

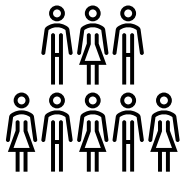
INNECTO

Pay Trends 2026

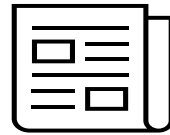
Performing Arts & Heritage Salary
Survey – Full Report



CONTENTS



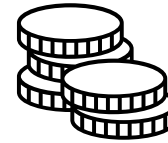
PARTICIPANTS



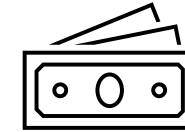
SURVEY
COMPOSITION
& HEADLINES



BUDGETS AND
PREDICTIONS



BASE PAY – PAY
MOVEMENTS



BASE PAY
PREMIUMS



TOTAL
REWARD

2025 PARTICIPANTS

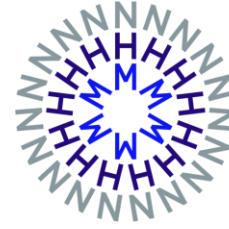
chichester
festival
theatre



HISTORIC ROYAL PALACES



ROYAL
BALLET &
OPERA



Natural
History
Museum



CANOLFAN MILENIWM CYMRU
WALES MILLENNIUM CENTRE



Historic
England

London
transport
museum



MUSEUM OF
THE HOME



V&A

RA Royal
Academy
of Arts



SCIENCE
MUSEUM
GROUP



National
Football
Museum



people's
palace
projects
Queen Mary University of London



Royal Household

SOUTHBANK
CENTRE

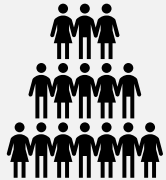
SURVEY COMPOSITION



19 Organisations – A Total of 9,407 Employees



**9 Organisations operating within Performing Arts sector
10 Organisations operating within Heritage sector**



**5 Organisations With Less than 200 Employees
14 Organisations With More than 200 Employees**

SURVEY HEADLINES

3.3%

Same incumbent salary movement
(i.e., matched to the same role) as last year
(4.9% in 2024)

4.5%

London Premium vs. National
The average difference between London and
National (excl. London) median base pay (4.7%
in 2024)

Top Salary Movement by Discipline

Visitor Services 4.8%

Events/Catering 4.3%

Box Office 4.2%

Front of House 4.2%

Retail 4.1%

Top Salary Movement by Survey Role

Apprentice 5.0%

Early Professional/Administrator 4.9%

Junior Professional / Team Lead 4.0%

Established Professional / Manager 3.6%

Qualified Professional / Supervisor 3.5%

2025 BUDGETS & 2026 PREDICTIONS

	Performing Arts & Heritage Sector		
	Lower Quartile	Median	Upper quartile
2025 Actuals	2.5%	3.0%	3.5%
2026 Predictions	3.0%	3.4%	3.5%

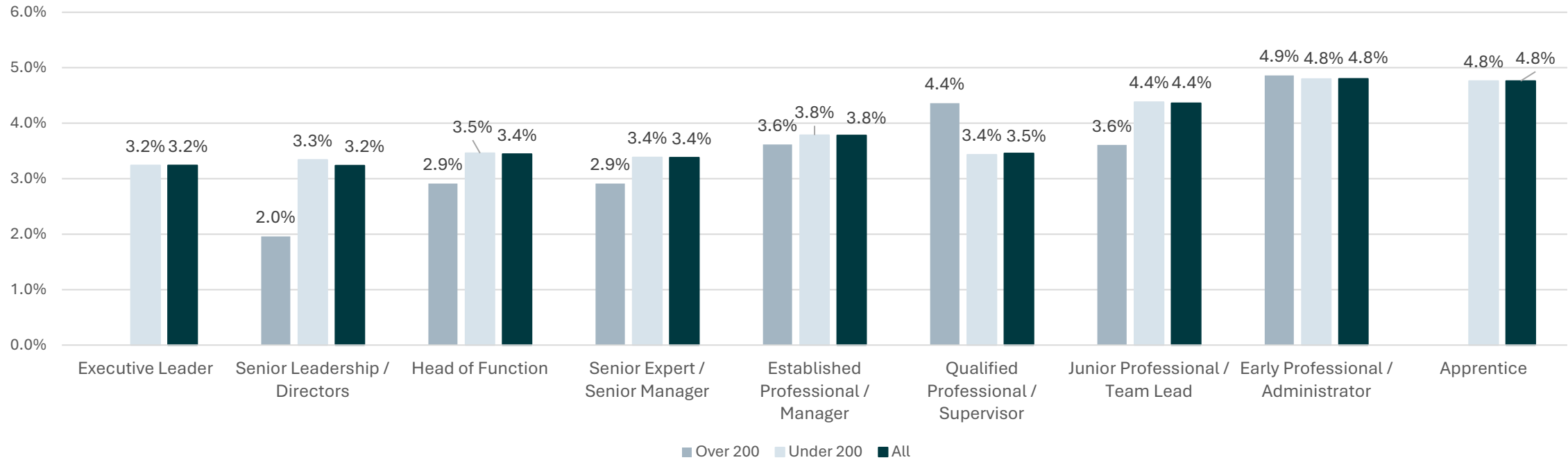
Organisations are anticipating higher budgeted awards in 2026 with a **3.4%** median projected pay award increase.

Factors impacting on salary increases	No impact	Moderate impact	Strong impact
External market practice	0%	50%	50%
Economic factors (e.g. inflation)	0%	60%	40%
Organisation wide results	0%	80%	20%
Business Unit/Department results	60%	40%	0%
Team results	80%	20%	0%
Employee's individual performance	10%	50%	40%
Line manager discretion	20%	50%	30%

External Market Practice, Economic factors and Organisation Wide Results continue to be the main drivers for salary increases. We see a similar trend for **Employee's Individual Performance** and **Line Manager Discretion**, and whilst remaining factors impacting salary increases have significantly lesser impact.

BASE PAY – PAY MOVEMENTS

BY SURVEY LEVEL AND ORGANISATION SIZE

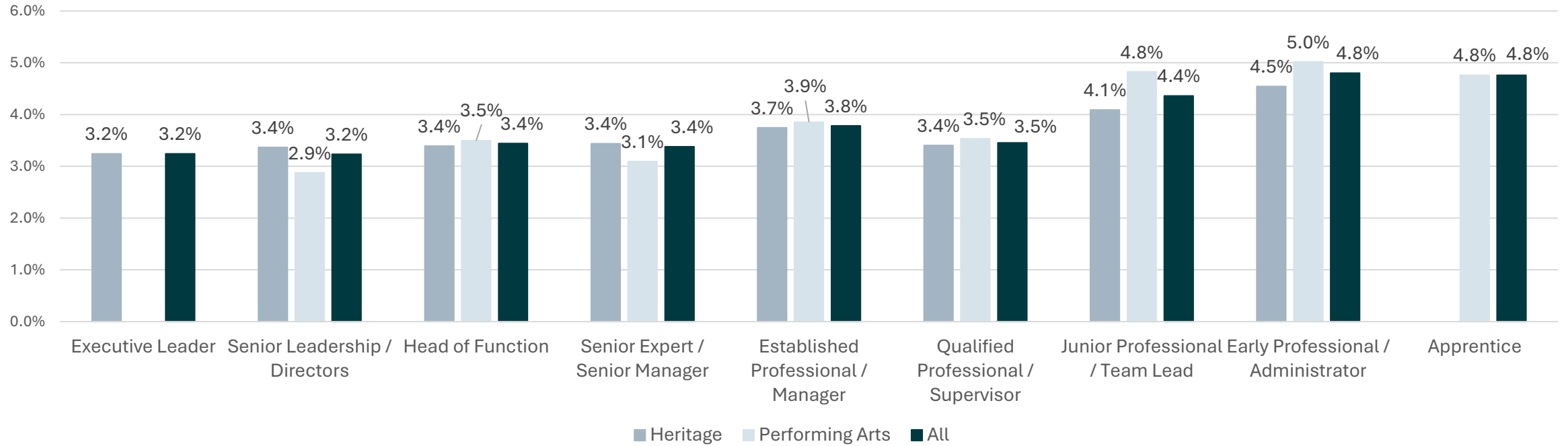


Organisations with less than 200 employees award higher pay increases on average and by level these tend to be focused on the lower roles in the organisation.

Average pay increases by Org Size:
 Under 200 employees (5 Orgs) – 3.9%
 Over 200 employees (14 Orgs) – 3.9%
 All employees – 3.9%

BASE PAY – PAY MOVEMENTS

BY SURVEY LEVEL AND SECTOR



Performing Arts organisations receive higher pay increases on average and by level larger increases are awarded levels at Established Professional / Manager and below. For organisations under the Heritage sector, pay increases are lower and show a similar trend for the lower levels of the organisation.

Average pay increases by industry sector:
 Heritage (10 Orgs) – 3.7%
 Performing Arts (9 Orgs) – 4.1%
 All employees – 3.9%

BASE PAY – PAY MOVEMENTS

BY FUNCTION FOR SPECIALIST ROLES

Function	Av. Movement 2025	Av. Movement 2024	Change
Box Office	4.2%	7.5%	-3.3%
Community Engagement/Education/Outreach	4.0%	4.5%	-0.5%
Conservation	3.9%	3.9%	-
Curator	3.1%	3.6%	-0.5%
Digital Marketing	3.9%	-	-
Events/Catering/Bar Staff	4.3%	6.6%	-2.3%
Exhibitions	3.5%	3.4%	0.1%
Front of House	4.2%	6.6%	-2.4%
Philanthropy/Fundraising/Development	3.7%	3.3%	0.4%
Production/Technical	3.4%	6.0%	-2.6%
Programming	3.8%	5.7%	-1.9%
Registrar	3.6%	3.6%	-
Retail	4.1%	7.0%	-2.9%
Visitor Services	4.8%	6.6%	-1.8%

Highlights

The highest average pay movements are seen in the **Visitor Services, Events/Catering/Bar Staff, Front of House** and **Box Office**.

The slowest growth in average pay movement is seen in **Curator, Production/Technical** and **Exhibitions**.

Most functions have experienced a reduction in movement since last year except for Exhibitions and Philanthropy/Fundraising/Development which has seen small growth.

Insufficient comparator data for Digital Marketing function as these were introduced in 2025.

BASE PAY – PAY MOVEMENTS

BY FUNCTION FOR SUPPORT ROLES

Function	Av. Movement 2025	Av. Movement 2024	Change
Administration & Secretarial	3.7%	5.8%	-2.1%
Digital - Data	3.3%	3.4%	-0.1%
Digital - Specialist	3.1%	4.3%	-1.2%
Digital - Support	3.7%	2.4%	1.3%
Facilities & Estates Management	3.4%	4.8%	-1.4%
Finance & Accounting	3.5%	2.9%	0.6%
Human Resources	3.4%	2.3%	1.1%
Legal	3.1%	3.0%	0.1%
Marketing, PR & Communications	3.6%	3.9%	-0.3%
Project Management	3.6%	3.7%	-0.1%

Highlights

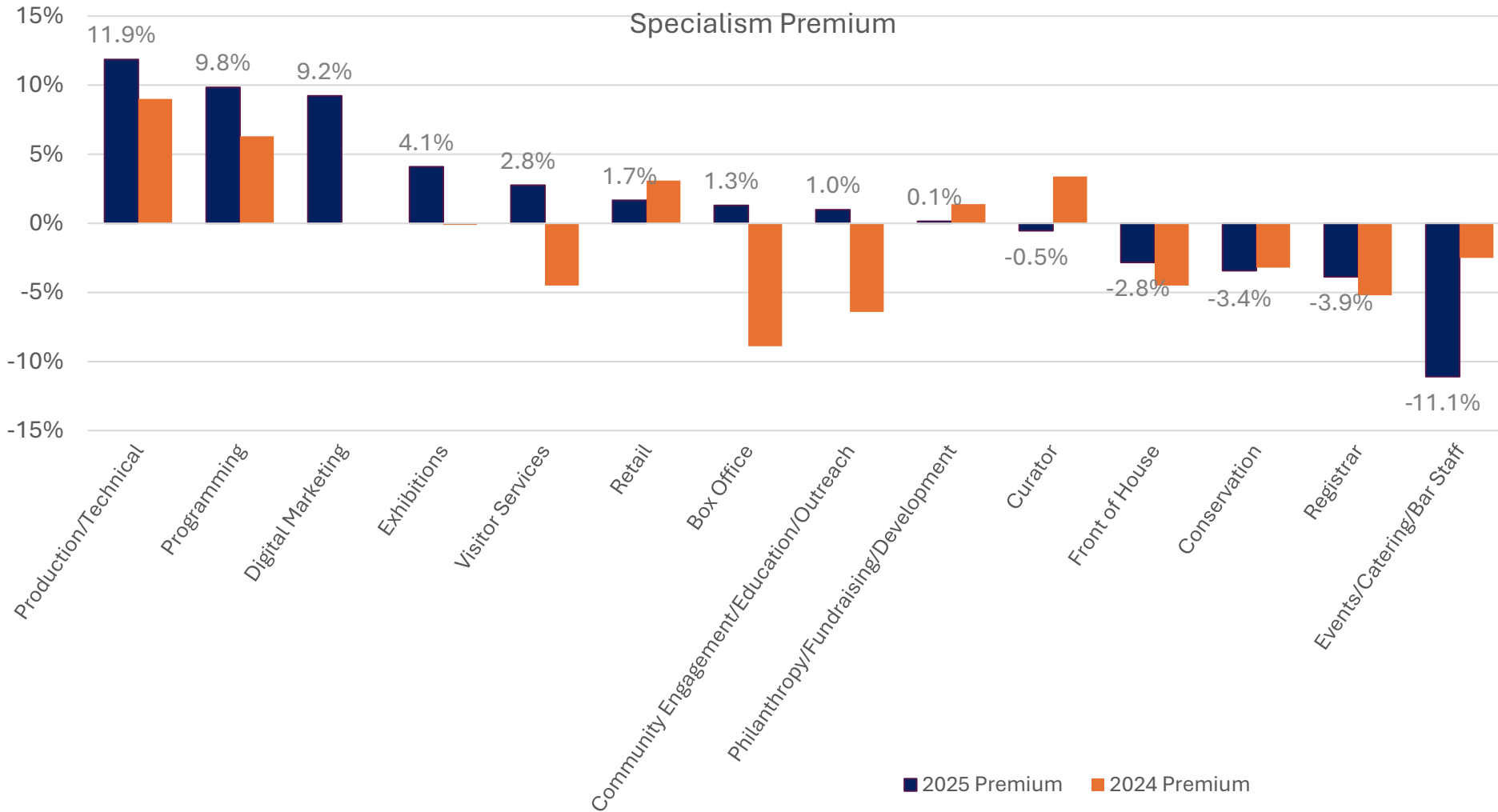
The highest average pay movements are seen in the **Digital – Support** and **Administration and Secretarial**.

The slowest growth in average pay movement is seen in **Legal** and **Digital – Specialist**.

Similarly, most functions have experienced a reduction in movement since last year apart from increases observed across **Digital – Support, Human Resources, Finance & Accounting** and **Legal**

BASE PAY – PREMIUMS

BY SPECIALISM



Top Premiums (vs. last year)
Pay movement has **slowed** in almost all functions, but some still **maintain** their market premium.

Programming premium has increased by 6.3% to 9.8%.

Production/Technical has maintained a ~10% premium.

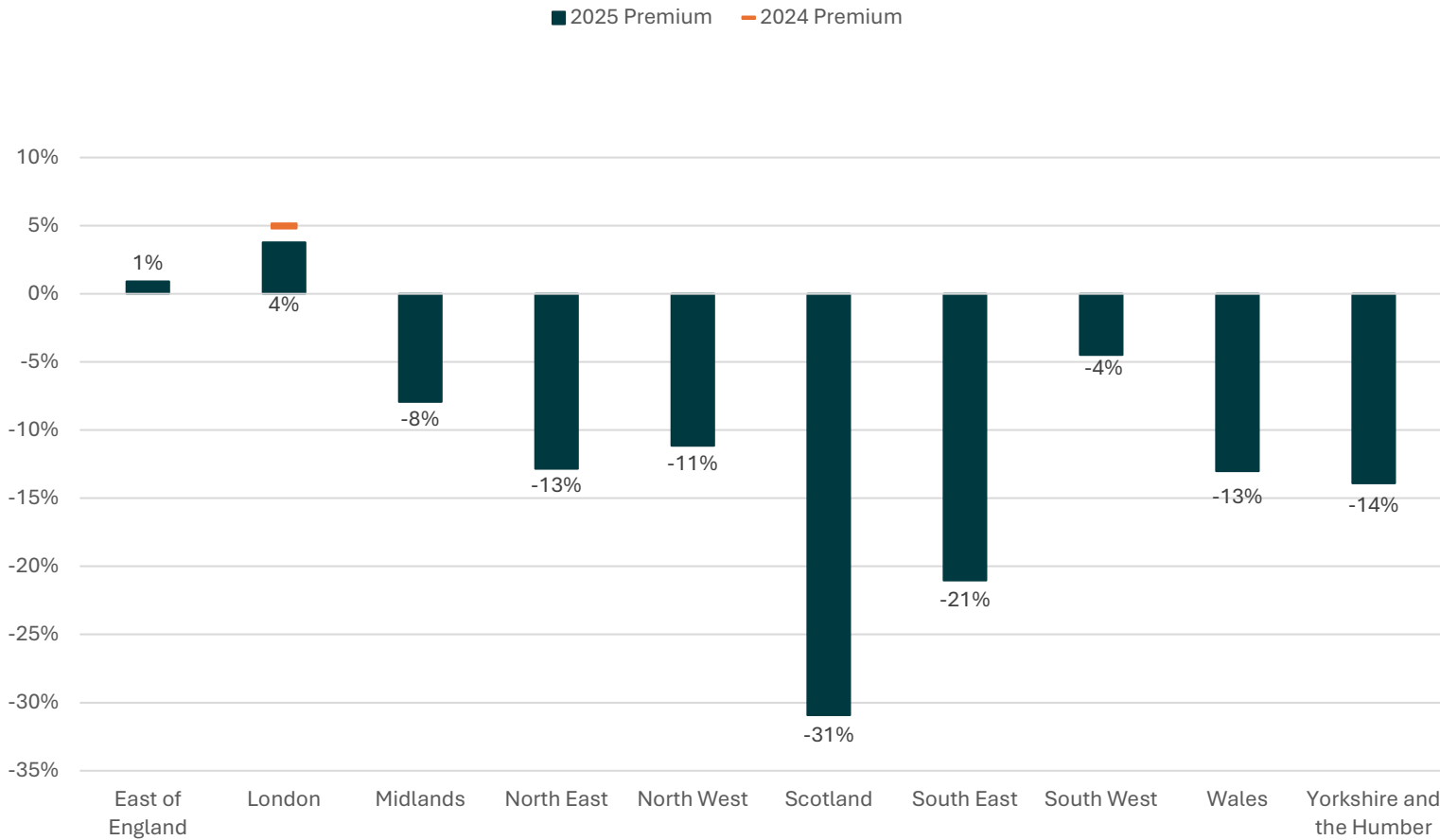
Digital Marketing, a new capsule reports a 9.2% premium.

Behind
Events/Catering/Bar Staff falls c. 11% behind the market falling from -2.5% last year.

Front of House continues to be c.3% behind the market.

BASE PAY – PREMIUMS

BY REGION



Regional differences highlights

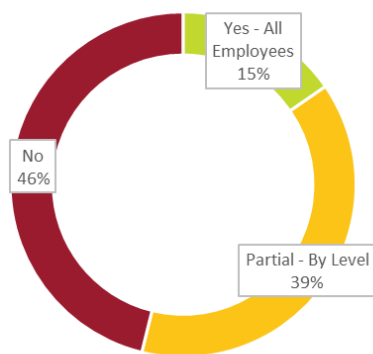
The **London** premium decreased by 1 percentage points compared to last year, following two consecutive years of decrease.

The increased representation of regions saw a widening of the pay differences, most significantly under Scotland and Southeast.

TOTAL REWARD

BONUS

Annual Bonus Schemes



Survey Level

2025 Average

Apprentice	£571
Early Professional / Administrator	£482
Junior Professional / Team Lead	£647
Qualified Professional / Supervisor	£824
Established Professional / Manager	£702
Senior Expert / Senior Manager	£899
Head of Function	£1,350
Senior Leadership / Directors	£6,210
Executive Leader	£9,424

2025 Average

Overall	£875
Heritage	£836
Performing Arts	£1,799

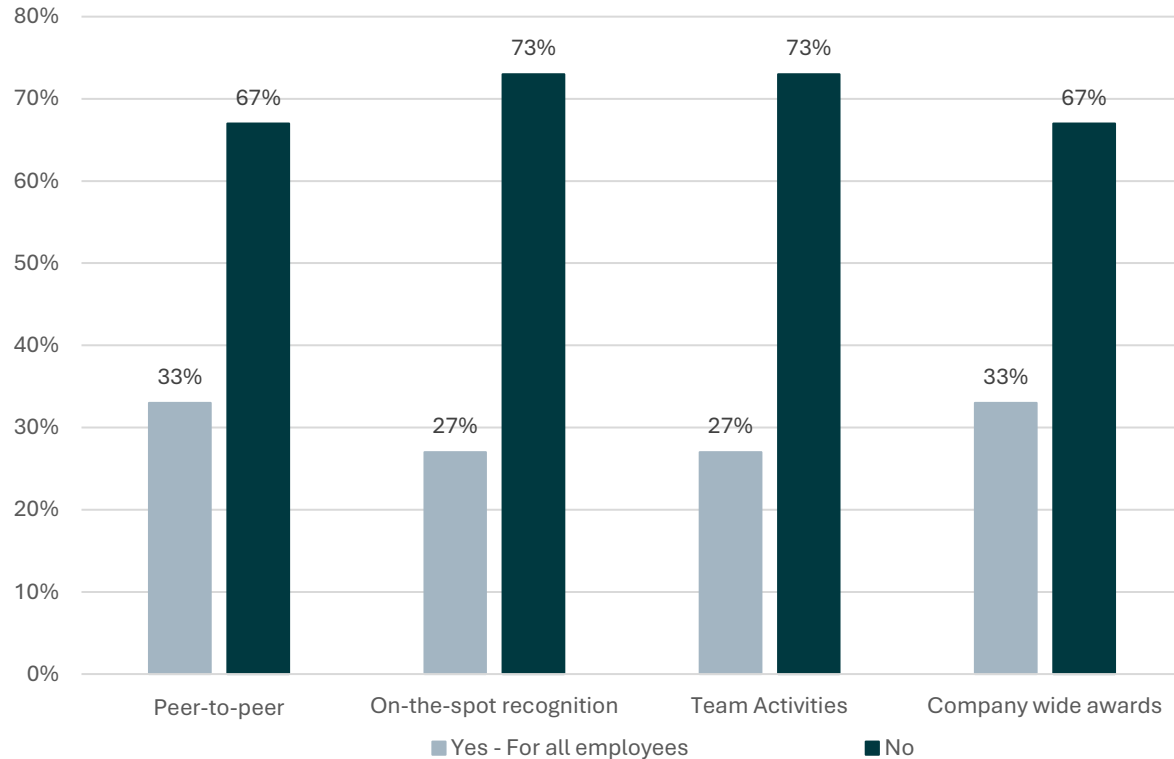
Bonus payments were captured in 2025 which showed that typically, average bonus payment increase at each level and overall, bonus payments when separated into Heritage & Performing Arts organisations, show that performing arts have larger bonuses on average.

A total of 2313 instances of bonuses were received this year, accounting for c.25% of employees submitted. When split by organisation, excluding those who did not disclose their bonus arrangements, we see the most common bonus arrangement is not being offered at 46% of organisations, with just 15% of organisations offering bonuses to all employees.

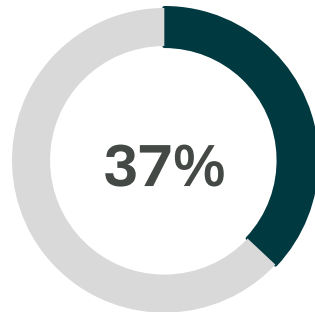
TOTAL REWARD

RECOGNITION

Type of recognition scheme



37% of participating organisations offer a formal recognition scheme with **50%** of those budgeting between £50 and £200 per employee.



Annual recognition budget

Annual recognition budget	%
Less than £50 per employee	33%
Between £50 and £200 per employee	50%
Between £200 and £500 per employee	17%
More than £500 per employee	0%

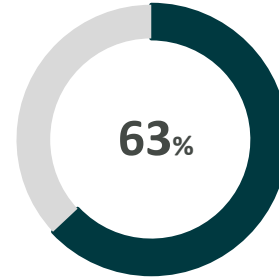
TOTAL REWARD

BENEFITS (1/2)

At least **60%** of organisations offered these benefits to some employees in 2025.

Growing in prevalence is **Subscriptions (Professional Bodies)** which is now offered by 95% of organisations, an increase of 19%, and **Employee Assistance Programme** and **Flexitime/Leave** which have both increased by over 10% of organisations offering this.

Less prevalent this year are Event Tickets, Social Clubs and Retail/Leisure vouchers.



Benefits	% of Orgs (2025)	% of Orgs (2024)
Subscriptions (Professional Bodies)	95%	76%
Employee Assistance Programme	95%	83%
Enhanced Maternity/Paternity Leave	95%	90%
Cycle to Work Scheme	89%	86%
Sabbaticals (unpaid)	84%	79%
Season Ticket Loan	84%	83%
Eye Care Vouchers	84%	86%
Study Leave	79%	79%
Resilience/Mental Health Awareness Training	79%	79%
Discounted Own Products/Services	79%	79%
Funding for education/professional qualifications	79%	83%
Free/Subsidised Food/Drink	74%	69%
Childcare vouchers	68%	72%
Flexitime/Flexileave	63%	52%
Event Tickets	63%	79%

TOTAL REWARD

BENEFITS (2/2)

Benefits	% of Orgs (2025)	% of Orgs (2024)
Flu Jabs	58%	59%
Formal Coaching/Mentoring Schemes	53%	48%
Give-As-You-Earn/Payroll Giving	47%	31%
Paid Carer's Leave	47%	31%
Time off for Voluntary Work	42%	24%
Leave for Military/Reserve Activities	42%	28%
Wellness Events/Days	42%	41%
Fitness Classes	37%	31%
Healthcare Cash Plans	37%	34%
Financial Advice	26%	21%
Gym Membership or Onsite	26%	31%
Social Club	26%	41%
Dental Cover	21%	14%
Income Protection/PHI	21%	14%
Counselling Sessions (separate from EAP)	21%	31%
Retail/Leisure Vouchers	21%	38%
Online fitness programme	16%	7%
Sabbaticals (paid)	16%	7%
Gifts	16%	7%
Car Salary Sacrifice	16%	10%
On-site Massages	16%	14%
Physiotherapist	16%	24%
Laptops (for personal use)	11%	3%
Personal Accident Insurance	11%	3%

Benefits	% of Orgs (2025)	% of Orgs (2024)
Travelcard	11%	7%
Discounted Ethical Products	11%	7%
Legal Advice	11%	10%
Critical Illness Insurance	11%	14%
On-site GP/Nurse	11%	17%
Mobile Phones (for personal use)	5%	0%
Will Writing	5%	0%
Leave to Train/Compete in Sports Events	5%	3%
Elderly Dependent Support	5%	7%
Fuel Allowance	5%	10%
Health Screening (as a stand-alone benefit)	5%	14%
Learning Assistance (not work related)	0%	0%
Car Loan	0%	0%
Carbon Offsetting	0%	0%
Congestion Charge Reimbursement	0%	0%
Corporate ISA	0%	0%
Financial Incentives for Reducing Energy Usage	0%	0%
First Home Deposit	0%	0%
Home Insurance	0%	0%
Identity Theft Protection	0%	0%
Travel Insurance	0%	3%
Student Grants/Repay Student Loans	0%	3%
Concierge	0%	3%
Motor Insurance	0%	3%
Driving Lessons	0%	3%
Motor Breakdown Cover	0%	3%
Personal Fitness Trainer	0%	3%
Pet Insurance	0%	3%
Tax Incentives for low CO2 Emissions	0%	3%

TOTAL REWARD

HEALTH-RELATED BENEFITS

LIFE INSURANCE	Life Insurance (Death in Service)	Level of cover for pension plan members	Level of cover outside the pension plan
	None	13%	60%
1x salary	0%	7%	
2x salary	20%	13%	
3x salary	20%	7%	
4x salary	40%	13%	
8x salary or more	7%	0%	
Other	0%	0%	

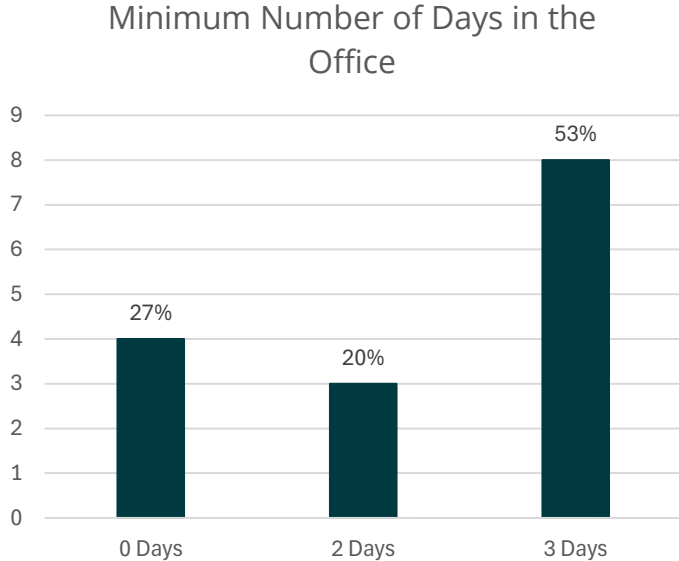
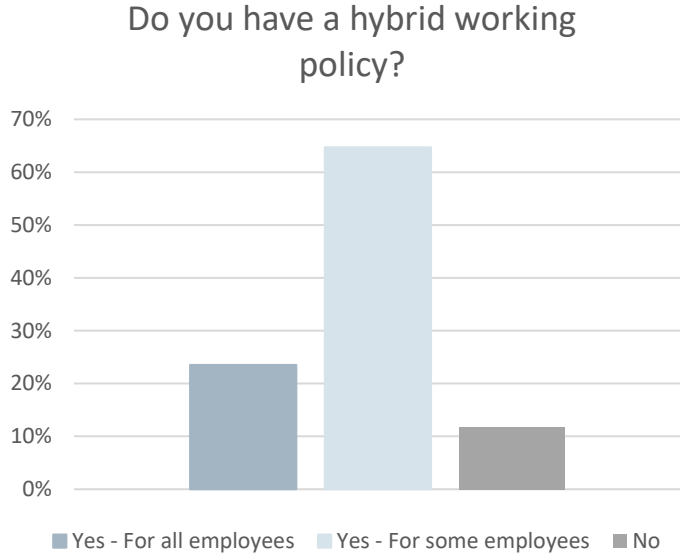
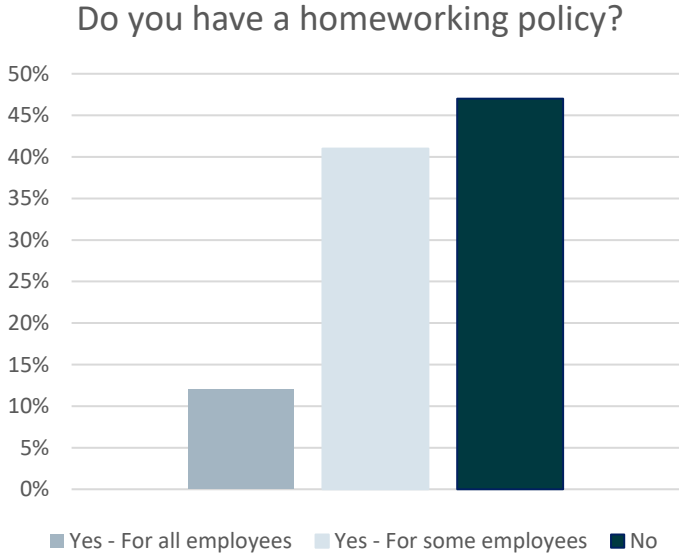
PMI	Private Medical Insurance	Prevalence
	None	85%
Employee only	15%	
Employee + Family	0%	
Depends on Grade	0%	

SICK PAY

Level of cover for new employees	Prevalence	Service qualifying criteria	Not under HMT Pay Remit	Highest level of cover provided	Not under HMT Pay Remit
Statutory cover only	31%	No	46%	100% of pay	92%
Up to 3 months	8%	3 months	23%	Between 75% and 100% of pay	0%
Up to 6 months	15%	6 months	15%	Between 50% and 75% of pay	8%
Up to 1 year	46%	1 year	0%	Lower than 50% of pay	0%
Over 1 year	0%	Over 1 year	15%		

TOTAL REWARD

FLEXIBLE WORKING




53% of participating organisations have a homeworking policy and **88%** have a hybrid working policy.

53% of organisations require employees to spend a minimum of 3 days in the office.

INNECTO

Thank you for participating in our 2025 salary benchmarking survey.
To access all the resources, please visit the Performing Arts & Heritage dedicated page:



 www.innecto.com

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 Innecto Reward Consulting