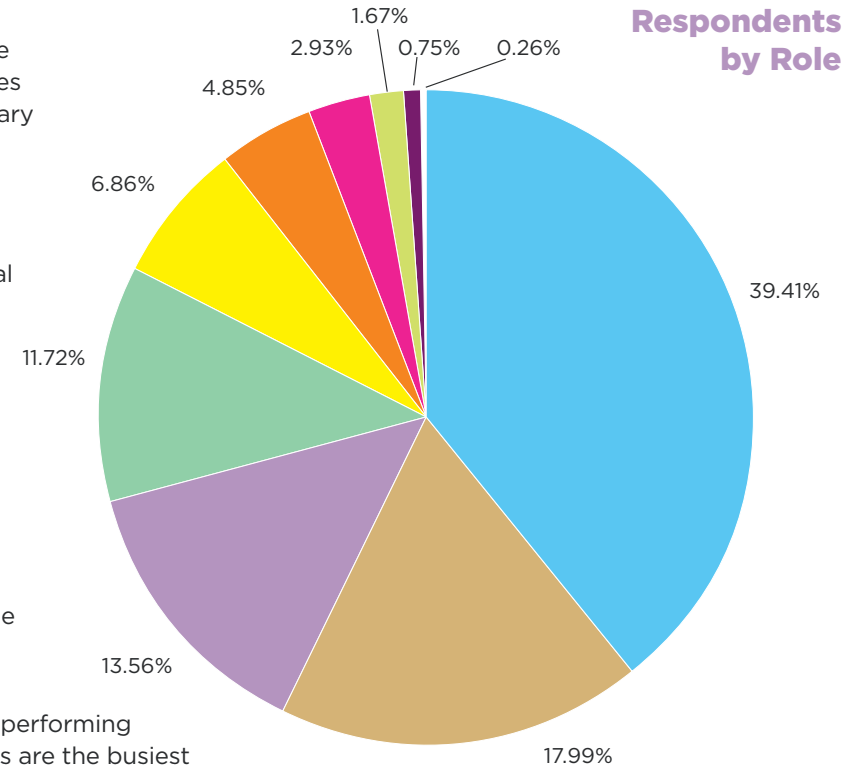
Looking at the breakdown of those performing secondary roles, Proposal Managers are the busiest – with each performing an average of two extra roles (Bid Management and Proposal Writing being the most commonly stated).

Conversely, **33%** of Bid Managers said they also had to undertake a Proposal Manager role. This level of crossover makes it very difficult to establish truly accurate salary benchmarks for 'pure' roles; any salary benchmark analysis undertaken must always take the mix of additional roles into consideration.

Proposal Writing is the most common secondary role taken on, with one in three respondents having this responsibility.

Knowledgebase Manager appears to be the best-defined role, with only one extra role alongside core duties.

Respondents by Role



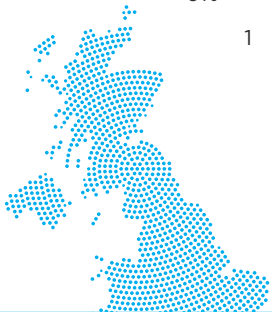
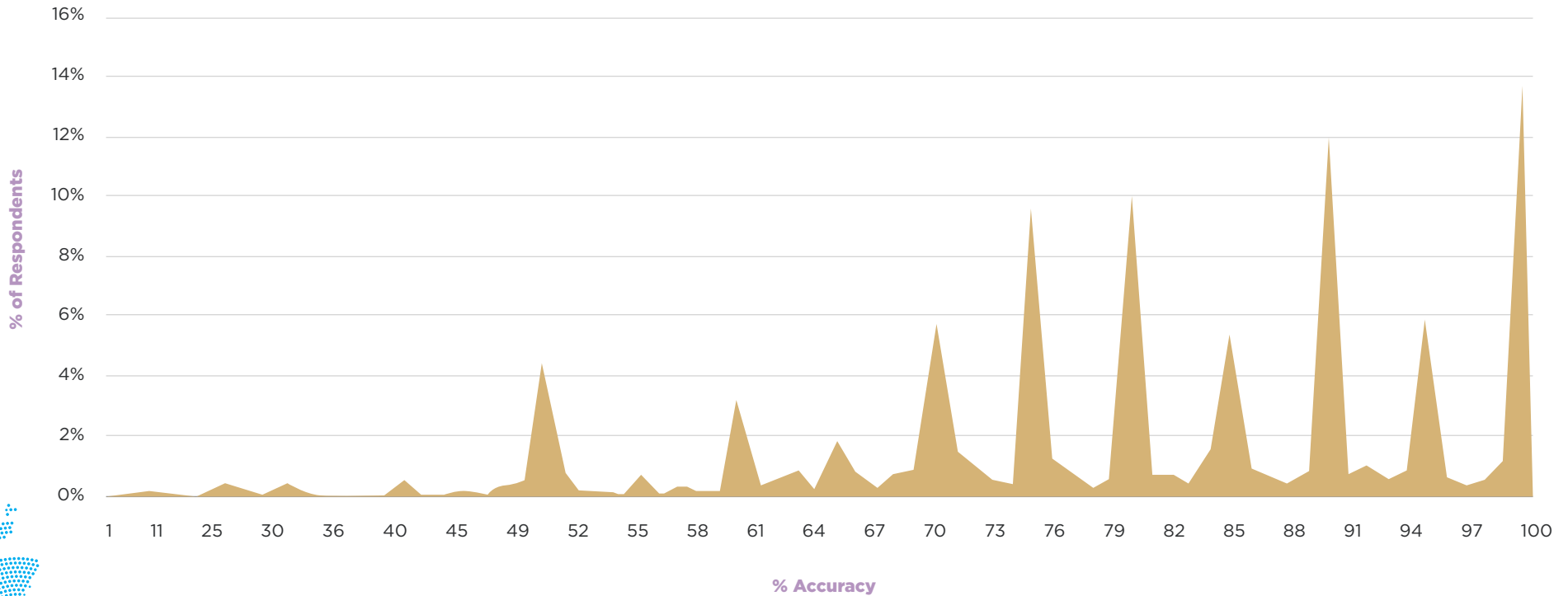
- Bid Manager / Consultant
- Head of Bid Management
- Bid Writer
- Proposal Manager / Consultant
- Bid Coordinator
- Head of Proposal Management
- Head of Bid Writing
- Knowledgebase Manager
- Graphic Designer
- Head of Graphic Design

Role Analysis

In the 2022 survey, we asked respondents to indicate by percentage how closely the **core roles defined by Bid Solutions** matched their current title, role and responsibilities/contract for service (e.g., “it’s a 95% match to my current job/contract”). **96%** stated that the core job specification was at least a **50% match** to their current role. **72%** stated it was at least a **75% match**, and **37%** stated it was a **90% match**.

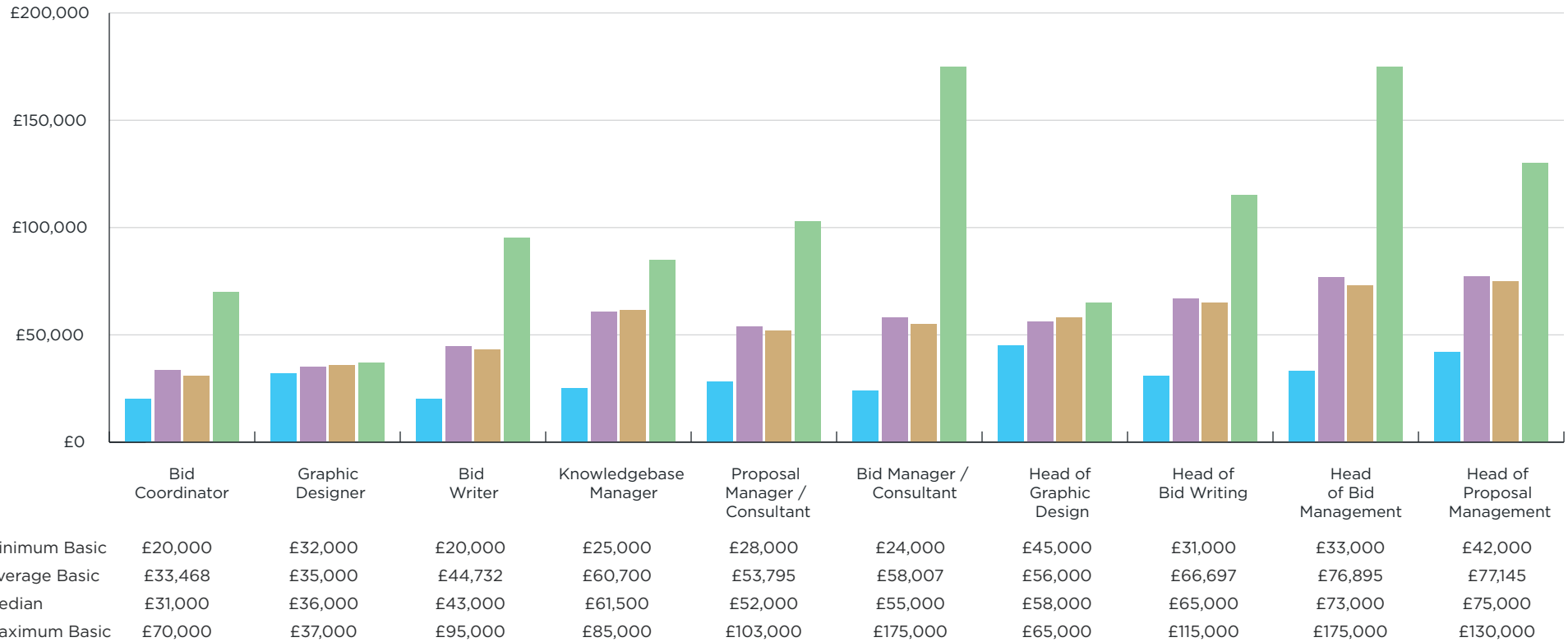
There is an urgent need for our profession to address the increasing number of titles being used for a small set of commonly agreed roles and responsibilities. The year-on-year increase in job titles serves only to dilute efforts to standardise our profession and have it widely accepted and regarded as a professional discipline.

Role Match Against Core Job Description



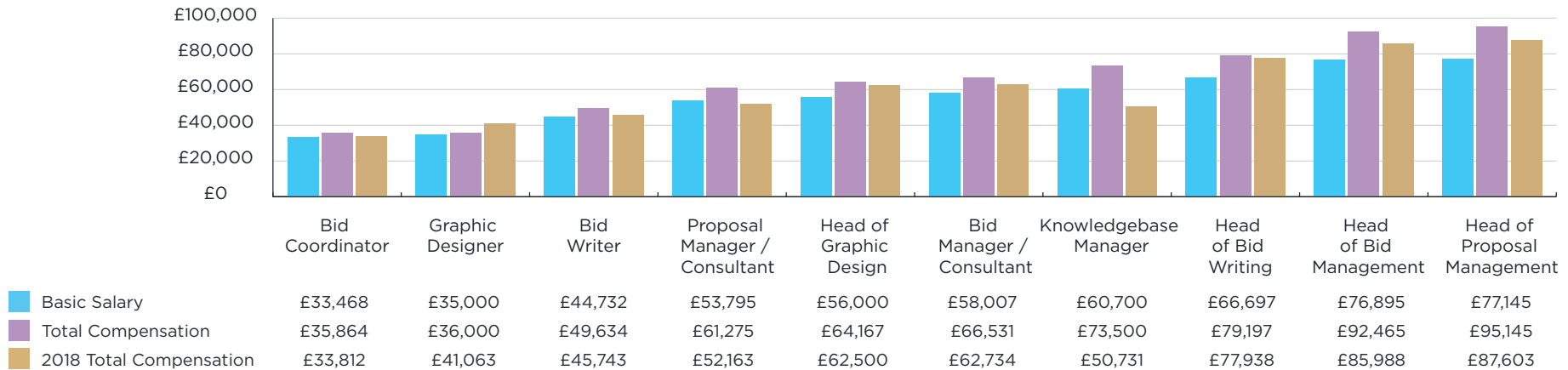
Heads of Proposal Management continue to be the best paid permanent staff within our profession, earning **£77,145**. Heads of Bid Management are a close second earning **£76,895**. Bid/Proposal Coordinators remain the lowest paid, earning **£33,468**. Bid Managers earn **£58,007 (7% increase from 2018)** whilst Proposal Managers earn **£53,795 (15% increase from 2018)**. Bid/Proposal Writers earn **£44,732 (16% increase from 2018)**.

Core Salary Data - All Roles



As the following table illustrates, there are notable differences in total compensation values across the core roles. Whilst a Bid Manager can expect an extra **15% (equivalent to £8,523)** in additional bonus and benefits, a Bid/Proposal Coordinator typically averages only **7% (equivalent to £2,396)** on top of their basic salary. Heads of Proposal Management attract the highest bonus/package, adding **20% (or £18,000)** with a total compensation of **£95,145**.

Total Compensation



One major trend in the 2022 survey is the reduction of bonuses and benefits in several of the core roles when calculated as a % of basic salary. Bid Coordinators and Bid Writers were worst affected, with many other core roles remaining static. Only Head of Proposal Management and Knowledgebase Manager roles saw increases worthy of note.

Basic salaries have increased across all roles but the actual total take home pay (including estimated value of all benefits) has not kept pace with inflation (RPI - <https://erikasgrig.com/calculators/inflation-calculator-cpi/>) except for Proposal Manager and Knowledgebase Manager roles.

Role	2022 Bonus/Package Total	2022 Bonus / Package (as % of basic)	2018 Bonus / Package (as % of basic)	Actual Increase in Total Package - 2022 'v' 2018
Bid Coordinator	£2,396	7%	11%	6%
Bid Writer	£4,902	11%	19%	8%
Proposal Manager/Consultant	£7,480	14%	12%	17%
Bid Manager/Consultant	£8,523	15%	15%	6%
Knowledgebase Manager	£12,800	21%	17%	45%
Head of Bid Writing	£12,500	19%	20%	2%
Head of Bid Management	£15,570	20%	21%	8%
Head of Proposal Management	£18,000	23%	19%	9%

Analysis by Industry

Forty-four different industries were recorded in the survey. The top twenty industries account for **88%** 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 **31.5% (up from 26% in 2018)**.

Of the top 20 industries, Rail has the highest average basic salary for men (**£80,500**), and Financial Services has the highest for women (**£69,500**). Women face the largest earning inequalities in Rail (**57% less than men**), Engineering (**44% less**), Defence (**38% less**), Construction (**34% less**) and Professional Services (**32% less**). Women earn more than men in only three of the top 20 industries: Logistics (**25% more**), Financial Services (**2% more**) and Outsourcing/BPO (**2% more**).

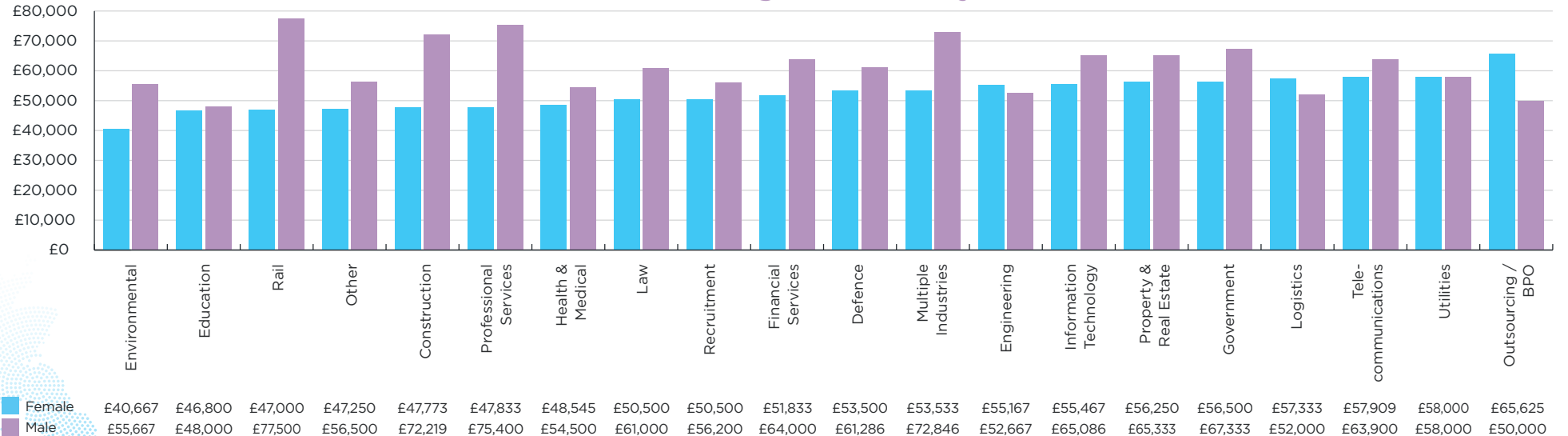
Industry	% of Respondents
Construction	17.8%
Information Technology	13.7%
Multiple Industries	10.3%
Engineering	5.4%
Health & Medical	4.8%
Recruitment	3.6%
Financial Services	3.3%
Telecommunications	3.3%
Professional Services	3.2%
Defence	2.9%
Other	2.8%
Education	2.7%
Property & Real Estate	2.6%
Law	2.5%
Utilities	2.1%
Environmental	1.6%
Outsourcing / BPO	1.5%
Government	1.3%
Rail	1.3%
Logistics	1.1%

Basic Salary and Gender and Industry



Across the top 20 industries, men earn on average **23%** more than women in the role of Bid Manager (**14% in 2018**). Male Bid Managers in Rail earn **£77,500** on average while female Bid Managers in the Environmental Industry are the lowest paid at **£40,667** on average. This represents a **91%** difference for the same role across two different industries.

Bid Manager and Industry

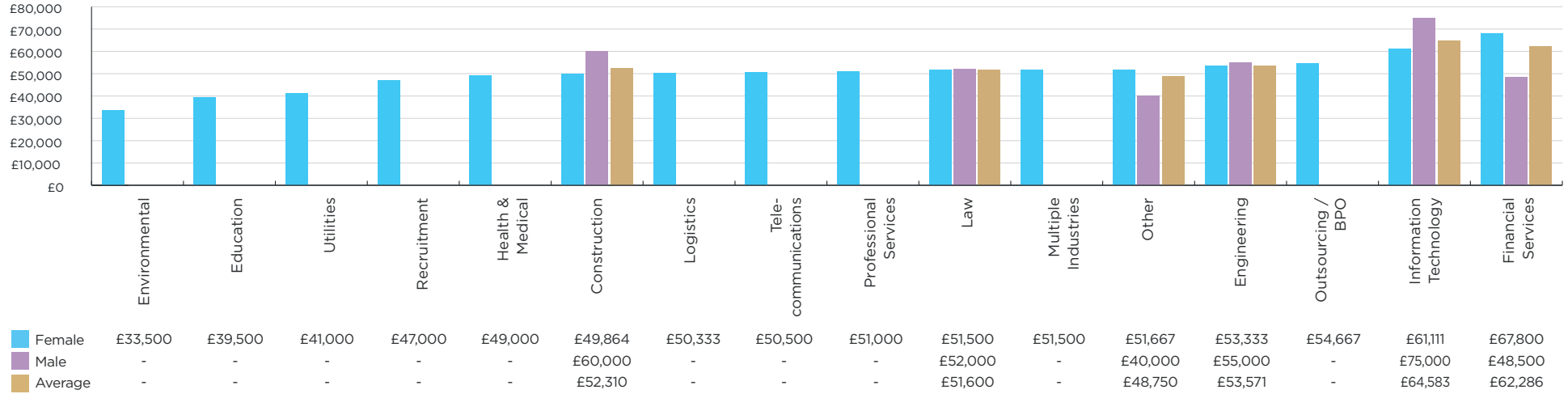


Only 16 of the top 20 industries had Proposal Managers respond to the survey. Of those 16 industries, only six had both male and female respondents.

Where comparable, men still earn on average **16%** more than women in the role of Proposal Manager. The range of average salaries is significant, with **£41,500** separating the highest and lowest paid Proposal Managers.

Only 15 of the top 20 industries had Bid Writers respond to the survey. Of those 15, only nine had both male and female respondents. Where comparable, men still earn on average **9%** more than women in the role of Bid Writer. The range of average salaries is significant, with **£35,000** separating the highest and lowest paid Bid Writers.

Proposal Manager and Industry



Bid Writer and Industry



Over **74%** of respondents have a Bachelor's Degree or higher (up from **72%** in 2018). **94%** have A-Levels or higher. 1% are currently on an Apprenticeship.

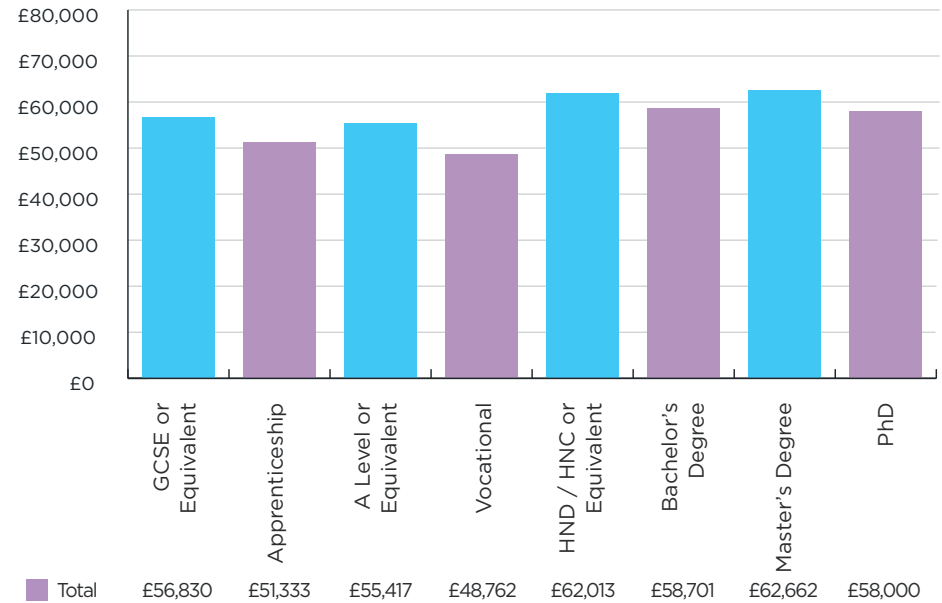
Those with a Vocational qualification as their highest academic achievement earn, on average, **29%** less than those with a Master's Degree.



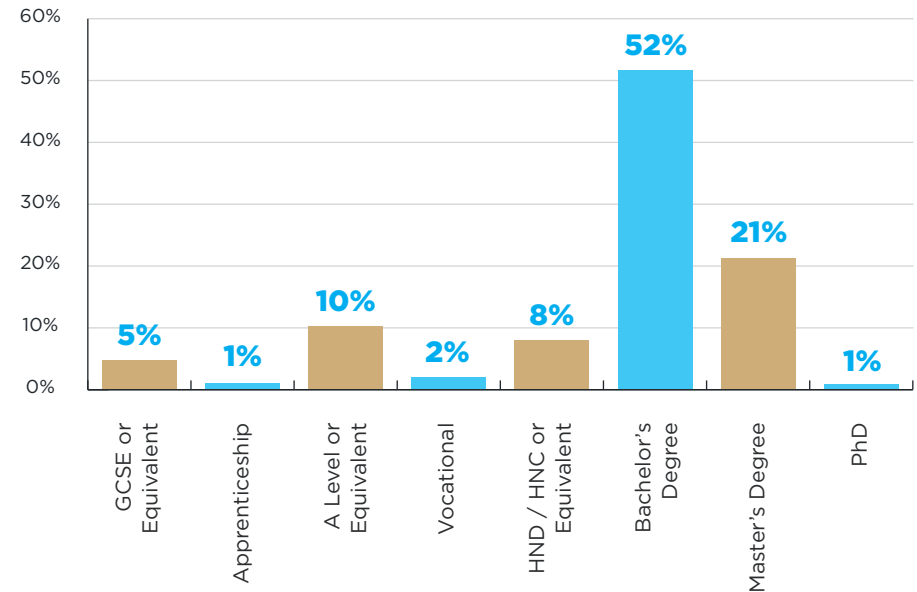
Analysis by Qualifications



Highest Qualification and Basic Salary



Highest Qualification - All Respondents

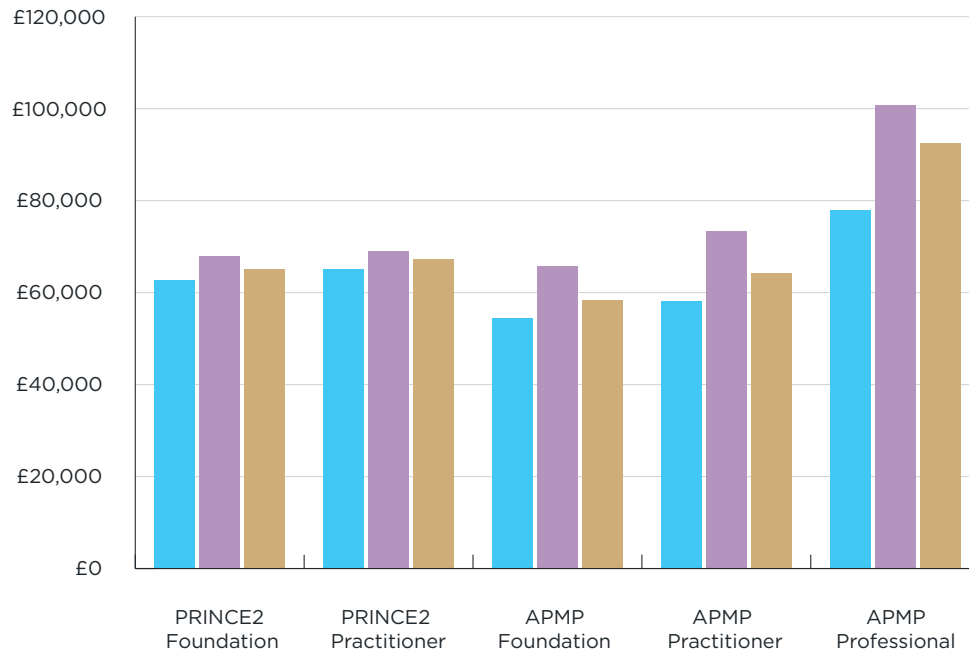


Respondents with **PRINCE2** Project Management Certifications are some of the best paid within our profession. However, the gender pay gaps are considerably smaller compared with the equivalent APMP Certifications.

Men with PRINCE2 Foundation earn just **8%** more than women; those with PRINCE2 Practitioner earn only **6%** more. In contrast, men with APMP Foundation are paid **21%** more than women; those with APMP Practitioner are paid **26%** more.

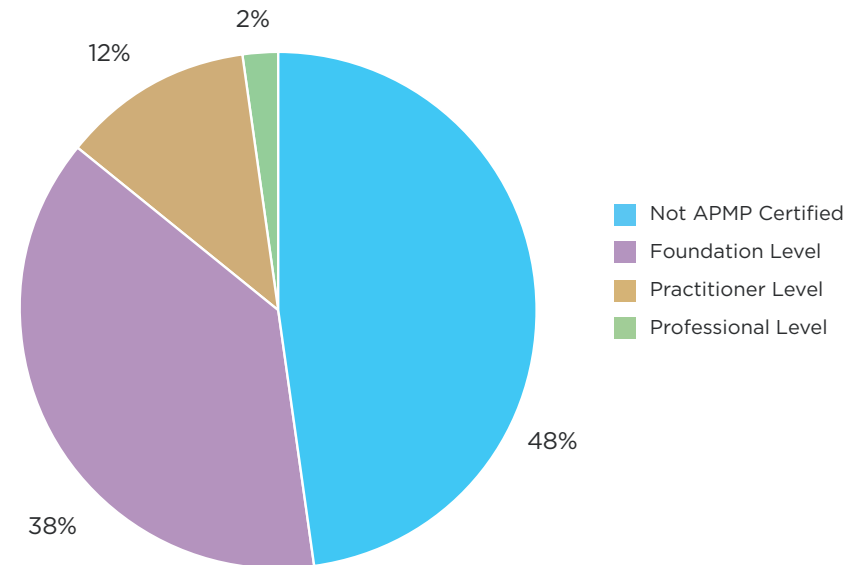
52% of respondents (**up from 51% in 2018**) have achieved APMP Foundation Level or higher. **12%** have achieved Practitioner Level (**7% in 2018**) and a further **2%** (**same as 2018**) have achieved Professional Level.

PRINCE and APMP Certification



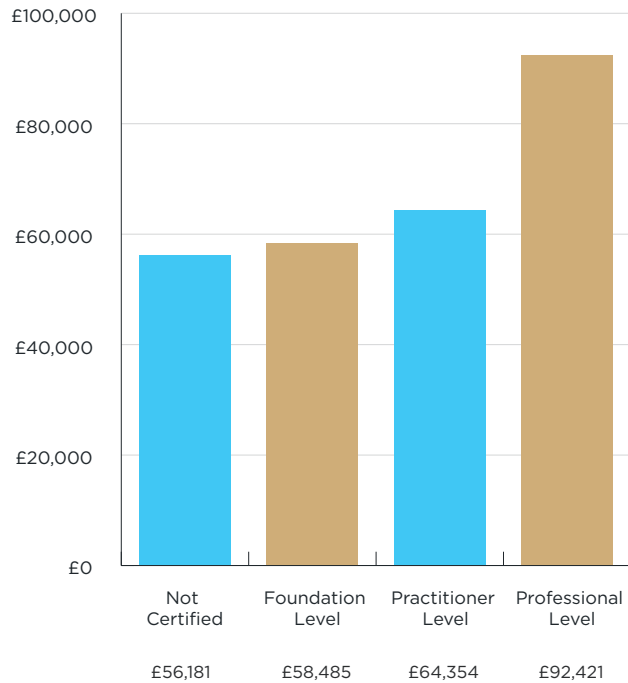
Female	£62,706	£65,077	£54,413	£58,068	£78,000
Male	£68,000	£69,061	£65,793	£73,327	£100,833
Average	£65,065	£67,295	£58,485	£64,354	£92,421

Respondents APMP Certified



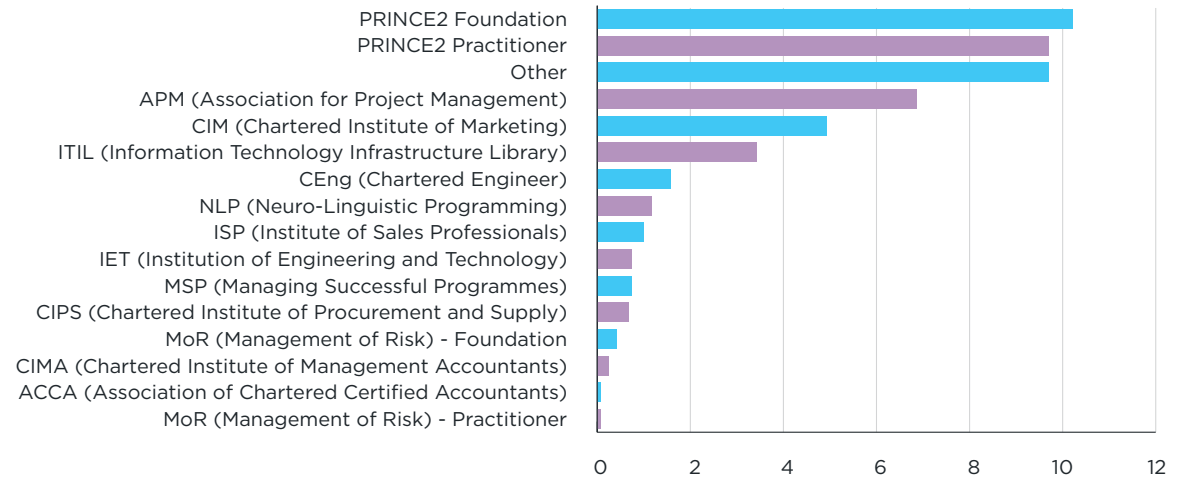
The results suggest that achieving Practitioner or Professional Certification may lead to increased basic salary. Professionally certified individuals earn on average **65%** more than those not certified.

APMP Certification and Basic Salary



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 **10%** pay rise, whilst advancing further to Professional Level leads to a significant **44%** increase. **3%** of respondents expressed an interest in the APMP Writing Certification due later this year.

% Respondents with Additional Qualifications



Respondents were asked to list other relevant qualifications in the survey. Project Management, Marketing and ITIL Service Management qualifications topped the list. Over 60 additional qualifications were listed but the numbers are too small to report on. They included:

- AAA (Advertising Agency Association)
- ACA (ICAEW)
- Agile Foundation
- AMA (American Marketing Association)
- CCWP (SIA)
- Certified Change Management Practitioner
- CFA ESG Certificate
- Change Management Practitioner
- Chartered Institute of Highways and Transportation
- Chartered Institute of Professional Development - Training Management
- Chartered Insurance Institute (CII)
- CIPD
- CISI Certificate in Investment Operations
- CKM - Certified Knowledge Manager
- CMI - Chartered Management Institute
- CMI Level 7 Leadership Management & Consulting
- CPhys (Chartered Member of the Institute of Physics)
- DMA (Direct Marketing Association)
- EFQM
- EU Public Procurement DiP
- Fellow MCMI
- Fellow of Chartered Institute of Logistics and Transport
- Fellow of Chartered Management Institute
- Fellow of CIM and Chartered Marketer
- Fellow of the Institute of Employability Professionals
- HNC Mechanical Engineering
- IACCM
- IAQ
- ILM 5 - Leadership and Management
- ILM Level 7 Coaching & Mentoring
- IMC
- Institute of Asphalt Technology
- Investment Management Certificate
- IQA
- MACostE
- MCIHT
- MCMI (Chartered Management Institute)
- Member of the CIOB
- MIEEX GRAD - Member of the Institute of Export
- MRICS (Chartered Building Surveyor)
- NEBOSH
- PMP
- PMP PLOS PMOS Project Management Training
- PROSCI certified
- REC
- RTPI (Royal Town Planning Institute)
- SC-clearance
- Scrum Master
- Shipley Capture Planning
- World Commercial and Contracting Association (formerly IACCM)

Analysis by Experience



Experience and Basic Salary



There is a strong correlation between longevity in the profession and basic salary. The average salary for those with less than 12 months' experience (including school leavers/graduates) is **£28,333 (£27,091 in 2018)**. This is just below the national average for all graduate salaries (**£29,293 as of 01/06/2022**). Source: Glassdoor).

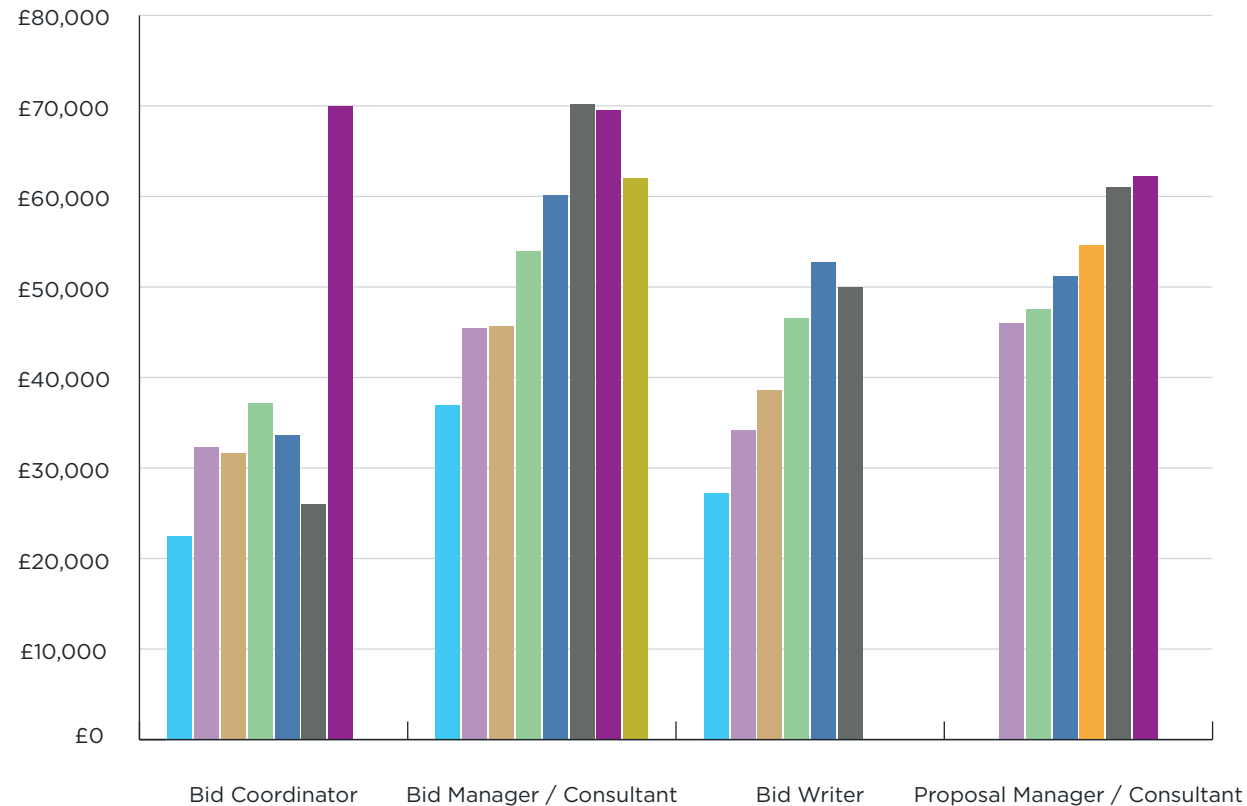
Professionals with a minimum of 5 years' experience typically earn on average **£52,975 - that's 87% more than those with less than 12 months**.

Whilst it appears that average salaries decrease after 30 years' experience, this group (including 40+ years of experience) represents **less than 1%** of total respondents and must be interpreted with caution.

The difference between men's and women's salaries is concerning. Men are typically entering the profession on salaries **30%** higher than women. At 10+ years' experience, men are earning **16%** more, and a massive **33%** more with 20+ years' experience.

Experience and Basic Salary

Bid Managers with 10+ years' experience can expect to earn **£60,205 (up from £59,288)**. Proposal Managers with the same experience can expect to earn **£54,617 (up from £52,709)**. The adjacent table highlights what impact experience has on basic salary for each of the core roles. It must be noted that salaries by experience only take account of the direct experience gained within our profession, not total work experience.



Experience Level	Bid Coordinator	Bid Manager / Consultant	Bid Writer	Proposal Manager / Consultant
Less than 12 months' experience	£22,500	£37,000	£27,200	-
Up to 2 years' experience	£32,286	£45,500	£34,143	£46,000
2-5 years' experience	£31,645	£45,649	£38,571	£47,571
5+ years' experience	£37,158	£53,964	£46,556	£51,250
10+ years' experience	£33,643	£60,205	£52,724	£54,617
20+ years' experience	£26,000	£70,200	£50,000	£61,000
30+ years' experience	£70,000	£69,545	-	£62,250
40+ years' experience	-	£62,000	-	-



Analysis by Geography

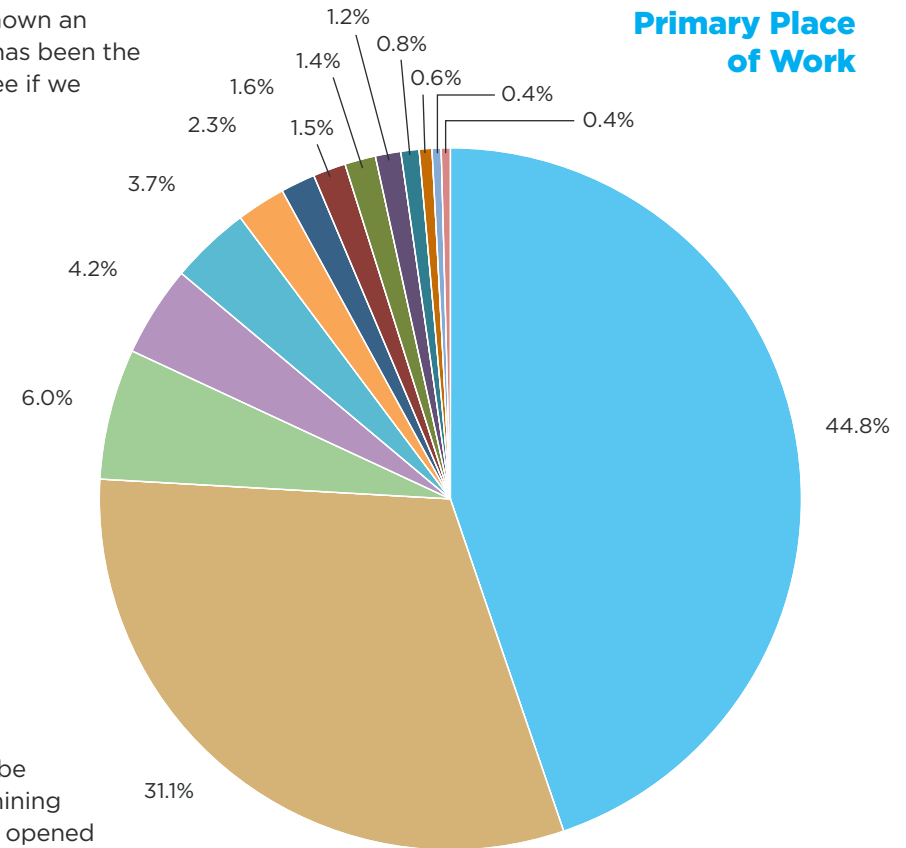


The distribution of the workforce across the UK has shown an unprecedented shift since the 2018 survey. Covid-19 has been the main driver of change and it will be fascinating to see if we revert over the next few years.

Home is classed as the primary place of work for **31%** of our profession and a further **45%** work from home on a hybrid basis. The result is that many locations have seen a significant drop in numbers since 2018. For example, Greater London and the South East were the primary places of work for **53%** of respondents in 2018; in 2022, this is less than **10%**. The huge increase in home-based work makes it difficult (if not impossible) to compare geographic data with the 2018 survey.

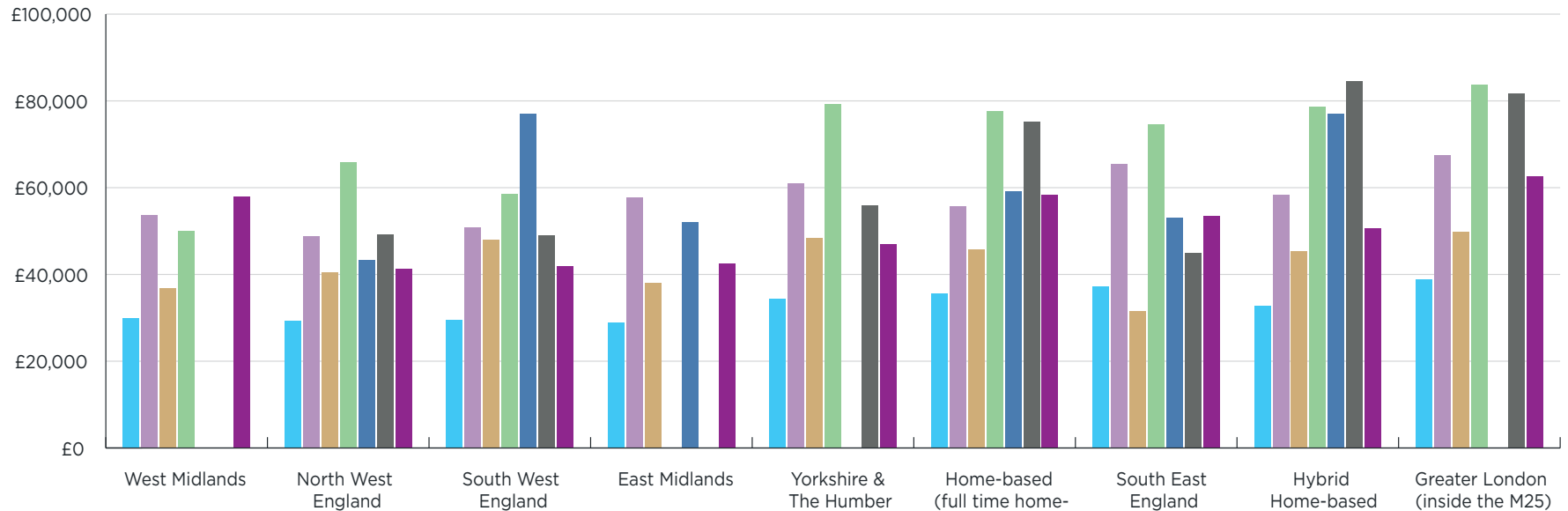
However, one notable benefit of this change has been the levelling up of salaries across the UK. Location should no longer be a primary factor in determining your salary. Covid-19 has opened up hundreds of career opportunities for those previously unable to commute/travel to the main city hubs.

Primary Place of Work



- Hybrid Home-based (office based contract with flexibility to work at home when appropriate)
- North West England
- Scotland
- South East England
- North East England
- South West England
- Anglia
- East Midlands
- Northern Ireland
- Yorkshire & The Humber
- Wales
- Greater London (inside the M25)
- West Midlands

Location and Role - Basic Salary



Role	West Midlands	North West England	South West England	East Midlands	Yorkshire & The Humber	Home-based (full time home-based contract)	South East England	Hybrid Home-based	Greater London (inside the M25)
Bid Coordinator	£30,000	£29,250	£29,500	£29,000	£34,500	£35,625	£37,250	£32,730	£38,833
Bid Manager / Consultant	£53,667	£48,882	£50,857	£57,800	£61,000	£55,656	£65,438	£58,368	£67,435
Bid Writer	£36,750	£40,500	£48,000	£38,000	£48,500	£45,718	£31,500	£45,388	£49,800
Head of Bid Management	£50,000	£65,800	£58,600	-	£79,333	£77,587	£74,571	£78,616	£83,818
Head of Bid Writing	-	£43,333	£77,000	£52,000	-	£59,125	£53,000	£77,000	-
Head of Proposal Management	-	£49,333	£49,000	-	£56,000	£75,188	£45,000	£84,667	£81,667
Proposal Manager / Consultant	£58,000	£41,333	£42,000	£42,500	£47,000	£58,436	£53,500	£50,755	£62,545

Professionals located in Greater London attract the highest average basic salaries at **£66,031** (excluding those areas with limited respondents). North East England once again recorded the lowest salaries at **£44,778**. Those who are full time and home-based earn **£58,330**.

Greater London has highest paid Proposal Managers (**£62,545**) and Bid Managers (**£67,435**). The North West is the lowest paid location to be both a Bid Manager (**£48,882**) and a Proposal Manager (**£41,333**).

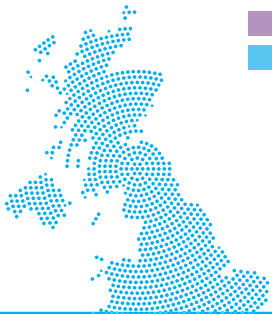
Many organisations hiring in regions furthest from London/South East and which insist on office-based roles generally offer salaries

lower than the full time home-based average. These salaries are more aligned with pre-Covid-19 norms. The tension this creates in the market will either lift all salaries - if homeworking wins the day - or potentially drag them back down if workers are forced back into local offices.

In 2018, we reported on the discrepancies between male and female salaries across all locations and roles. It's with real frustration that we report the continuance, and in some cases worsening, of these trends. Men on average now earn **46%** more than women in both the North East and Yorkshire. In Greater London and across all hybrid roles, men earn **24%** more than women.

Even in home-based roles, women still earn **12%** less than men. Women only earn more than men in the South West, and only by **1%**.

Location and Gender

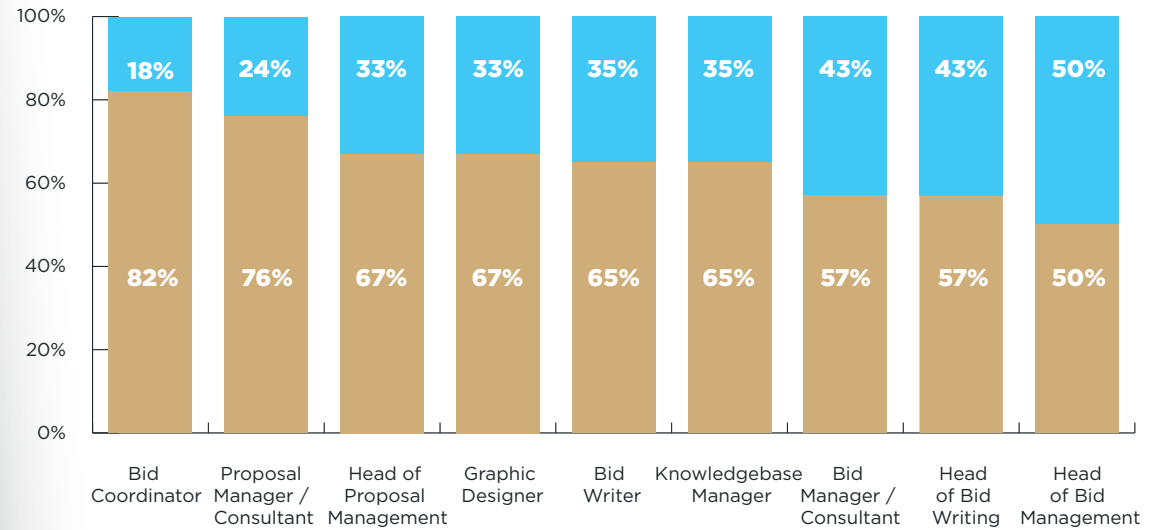


Analysis by Gender



Gender Mix and Role

Male Female



The proportion of women in our profession increased to **60%**, with men dropping to **39%**. The survey recorded additional gender-variants but these represented just under **1%** of respondents so we cannot present any reliable analysis for this group.

An examination of the gender split against specific roles confirms gender imbalances remain. **82%** of Bid Coordinator positions are now held by women (**up from 74% in 2018**). Having such a high proportion of women in the lowest paid roles brings the average salary down for women across all roles.

Women now occupy more 'Heads of' roles than men. There have been significant increases compared to the 2018 survey. Women now hold **67%** of Head of Proposal Management roles (**up from 43%**), **57%** of Head of Bid Writing roles (**up from 38%**), and **50%** of Head of Bid Management roles (**up from 40%**). Knowledgebase Manager is the only role in which numbers of women have very slightly declined (**by 4%**).

The average salary for women is **£54,085**, a **15%** increase since 2018 (**£47,211**). The average salary for men is **£66,608**, a **16%** increase since 2018 (**£57,321**). Across all respondents, men on average earn **23%** more than women (**the difference was 21.5% in 2015**).

In real terms, basic salary rises have outpaced inflation. Tracking the Consumer Prices Index (CPI) shows the average female salary in 2018 would now equate to **£52,954** (March 2022). The average male salary would now track to **£64,293**. In real terms, men effectively have **3.5%** more buying power and women have **2%** more compared to 2018. However, CPI predictions for the remainder of 2022 suggest these gains will be substantially and rapidly eroded.

In all but Graphic Design roles, men earn more than women. Male Bid Managers earn on average **22%** more than women. In all 'Head of' roles, men earn at least **10%** more than women.

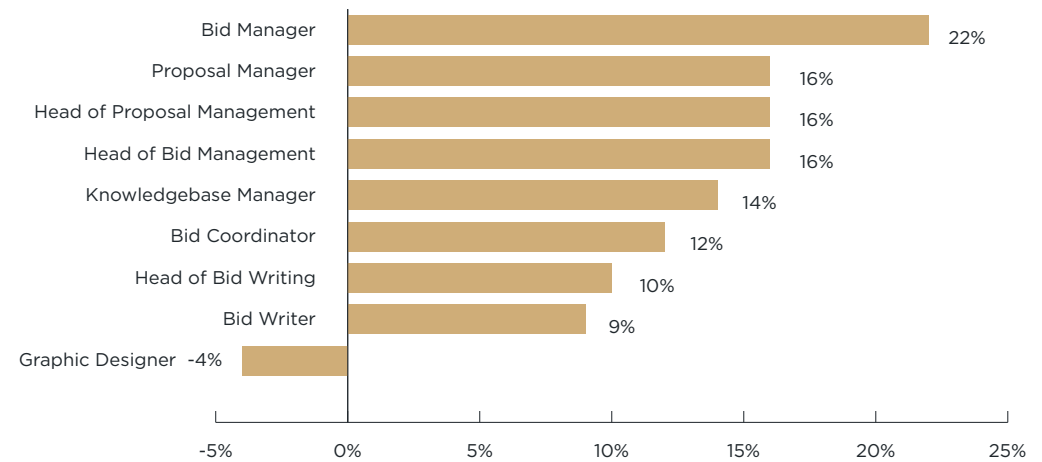
Heads of Proposal Management continue to be the best paid permanent staff within our profession, earning an average of **£77,145**. In this role, men are earning **£84,944** while women earn **£73,351**. The **£11,593** difference equates to a **16%** gender pay gap in favour of men.

It's a similar story with Heads of Bid Management, where men earn **£11,030** more than women and Heads of Bid Writing, where men earn **£6,719** more.

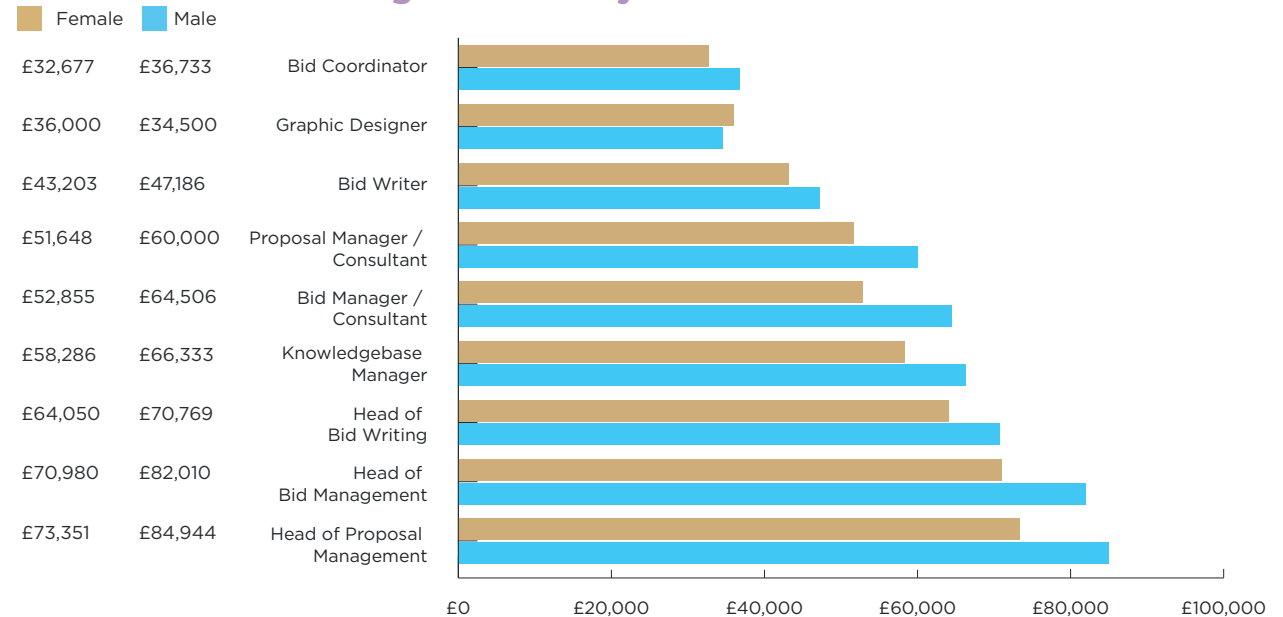
The responses from the contract/freelance market only provided sufficient data for two core roles. Male Bid Managers earned **14%** more than women and male Bid Writers earned **34%** more. A significant drop in contractor survey responses prevented us from conducting a more detailed analysis.




Pay Difference by Role (Men Avg. Basic 'v' Women)




Average Basic Salary - Role & Gender




Women in Bids and Proposals (WIBAP) were invited to author specific questions for the 2022 survey with the aim of achieving equality faster within our profession and workplace. This is what we found:

 Leadership roles within bid and proposal teams (or Consultancy) are predominately held by women. **65%** of respondents stated at least **50%** of their leadership team is female or identifies as female. Of these, **40%** stated that at least **75%** of their leadership team is female.


WIBAP says: *“It’s great to see an improvement in the number of women holding senior bid and proposal positions. This provides an opportunity to influence and collaborate with the wider business, positioning women as key strategic advisors for these organisations. A more balanced leadership team is proven to be good for business – it’s good for employees, workplace culture, customers and profitability.”*

 **81%** of respondents said their organisation has an equality, diversity and inclusion policy addressing gender representation within senior positions. **10%** said their organisation did not have a policy and **9%** didn’t know.

WIBAP says: *“This is a positive statistic; it’s great to hear these policies address gender representation specifically. However, it is one thing to say it and another to do it. The next step is to hold organisations to account and ask them to demonstrate they are, in practice, actually increasing gender representation across the organisation (including bid and proposal teams).”*

 **76%** of respondents said their organisation provides both equality, diversity and inclusion training and unconscious bias (or equivalent) training. **17%** said their organisation did not provide such training and **7%** didn’t know.

WIBAP says: *“We believe this percentage needs to be higher. Unconscious bias is a key reason for unfair or unequal treatment. It is important to ensure every single person in an organisation (whether the organisation is large or small) has received unconscious bias training, with courses independently verified. This is particularly important for those involved in recruitment and people management. Unconscious bias training should be supported by company policies, processes and guidance which allow employees to safely raise concerns if they witness or experience unfair treatment.”*

 Only **49%** said their organisations published gender pay gap statistics to all staff. **31%** said their organisation did not publish these statistics and **20%** didn’t know.

WIBAP says: *“Gender pay gap statistics are a vital way of seeing if organisations are paying their employees fairly. We need to see more organisations publishing this information – 49% is not good enough. We encourage people to ask their organisations to publish and explain their gender pay gap statistics. It is also important to have the figures broken down across roles, grades and within teams. Simply calculating total salaries divided by the number of employees and splitting the result by gender will not show if there is pay parity within your team. Most importantly, if there is a gender pay gap reported in your organisation, demand action on it.”*



About WIBAP

Women in Bids and Proposals (**WIBAP**) was founded in 2018 as a direct result of industry research highlighting gender inequality in our profession. WIBAP created a community of people – from a variety of roles and industries from all over the world – to support anyone working in the bidding profession to remove barriers preventing women from progressing in their careers.

They currently have over 2,000 members and Allies. Membership is free and they offer a friendly, down-to-earth approach. They facilitate networking opportunities to promote conversation and share knowledge and advice. They create toolkits to help individuals and organisations monitor and embrace diversity within their bid and proposal functions.

WIBAP Mission

To achieve gender equality in the bidding profession, by supporting individuals and organisations to take ownership of their responsibilities and make positive change. They aim to accomplish this by strengthening our community, sparking real conversation, and taking purposeful action.

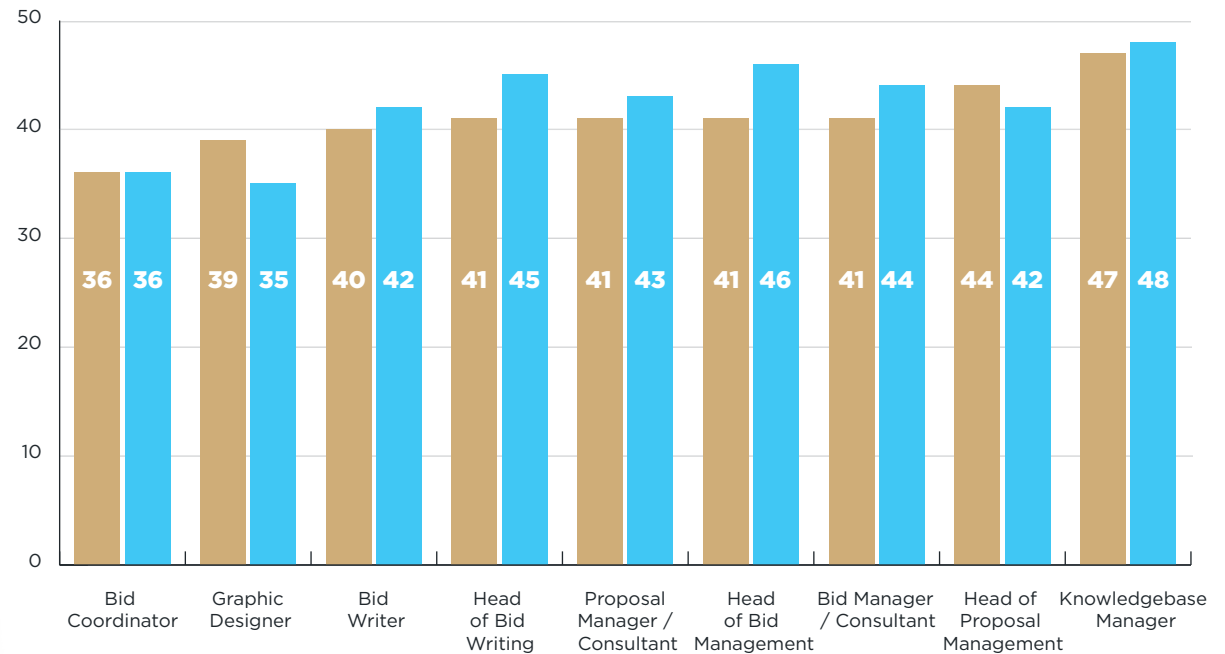


Analysis by Age



Average Age and Role

Female Male



The average age of all professionals surveyed is **42**. The average man in our profession is **44 (41 in 2018)**, and the average woman is **41 (37 in 2018)**. There is insufficient data to accurately report on gender-variants.

Across all core roles the average female age is lower, except for Graphic Designers and Head of Proposal Management. Female Bid Managers are on average three years younger than their male colleagues. Proposal Managers are two years younger.

All 'Head of' roles have average ages between **40** and **44** but the range is widespread. The youngest is **27** and the oldest is over **65**.

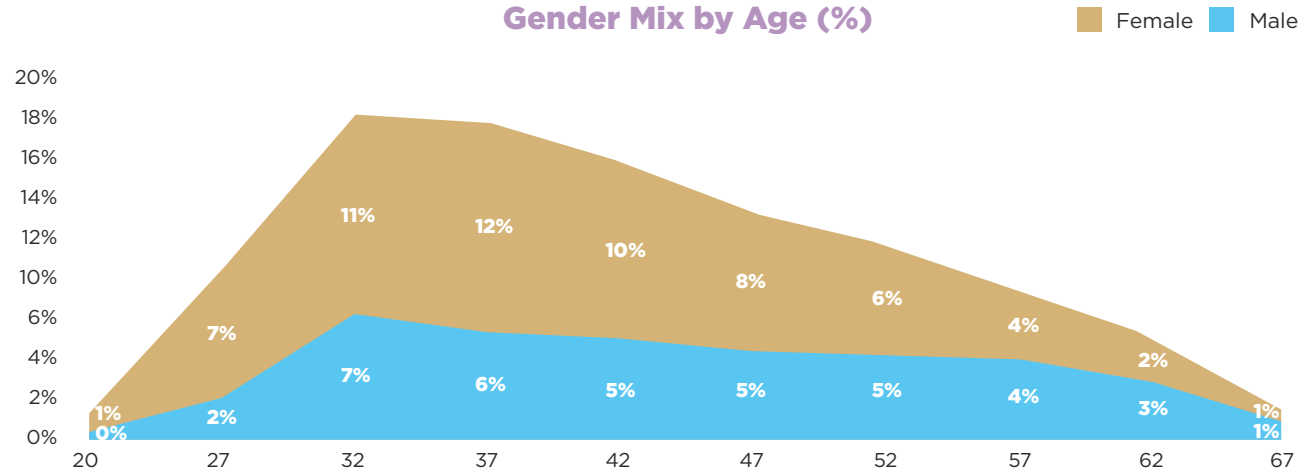
Women under **42** represent **41%** of the total profession. Men under **42** account for only **21%** of the profession. **26%** of the profession is aged **52** or over (**13% respectively for both men and women**).

In terms of age spread, **10%** of the workforce are in their 20s, **36%** are in their 30s, **28%** are in their 40s, **19%** in their 50s, and **7%** are in their 60s.

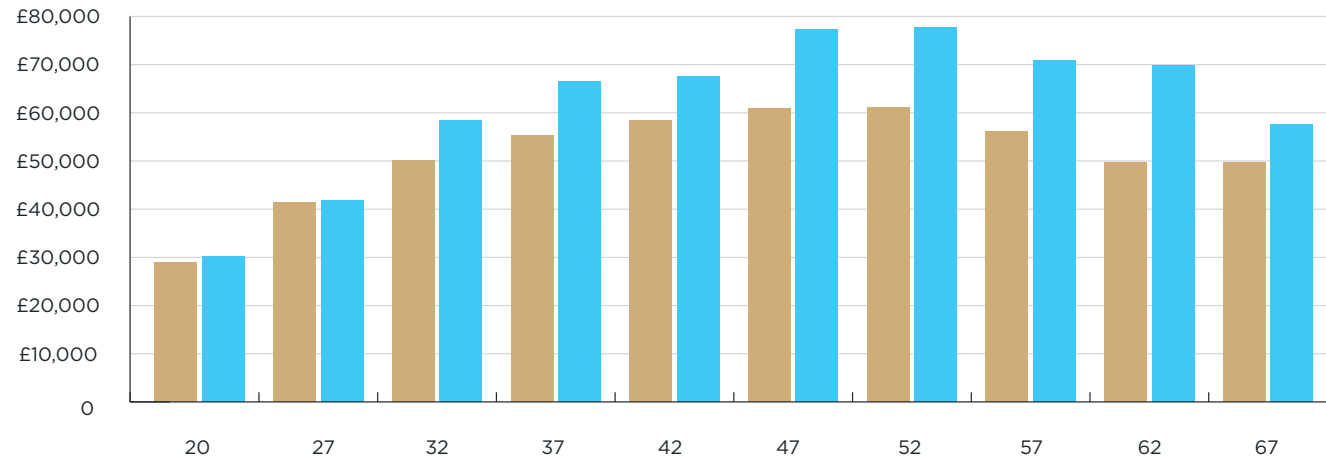
Gender pay inequality in our profession remains a significant issue. When reviewed against gender and age, there is little difference in salaries under the age of 30.

Beyond this, whilst both men's and women's salaries increase up to the age of 55, men's salary increases are significantly greater at every age band. The average male at 52 years old earns **27%** more than the same aged woman. At 62, it grows to **40%**. At the median age of 42, men earn **16%** more than women.

Gender Mix by Age (%)



Salary by Age and Gender



Female	£28,929	£41,494	£50,172	£55,383	£58,455	£60,938	£61,113	£56,077	£49,700	£49,750
Male	£30,250	£41,720	£58,475	£66,441	£67,617	£77,275	£77,750	£70,927	£69,815	£57,500



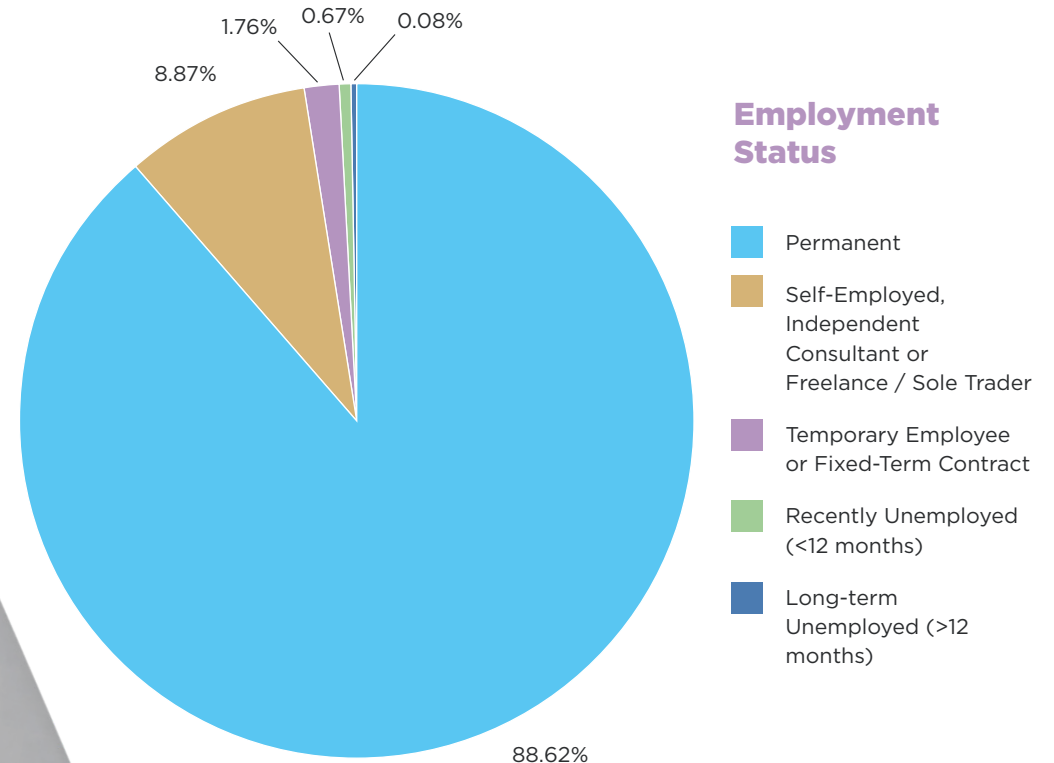
Analysis by Working Practices

Several factors contribute to the overall performance, wellbeing, and motivation of an employee. Salary is one factor, but consideration must also be given to general working conditions, additional benefits, flexible working practices, personal development and career advancement opportunities.

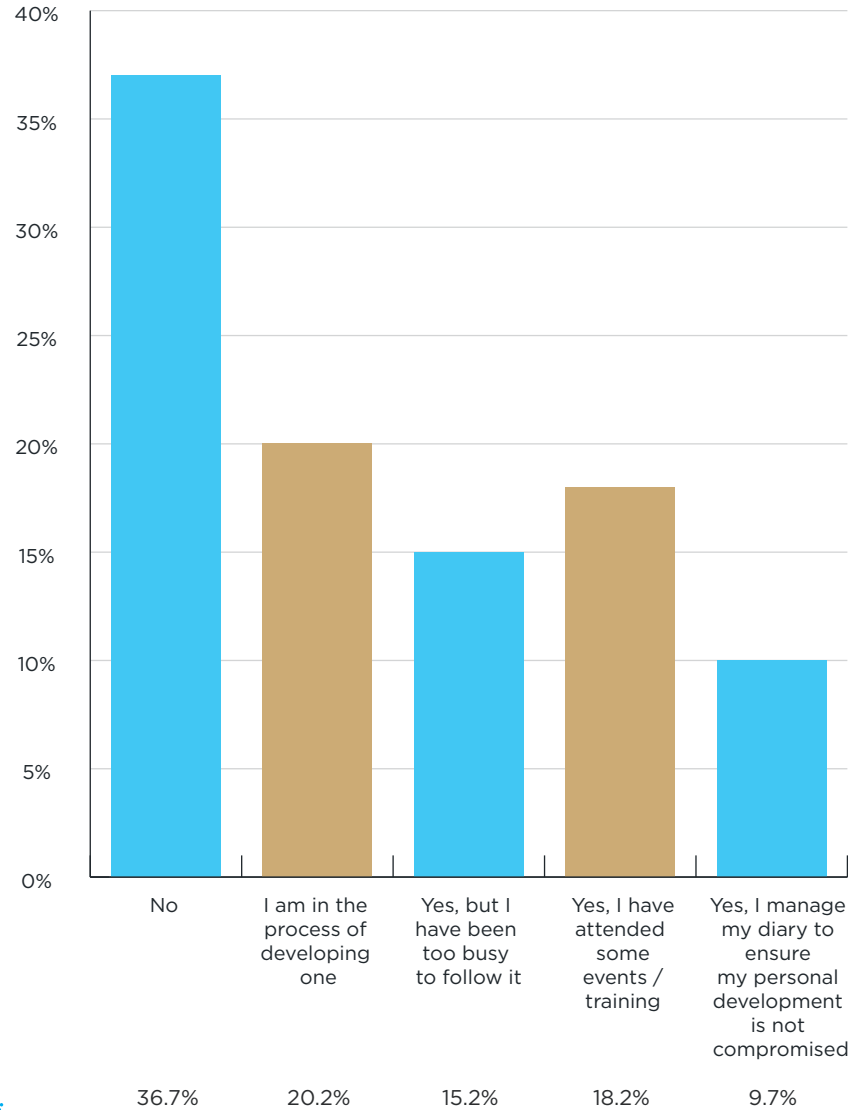
Unemployment within the survey sample is at an all-time low at **0.75% (compared with 2.6% in 2018)**. Permanent employees – **88.62%** – dominate the workforce (**81% in 2018**). Self-employed and temporary staff comprise only **10.63%** of all respondents (**13% in 2018**).

56.8% of respondents (**up from 48% in 2018**) have no personal development plan in place. Only **10%** of all respondents (including Contractors) are proactively managing their personal development. This remains one of our profession's biggest challenges.

69% of respondents haven't attended any training courses during the past 12 months. This rose to **78%** for self-employed contractors. Only **17%** attended externally provided training during the previous 12 months.



Personal Development Plan



Despite a lack of personal development plans, **89%** of respondents (**up from 72% in 2018**) still expect to build a long-term career in bid and proposal management. Only **2%** (**5% in 2018**) feel they couldn't.

40% of respondents feel '**Extremely Positive**' about their career prospects in the next 12 months whilst only 1% are '**Extremely Negative**'.

49% of respondents (**down from 53% in 2018**) have been in their current role for less than two years, with **27%** of respondents (**22% in 2018**) in their current role for more than four years.

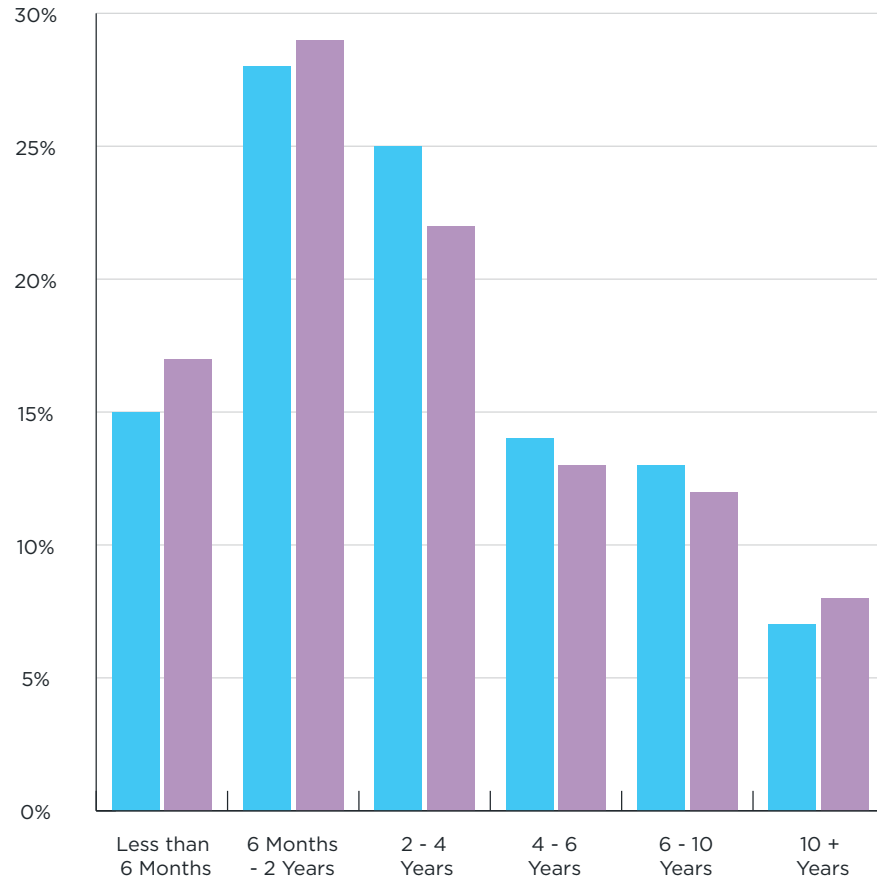
The total time in current role closely mirrors time in current organisation with a continuing trend of high staff turnover in our profession. **29%** of respondents have changed companies during the last year and **44%** have changed within the last two years. **36%** stated they expected to change organisations within the next 12 months. For reference, the typical UK annual staff turnover rate across all industries is **15%**.

The primary reasons stated by those looking to change organisation in the next 12 months are:

- **Salary/total compensation**
- **Flexibility of working patterns**
- **Lack of personal development in current organisation**
- **Lack of career opportunities in current organisation**
- **Unbearable stress levels**
- **Looking for a more secure industry**
- **Toxic working environment**



Time in Current Company



Female
Male

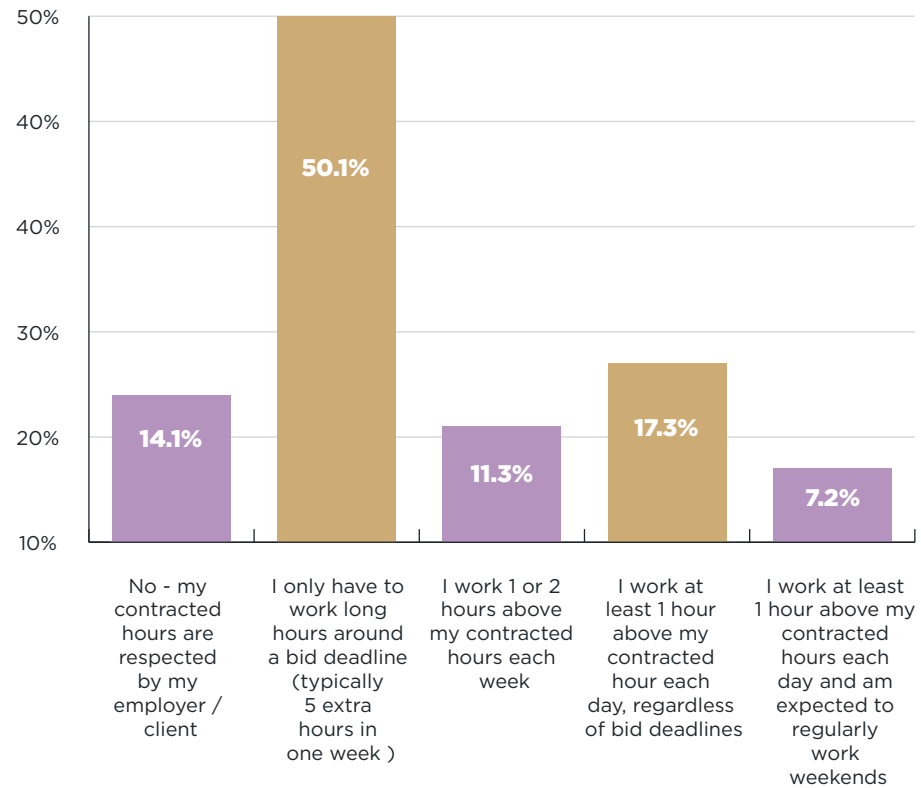
15%	28%	25%	14%	13%	7%
17%	29%	22%	13%	12%	8%

Only **5%** of the workforce is now permanently office-based (**down significantly from 45% in 2018**). **40%** now work at home five days per week. **82%** work at home at least three days per week.

85.9% of the profession regularly work more than their contracted hours. **24.5%** work at least one hour above their contracted hours each day. **7.2%** work an extra hour or more each day and regularly work weekends.

Of those working extra hours, **53%** are not compensated. **33%** receive time off in lieu. Only **5.5%** receive extra pay for the hours.

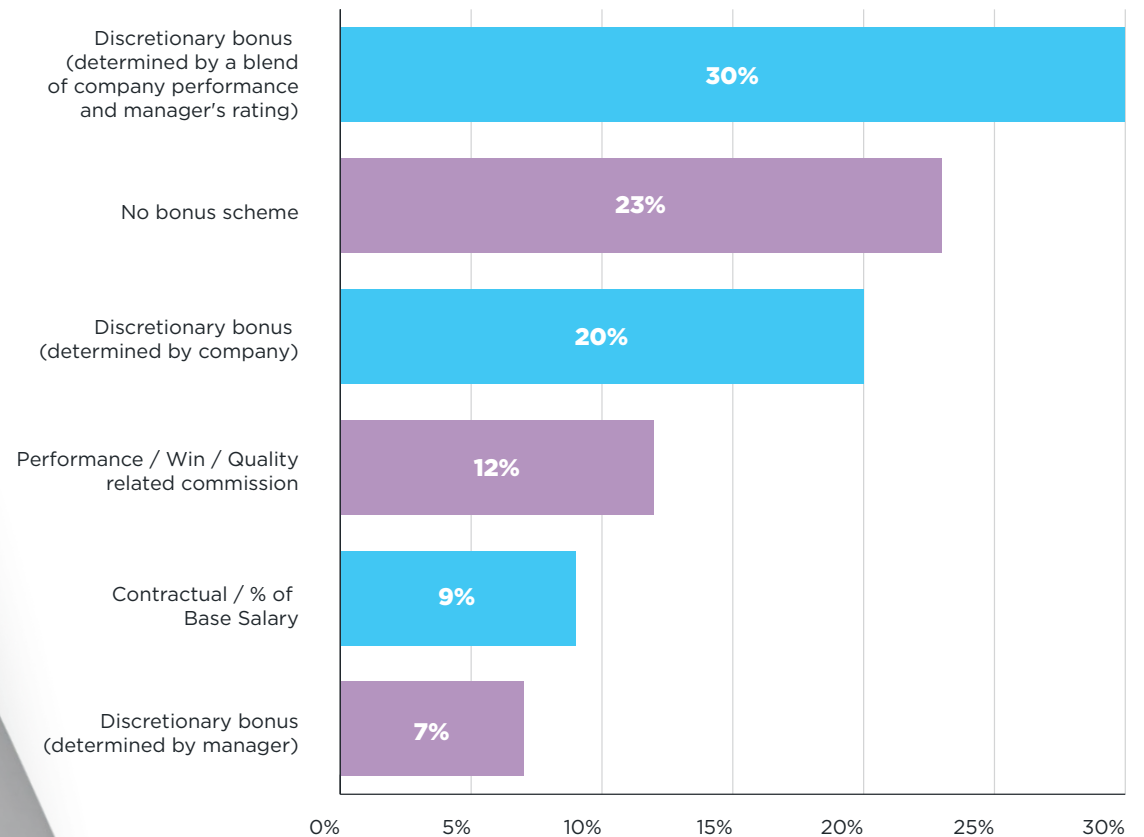
Working Hours



Analysis by Benefits



Bonus Entitlement



Over **86%** of respondents have a minimum of **25** days of holiday per year. This is now considered the profession's minimum allowance given the significant overtime worked. **11%** have more than 30 days holiday per year.

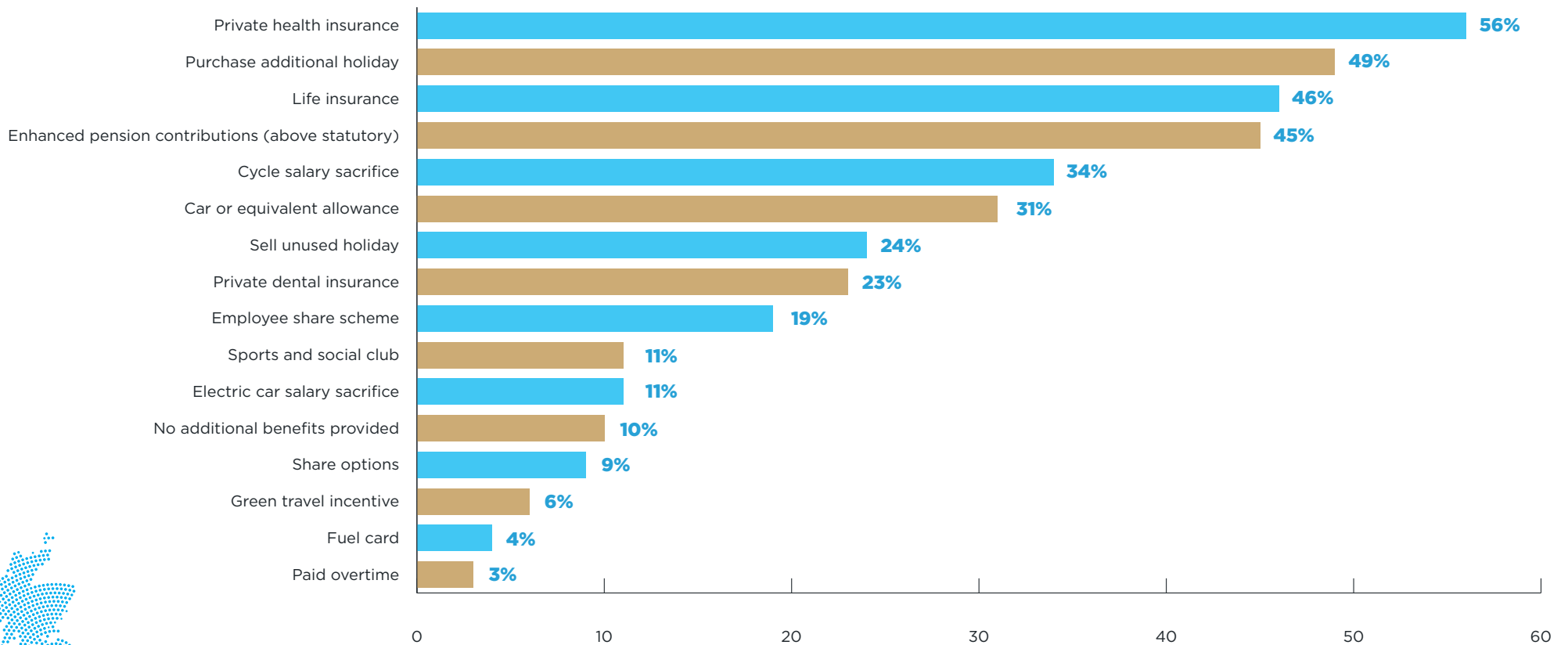
23% of respondents (**down from 29% in 2018**) are not eligible for any form of bonus. Of those that are eligible, **12%** of bonuses are paid on performance/win rate. Only **9%** are contractual. With **60%** of bonuses being determined by the company or a line manager (or blend of), the individual often has too little influence over their final bonus.

Only **3%** of those surveyed (**4% in 2018**) are eligible for paid overtime – significantly out of sync with the number of people working additional hours.

Looking at all roles, **56%** of respondents receive Private Healthcare (**up from 50%**), whilst **49%** can purchase extra holiday (**up from 37%**). Roughly one in three receive a car allowance/car (**same as 2018**). **10%** stated they receive no additional benefits whatsoever (**down from 12% in 2018**).

Other benefits that were recorded but not listed above include: unlimited holidays, wellbeing allowance, enhanced maternity/paternity, Perkbox, volunteering day off, duvet days, discounted insurance, income protection, retail discounts, critical illness cover, enhanced childcare, subsidised rail travel and art gallery membership.

Benefits - All Roles

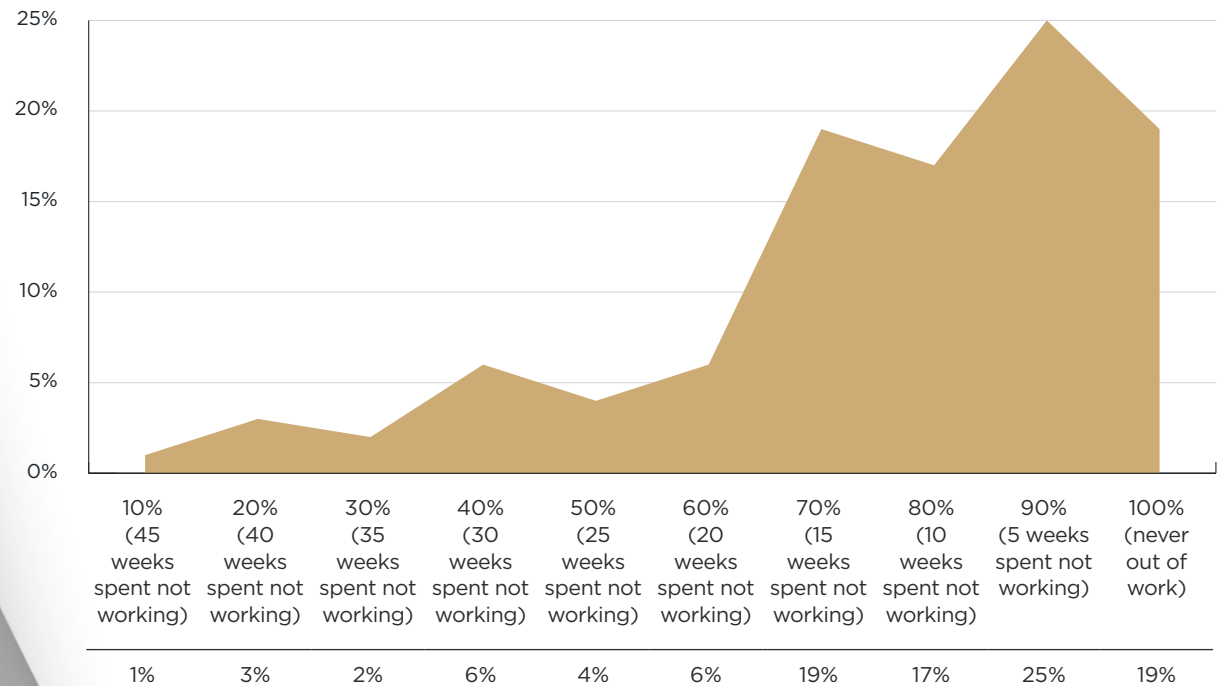




Analysis for Contractors/ Self-Employed



Contractor Utilisation



With only 107 Contractors completing the survey, it is not possible to provide detailed analysis. As such, we are only reporting basic information on the following roles: **Bid Manager, Bid Writer and Proposal Manager**. For a more detailed analysis of the contractor market, please review the 2019 research Bid Solutions conducted (from page 21). It is available at: <https://bidsolutions.co.uk/wp-content/uploads/2019/09/Bid-Solutions-Bid-Quarterly-Aug-2019.pdf>

Over the last 12 months, **34%** of Contractors (**17% in 2018**) stated they increased their day rate, with only **5%** reducing it.

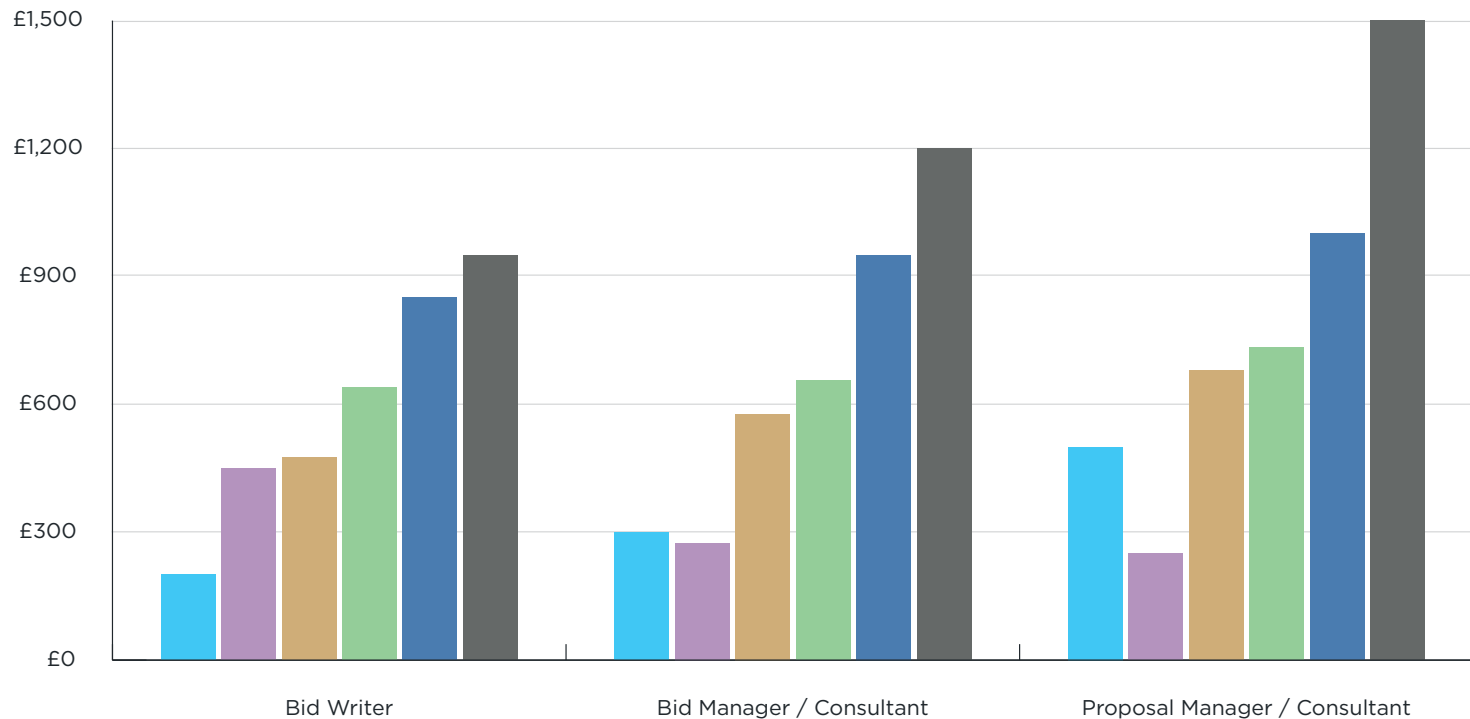
Contractor utilisation rates have increased since 2018. **60%** of contractors (**up from 56%**) are engaged for more than 42 weeks of the year (i.e. 10 weeks not working/holidays). **43% (32% in 2018)** have five weeks or less of non-billable time. **15% (down from 19%)** of Contractors chose not to work for at least six months of the year. **19%** look to be on a fast track to burnout, having taken no time off in the previous 12 months.

Proposal Managers are on average the best paid contractors earning **£697** per day (**26% increase since 2018**). Bid Managers are a close second earning **£614 per day (6% increase)**. Bid Writer average day rates are up **13%** to **£540**.

The range of day rates within each core role is significant, with the largest variance (**£1,250**) recorded for Proposal Managers. This again points to a misunderstood profession and lack of role consistency in many sectors.

Gender disparities are notable in all three roles and almost every category of contractor rate.

Gender and Contract Day Rates



- Minimum day / charge rate - Female
- Minimum day / charge rate - Male
- Average day / charge rate - Female
- Average day / charge rate - Male
- Maximum day / charge rate - Female
- Maximum day / charge rate - Male

Role	Minimum day / charge rate - Female	Minimum day / charge rate - Male	Average day / charge rate - Female	Average day / charge rate - Male	Maximum day / charge rate - Female	Maximum day / charge rate - Male
Bid Writer	£200	£450	£476	£640	£850	£950
Bid Manager / Consultant	£300	£275	£577	£656	£950	£1,200
Proposal Manager / Consultant	£500	£250	£679	£733	£1,000	£1,500

Average contract durations of less than one month have increased to **27%** (previously 19%). Durations of three months or less now account for **69%** of all contract durations – the shift to shorter contracts can most likely be attributed to IR35 Regulations. Longer term contracts (12 months +) have decreased from **14% in 2018** to just **5% in 2022**.

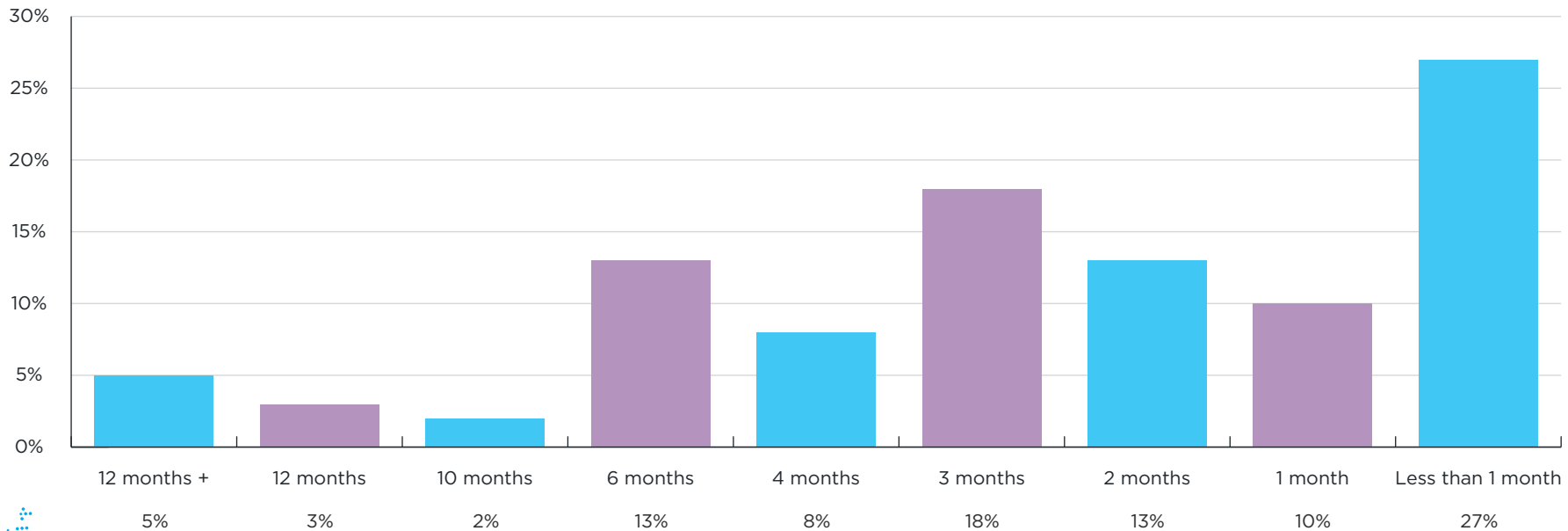
There is a wide range across total annual contract earnings with the lowest being **£15,000** and the highest **£285,000**. The median total contract earnings is **£81,250**, with the average being **£85,165 (8% increase on 2018)**. Only **25%** of the self-employed/contractors felt that IR35 Rules had negatively impacted their business.

76% of contractors spend less than three unpaid weeks a year on marketing and business development activities.

45% of contractors have five years or less experience in the market. **19%** have become contractors within the last two years. **28%** have operated as a contractor for more than 10 years.

Contractors are neglecting personal development. **66%** have either no development plan in place or are too busy to follow the one they have. Excluding other respondents, only **8%** of Contractors are proactively managing their personal development.

Average Contract Duration



Whilst considered a subjective measure, satisfaction levels provide useful insight into the mindset of the respondents and allow us to look beyond the numbers. Satisfaction levels have increased across all measures since 2018.

	Satisfaction Levels		
	Salary	Role	Employer
Very Satisfied	20%	29%	33%
Satisfied	41%	39%	39%
Could Be Better	31%	25%	20%
Not Satisfied	8%	7%	7%

Overall Satisfaction

61% of respondents are **'Satisfied'** or **'Very Satisfied'** with their current basic salary/day-rate (**up from 55% in 2018**).

68% of respondents are either **'Satisfied'** or **'Very Satisfied'** with their current role (**up from 61% in 2018**).

72% of respondents are either **'Satisfied'** or **'Very Satisfied'** with their current employer.

69% of those surveyed chose work-life balance as most important element of their career choices. Only **7%** state financial reward as their main driver.

Balancing all relevant individual, company and market factors, **29%** of respondents feel **'Extremely Positive'** about securing a pay rise in 2022. Only **0.5%** are extremely negative and expect a pay cut. **35%** expect their salaries to remain unchanged.

Conclusion

The 2022 UK Bid & Proposal Salary Survey has again highlighted the many opportunities and challenges within our profession. With huge ranges in day rates and basic salaries, growing gender inequality and an expanding list of job titles, our focus as a profession must be to increase awareness of the pivotal role we play in winning and retaining business.

This data has been the most challenging we have ever worked on. Covid-19 created huge shifts in both working patterns and locations, making it difficult to compare current data with the 2018 survey. We estimate there are **7,000** people engaged in the UK bid and proposal profession. Based on this estimate, this survey sample represents approximately **20%** of the workforce. As such, its findings can not be treated as absolute, and should only be used for guidance.

The significantly increasing number of job titles creates a real struggle for HR and Talent teams. They simply can't find comparative titles in the market to benchmark salaries against. Making progress in agreeing on a national set of core roles and titles would significantly harmonise salary ranges. The work proposed by APMP UK to introduce a British Standard may help accelerate this change.

Gender inequality across our profession is indisputable. No matter which way you analyse the data, it makes difficult reading for women. Inequality is evident in every role, industry, geography and employment type. Further research is urgently needed to investigate why salary increases, opportunities for progression, and gender bias differ by organisation and experience. WIBAP are doing brilliant work to create a bidding world where gender inequality no longer exists, and I'd encourage every reader of this survey to become a WIBAP Ally and support their aims.

With only **10%** of respondents in their teens or twenties, and **26%** over the age of 50, we have an ongoing issue (also reported in 2018 survey) of replenishing talent leaving the profession. The APMP Apprenticeship programme will hopefully put a large focus on promoting the opportunities our profession offers to school leavers, undergraduates, recent graduates, those returning to work, and the long-term unemployed.

Retaining key talent is still a massive task for many organisations in our profession. People choose to change jobs for many reasons but retention rates are significantly improved when companies focus on personal development and offer defined career paths. These are quick wins for every organisation; the disruption and cost of replacing talent far outweighs the cost of investing in existing employees.

Balancing all relevant individual, company and market factors, **29%** of respondents feel 'Extremely Positive' about securing a pay rise in 2022. Only **0.5%** are 'Extremely Negative' and expect a pay cut. **35%** expect their salaries to remain unchanged.

40% of respondents feel 'Extremely Positive' about their career prospects in the next 12 months - an excellent statistic to finish on.

We would like to extend a huge thank you to everyone who participated in the survey. Many people took the time and effort to share it with their peers and social networks and we are very grateful for everyone's continued support.



Appendix 1: Methodology & Definitions

In March 2022, an email invitation to participate in the UK Bid & Proposal Salary Survey was sent to our extensive network. A link to the survey was also distributed across social media platforms including LinkedIn, Twitter and Facebook. 1,402 completed surveys were submitted by the closing date. After data cleansing, there were 1,202 complete responses and they form the basis of the detailed analysis in this report.

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

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 data, such that there is an equal probability of falling above or below it.

25th Percentile

When responses are ordered from lowest to highest, the lower quartile is the response 25% from the lowest recorded value. In other words, 75% of the responses are higher than this measure.

75th Percentile

When responses are ordered from the lowest to highest, the upper quartile is the response 25% from the highest recorded value. In other words, 75% of the responses are lower than this measure.

Bid Manager/Consultant

[Click here for a full job description](#)

Industry variations may include (not exhaustive) Capture Manager, Business Development Manager, Deal Manager and Pursuit Leader.

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.

Head of Bid Management or Team Leader

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

[Click here for a full job description](#)

Industry variations (not exhaustive) include Submissions Manager, Pitch Manager, Tender Manager and RFP Manager. The Proposal Manager will co-ordinate 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, co-ordinating proposal governance/sign-off, document production and delivery of the completed proposal.

Head of Proposal Management or Team Leader

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

[Click here for a full job description](#)

Industry variations (not exhaustive) include Document Manager, Bid Executive, Proposal Administrator, Sales Support Executive and Pitch Assistant. The Bid Coordinator will coordinate 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 as well as proven ability in planning, producing and delivering compliant proposal documents within a complex business environment.

Bid/Proposal Writer

[Click here for a full job description](#)

Industry variations (not exhaustive) include Bid Writer, Proposal Editor, Document Writer, Proposal Author and Bid Author.
The Bid Writer will produce professionally written proposal

content that clearly articulates the organisation's value proposition, win themes, features and benefits. The Bid Writer will be experienced in leading storyboarding sessions, participating in key content review meetings/final document review, proofreading and content sign off.

Head of Bid/Proposal Writing or Team Leader

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

[Click here for a full job description](#)

Industry variations (not exhaustive) include Proposal Content Manager, Content Database Administrator, Marketing Coordinator, Sales Database Manager, Content Manager and SharePoint Manager. The Knowledgebase Manager is responsible for maintaining and expanding a database of reusable, pre-written content to improve proposal quality and proposal/sales team productivity. They are also responsible for defining and optimising the database structure and record management system, and for maintaining database accessibility and data integrity.

Graphic Designer/DTP Manager/Bid Marketing

[Click here for a full job description](#)

Industry variations (not exhaustive) include Proposal Designer/Illustrator, Proposal Creative, Bid Designer, Bid Graphics Manager and Desktop Publishing Specialist. Responsibilities include 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 has the highest visual impact.

Head of Graphic Design or Team Leader

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

