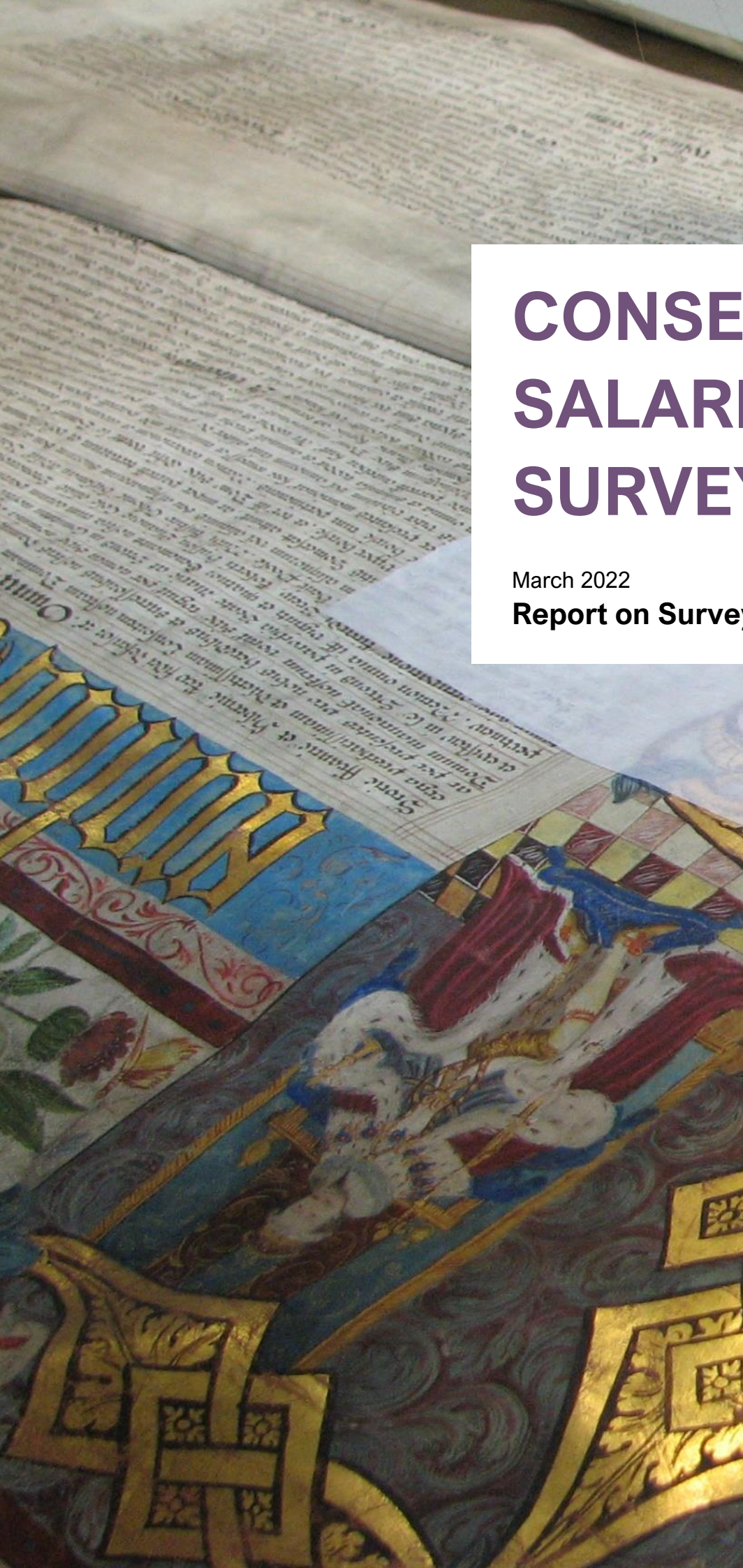


CONSERVATION SALARIES SURVEY 2022

March 2022

Report on Survey Findings



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Introduction and methodology

Icon recognises that, to effectively advocate for and support the conservation profession, campaigns and consultation responses must be supported by accurate and reliable data. Data is also necessary to inform decision-making on areas of policy related to pay and reward. The Salaries Survey 2022 was designed to ensure that Icon could gather information relevant to all conservation professionals in the UK regardless of their specialist area of practice, length of experience or job role.

Please note: this report presents the outcomes of the research as it relates to the current state of the salary levels of professional conservators. At this stage we are not seeking to make any value judgements as to the findings. However, we will use this research to facilitate future advocacy work on this topic.

The research sought to identify data related to:

Salaried / employed professionals: An individual who works under an employment contract.

Self-employed: A person is self-employed if they run their business for themselves and take responsibility for its success or failure. Self-employed workers are not paid through PAYE, and they do not have the rights and responsibilities of an employee.

Company directors: Company directors run limited companies on behalf of shareholders. Directors have different rights and responsibilities from employees and are classed as office holders for tax and National Insurance contribution purposes.

See <https://www.gov.uk/employment-status>

Icon has sought to gather data related to the average levels of remuneration across the conservation profession in the UK, alongside developing an understanding of variances based on:

- Region
- Area of conservation practice
- Qualification and professional accreditation requirements
- Nature of the underpinning knowledge and responsibilities associated with the individual positions
- Professional experience required
- Organisational structure of employer

In developing the survey, it was recognised that the actual responsibilities associated with job titles varied greatly across the sector. So, while it was useful to gather data related to job titles, a better approach was to focus on the competencies expected of individual roles to give a clearer idea of remuneration as it relates to different grades within an organisation.

The survey received 239 responses. Respondents were asked to list all conservation-related professional activities they undertook – this included data related to 242 salaried / employed positions and 27 salaried / director roles. In analysing the data, Icon has presented the mean averages. While the number of respondents has been presented, average figures have not been presented where there have been less than five individuals completing a particular question as it is clear that the sample size would be too small to make any meaningful analysis.

When assessing confidence levels presented within the survey, we have assessed the total population of size of professional conservators in the UK as being approximately 4,000 individuals. Based on the

number of respondents we can be 95% confident with a margin of error of +/- 6.15% that the sample is indeed representative of the average salaries across the conservation profession. If assessing the numbers of Icon members who completed the survey alone the confidence levels in the data remain the same.

Note about self-employed professionals: Whilst the survey was open to self-employed professionals, and asked questions relating to the remuneration of such individuals, only a very small number of responses were received. As such this cannot be considered to be reliable data and it has not been included in this report.

Overview of Survey Respondents

The Icon Salaries Survey was open from November to December 2021. Individuals were invited to complete the survey if they had been professionally active in the conservation sector within the 12 months preceding the survey; a total of 239 individuals responded.

Employment status

The majority (76%) of the respondents to the survey were in full time employment, with 17% being employed on a part-time basis. 4% of respondents reported being employed greater than 1.0 FTE – all individuals in this category reported that they were employed in full-time positions but noted that they undertook additional work on a freelance basis.

93% of respondents reported that they were working in employed roles, with 11% reporting that they worked as self-employed or company directors (note that this includes individuals who work in both employed and self-employed roles).

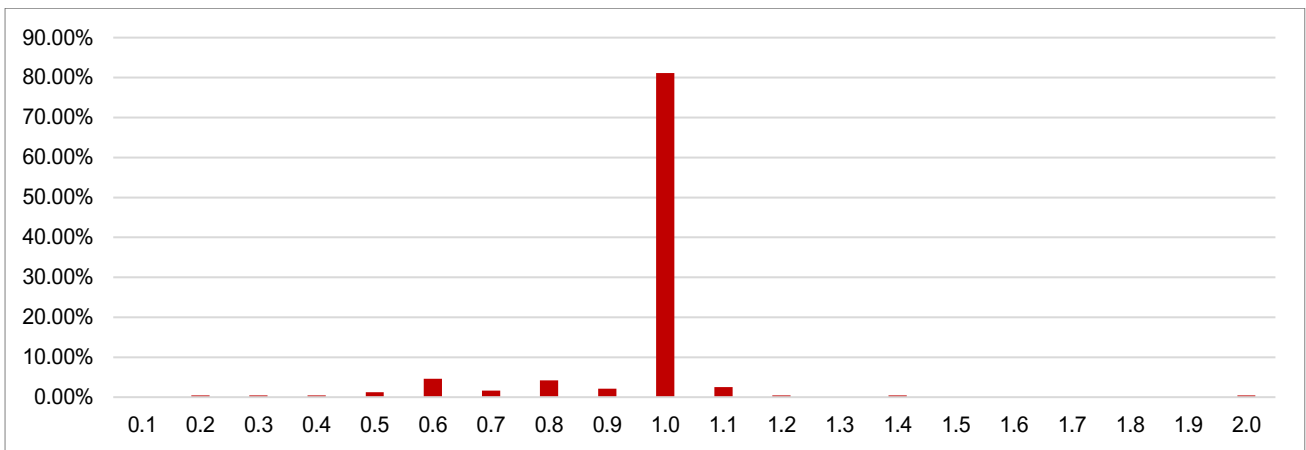


Figure 1: Full time equivalent employment of survey respondents

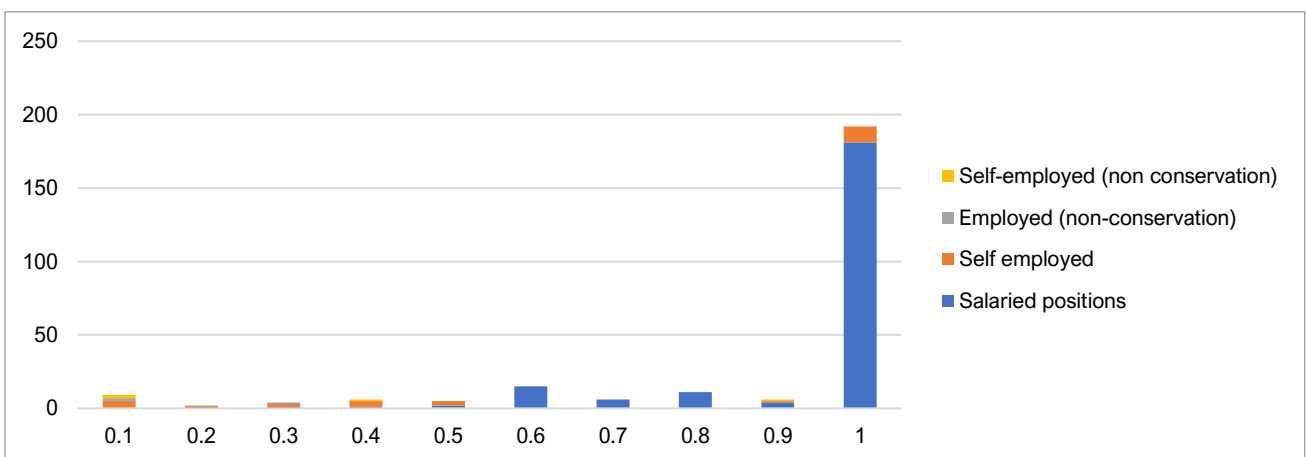


Figure 2: FTE Equivalent of respondents based on nature of employment

Professional experience

51% of individuals completing the survey reported that they had between 6 and 20 years of professional experience, with a further 29% reporting that they have in excess of 20 years of professional experience. 19% of those responding to the survey could be considered to be early career conservation professionals, i.e., those with 0 to 5 years professional conservation experience.

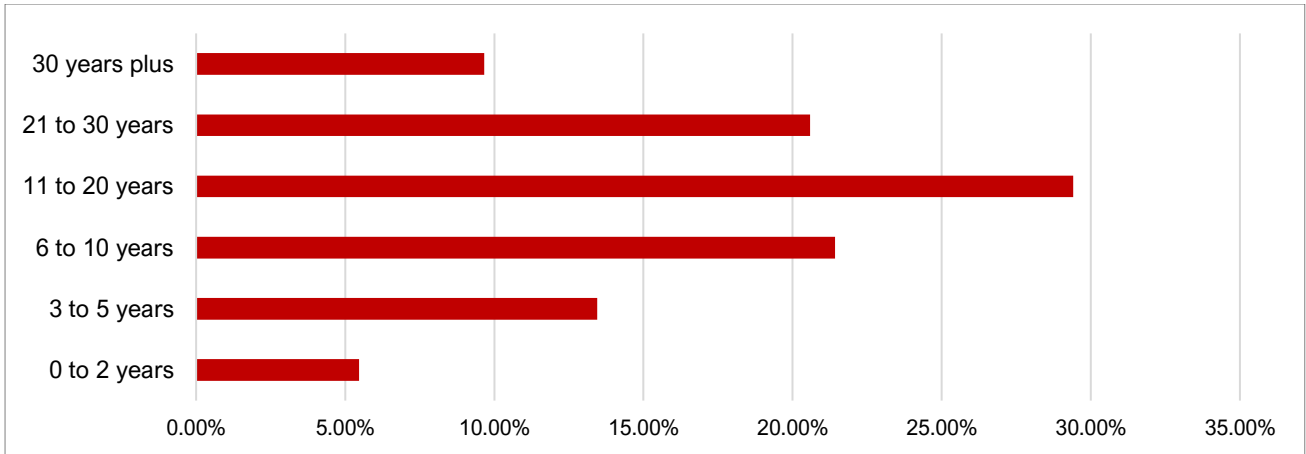


Figure 3: Duration of professional conservation experience of survey respondents

Highest qualification level

Standard qualification classifications are noted differently in Scotland from England, Northern Ireland and Wales. The levels of positions have been combined in the following way:

England, Northern Ireland & Wales	Scotland	Qualification examples
Entry-level	Levels 1 to 3	Entry-level
Level 1	Level 4	NVQ / SVQ Level 1
Level 2	Level 5	NVQ / SVQ Level 2
Level 3	Level 6	A Level / Higher
Level 4	Level 7	HNC, NVQ Level 4 / Advanced Higher
Level 5	Level 8	HND
Level 6	Level 9-10	Bachelor's Degree
Level 7	Level 11	Master's Degree
Level 8	Level 12	PhD

Table 1: Explanation of qualification level equivalency

The conservation profession is a highly educated sector, with the vast majority of individuals (95%) reporting that they hold at least a bachelor's level qualification or higher. Significantly, this included 77% of respondents who held a master's degree or a PhD.

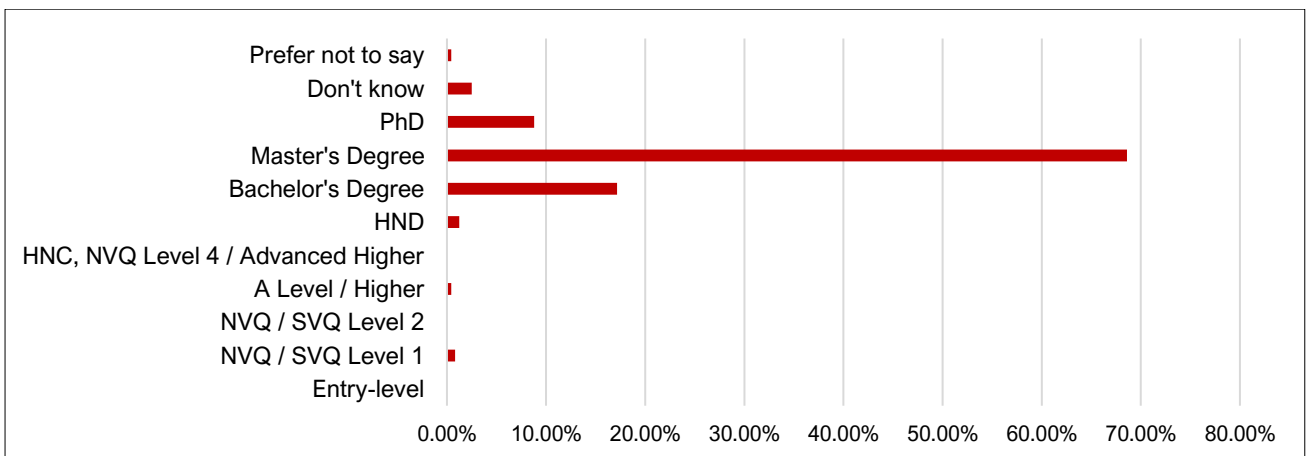


Figure 4: Highest qualification level of survey respondents

Professional memberships

89% of survey respondents confirmed that they are members of Icon. The largest proportion of survey respondents were from non-accredited professionals, which accounted for 47% of responses, followed by 42% who were Accredited members of Icon. 8% of survey respondents had no affiliations with a professional body or membership organisation.

Respondents were also asked to indicate whether they were members of any other organisation. 13% reported that they were, and this was split between 25 organisations, the largest proportion being members of the International Institute for Conservation (IIC), Archives & Records Association (ARA), International Council of Museums (ICOM) and Institute of Engineering Technology (IET)

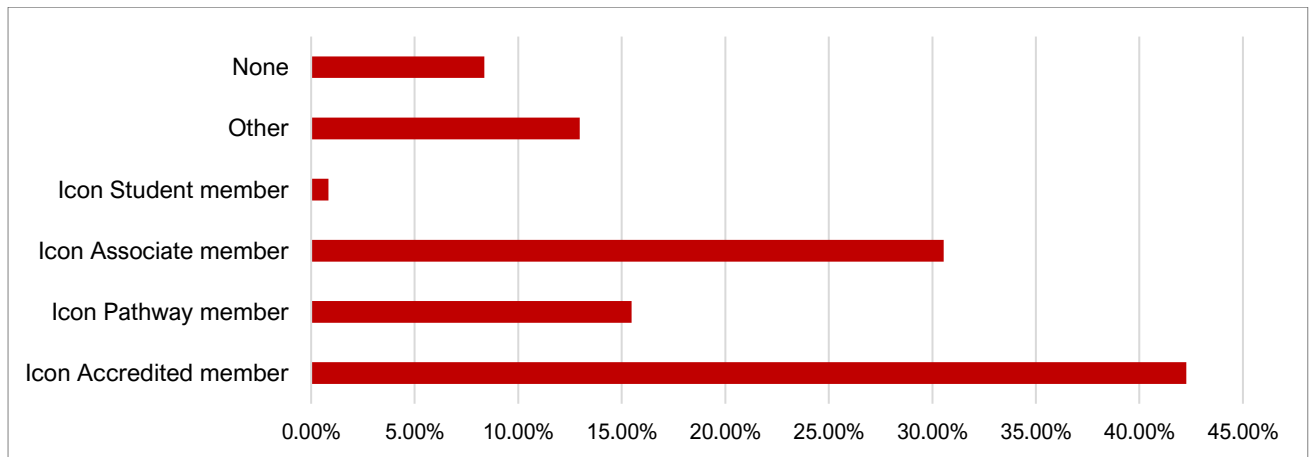


Figure 5: Professional memberships of survey respondents

Survey findings

Average salary levels

The average salary for all survey respondents was £31,814, with half of the respondents earning within a relatively small range of between £26,000 and £35,759 per year.

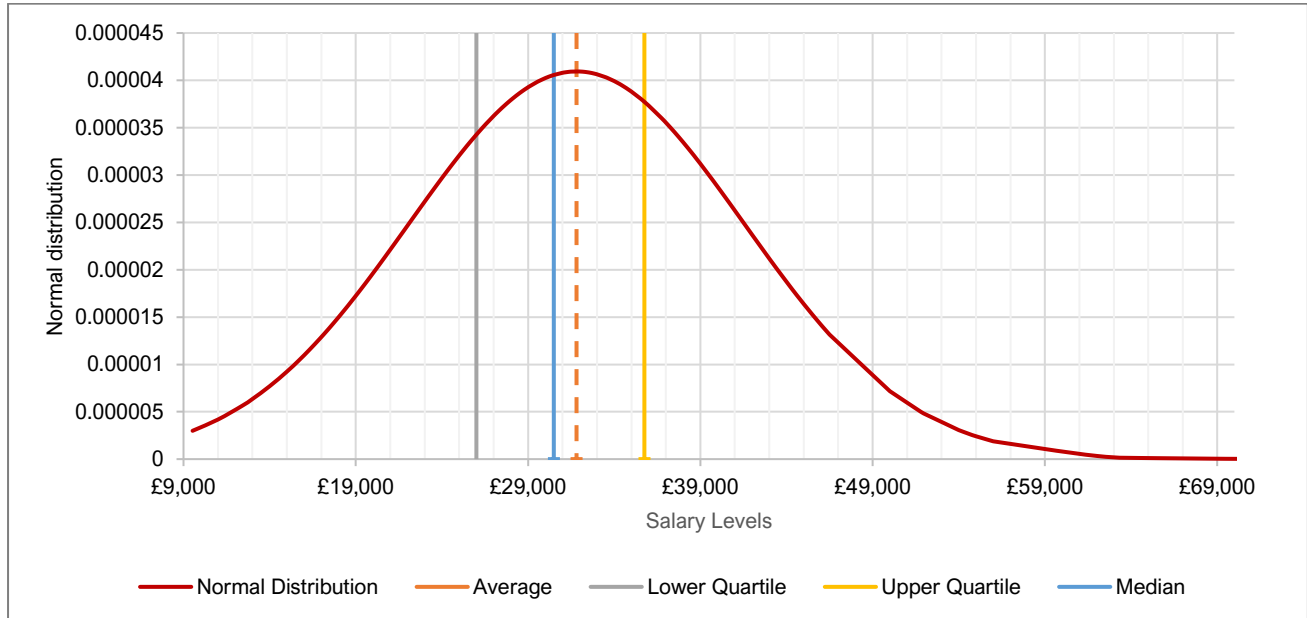


Figure 6: Normal distribution of salary levels for survey respondents

<u>Salary level</u>	<u>% Respondents</u>	<u>Salary level</u>	<u>% Respondents</u>
£0 to £4,999	0.00%	£40,000 to £44,999	6.28%
£5,000 to £9,999	0.42%	£45,000 to £49,999	4.18%
£10,000 to £14,999	1.67%	£50,000 to £54,999	4.18%
£15,000 to £19,999	7.53%	£55,000 to £59,999	0.00%
£20,000 to £24,999	10.04%	£60,000 to £64,999	0.42%
£25,000 to £29,999	26.78%	£65,000 to £69,999	0.42%
£30,000 to £34,999	25.52%	£70,000 plus	0.42%
£35,000 to £39,999	12.13%		

Table 2: Percentage of respondents at salary intervals

The average salary of the overall number of survey respondents is only so useful in making any meaningful assessment of the conservation workforce. As such, through the remainder of this section we have presented salary levels as it relates to the different aspects of the requirements of the job descriptions on which the roles are based. This has included:

- Employer type and focus of the job role.
- Qualifications and professional experience required.
- Levels of knowledge skills and behaviours that are required for the role.

Employer type and focus of job role

Job title

Those completing the survey were asked to indicate which job title most closely represented their own. The average salary levels presented for each of the job roles listed were as expected in terms of the relative pay between the different job titles.

It is clear that the average salary levels as they relate to individual job titles is possibly less reliable. The table below shows the variance between the lowest and highest salary levels given for each job title in the survey. The smallest range of responses was seen with the 'Assistant Conservator' job title; however, the variance was still very significant – a £21,374 difference was reported between the lowest and highest paid roles. This variance is likely to be associated with the differing levels of responsibilities which different workplaces associate with individual roles. For example, a conservator in one organisation may actually be considered a 'Senior Conservator' or an 'Assistant Conservator' in another organisation.

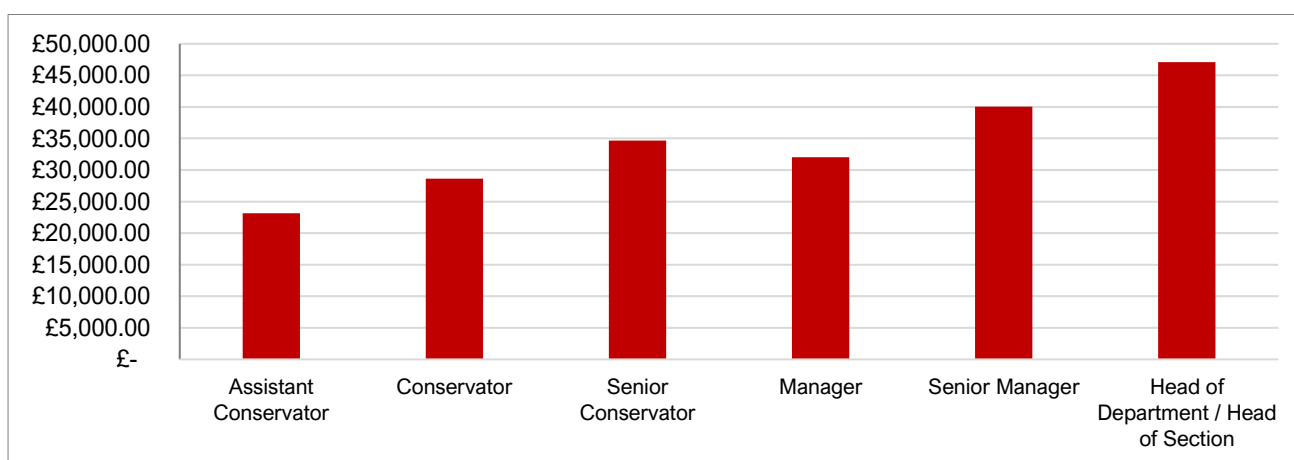


Figure 7: Average salary by job title

Job Title	% Respondents	Average	Range
Assistant Conservator	8.66%	£23,180	£21,473
Conservator	48.48%	£28,630	£32,200
Senior Conservator	20.35%	£34,651	£35,550
Manager	9.96%	£32,044	£27,549
Senior Manager	3.03%	£40,043	£23,200
Head of Department / Head of Section	8.23%	£47,084	£32,000

Table 3: Average salary and range based on job title

Please note: Additional job title options were listed in the survey, however there was an insufficient number of responses to present the findings for the following titles: Conservation Technician, Director, Lecturer, Senior Academic, Senior Lecturer, Senior Researcher, and Trainee / Intern.

Type of employer

Respondents were asked to indicate the type of employer they worked for. For the purposes of this survey, these were defined as:

- Central government organisation
- Charity
- Local government organisation
- Non-departmental public body
- Private limited company
- Public limited company
- University or other education institution

In addition, several of the employer types indicated ‘sub-unit’ where the employer acted as a semi-autonomous body within a larger organisational structure.

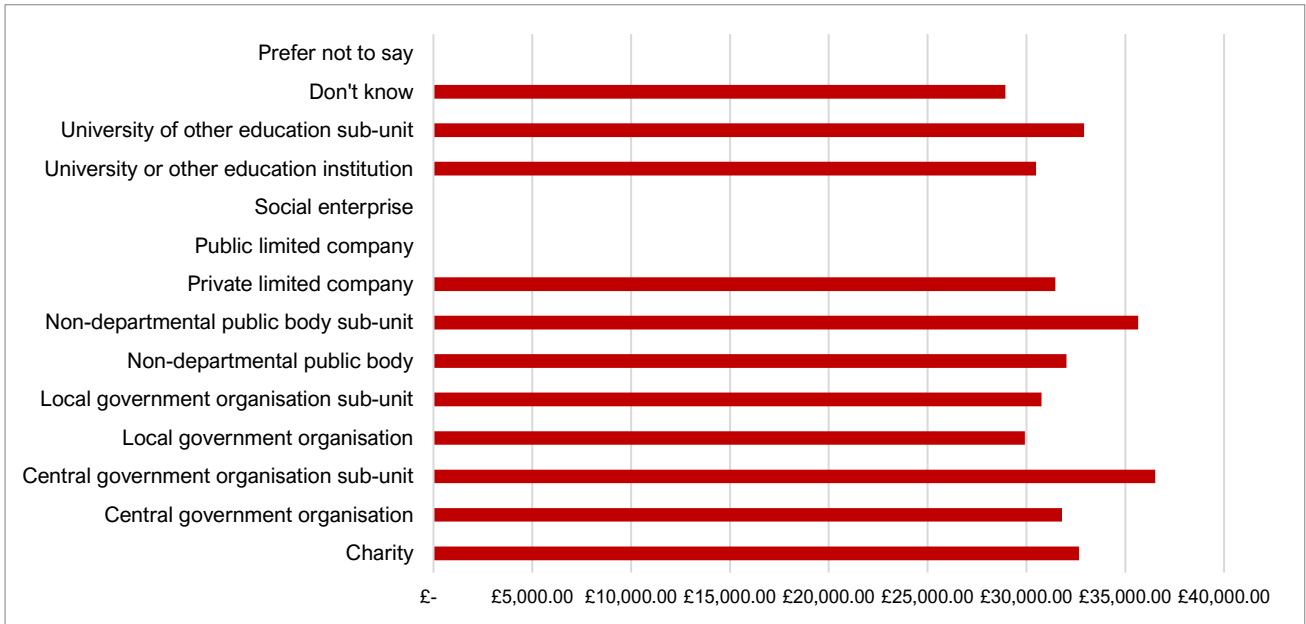


Figure 8: Average salary by organisation type

Regional picture

The UK regions have been presented as the former Government Office regions. There was insufficient data to present any findings for Northern Ireland. Those practicing in Scotland, Wales, South East England and London proved to have the highest average salary levels of all survey respondents, whilst the lowest reported Salary levels were in the East Midlands, West Midlands and Yorkshire and the Humber.

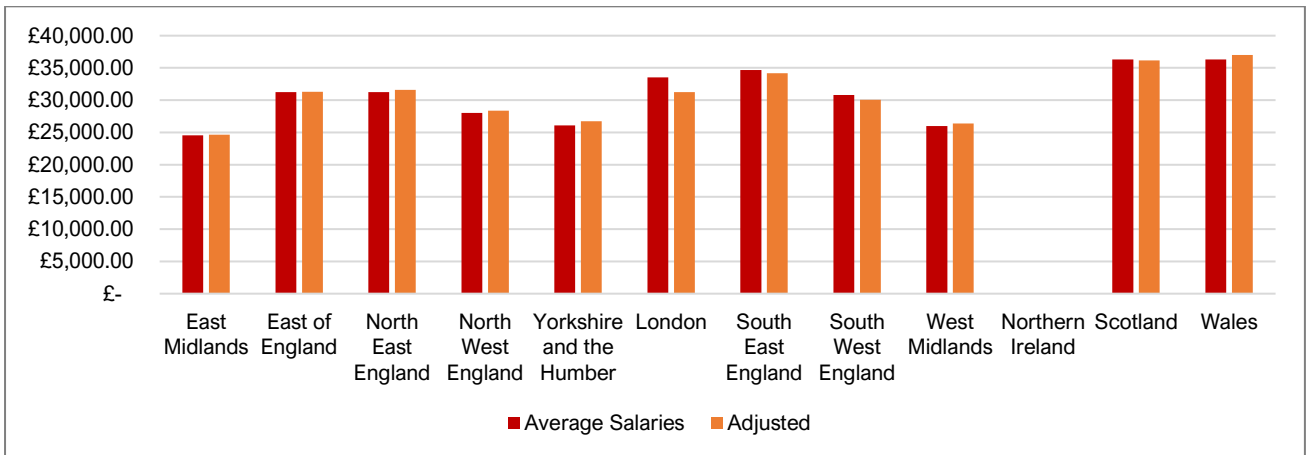


Figure 9: Regional variance in average salary levels

When assessing the data, it is however important to note that cost of living varies significantly across the UK – for example, the 2016 Office for National Statistics report, ‘relative regional consumer price levels of goods and services’ highlighted the variance in cost of living across the different regions of the UK shown below.

Region	Adjustment	Region	Adjustment
East Midlands	99.60%	South East England	101.50%
East of England	99.80%	South West England	102.40%
North East England	98.80%	West Midlands	98.50%
North West England	98.80%	Northern Ireland	97.60%
Yorkshire and the Humber	97.70%	Scotland	100.40%
London	107.20%	Wales	98.10%

Table 4: Price level relative to the national price level ONS (2016)

These variances are broadly shown in the data from the survey, with the exception of the average salary levels for London and North East England. Unadjusted, salary levels in London rank as the fourth highest and those in North East England rank in sixth place. However, adjusting for the cost of living those rankings reverse with London falling to sixth and North East England raising to fourth.

Focus of job role

Survey respondents were then asked to confirm the focus of their job role based on the following categories:

- Collections care / Preventive
- Conservation management
- Conservation science
- Education
- Interventive conservation
- Management / director role
- Policy
- Public engagement
- Research

Those working in a management / director role reported the highest average salary levels followed by those practicing in conservation management, policy and conservation science. The lowest average salary levels were reported by those working in interventive roles and public engagement.

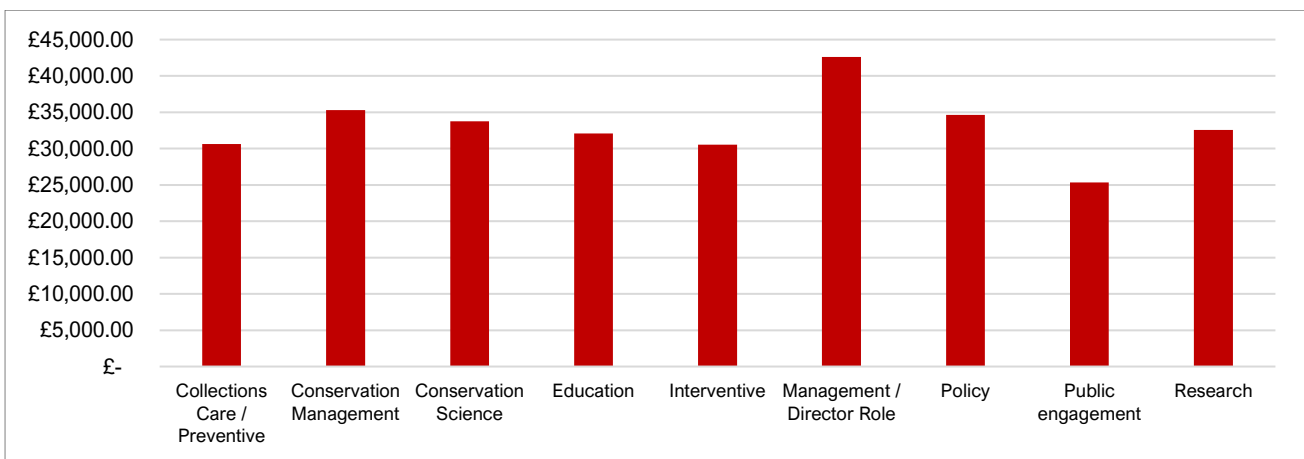


Figure 10: Nature of conservation role

Conservation specialism

When assessing salary levels by conservation specialism, i.e., the particular subject specialist knowledge required for the role, respondents were asked to mark all relevant areas of conservation practice in which they practiced for their job roles.

Specialist knowledge	Average Salary	Variance
Archaeology	£32,062	0.78%
Architecture	£34,213	7.54%
Archives / Library Materials	£30,694	-3.52%

Books	£30,524	-4.06%
Ceramics	£32,723	2.86%
Decorative Surfaces	£32,828	3.19%
Education & Training	£34,609	8.78%
Engineering	£33,426	5.07%
Ethnography	£33,542	5.43%
Frames	£30,593	-3.84%
Furniture	£30,964	-2.67%
Glass	£31,491	-1.02%
Historic Interiors	£33,139	4.17%
Horology	£31,320	-1.55%
Leather	£32,117	0.95%
Manuscripts	£31,283	-1.67%
Metals	£33,160	4.23%
Modern Materials	£34,367	8.03%
Musical Instruments	£33,985	6.82%
Natural History	£33,009	3.75%
Objects	£32,362	1.72%
Paintings	£31,851	0.11%
Paper	£30,953	-2.71%
Photographic Materials	£30,690	-3.53%
Preventive Conservation / Collections Care	£31,797	-0.05%
Sculpture	£34,431	8.23%
Social History	£32,640	2.60%
Stained and Painted Glass	£30,070	-5.48%
Stone	£32,333	1.63%
Textiles	£30,978	-2.63%
Wall Paintings	£31,515	-0.94%
Wood	£32,566	2.36%
Works of Art on Paper	£32,120	0.96%
Underpinning conservation theory	£33,641	5.74%
No specific material knowledge required	£32,113	0.94%

Table 5: Average salary and conservation specialism

The highest salary levels were reported by those working in education and training followed by those practicing in architectural, musical instruments and sculpture conservation. At the other end of the scale those areas with the lowest reported salary levels were those working in textiles, books, and archaeological conservation. Overall, the variance in average salaries between the highest and lowest average salaries was £4,539.

Qualifications and professional experience

Qualification Level

Respondents were asked to indicate the minimum qualification requirements associated with their roles. 78% of roles required some level of qualification, with the majority requiring a bachelor's degree (37%) or master's degree (41%). A small number required a PhD (4%), with other qualifications such as Highers / A-Levels or HND accounting for 2% of the results.

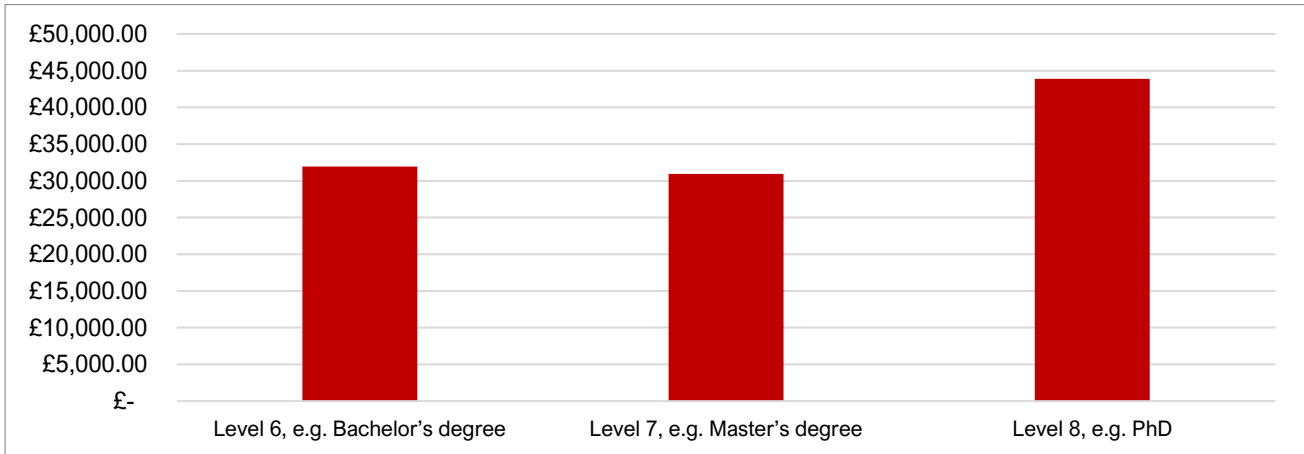


Figure 11: Average salary based on qualification requirements

The findings shown above indicated little variance between the average salary levels of individuals employed in roles which required a bachelor's degree or those requiring a master's degree. However, those roles which required a PhD were paid between 37% and 42% more than those requiring a bachelor's or master's respectively.

We then moved onto looking at the qualifications held by respondents and compared it to the qualification level that was specified in their job descriptions. 64% of respondents held qualifications at the level required of them by their role (shown in green). However, 34% hold a qualification at a higher level than is specified by their role description (shown in blue). A much smaller percentage of individuals, 2%, hold qualifications at a lower level than is specified by their role descriptions (shown in yellow).

		Qualification level required by role description					
		A Level / Higher	HNC	HND	Bachelor's	Master's	PhD
Qualification level of respondents	A Level / Higher	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	HNC	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	HND	0.00%	0.00%	0.50%	1.00%	0.00%	0.00%
	Bachelor's	0.00%	0.50%	0.00%	14.43%	0.50%	0.50%
	Master's	0.00%	0.50%	0.50%	25.37%	45.27%	0.00%
	PhD	0.00%	0.00%	0.00%	2.99%	3.98%	3.98%

Table 6: Qualification level held vs level required

Icon Membership

53% of respondents indicated that their roles description specifically referenced a grade of Icon membership, with 42% indicating that Icon Accredited membership was desired or required, and 11% indicating that Pathway membership was desired or required. The remaining 47% of roles made no reference to Icon membership.

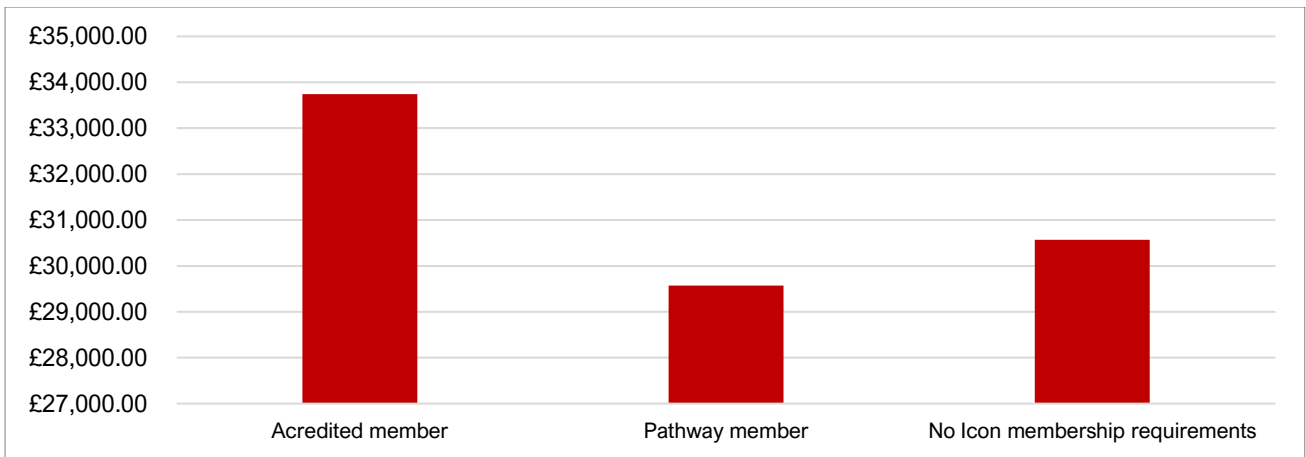


Figure 12: Average salary in relation to Icon membership requirements of the job role

Icon Accredited members were shown to earn 6% more than the average conservation salary of £31,814 and 12% and 9% higher than those positions requiring individuals to be Pathway members or those with no membership requirements respectively.

Professional experience required

The length of professional experience required of job roles has one of the most significant impacts on average reported salary levels of all criteria assessed through this survey. There is a difference of £14,503 between the lowest salary levels for those roles which require between 0 and 2 years professional experience and those requiring in excess of 11 years.

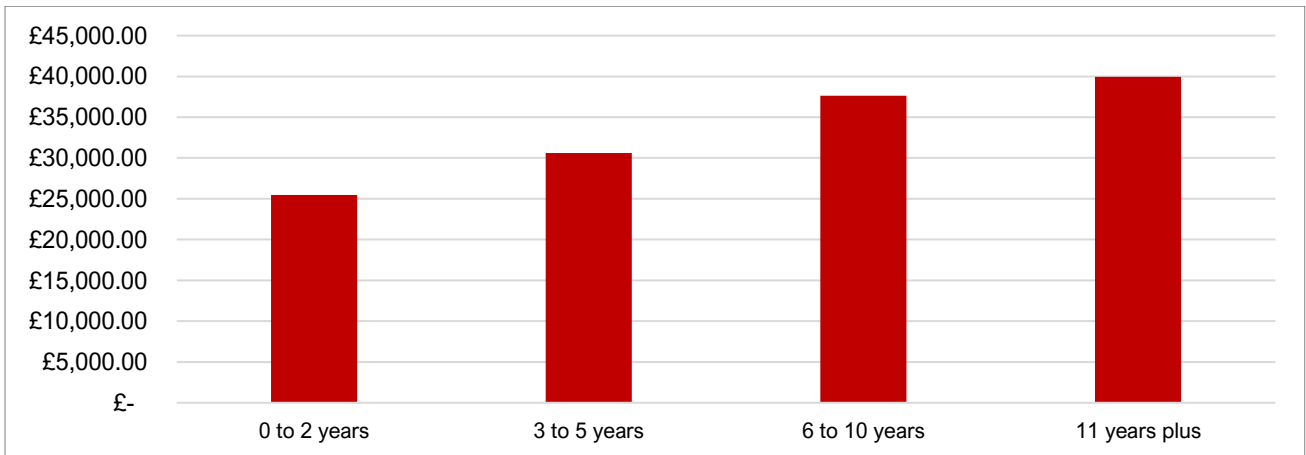


Figure 13: Average salary in relation to professional experience required

		Requirements of job role			
		0 to 2 years	3 to 5 years	6 to 10 years	11 years plus
Experience of respondents	0 to 2 years	5.83%	0.97%	0.00%	0.00%
	3 to 5 years	8.25%	6.31%	0.97%	0.00%
	6 to 10 years	6.31%	11.17%	2.91%	0.00%
	11 to 20 years	0.97%	6.31%	11.17%	4.85%
	21 to 30 years	2.91%	16.99%	11.65%	2.43%
	30 years plus	0.00%	4.85%	2.43%	1.94%

Table 7: Experience level required versus actual experience

Comparing the required professional experience of members with the actual requirements of their job roles, we can see that 83% of respondents have higher levels of professional experience than is required of their job role (shown in blue). 24% of respondents have the required level (shown in green) and a small number, 3% have less experience than is required of their role description (shown in yellow).

Level of knowledge and responsibility

Knowledge of discipline

Respondents were asked to indicate the level of knowledge that was required within their role profiles based on the following descriptors. The criteria have been based on the 'Novice to Expert Scale' which is used as the basis of assessing individuals as part of Icon Accreditation. Demonstrating at least a good working knowledge of their area of practice is largely seen as being the minimum criteria for the majority (89%) of job roles.

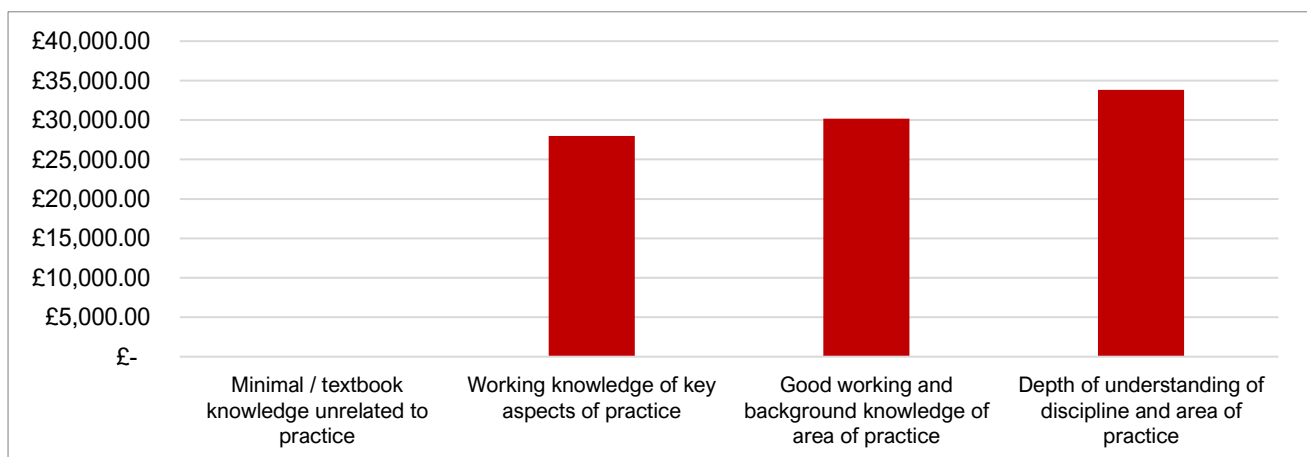


Figure 14: Impact of 'knowledge of discipline' on average salary levels

Descriptor	% Roles	Impact on salary
Minimal / textbook knowledge unrelated to practice	Insufficient data	Insufficient data
Working knowledge of key aspects of practice	10.04%	-12.04%
Good working and background knowledge of area of practice	33.33%	-5.16%
Depth of understanding of discipline and area of practice	56.63%	6.34%

Table 8: Impact of 'knowledge of discipline' on salary levels

Translating the level of knowledge into its impact on salary appears to have less of an impact than other criteria we will list later in this section. Those who report that they must show a depth of understanding reported salary levels 6.34% higher than the average of all respondents. Conversely any criteria below this level indicates that the individual is less likely to be earning the average salary of all respondents.

People management

76% of respondents were expected to perform at least some 'people management' as part of their role. However, the nature of the management required appears to vary significantly across the survey respondents. The majority, 69%, were required to line manage or supervise volunteers, staff members or the work of the team as a whole. A smaller percentage, 8%, indicated that they had responsibility for the management of a department as a whole. 23% of responses indicated that the person did not have any people management responsibilities.

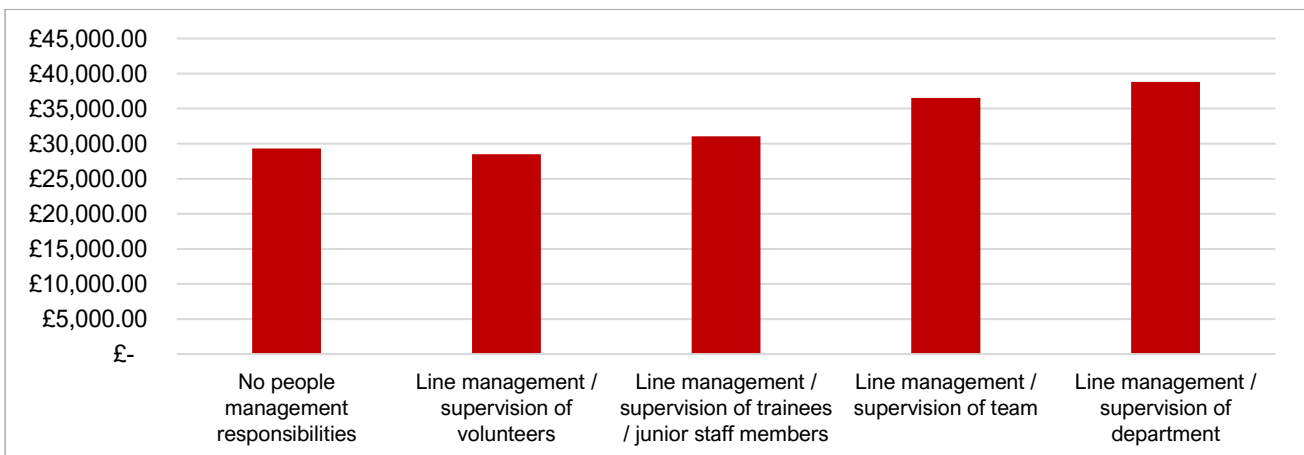


Figure 15: Impact of 'people management' on average salary levels

Descriptor	% Roles	Impact on salary
No people management responsibilities	23.47%	-7.91%
Line management / supervision of volunteers	27.21%	-10.42%
Line management / supervision of trainees / junior staff members	22.11%	-2.46%
Line management / supervision of team	19.39%	14.81%
Line management / supervision of department	7.82%	22.03%

Table 9: Impact of 'people management' on average salary levels

The biggest impact on salary levels was noted as having line management / supervision responsibilities for the work of a department, with individuals reporting salary levels of 22.03% above average. This was followed by those who were required to line manage / supervise the work of a team who reported a 14.81% higher than average salary levels.

Decision making

Very few job roles did not offer any decision-making responsibilities to the individual concerned and so have not been presented. 78% of roles required either partial or full decision-making responsibilities within the scope of conservation projects and 22% of individuals reported that they were responsible for decisions within their team or department as a whole.

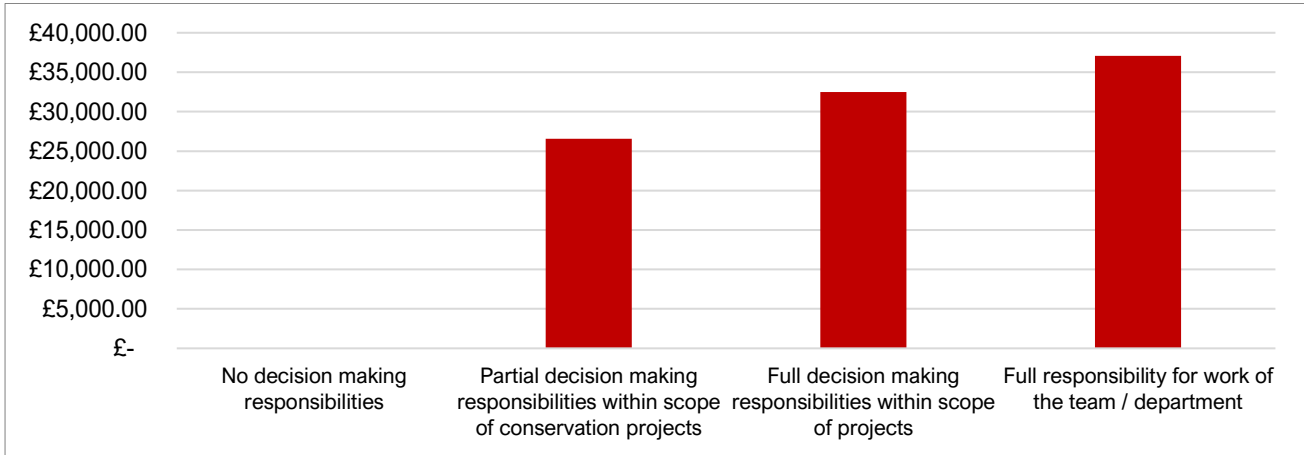


Figure 16: Impact of 'decision making' on average salary levels

Descriptor	% Roles	Impact on salary
No decision-making responsibilities	Insufficient data	Insufficient data
Partial decision-making responsibilities within scope of conservation projects	32.34%	-16.48%
Full decision-making responsibilities within scope of projects	45.72%	2.08%
Full responsibility for work of the team / department	21.93%	16.59%

Table 10: Impact of 'decision making' on average salary levels

Survey respondents who indicated that they had partial decision-making responsibilities were shown to earn 16.48% less than the average of all survey respondents. Those who indicated full decision-making responsibilities within the scope of conservation projects were shown to earn close to the average salary level of all survey respondents. Unsurprisingly, those who indicated that they have full responsibility for the work of a team / department report income levels of 16.59% above average.

Financial responsibility

Financial responsibility was the area which was least likely to be mentioned in conservation role descriptions, with 37.31% reporting that they had no financial responsibilities within their roles. Conversely, having full financial responsibility as it related to staff salaries was present in the smallest number of role descriptions at just 6.15%.

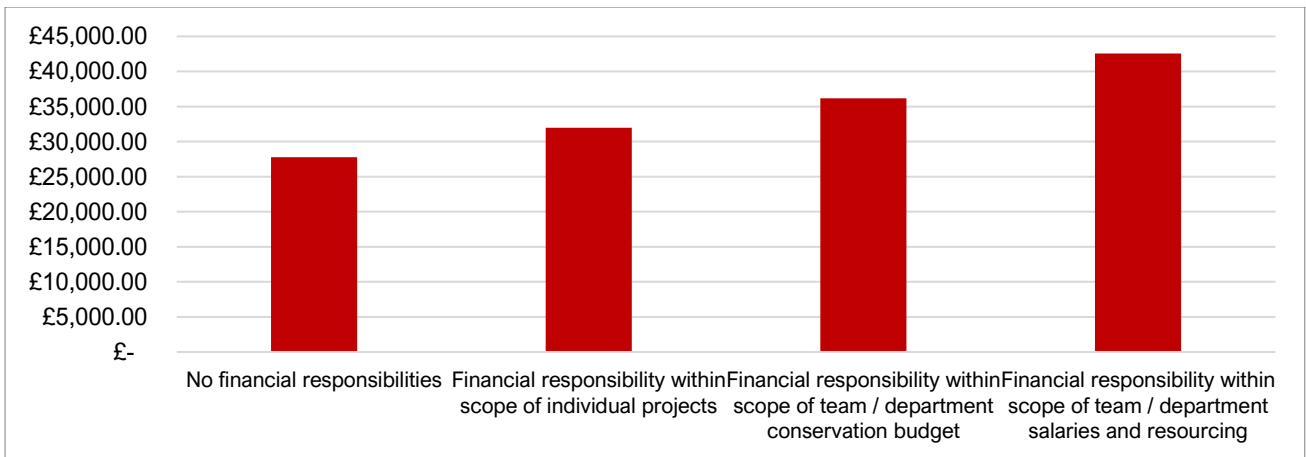


Figure 17: Impact of 'Financial responsibility' on average salary levels

Descriptor	% Roles	Impact on salary
No financial responsibilities	37.31%	-12.70%
Financial responsibility within scope of individual projects	31.54%	0.53%
Financial responsibility within scope of team / department conservation budget	25.00%	13.73%
Financial responsibility within scope of team / department salaries and resourcing	6.15%	33.72%

Table 11: Impact of 'Financial responsibility' on average salary levels

The average conservator, on the basis of their role description is likely to have financial responsibility within the scope of their projects but is less likely to have higher levels of responsibility such as those for a department, salaries or resourcing. Having full financial responsibility for resourcing and salaries appeared to have the biggest positive impact on salary levels, with respondents demonstrating an average salary level of £42,543, or 33.72% above the average salary for all respondents.

Benefits and salary changes

In the final section of the survey, respondents were asked to highlight the additional employment benefits that they received as well as to confirm whether they had received any increase in salary level over the last 12 months.

Benefits

The majority of respondents reported that they were part of a contributory pension scheme, with 47% also reporting that they received death-in-service benefit.

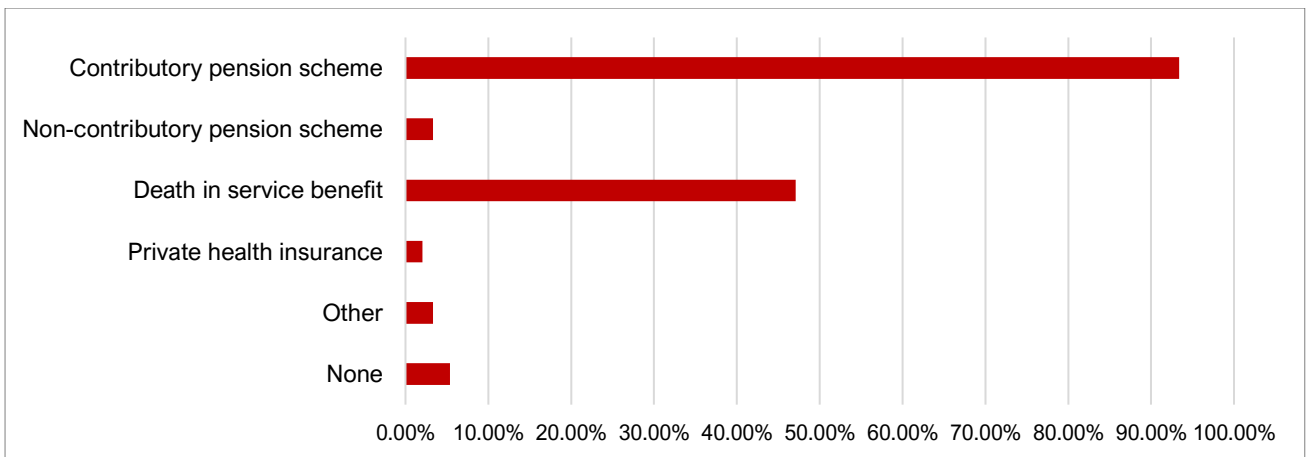


Figure 18: Employment benefits

Pay rises

The Office for National Statistics reported that the Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 4.6% in the 12 months to November 2021, up from 3.8% in the 12 months. However, the majority of respondents, 54%, reported no salary increase over the previous 12 months. Furthermore, of those who did indicate that they had a pay rise, only 10% reported that this was at or above 3%.

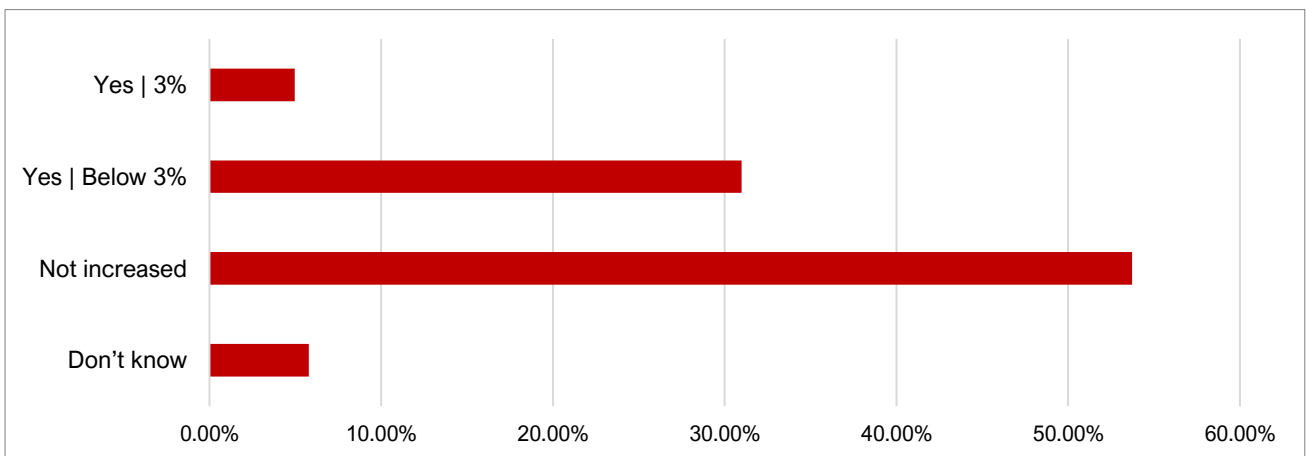


Figure 19: Pay rises over the last 12 months

Conclusions and observations

The average salary for all survey respondents was £31,814, with the half of the respondents earning within a relatively small range of between £26,000 and £35,759 per year. When assessing this data, we can be 95% confident that the data presented in the survey is representative of the population of professional conservators in the UK with a margin of error of +/-6.15%. Looking further into the average salary level and the most common responses to the survey, the typical respondent was likely to hold:

- Master's degree in conservation
- 11 plus years of professional experience

Furthermore, they are likely to be practicing in roles that require them to:

- Hold a master's degree
- Have 3 to 5 years of professional experience
- Demonstrate depth of understanding of discipline and area of practice
- Be responsible for all decision-making within the scope of their projects
- Line manage or supervise volunteers

The average salary level of all respondents can only be considered partially useful as it relates to a wide range of job roles and levels across the conservation profession. Given this, survey respondents were asked a series of supplementary questions which related to 13 different aspects of their job role as defined by their job descriptions.

Area	Factor	Average Salaries	Relative to average
Type of role	Employer type: Central government organisation sub-unit	£36,509	12.86%
	Employment type: Permanent contract Full-time	£33,839	6.36%
	Job title: Head of Department / Head of Section	£47,084	39.43%
	UK Region: Wales	£36,307	12.24%
Focus	Focus of Job Role: Management / Director Role	£42,627	31.77%
	Material specialism: Sculpture	£34,431	8.23%
Qualifications and experience	Professional accreditation: Accredited member of Icon Desired	£33,846	6.39%
	Required qualifications: Level 8, e.g., PhD	£43,887	37.95%
	Required years' experience: 11 years plus	£39,958	25.60%
Knowledge and responsibility	Decision making: Full responsibility for work of the team / department	£37,092	16.59%
	Financial: Financial responsibility within scope of team / department salaries and resourcing	£42,542	33.72%
	Knowledge: Depth of understanding of discipline and area of practice	£33,832	6.34%
	People management: Line management / supervision of department	£38,822	22.03%

Table 12: Most significant factors resulting in higher salary levels

It is evident through the survey that the conservation profession is highly educated as a whole, with 95% holding graduate level qualifications, including 77% who held post graduate qualifications. This clearly translates into the high level of technical skill and depth of underpinning knowledge of conservation which is expected of the workforce. However, of all the factors which were assessed, technical skill and

knowledge of conservation were shown to have the least impact on the salary levels of professional conservators.

The most significant factors shown to influence the salary levels of professionals were shown to relate to broader professional skills such as financial responsibility and people management.

Focusing specifically on the knowledge and skills criteria, we have sought to collate the various combinations into 'levels' of job role as they are likely to translate into the likely responsibilities that would be demonstrated at various stages of people's careers. These criteria have been based on the 'Novice to Expert' scale which is used as the basis of Icon Accreditation.

Entry Level / Internship	Early career
<p>Knowledge</p> <ul style="list-style-type: none"> Minimal / textbook knowledge unrelated to practice or working knowledge of key aspects of practice <p>People Management</p> <ul style="list-style-type: none"> No people management responsibilities <p>Decision making</p> <ul style="list-style-type: none"> No decision-making responsibilities or partial decision-making responsibilities within scope of conservation projects <p>Financial</p> <ul style="list-style-type: none"> No financial responsibilities 	<p>Knowledge</p> <ul style="list-style-type: none"> Good working and background knowledge of area of practice <p>People Management</p> <ul style="list-style-type: none"> No people management responsibilities or Line management / supervision of volunteers <p>Decision making</p> <ul style="list-style-type: none"> Partial decision-making responsibilities within scope of conservation projects <p>Financial</p> <ul style="list-style-type: none"> No financial responsibilities
Mid-career	Senior professional
<p>Knowledge</p> <ul style="list-style-type: none"> Depth of understanding of discipline and area of practice or good working and background knowledge of area of practice <p>People Management</p> <ul style="list-style-type: none"> No people management responsibilities or Line management / supervision of volunteers or Line management / supervision of trainees / junior staff members or Line management / supervision of team <p>Decision making</p> <ul style="list-style-type: none"> Full decision-making responsibilities within scope of projects <p>Financial</p> <ul style="list-style-type: none"> Financial responsibility within scope of individual projects 	<p>Knowledge</p> <ul style="list-style-type: none"> Depth of understanding of discipline and area of practice <p>People Management</p> <ul style="list-style-type: none"> Line management / supervision of team or Line management / supervision of department <p>Decision making</p> <ul style="list-style-type: none"> Full decision-making responsibilities within scope of projects or Full responsibility for work of the team / department <p>Financial</p> <ul style="list-style-type: none"> Financial responsibility within scope of team / department conservation budget or financial responsibility within scope of team / department salaries and resourcing

Table 13: Breakdown knowledge and responsibility levels at career stages

Whilst there are likely additional permutations of knowledge and responsibility factors, those presented above represent 80% of those who responded to the survey. Below we identified the average salary level based on the roles presented by the survey respondents.

Career level	Average salary
Entry level / internship	Insufficient data
Early career	£26,346
Mid-career	£32,333
Senior professional	£37,925

Table 14: Average salary based on 'level' of job role

We then compared the job titles given by respondents and the knowledge and responsibilities that was expected of them. It was evident that there is a mismatch between the responsibilities that have reasonably been assigned to different levels of position and the job titles under which people are employed. That is to say that the expected level of responsibility and knowledge of conservation is often significantly higher than the level the job title implies.

For example, 44.58% of job titles given could be considered suitable for someone who is either a mid-career or senior professional, however in practice 82.21% of individuals had knowledge and responsibility requirements that could be considered commensurate with mid and senior professional roles.

It is clear from anecdotal evidence that Icon receives via direct feedback and filtered through our Groups and Networks that there is a strong view that conservators' salaries are not in line with the levels that members expect based on high level of technical skill and depth of knowledge that is required in order to perform the role. However, we recognise that this issue is not unique to the conservation profession, and that low salary levels are endemic across large parts of the culture and heritage sectors.

Icon remains committed to supporting professional conservators, heritage scientists and others in advocating for fair remuneration because this is clearly a very important issue for our members. However, as a membership organisation and the professional body for the conservation profession (rather than a trade union) we have limited ability to influence the job market, or employment practices. However, we do encourage our members to consider joining trade unions where appropriate and we continue to work alongside Prospect, IPSE and others to advocate for better pay and conditions. We are also actively seeking ideas for practical steps that we could take to address the problem and will continue to support the excellent work of lobbying organisations such as Fair Museum Jobs.

We will also continue to provide support and guidance where we can, including revising our minimum salary guidelines. We will work closely with our members and our sector partners to advocate for fair levels of remuneration that are in line with those expected by a highly skilled and technical profession. Retaining talented conservations and heritage scientists in our field and encouraging new people to enter the profession is crucial in helping to protect and preserve our shared cultural heritage for the future.