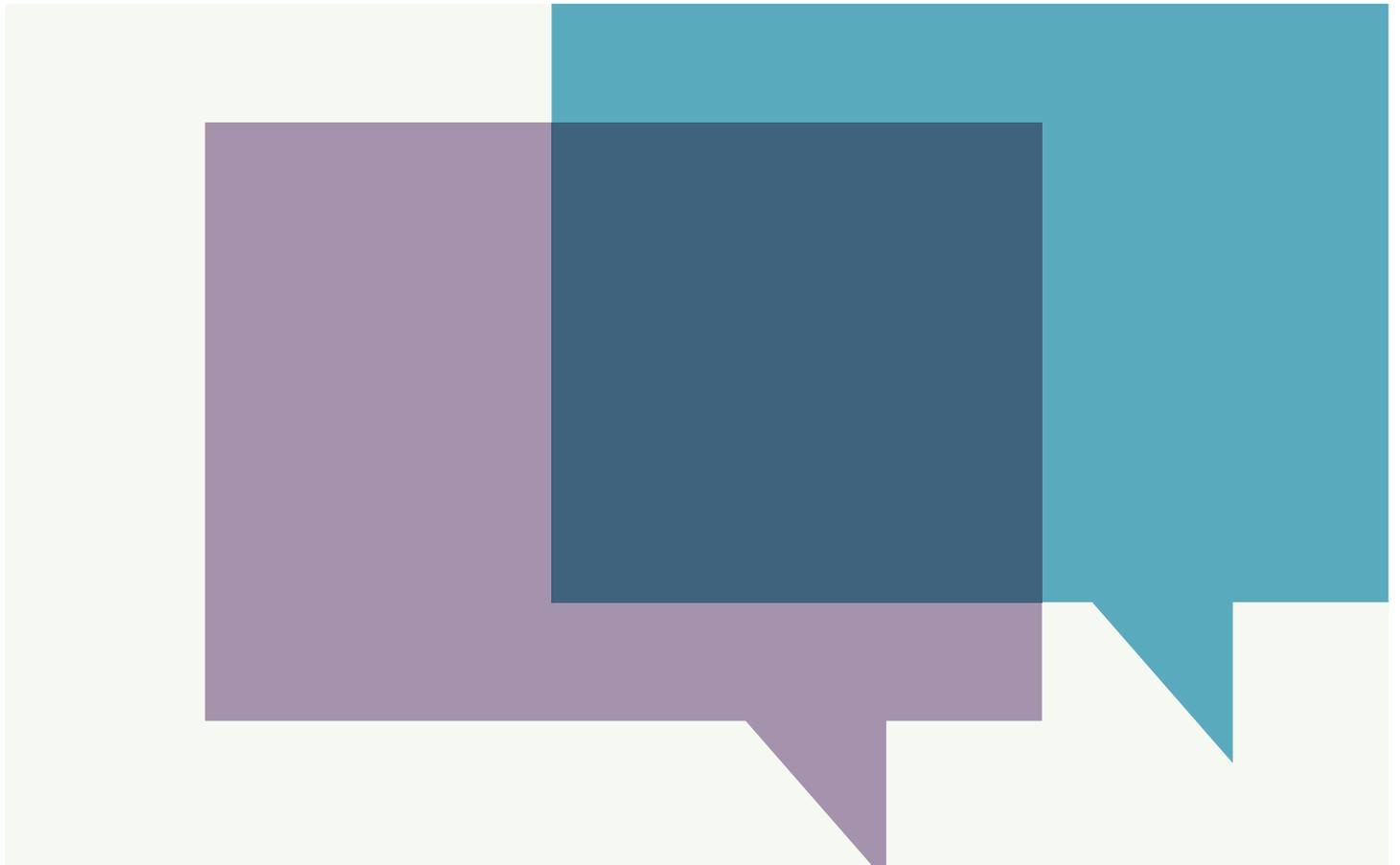




# ACF SALARY AND BENEFITS BENCHMARKING SURVEY REPORT 2021



With kind support from

*Peridot*

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CHIEF EXECUTIVE OF ACF

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# WELCOME



I am delighted to introduce our second annual salary and benefits benchmarking survey, knowing how useful members found our pilot report last year. Thank you so much to all who provided data for this research, without which this work would not have been possible.

Both of the reports are set against a context of continuing challenges from Covid-19.

The pandemic has both exacerbated and shone a bright light on the inequalities between different groups in society, while the Black Lives Matter protests of last year emphasised how racism in all its forms still impacts on so many people. This has given added momentum to foundations' focus on improving their diversity, equity and inclusion practice both as employers and more broadly.

At the time of writing the severe restrictions on activity that we have seen over the last 18 months are no longer in place, and many employers are now looking at how to manage future working patterns.

In response to this we included additional questions in the survey this year. We wanted to help members understand how your peers are looking at the mix of office-based, hybrid and home-based working. We also wanted to understand how foundations are progressing on their journey towards being more diverse, equitable and inclusive organisations.

The good news, as the data brings out clearly, is that many foundations are both taking action to develop their DEI practice, and wanting to go much further. At ACF we are continuing to develop our programme to support members in this.

As before, the main body and focus of the report looks in detail at salaries in the foundation and grant-making sector for different roles and for different types of foundation. This is a time of uncertainty for foundations, with many facing unprecedented calls on their funding, while also being concerned about the outlook for their income and investments, and the financial pressures faced by the organisations and causes that they support. At the same time, many foundations will want to reward the way in which their staff stepped up to the challenges of the pandemic, and their hard work, loyalty and resilience, while being aware of rising worries about the cost of living.

I hope that you find the report useful, and that it adds to the understanding of trends in our sector. And in closing I would particularly like to thank Peridot Partners for their enthusiasm, support and the hard work they put into this report, as well as everyone who invested time and effort in filling out the survey giving fellow members such a rich set of data to explore.

**by Carol Mack OBE, chief executive**

# FOREWORD



*Peridot*

We are delighted to support ACF for a second year by building on the pilot ACF salary and benefits benchmarking survey of 2020. This year we have collected additional data on employee benefits and your approaches to diversity, equity and inclusion. It is great to see the substance of this survey develop in our quest to support the sector with meaningful information about salary, benefits and approaches to diversity which gives good insights to how recruitment and candidate attraction practice is evolving.

I was delighted to read about the diversity initiatives that foundations of all sizes are undertaking. We have left a lot of this detail in the report as we are sure that others will find it useful to see what is happening, particularly those who are very small and don't feel they have as much of an opportunity to focus on DEI as the larger organisations with more staff may. There are rich ideas for anybody looking to advance their DEI agenda to take away from this.

I also hope that Peridot as a brand and company are becoming more familiar to you. We are executive recruitment specialists working primarily with the boards of charity and non-profit sectors to identify, search and select chief executives, executive directors, trustees and board members to strengthen leadership and have a more positive impact for beneficiaries. We are also sometimes commissioned to deliver board reviews and salary benchmarking surveys, calling upon our research and governance expertise that enables us to contribute in a meaningful way to this publication. We are experts in recruiting diverse candidates and can support you to develop your practice.

Whilst we've had a larger number of organisations complete the survey, and our spread of data is greater than the pilot last year, there are still many pockets where we have data from none, one or two organisations, and therefore the data can be skewed by one relatively high or low salary. Our hope is that over the years the number of organisations engaging with this survey continues to grow so that more data in more areas has statistical significance and greater integrity.

We have continued to present median salary levels (mid-point data) as the benchmark for comparison. Some of you will want to be around the mid-point, others will want to be above. If you are an outlier this will highlight it. In the future as this survey gains more traction, we will look at presenting high and low ranges and even perhaps offer upper and lower quartile data, but this remains an aspiration until we have much more data. Nevertheless, we are presenting median salaries in different ways by comparing organisations with different levels of grant expenditure and by location and staff size, so you can choose the data set you feel most appropriate, yet also compare and cross check across. There are many ways that this data can help to guide you if you are creative.

We hope that this salary survey gives you more confidence in making remuneration decisions for your organisation and sparks new DEI initiatives. If you're exploring executive or board recruitment and are keen to diversify your team, we'd love to explore how we can help. As our work with foundations increases steadily, we look forward to working with more of you in the coming years.

**by Grant Taylor, managing director  
of Peridot Partners**

# METHODOLOGY

**All ACF members (over 400) were contacted by email in May 2021 and asked to complete an online survey capturing information on specific salary and benefits information, working conditions and diversity, equity and inclusion data.**

Following the pilot survey sent out in May 2020, this is our first full benchmarking survey of our members and we have extended the data to gather more comprehensive information on employee benefits and diversity so that we can build on this in future years.

ACF members were asked to complete all relevant sections by considering the status quo of their organisation on 1 January 2021.

The answers provided by each member would remain anonymous and, in some places, to protect confidentiality, would be aggregated together with other member data to form a set of comparison tables, graphics and statistics. For example, this occurs when there is only one response in a particular location or from one foundation type that could be easily identified.

As well as answering specific qualitative and quantitative multiple-choice questions, members were also encouraged to provide open comments to support their responses and provide feedback and insights that may be helpful to others. All open comments were assessed and referred to where relevant.

The survey was due to close on 23 June but was extended by one week to allow more organisations the time to complete the survey. This resulted in 142 responses, which was over 20% higher than the 115 received in 2020.

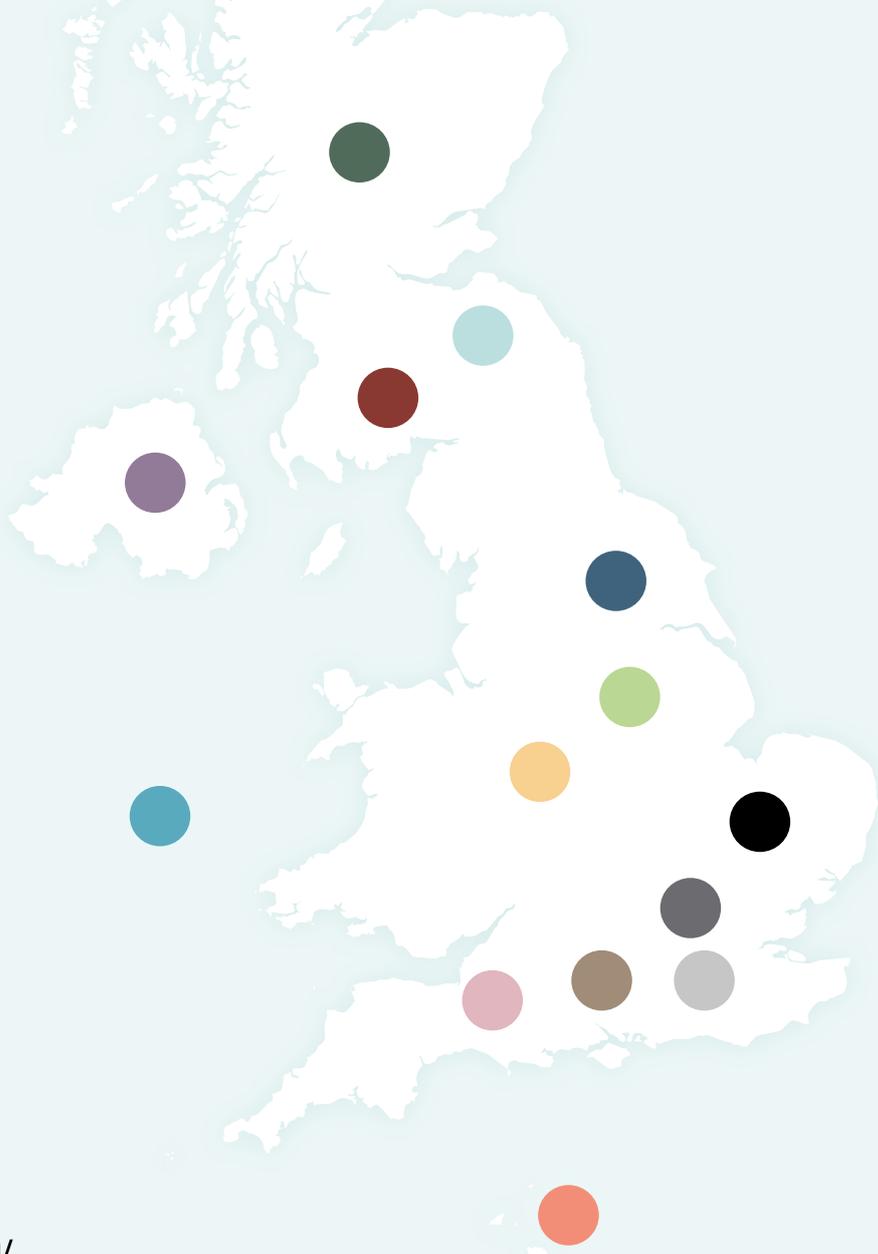
All responses were initially sorted and edited by ACF to ensure anonymity during the analysis stage of the project, which was led by Peridot Partners. As with last year Peridot Partners assisted us in correlating the data findings and preparing the summary report. The 2021 salary and benefits survey builds on the feedback collected from the 2020 study report and has been revised and improved accordingly. Once again, we have taken feedback from this year's survey to make further improvements in the future.

**PART ONE**  
**WHO RESPONDED**

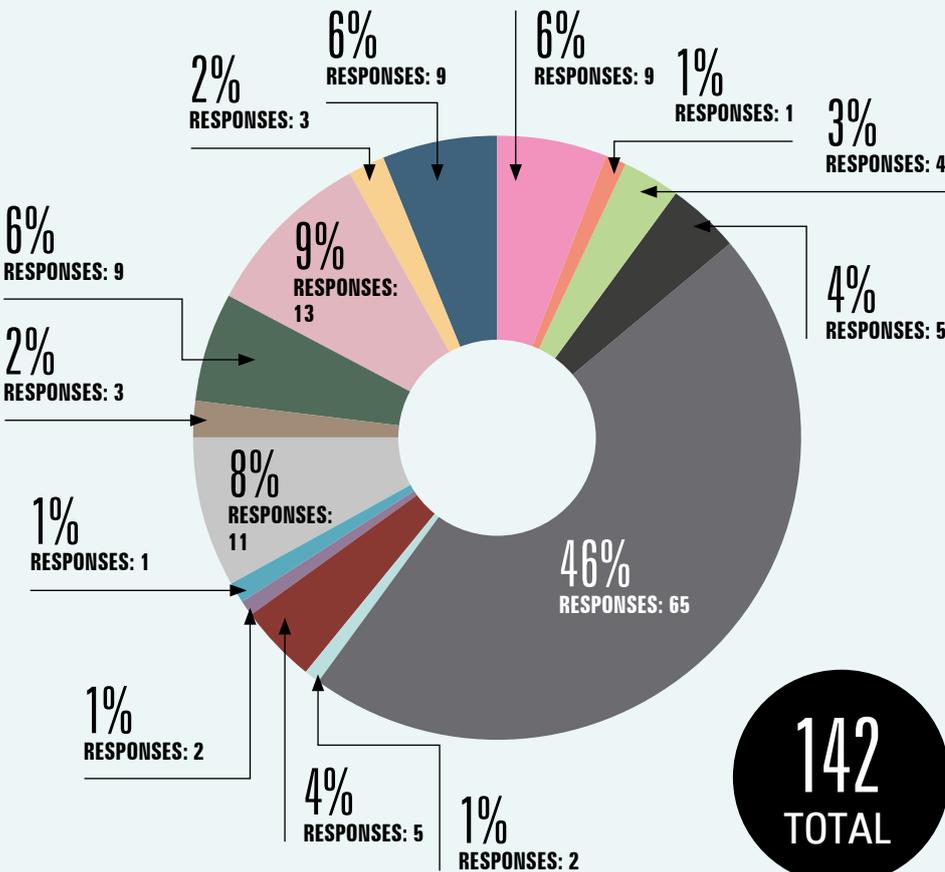
**142 CONTRIBUTORS TO THE ACF SALARY AND BENEFITS BENCHMARKING SURVEY 2021**

The survey was sent to over 400 member organisations. Last year we received 115 responses to the pilot survey, this year we received 142 responses.

The respondents in the largest organisations of 50+ staff are almost always HR or reward professionals. In the smaller organisations the range is huge from the chair, to trustees, secretary, director / CEO / head of charity, grant manager or an assistant. In the medium sized organisation with 6-49 staff, it is more often the CEO or an executive operations or finance professional.



**CONTRIBUTORS BY HEAD OFFICE LOCATION**



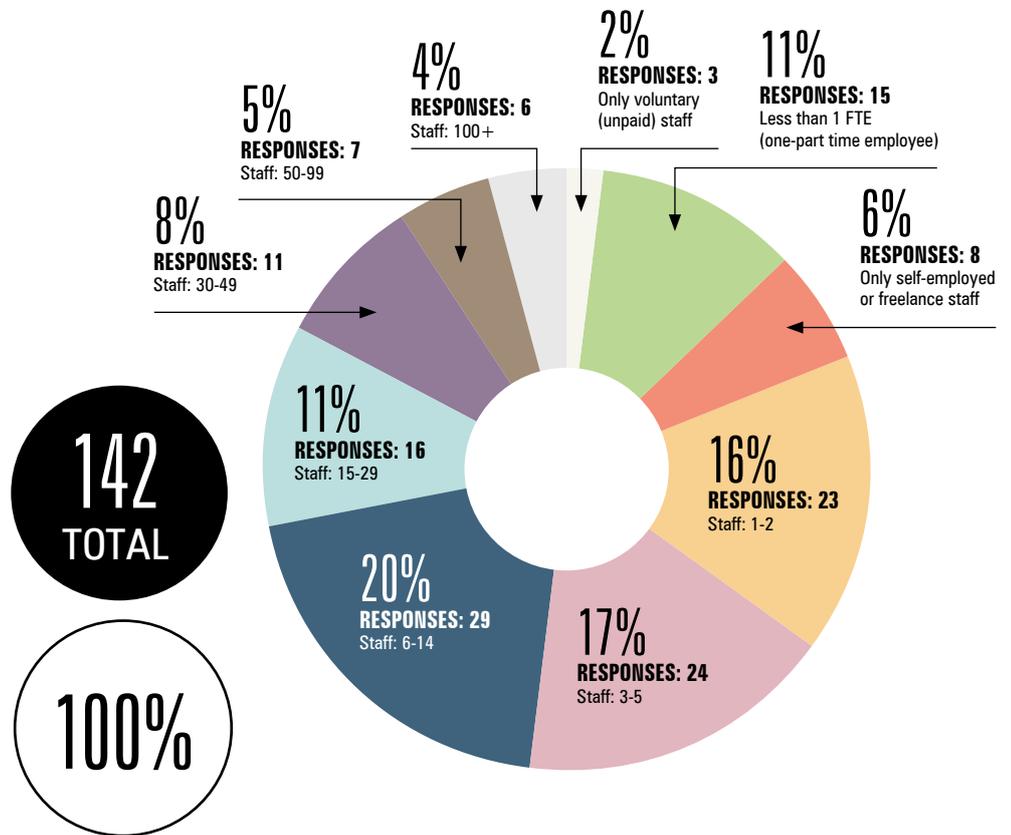
The survey has a broader geographical spread than last year, where over half of the respondents were from London. About 65% of the ACF membership is from London and South East so we are pleased to have a disproportionately strong representation from other areas. This year we have nine organisations where all staff are homebased.

**142**  
TOTAL

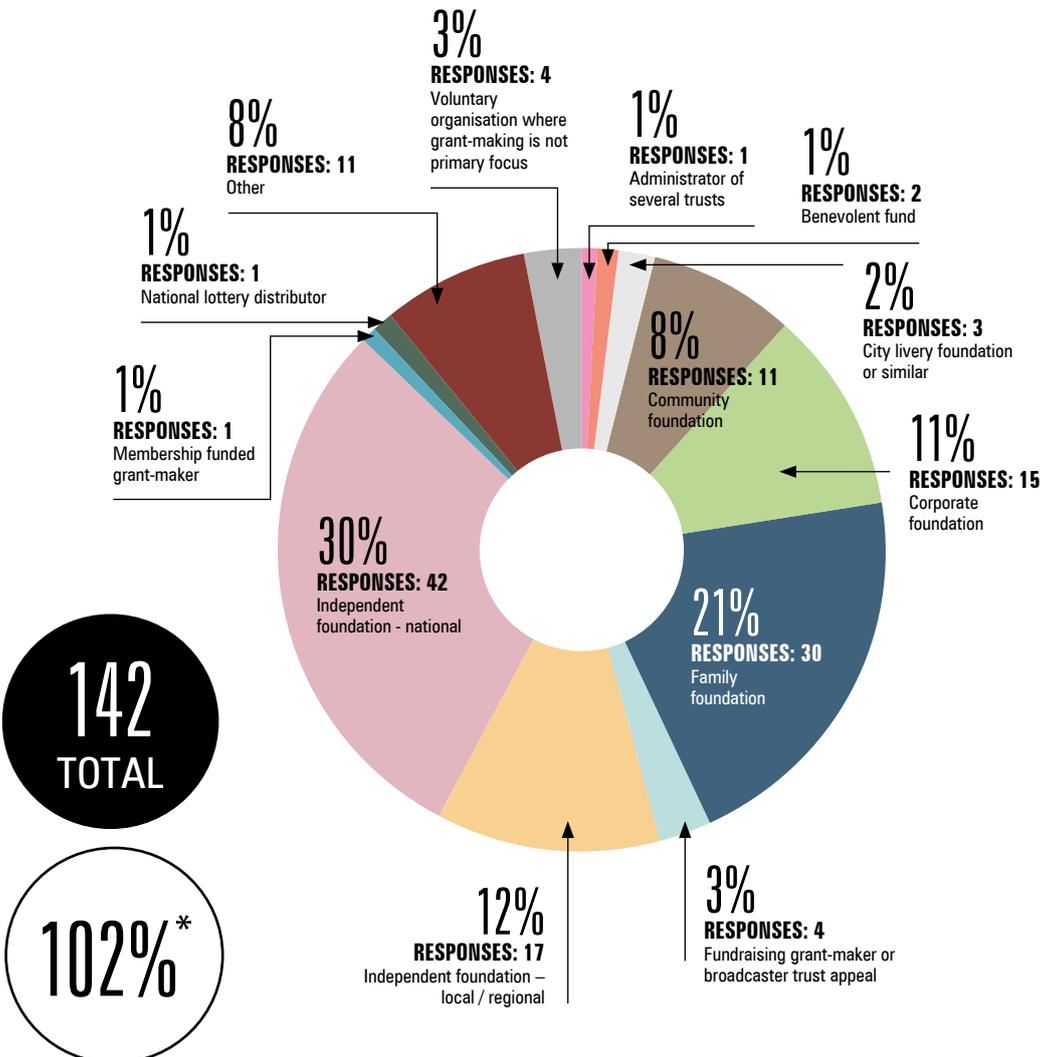
**100%**

## CONTRIBUTORS BY STAFFING NUMBERS 2021

Last year 58% of survey responses were organisations with five staff or less, this year its 52%. The number of organisations with more than five staff is much higher than last year giving us richer data for larger trusts and foundations this year. (In 2020 just one organisation with over 100 staff responded; this year we have six).



Eight organisations, all family foundations or independent foundations, have no permanent staff members with either freelance or a self-employed person managing the organisation.



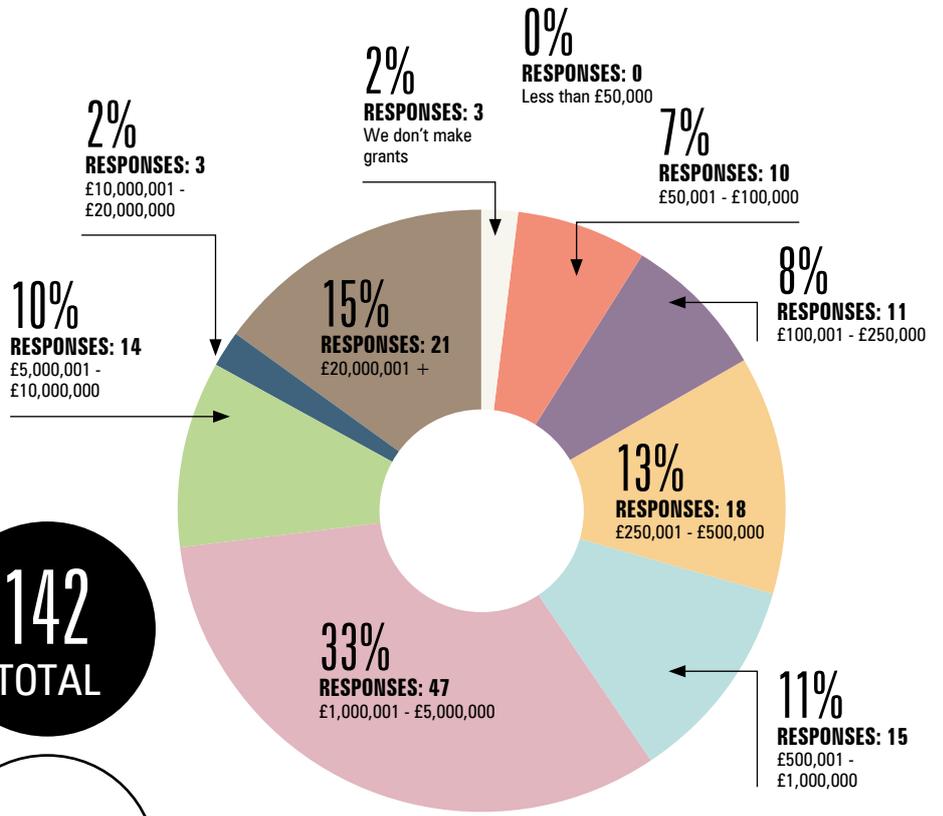
## CONTRIBUTORS BY ORGANISATION TYPE

Similar to last year around one third of respondents were from national independent foundations with a good number of family foundations. Together they make up over half of the respondents.

\*More than 100% due to rounding percentages.

### CONTRIBUTORS BY GRANT EXPENDITURE (MOST RECENT FINANCIAL YEAR)

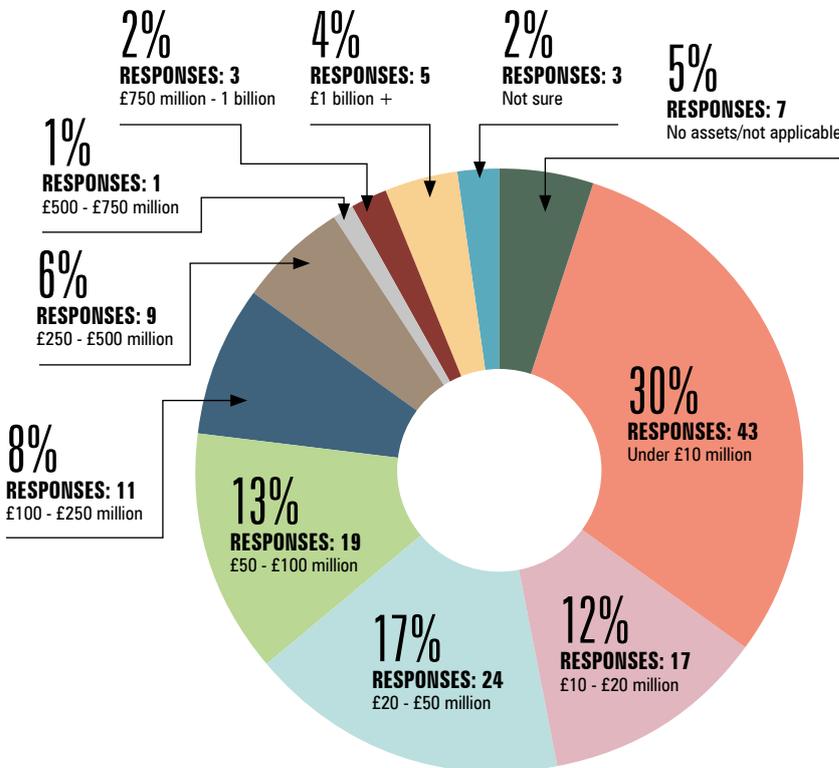
57 organisations (41%) have grant expenditure of up to £1m. The largest single cohort (33% of the survey total) were foundations with grant expenditure of £1m to £5m with 47 respondents. There is a reasonable spread of trusts and foundations represented across the other categories, only the £10-£20m category has just three.



\*More than 100% due to rounding percentages.

### CONTRIBUTORS BY NET ASSETS

Almost one-third of respondents (30%) are from organisations with net assets of under £10m. Three quarters (72%) have net assets of under £100m. Just 6% of organisations have net assets of over £750m. This is remarkably similar to the respondents to the 2020 report.

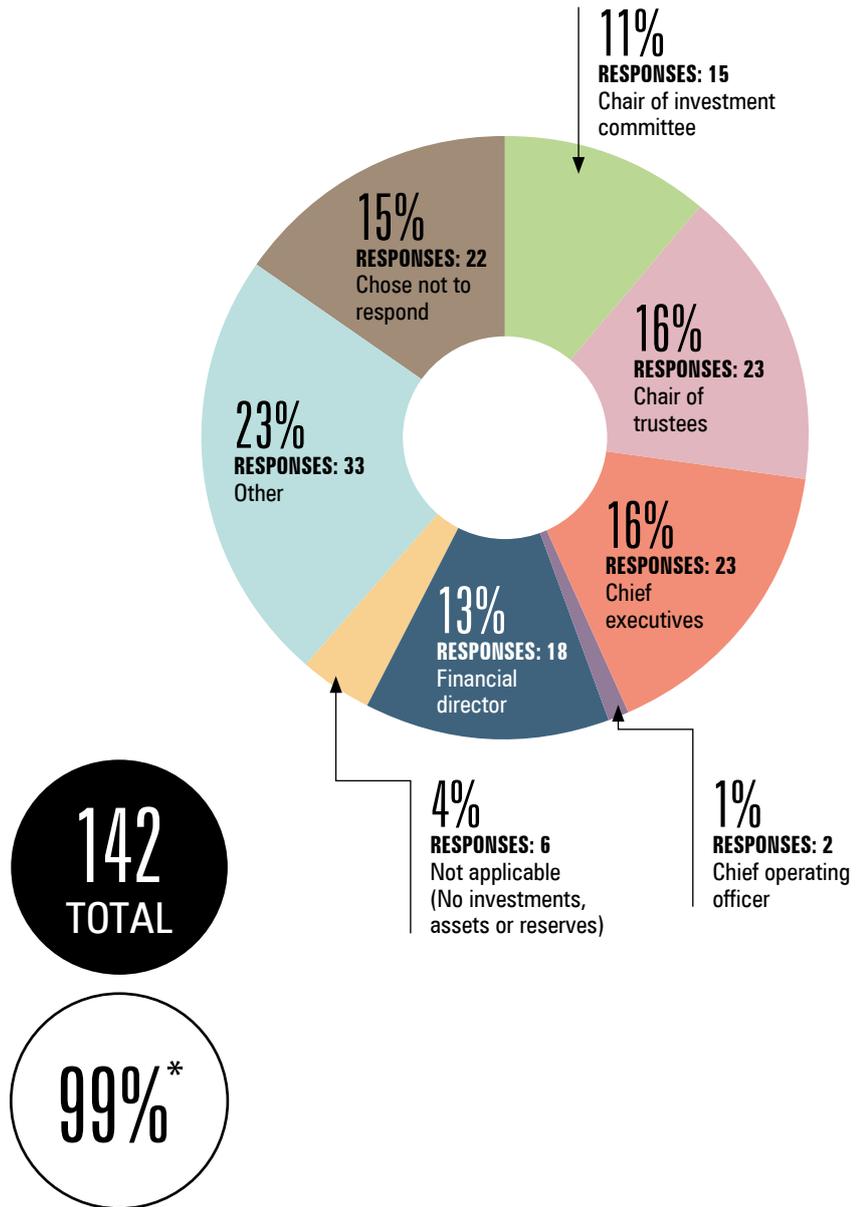


## RESPONSIBILITY FOR INVESTMENTS, ASSETS AND RESERVES.

In law, a charity's trustee board is ultimately responsible for its investments, assets and reserves. In practice, this responsibility is frequently delegated to an investment committee, staff member or investment manager/advisor.

We asked all respondents to indicate who in their organisation took responsibility for the investments, assets and reserves. As with last year the variety of results indicates that the approach differs greatly from organisation to organisation.

Comparing responses to the 2020 survey show broadly similar percentages, although with this larger dataset we see a reduction in the overall percentages of Chair of trustees or Chair of investment committee taking responsibility, and a slight rise in the 'Other' category. When looking at the detail behind the responses in the 'Other' category the majority of responses refer to a collective group either being the full Board of trustees or an investment committee or similar. A few outsource responsibility to consultants or investment managers.

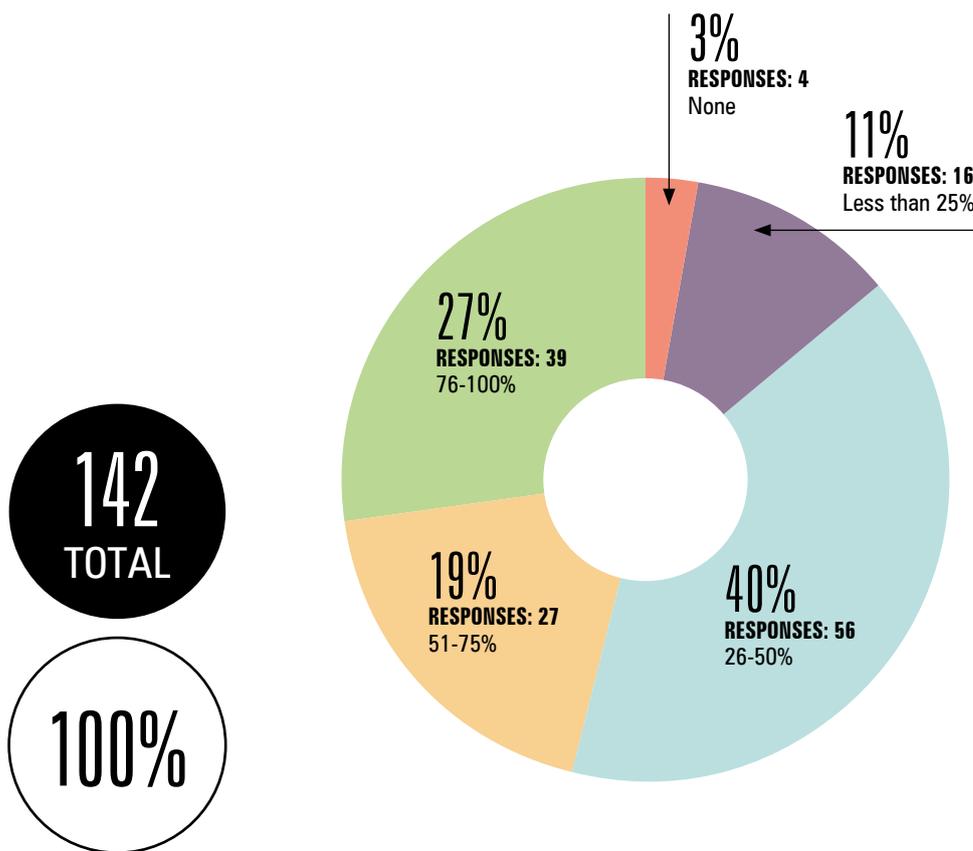


\*Less than 100% due to rounding percentages.

## HOW WILL THE COVID-19 PANDEMIC IMPACT HOMEWORKING?

Most organisations responded that their staff will have the option of homeworking 'some of the time' once all Covid-19 restrictions are lifted.

Most staff are likely to work between a quarter and half of their hours from home. There is a high proportion of staff who will be working most or all of their hours from home (27%), which is not unsurprising given the make-up of organisations in the sector where many have few staff and do not need to incur fixed office costs.



Just over half (54%) of foundations say that their homeworking policy has changed as a result of Covid-19, 14% are essentially office based (with some occasional home working), 59% as hybrid and 27% as home based (with occasional office working).

On average in 2019, 27% of the workforce worked from home at some point according to Annual Population Survey data.\* This increased to an average of 37% in 2020, following government guidance to work from home where possible. Data collected from the OPN shows the proportion of individuals working remotely has been declining since March 2021, as restrictions began to ease. While the proportion of workers both working from home and travelling to work has remained relatively stable, evidence from the OPN and the Business Insights and Conditions Survey suggests individuals and workplaces anticipate increased levels of hybrid models of working after the COVID-19 pandemic.

\*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/businessandindividualattitudetowardsthefutureofhomeworkinguk/apriltomay2021>

**PART TWO**  
**SALARY**

# GRANT GIVING ROLES

The salary information for grant giving staff roles is presented by SIZE OF ORGANISATION and three key factors LOCATION, GRANT EXPENDITURE and ORGANISATION TYPE. It should be noted that whilst we have undertaken analysis by job title, actual responsibilities may vary across job title.

**ORGANISATIONS WITH 0-5 FTE (Full time equivalent roles including self-employed or freelance staff).**

## MEDIAN SALARIES BY LOCATION

LOCATION	ASSISTANT (13)	OFFICER (19)	MANAGER (26)	HEAD OF (9)	DIRECTOR OF (14)
All staff home based	-	26,250 (2)	34,375 (2)	-	-
East Midlands	28,750 (1)	-	33,750 (1)	-	-
East of England	-	-	47,500 (1)	-	-
London	31,071 (7)	34,583 (9)	44,135 (13)	61,250 (6)	71,667 (6)
North East	-	-	-	-	-
North West	28,750 (1)	45,625 (2)	-	-	65,000 (1)
Scotland	21,250 (1)	28,750 (2)	39,583 (3)	-	-
South East	-	26,250 (1)	47,500 (1)	31,250 (1)	61,250 (2)
South of England	-	-	37,500 (1)	-	65,000 (1)
South West	23,750 (2)	28,750 (3)	47,500 (1)	33,750 (1)	50,833 (3)
Yorkshire and Humber	28,750 (1)	-	36,250 (3)	55,000 (1)	42,500 (1)
<b>Median</b>	<b>27,054</b>	<b>31,701</b>	<b>40,899</b>	<b>45,313</b>	<b>59,375</b>
<b>Median (2020)</b>	<b>25,781</b>	<b>29,297</b>	<b>38,556</b>	<b>56,667</b>	<b>63,188</b>

We reviewed the data from 73 foundations with up to 5 FTE. These include three foundations with only unpaid staff, 15 with less than one FTE, eight with only self-employed or freelance staff, 23 organisations with 1-2 FTE and 24 foundations with 3-5 FTE.

When looking at median salaries by location we can see that salaries for the grants assistant role in these smaller foundations range from £21,250 in Scotland to £31,071 in London and an overall median across all locations of £27,054.

The median for the grants officer role in these smaller organisations is £31,701 (higher than £29,297 in 2020) with the lowest median at £26,250 and a median of £34,583 in London (virtually the same as £34,375 in London in 2020).

The median salaries for grant managers are £40,899 (£38,556 in 2020) and £44,135 in London (£41,333 in London in 2020).

The data for head of grants roles is limited to just nine respondents indicating that this role is less prevalent in smaller

foundations. The largest data set is from London where the median is £61,250, which is up from £60,000 in London in 2020. The overall median is £45,313.

Director of grants roles have median salary ranges from £42,500 to £71,667 in London. The median overall for directors in these smaller organisations is £59,375, which is a little lower than the £63,188 median in 2020 and is likely to be accounted for by having a limited number of respondents rather than market trends.

In summary it's interesting to note that in the smallest foundations the most common role is grants manager, although there is generally a good spread of data across the role titles. London has the richest data so is less likely to be skewed by one uncommonly high or low salaries as we can see is the case in some areas e.g., North West where one particularly high grants officer salary has boosted the median in that location significantly.

## MEDIAN SALARIES BY GRANT EXPENDITURE

EXPENDITURE (£)	ASSISTANT (13)	OFFICER (19)	MANAGER (26)	HEAD OF (9)	DIRECTOR OF (14)
50,001 – 100,000	28,750 (1)	35,625 (2)	39,375 (2)	-	65,000 (1)
100,001 – 250,000	28,750 (1)	23,750 (1)	37,083 (3)	55,000 (1)	47,500 (1)
250,001 -500,000	26,250 (1)	28,750 (3)	55,000 (1)	54,375 (2)	55,000 (3)
500,001 – 1,000,000	29,167 (3)	39,167 (3)	36,250 (3)	31,250 (1)	56,250 (4)
1,000,001 – 5,000,000	28,750 (7)	31,875 (8)	42,656 (16)	54,167 (3)	75,000 (5)
5,000,001 – 10,000,000	-	37,500 (1)	-	65,000 (1)	-
10,000,001 – 20,000,000	-	33,750 (1)	47,500 (1)	65,000 (1)	-

When looking at median salaries of foundations with 0-5 FTE by grant expenditure, there is more fluctuation in the data as few categories have more than three respondents.

## MEDIAN SALARIES BY ORGANISATION TYPE

ORGANISATION TYPE	ASSISTANT (13)	OFFICER (19)	MANAGER (26)	HEAD OF (9)	DIRECTOR OF (14)
Community foundation	-	42,500 (1)	-	-	-
Corporate foundation	21,250 (1)	30,000 (2)	37,500 (1)	31,250 (1)	-
Family foundation	29,750 (5)	34,167 (3)	41,125 (10)	49,375 (2)	54,164 (3)
Fundraising grant-maker or broadcaster trust appeal	-	-	-	-	-
Independent foundation – local / regional	28,750 (1)	39,063 (4)	42,917 (3)	-	51,250 (2)
Independent foundation – national	26,875 (4)	28,750 (3)	43,889 (9)	59,375 (4)	67,917 (6)
Others - Including administrator of several trusts, Benevolent fund, City livery foundation or similar, membership funded grant-maker, National lottery distributor	33,125 (2)	29,583 (6)	37,083 (3)	60,000 (2)	70,000 (2)
Voluntary organisation where grant-making is not the primary focus.	-	-	-	-	65,000 (1)

The salaries fluctuate more when looking at organisation type across the roles than they do when looking at locations and grant expenditure. Nevertheless, they bring an additional dimension to data comparison.

## ORGANISATIONS WITH 6 TO 29 FTE

We reviewed data from 45 organisations, significantly more than the 32 organisations in this category last year, giving us richer data. 29 organisations had 6-14 FTE (10 more than last year), and

16 organisations had 15-29 FTE. The data from outside London was very limited last year. Generally, the data shows appropriate progression of median salaries through the roles.

## MEDIAN SALARIES BY EXPENDITURE

LOCATION	ASSISTANT (20)	OFFICER (30)	MANAGER (30)	HEAD OF (21)	DIRECTOR OF (23)
All staff home based	16,250 (1)	16,250 (1)	16,250 (1)	-	60,625 (2)
East of England	18,750 (1)	25,000 (2)	35,000 (3)	42,500 (1)	42,500 (1)
London	28,194 (9)	37,604 (12)	44,643 (14)	62,813 (8)	75,962 (13)
North West	23,750 (1)	27,500 (2)	34,375 (2)	55,000 (1)	37,500 (1)
South East	21,250 (2)	31,250 (4)	36,667 (3)	50,500 (5)	66,250 (2)
South West	17,500 (2)	26,250 (3)	36,875 (2)	55,000 (2)	-
Yorkshire and Humber	-	22,917 (3)	33,750 (2)	38,125 (2)	55,000 (1)
Others – North East, Northern Ireland, Overseas and West Midlands	25,938 (4)	27,083 (3)	40,000 (3)	40,000 (2)	75,833 (3)
<b>Median</b>	<b>21,662</b>	<b>26,732</b>	<b>34,695</b>	<b>41,279</b>	<b>59,096</b>
<b>Median (2020)</b>	<b>24,910</b>	<b>27,889</b>	<b>45,008</b>	<b>50,250</b>	<b>60,134</b>

It is interesting to note that the median salaries in organisations with 6-29 FTE are generally lower than in organisations with 0-5 FTE, a trend that we have seen over two years of the survey. This could reflect that role profiles and responsibilities in small foundations could be broader, whilst those in larger organisations can be more focused and responsibilities in teams divided more tightly. The median salaries across locations for all roles are lower this year than in last year's survey compared with organisations of the same size, this is likely to be because the median numbers are less likely to be skewed by high 'outlier' salaries due to the greater volume of responses.

When looking at median salaries by location we can see that salaries for the grants assistant role in these medium sized foundations range from low levels of £16,250 for home-based roles to £28,194 in London and a low overall median across all locations of £21,662, because of a few relatively very low salaries in several locations.

There are also large ranges in salaries for grants officer and manager roles.

## MEDIAN SALARIES BY GRANT EXPENDITURE

EXPENDITURE (£)	ASSISTANT (20)	OFFICER (30)	MANAGER (30)	HEAD OF (21)	DIRECTOR (23)
Less than 50,000	-	-	-	-	-
50,001 – 100,000	-	-	-	-	-
100,001 – 250,000	16,250 (1)	16,250 (1)	16,250 (1)	-	16,250 (1)
250,001 – 500,000	-	-	35,625 (2)	47,500 (1)	-
500,001 – 1,000,000	16,250 (1)	31,250 (1)	-	-	-
1,000,001 – 5,000,000	20,893 (7)	29,167 (15)	37,589 (14)	47,000 (10)	70,682 (11)
5,000,001 – 10,000,000	27,708 (6)	29,844 (8)	39,583 (6)	51,875 (6)	70,833 (6)
10,000,001 – 20,000,000	31,250 (1)	37,500 (1)	42,500 (1)	65,000 (1)	85,000 (1)
20,000,001+	29,375 (4)	41,250 (4)	48,750 (6)	75,000 (3)	75,000 (4)

Most of the data in foundations with 6-29 FTE related to organisations with grant expenditure of £1m to £10m. The increase in size of staff team correlates with an increase in foundations' giving. Median salaries for each role generally rise

by grant expenditure, which is to be expected. We have much more data from foundations with larger expenditure this year which also gives us good data in the £20m+ category that was missing from last year's survey.

## MEDIAN SALARIES BY ORGANISATION TYPE

ORGANISATION TYPE	ASSISTANT (20)	OFFICER (30)	MANAGER (30)	HEAD OF (21)	DIRECTOR (23)
Community foundation	20,417 (6)	24,500 (10)	29,107 (7)	41,250 (5)	39,750 (5)
Corporate foundation	22,500 (2)	27,500 (4)	38,125 (4)	47,500 (4)	69,167 (3)
Family foundation	32,500 (3)	51,250 (2)	55,000 (3)	-	87,500 (4)
Fundraising grant-maker or broadcaster trust appeal	-	33,750 (1)	-	55,000 (1)	-
Independent foundation – local / regional	23,750 (2)	34,375 (4)	48,333 (3)	65,000 (1)	72,500 (4)
Independent foundation – national	25,000 (6)	31,042 (6)	40,833 (9)	62,143 (7)	78,125 (4)
Others - Including administrator of several trusts, Benevolent fund, City livery foundation or similar, membership funded grant-maker, National Lottery distributor	31,250 (1)	37,083 (3)	41,250 (3)	60,000 (2)	81,667 (3)
Voluntary organisation where grant-making is not the primary focus.	-	-	28,750 (1)	47,500 (1)	-

Salary levels in community foundations across all roles are significantly lower than other types of foundations. This is particularly pronounced at director level with a median salary

of £39,750 compared to a median of £87,500 for family foundations. Family foundations are paying the most generous salaries.

## ORGANISATIONS WITH 30 TO 100+ FTE

We reviewed the data from 24 organisations with 30 to 100+ FTE (we had 16 in 2020's survey); 11 have 30-49 FTE and 7 have 50-99 FTE. In the 100+ FTE category we had six respondents, which is five more than last year. Most of the respondents were from London.

The median salary levels in the largest sized foundations are higher than in smaller and medium sized foundations and are likely to reflect the greater scale of management responsibilities and are most pronounced in the more senior roles. The salaries on show here are very similar to the data collected last year.

## MEDIAN SALARIES BY LOCATION

LOCATION	ASSISTANT (8)	OFFICER (13)	MANAGER (13)	HEAD OF (12)	DIRECTOR OF (10)
London	29,000 (5)	34,306 (9)	46,000 (10)	59,250 (10)	91,500 (10)
Scotland	25,000 (2)	33,333 (3)	42,500 (2)	65,000 (2)	-
Yorkshire and Humber	23,750 (1)	26,250 (1)	37,500 (1)	-	-
<b>Median</b>	<b>25,916</b>	<b>31,296</b>	<b>42,000</b>	<b>62,125</b>	<b>91,500</b>
<b>Median (2020)</b>	<b>25,500</b>	<b>32,262</b>	<b>43,334</b>	<b>55,556</b>	<b>86,500</b>

Larger foundations were only present in a few locations and mainly concentrated in London.

## MEDIAN SALARIES BY GRANT EXPENDITURE

EXPENDITURE	ASSISTANT (8)	OFFICER (13)	MANAGER (13)	HEAD OF (12)	DIRECTOR (10)
1,000,001 – 5,000,000	23,750 (1)	28,750 (3)	37,500 (1)	47,500 (1)	
5,000,001 – 10,000,000	26,250 (1)	38,125 (2)	48,750 (2)	65,000 (2)	85,000 (2)
10,000,001 – 20,000,000	21,250 (1)	28,750 (1)	42,500 (1)	55,000 (1)	-
20,000,001+	29,500 (5)	34,821 (7)	45,000 (9)	61,250 (8)	93,125 (8)

## MEDIAN SALARIES BY ORGANISATION TYPE

ORGANISATION TYPE (16)	ASSISTANT (8)	OFFICER (13)	MANAGER (13)	HEAD OF (12)	DIRECTOR (10)
Corporate foundation	-	28,750 (1)	42,500 (1)	55,000 (1)	85,000 (1)
Family foundation	28,750 (1)	-	37,500 (1)	55,000 (1)	85,000 (1)
Fundraising grant-maker or broadcaster trust appeal	-	32,500 (2)	45,000 (2)	60,000 (2)	85,000 (2)
Independent foundation – national	25,417 (6)	33,750 (6)	43,571 (7)	63,333 (6)	85,000 (4)
Others - Including administrator of several trusts, Benevolent fund, City livery foundation or similar, membership funded grant-maker, National Lottery distributor	37,500 (1)	36,667 (3)	53,750 (2)	56,250 (2)	117,500 (2)
Voluntary organisation where grant-making is not the primary focus.	-	28,750 (1)	-	-	-

There are no community or local/regional foundations with over 30 staff, this category consists mainly of national independent foundations.

# CEO OR EQUIVALENT ROLE

This year we received salary data from 90 organisations on their CEO or equivalent lead executive role compared with 94 responses last year, despite the increased number of

organisations responding to the survey. Comparison with last year's data is not easily made due to changes in categories made to accommodate tighter analysis.

## SIZE AND MEDIAN SALARIES OF CEO OR EQUIVALENT BY LOCATION (AVERAGE FTE)

LOCATION	ONE PART-TIME EMPLOYEE 0-1 (6)	1-2 FTE (14)	3-5 FTE (18)	6-14 FTE (23)	15-29 FTE (14)	30-49 FTE (7)	50-99 FTE (6)	100+ FTE (2)	MEDIAN
All staff homebased	-	-	67,958 (1)	87,500 (2)	-	-	-	-	<b>61,979</b>
East of England	-	-	-	58,000 (1)	82,738 (2)	-	-	-	<b>70,369</b>
London	72,333 (3)	59,859 (5)	93,858 (10)	105,586 (10)	132,321 (6)	140,325 (5)	157,300 (5)	188,700 (1)	<b>118,785</b>
North West	-	60,700 (1)	67,400 (1)	78,975 (2)	-	-	-	-	<b>69,025</b>
Scotland	45,000 (1)	-	93,675 (2)	-	-	95,000 (2)	95,000 (1)	-	<b>82,169</b>
South East	75,000 (1)	63,819 (1)	120,000 (1)	84,237 (2)	104,410 (3)	-	-	-	<b>89,493</b>
South West	46,340 (1)	50,500 (2)	59,931 (2)	55,813 (3)	-	-	-	-	<b>53,146</b>
Yorkshire and Humber	-	54,847 (3)	95,000 (1)	56,500 (2)	63,985 (1)	-	-	150,840 (1)	<b>84,234</b>
Others: Channel Islands, East Midlands, North East, Northern Ireland, Overseas, South of England, Wales and West Midlands	-	62,500 (2)	-	65,000 (1)	79,473 (2)				<b>68,991</b>
<b>Median</b>	<b>59,668</b>	<b>58,704</b>	<b>85,403</b>	<b>70,014</b>	<b>92,567</b>	<b>117,662</b>	<b>126,250</b>	<b>169,770</b>	

For the second year the South West region has the lowest CEO salary levels. Interestingly, this doesn't correlate to median annual earnings data across the UK\* where salaries in the South West are comparable with other regions behind London and the South East. London has the highest median levels and the richest data. Median salaries range from £45,000 in the smallest organisations in Scotland to £188,700 in the largest organisations in London.

The staff size of the organisation tends to have a greater impact on the salary than where the organisation is located. For example, the overall median salary for a CEO or equivalent in organisations with up to two staff are significantly lower than organisations with three or more staff.

\*<https://www.statista.com/statistics/416139/full-time-annual-salary-in-the-uk-by-region/>

## SIZE AND MEDIAN SALARIES OF CEO OF EQUIVALENT BY GRANT EXPENDITURE

LOCATION	ONE PART-TIME EMPLOYEE 0-1 (6)	1-2 FTE (14)	3-5 FTE (18)	6-14 FTE (23)	15-29 FTE (14)	30-49 FTE (7)	50-99 FTE (6)	100+ FTE (2)	MEDIAN
Less than 50,000	-	-	-	-	-	-	-	-	-
50,001-100,000	46,340 (1)	66,400 (1)	-	-	-	-	-	-	<b>56,370</b>
100,001 – 250,000	-	-	72,231 (2)	70,000 (1)	-	-	-	-	<b>71,116</b>
250,001 – 500,000	56,000 (2)	58,625 (4)	70,400 (1)	-	82,900 (2)	-	-	-	<b>66,981</b>
500,001 – 1,000,000	70,000 (1)	57,255 (8)	120,000 (1)	41,000 (1)	-	-	-	-	<b>72,064</b>
1,000,001 – 5,000,000	77,500 (2)	55,412 (1)	86,637 (13)	79,205 (15)	97,595 (2)	-	95,000 (1)	150,840 (1)	<b>91,741</b>
5,000,001 – 10,000,000	-	-	-	79,316 (3)	86,169 (5)	-	110,000 (1)	188,700 (1)	<b>116,046</b>
10,000,001 – 20,000,000	-	-	135,000 (1)	152,500 (1)	-	-	106,000 (1)	-	<b>133,167</b>
20,000,001+	-	-	-	135,600 (2)	140,754 (5)	127,375 (7)	190,167 (3)	-	<b>148,474</b>

Foundations with the highest levels of expenditure from £10m+ demonstrate salaries at similar levels to the largest foundations by staff size, even if those with the largest staff numbers have grant expenditure at lower levels between £1m and £10m.

Therefore, both grant expenditure and staff team size both contain factors that contribute to their CEO's having the highest salaries in the sector.

## SIZE AND MEDIAN SALARIES OF CEO OR EQUIVALENT BY ORGANISATION TYPE

ORGANISATION TYPE	ONE PART-TIME EMPLOYEE 0-1 FTE (6)	1-2 FTE (14)	3-5 FTE (18)	6-14 FTE (23)	15-29 FTE (14)	30-49 FTE (7)	50-99 FTE (6)	100+ FTE (2)	MEDIAN
Community foundation	-	-	-	64,012 (6)	74,401 (4)	-	-	-	<b>69,207</b>
Corporate foundation	-	56,250 (2)	82,917 (3)	82,958 (5)	-	153,929 (1)	-	-	<b>94,014</b>
Family foundation	63,170 (2)	56,751 (4)	97,217 (3)	135,600 (2)	127,500 (1)	136,694 (1)	265,000 (1)	-	<b>125,990</b>
Fundraising grant-maker or broadcaster trust appeal	-	-	-	-	83,640 (1)	165,000 (1)	110,000 (1)	-	<b>119,547</b>
Independent foundation – local/regional	67,000 (1)	59,350 (2)	99,635 (2)	98,214 (4)	123,671 (1)	-	-	-	<b>89,574</b>
Independent foundation – national	63,333 (3)	59,359 (6)	92,732 (7)	76,000 (4)	131,358 (6)	109,000 (4)	127,750 (2)	169,770 (2)	<b>103,663</b>
Others - Including administrator of several trusts, Benevolent fund, City livery foundation or similar, membership funded grant-maker, National Lottery distributor	-	-	68,690 (3)	96,901 (2)	-	-	156,000 (1)	-	<b>107,197</b>
Voluntary organisation where grant-making is not the primary focus.	-	-	-	-	75,000 (1)	-	95,000 (1)	-	<b>85,000</b>

This table demonstrates that the size of the organisation has more influence over the CEO salary than type, however there are relatively low salaries in community foundations and relatively high salaries in family foundations.

# INVESTMENT ROLES

The lowest salary banding for a dedicated investment role was £15,000 - £20,000 and the highest salaries recorded are in excess of £150,000+.

The data collected for investment roles shows that specialist investment roles are most prevalent in the larger foundations and salaries generally increase as the net assets and expenditure levels rise. The data is limited with lots of single responses and salaries vary widely across all categories. We've not displayed full data for this section for conciseness; **however, a full data set is available on request.**

The lowest salary banding for a dedicated investment role was £15,000 - £20,000 and the highest salaries recorded are in excess of £150,000+.

## INVESTMENT OFFICER

We received eight responses for investment officer roles, compared to only one in 2020. The salary banding was £15,000 - £20,000 to £45,000 to £55,000.

## INVESTMENT MANAGER

We received data on fifteen investment manager roles. Eight of these organisations were in London and five had grant expenditure of over £20m per annum. Salaries for investment managers range from £45,000 to £95,000.

## HEAD OF INVESTMENT

There were eleven responses for head of investment roles, with seven responses from London. The salaries rise significantly for this level of role, particularly in London where £84,000 is the median salary, although salaries vary widely across the geographical regions from the £35,000 - £45,000 banding to £105,000 to £110,000 banding. The larger the net assets and expenditure the higher the head of investment's salary.

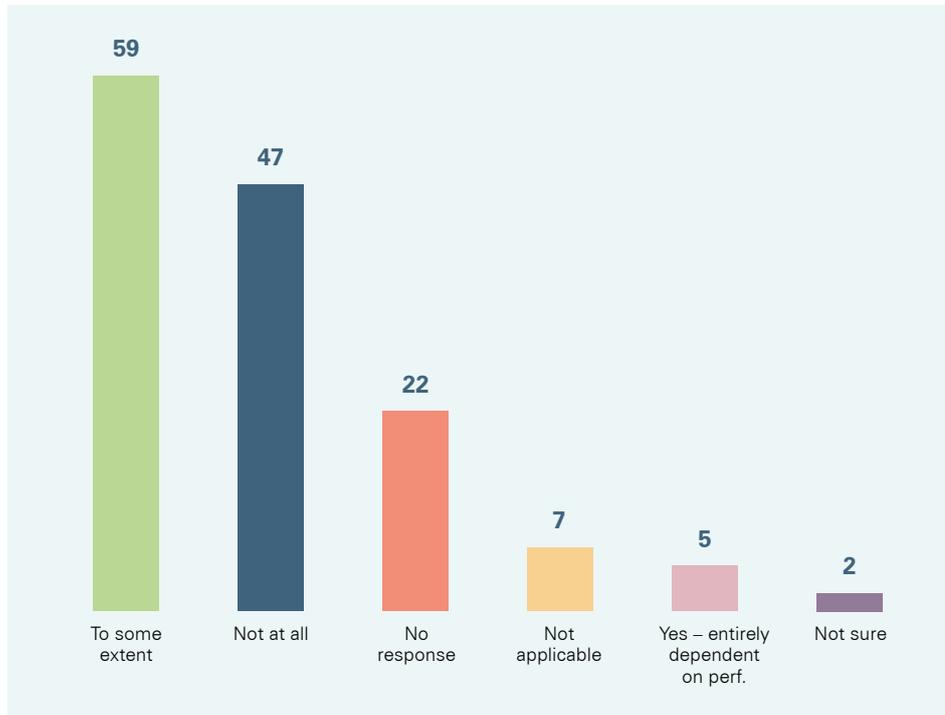
## DIRECTOR OF INVESTMENT

Director of investment median salaries range from £55,000 to £117,000+. Fifteen of the nineteen respondents are in London. The larger the net assets and expenditure the higher the head of investment's salary.

**PART THREE**  
**BENEFITS**

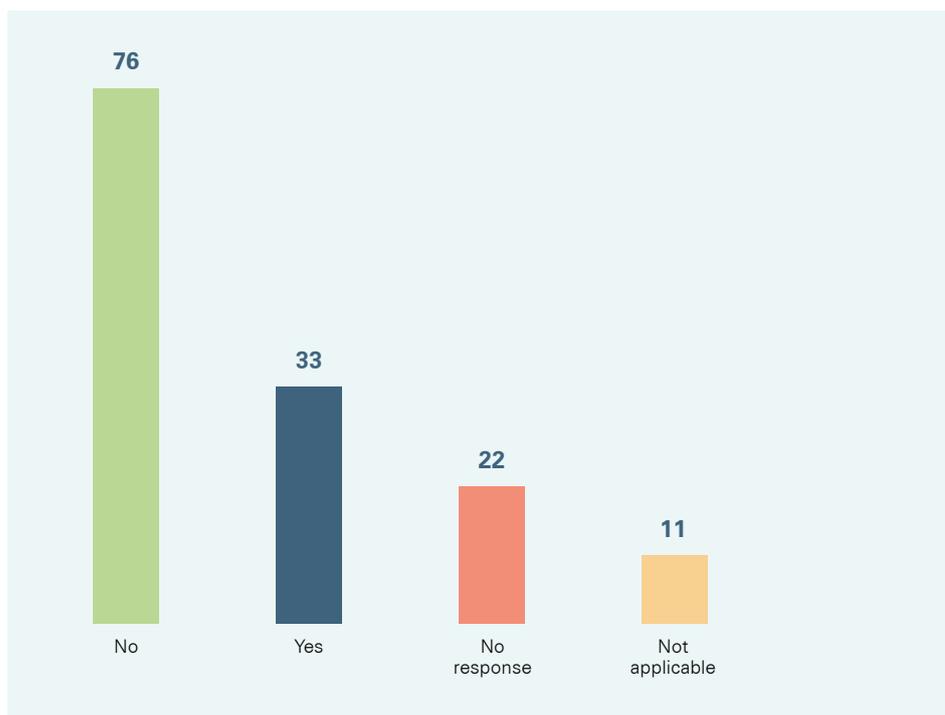
# BONUSES AND PAY INCREASES

## TO WHAT EXTENT ARE STAFF PAY INCREASES DEPENDENT ON PERFORMANCE?



Just over 41% of foundations indicate that staff salary increases are to some extent dependent on performance, yet only five say that salary increases are entirely dependent on performance. It is interesting that one third of foundations say that pay increase has no relationship at all to performance.

## DO ANY STAFF RECEIVE BONUSES BASED ON PERFORMANCE?



Just under a quarter (23%) of foundations (who responded and for which it is applicable) offer their staff performance related bonuses. This is up from 19% in 2020. A further 54% said that they do not offer performance related bonuses. With 72% of foundations in 2020 saying they do not offer bonuses; this is a notable increase in foundations who may be considering performance related bonuses. The rest did not provide a response or felt it was not applicable.

## FEEDBACK ON REASONS FOR BONUSES BEING AWARDED HAS BEEN COLLATED IN THE TABLE BELOW:

REASON FOR BONUS AWARDED	NUMBER OF FOUNDATIONS
One off / occasional individual bonus for outstanding work / performance	7
Due to taking on additional responsibilities or work last year	5
One off / occasional bonus for all related to special event e.g., Anniversary and / or high team performance	5
One off / occasional team or individual bonus related purely to Covid	4
Annual appraisal / individual performance on set objectives	3
Purely discretionary	3
Annual team performance (planned bonuses)	2

The main reason cited for paying bonuses were in recognition of high-performance or for taking on additional responsibilities for a defined period of time. Four foundations awarded bonuses for performance relating solely to the Covid-19 pandemic.

Planned bonuses, those awarded for achieving personal objectives or a performance target as a team, seem to be few and far between in the sector.

As we found in last year's survey foundations are more likely to offer performance related pay increases rather than performance related bonuses. They are even less likely to have a formal bonus structure in place relating to personal or team objectives.

## HAVE STAFF RECEIVED AN ANNUAL PAY INCREASE IN LINE WITH INFLATION/COST OF LIVING/ CONSUMER PRICE INDEX IN THE PAST 12 MONTHS?

% PAY INCREASE	NUMBER OF FOUNDATIONS	% 2021	% 2020
1	30	32	2
2	22	23	34
1.5	16	17	11
2.5	9	10	28
More than 3	7	7	10
3	6	6	15
0.5	3	3	-
No value given	1	1	-
<b>Total</b>	<b>94</b>	<b>99*</b>	<b>100</b>

\*Not 100% due to rounding.

Ninety-four foundations surveyed (66%) said that they had given staff pay increases in the last year. Only 16 foundations (11%) said that they had not given pay rises, others gave no response or indicated that the question was not applicable to them.

The pay increases over this last year were cautious in comparison to the 2020 survey. In the 2020 survey (82 respondents) 62% of foundations gave a 2% or 2.5% increase and a further 25% received a 3% or 3.5% salary increase. Only 2% of organisations were awarded a 1% increase.

In this 2021 survey most foundations (32%) awarded staff with a 1% increase and just 13% gave a 3% increase or higher.

The draft data on all salaries from the Office for National Statistics\* suggests that salaries rose by 3.4% in all employed jobs across the UK. Most foundations are therefore currently awarding pay-rises below the national average.

\*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/allemployeesashetable1>

# ANNUAL LEAVE AND ENHANCED BENEFITS

## ANNUAL LEAVE

### PAID ANNUAL LEAVE AFTER 12 MONTHS OF SERVICE (ALL ORGANISATIONS):

DAYS HOLIDAY	NUMBER	% 2021	% 2020
25	55	49	53
30	15	13	10
28	10	9	11
24	8	7	4
26	8	7	5
20	6	5	7
23	3	3	1
21	2	2	-
22	2	2	-
27	1	1	6
32	1	1	-
40	1	1	-
29	-	-	2
<b>Total Responses</b>	<b>112</b>	<b>100</b>	<b>99*</b>
<b>Blank N/A due to self-employed or other contracts</b>	<b>30</b>	<b>-</b>	

\*Not 100% due to rounding.

Around half of organisations offer 25 days paid annual leave  
A further 22% offer 30 or 28 days annual leave.

The vast majority of foundations offer between 24 and 30 days leave.

**(This data is available by organisation size and type, on request)**

## ENHANCED BENEFITS

### ENHANCED BENEFITS OFFERED BY ORGANISATION TYPE FOR 0-5 FTE EMPLOYEES (73):

TYPE	Corporate foundation (6)	Family foundation (23)	Independent foundation - national (23)	Independent foundation – local/regional (9)	Others (12)
ENHANCED PENSION SCHEME	3	6	14	4	7
ENHANCED PARENTAL LEAVE	1	3	6	0	3
PAID CARE LEAVE	0	0	2	0	1
CHILDCARE COSTS SUPPORT	0	0	2	0	1
FLEXIBLE HOURS	4	10	16	6	6
CAR	0	0	1	0	0
REMOTE WORKING	4	11	17	6	7
HEALTHCARE PROVISION E.G., BUPA	3	4	2	0	1
ENHANCED SICKNESS PAY/SUPPORT	3	5	6	0	4
CYCLE LOAN	2	1	4	0	2
SEASON TICKET LOAN	1	3	4	0	2
BENEFITS NOT APPLICABLE	-	7	2	-	1

Other benefits mentioned:

- Free parking and group income protection policy / death in service benefit
- Enhanced maternity leave
- 'Staff Perk' scheme

Flexible hours and remote working are the most prevalent benefits followed by enhanced pension schemes and enhanced sickness pay / support.

## ENHANCED BENEFITS OFFERED BY ORGANISATION TYPE FOR 6-29 FTE EMPLOYEES (45):

TYPE	Community foundation (10)	Corporate foundation (8)	Family foundation (5)	Independent foundation - national (10)	Independent foundation – local / regional (5)	Others (7)
ENHANCED PENSION SCHEME	7	4	4	9	4	5
ENHANCED PARENTAL LEAVE	4	3	3	6	3	3
PAID CARE LEAVE	3	2	0	4	2	0
CHILDCARE COSTS SUPPORT	1	0	0	1	1	1
FLEXIBLE HOURS	8	5	3	7	5	4
CAR	0	1	0	0	0	0
REMOTE WORKING	8	5	3	9	4	3
HEALTHCARE PROVISION E.G., BUPA	0	2	3	5	1	2
ENHANCED SICKNESS PAY/SUPPORT	4	4	3	4	2	3
CYCLE LOAN	3	3	2	9	3	3
SEASON TICKET LOAN	1	2	2	7	3	3
BENEFITS NOT APPLICABLE	2	1	1	0	0	0

Other benefits mentioned:

- Health cash plan
- Death in service benefit
- A range of insurances including long-term ill health; life; death in service; income protection; and travel insurance
- Free health checks
- Long service leave after ten years
- Employee assistance programme
- Training budget

## ENHANCED BENEFITS OFFERED BY ORGANISATION TYPE FOR 30-100+ FTE EMPLOYEES (24):

TYPE	Family foundation (2)	Fundraising grant-maker or broadcaster trust appeal (3)	Independent foundation - national (9)	Independent foundation – local / regional (3)	Others (7)
ENHANCED PENSION SCHEME	2	1	8	0	5
ENHANCED PARENTAL LEAVE	2	1	8	0	3
PAID CARE LEAVE	0	1	5	0	2
CHILDCARE COSTS SUPPORT	0	0	4	0	2
FLEXIBLE HOURS	1	0	5	0	4
CAR	0	0	1	0	0
REMOTE WORKING	2	1	7	0	4
HEALTHCARE PROVISION E.G., BUPA	2	1	5	0	3
ENHANCED SICKNESS PAY/SUPPORT	2	1	6	0	4
CYCLE LOAN	2	1	7	0	5
SEASON TICKET LOAN	2	2	7	0	5
BENEFITS NOT APPLICABLE	-	-	-	-	-

Other benefits mentioned:

- Flexible benefits
- Wellbeing activity allowance and personal development days
- Employee assistance phonenumber / programme
- Death in service
- BUPA (health checks not health insurance) and annual medicals
- Insurances e.g., critical illness, income protection insurance
- Car allowance
- Home working allowance
- Enhanced family friendly policies such as maternity leave.

# DIVERSITY, EQUITY AND INCLUSION

## HOW DIVERSITY INITIATIVES HAVE EVOLVED IN THE LAST YEAR

118 foundations responded to this part of the survey, consisting of 60 foundations with 0-5 FTE, 41 with 6-29 FTE and 17 foundations with 30-100+ FTE.

### ORGANISATIONS WITH 0-5 FTE

ORGANISATION TYPE	Corporate foundation	Family foundation	Independent foundation – local /regional	Independent foundation – national	Others
AGREES THAT THE ORGANISATION HAS BECOME MORE DIVERSE	2	3 (1 not sure)	1 (2 not sure)	8 (1 not sure)	3
HAS INCREASED ITS FOCUS ON BECOMING MORE DIVERSE?	4	7 (1 not sure)	5 (2 not sure)	11 (1 not sure)	3 (1 not sure)
HAS CHANGED ITS ADVERTISING STYLE AND COMMUNICATIONS TO ATTRACT A WIDER POOL OF APPLICANTS?	1	5	5 (1 not sure)	8 (1 not sure)	4
HAS CHANGED THE METHODS OF RECRUITING PEOPLE TO ACCESS NEW COMMUNITIES OF CANDIDATES?	2	5	3 (2 not sure)	8 (2 not sure)	1 (1 not sure)
HAS WORKED TO ELIMINATE BIAS FROM THE ASSESSMENT PROCESS?	1 (2 not sure)	7	4 (3 not sure)	7 (3 not sure)	4 (1 not sure)
HAS TAKEN STEPS TO BE MORE INCLUSIVE AND WELCOMING OF UNDER-REPRESENTED GROUPS OF PEOPLE?	3	7	4 (3 not sure)	9 (2 not sure)	4 (2 not sure)

Increasing diversity and action on diversity has been limited by a lack of recruitment over the last year due to the pandemic. Also, in these smaller organisations with few staff it is noted that it can be difficult to move diversity forward. Where it has moved

forward it tends to have been with Trustee and grant-making programmes. That said, there is a lot of action described below that is positive.

## INITIATIVES MENTIONED INCLUDE:

- Setting up a diversity and impact forum
- Trustees are advised of diversity training courses to attend
- Launched participatory grant-making programme
- Successful trustee recruitment programme delivered by adopting best practice including transparency, tone, flexible processes
- ACF Pillars of good practice DEI standards deployed where possible

- Website and application process accessibility and reach improved
- “Widened recruitment pool both for Trustees and staff with the result of greater diversity. Will be using the Charity Governance code to reflect on our organisation's practices. We now collect diversity data from people applying for grants. This is a simple questionnaire based on standard protected characteristics”
- “Continuing focus on ensuring diversity and inclusion of beneficiaries and initiatives to widen representation in grant-making process. New cross community panel to review applications and make recommendations to Board”

## ORGANISATIONS WITH 6-29 FTE

ORGANISATION TYPE	Community foundation	Corporate foundation	Family foundation	Independent foundation – local/ regional	Independent foundation – national	Others
AGREES THAT THE ORGANISATION HAS BECOME MORE DIVERSE	5 (1 not sure)	1	2	4	6 (1 not sure)	4
HAS INCREASED ITS FOCUS ON BECOMING MORE DIVERSE?	8 (1 not sure)	3 (1 not sure)	2 (1 not sure)	4	10	5
HAS CHANGED ITS ADVERTISING STYLE AND COMMUNICATIONS TO ATTRACT A WIDER POOL OF APPLICANTS?	6 (1 not sure)	2 (1 not sure)	4	4	6 (1 not sure)	3 (1 not sure)
HAS CHANGED THE METHODS OF RECRUITING PEOPLE TO ACCESS NEW COMMUNITIES OF CANDIDATES?	6	2 (1 not sure)	3	4	6 (2 not sure)	2 (1 not sure)
HAS WORKED TO ELIMINATE BIAS FROM THE ASSESSMENT PROCESS?	6 (2 not sure)	3 (1 not sure)	3	5	8	2 (1 not sure)
HAS TAKEN STEPS TO BE MORE INCLUSIVE AND WELCOMING OF UNDER-REPRESENTED GROUPS OF PEOPLE?	7 (1 not sure)	4 (1 not sure)	3	5	8	2 (2 not sure)

There seems to be a really strong focus on DEI amongst these medium sized foundations with most saying they have increased their focus on becoming more diverse and that they have taken steps to eliminate bias and become more inclusive. Some of the practices being worked on are outlined below.

**INITIATIVES MENTIONED INCLUDE:**

- “Blind recruitment, redaction of applications / CVs etc”.
- Unconscious bias training for all staff
- “We recruited new trustees and independent committee members to expand the diversity of the board and committees. We consulted BAME organisations about the impact of the pandemic on their communities and allocated specific funds to support them. Our annual public meeting focused on hearing from BAME led organisations. We have set up an Equity Diversity and Inclusion Working Group.”
- Open recruitment processes
- “Blind initial assessment for paid interns; language checking on adverts and externally facing documents, DEI training programme for staff. Starting point was to use the Charity Governance code to carry out an internal audit and flag to our board the section on DEI and how we were currently performing. The Stronger Foundations pillar on DEI was also v useful for this. This moved us on to creating a DEI strategy and we are now organising relevant training for staff and trustees. Our strategy is now connected to our day-to-day activities through our business plan, and we monitor the DEI objectives we have set for the year in every board meeting.”
- “Published our Equity, Diversity and Inclusion Statement on our website.”
- The ACF tool of Race, Diversity and Equality (DEI self-assessment survey, as part of Stronger Foundations) being used
- “We launched a trustees’ recruitment process specifically to recruit trustees from more diverse backgrounds.”
- “Carried out audit of organisation and grant-making. Are working on plan to implement further improvements”
- “Re-written job packs. Untaken bias training. Addressed equality, diversity and inclusion throughout the organisation, including recruitment and grant-making. Changed our marketing approach to recruitment. Made a new inclusive application form. Changed the support level for disabled applicants. Given interview questions in advance. Used positive action techniques in assessing applications.”
- “Currently undergoing racial equity training for all staff and trustees.”
- “All job applicants are asked to complete a diversity form which is held separately to the application form. All application forms / CV’s are anonymised before they are seen by the selection committee and a short list prepared.”
- Established a DEI working group
- Reviewed and updated HR processes to ensure fair recruitment
- Used 3rd party recruitment agencies focused on diverse candidates

**ORGANISATIONS WITH 30-100+ FTE**

<b>ORGANISATION TYPE</b>	Family foundation	Fundraising grant-maker or broadcaster trust appeal	Independent foundation – local / regional	Independent foundation – national	Others
<b>AGREES THAT THE ORGANISATION HAS BECOME MORE DIVERSE</b>	1 (1 not sure)	2	No response	5 (2 not sure)	1 (2 not sure)
<b>HAS INCREASED ITS FOCUS ON BECOMING MORE DIVERSE?</b>	2	2	No response	8	4
<b>HAS CHANGED ITS ADVERTISING STYLE AND COMMUNICATIONS TO ATTRACT A WIDER POOL OF APPLICANTS?</b>	2	2	No response	8	4
<b>HAS CHANGED THE METHODS OF RECRUITING PEOPLE TO ACCESS NEW COMMUNITIES OF CANDIDATES?</b>	2	1	No response	7	4
<b>HAS WORKED TO ELIMINATE BIAS FROM THE ASSESSMENT PROCESS?</b>	1 (1 not sure)	1	No response	8	3 (1 not sure)
<b>HAS TAKEN STEPS TO BE MORE INCLUSIVE AND WELCOMING OF UNDER-REPRESENTED GROUPS OF PEOPLE?</b>	2	1 (1 not sure)	No response	8	4

As with medium sized foundations there is a very strong focus on DEI amongst the largest sized foundations with most saying they have increased their focus on becoming more diverse and that they have taken steps to eliminate bias and become more inclusive. Some of the practices being worked on are outlined below.

#### **INITIATIVES MENTIONED INCLUDE:**

- “We have included this in our strategic aims, set up a working group to develop a strategy, policy and monitoring. All committees have to consider the impact of their decisions/ proposals on Equity, Diversity and Inclusion and actively address this in papers to the Board.”
- “We currently have a working group with different leads covering grant-making, communications, strategy, organisational structure and our development work. Each lead is working on specific areas. With regards to organisational structure, we have implemented raising awareness sessions with guest speakers on a number of different topics covering protected characteristics. We have started to look at different places to advertise, blind recruitment, mixed interview panels and scoring at interviews. We are currently looking at inclusive language and data gathering.”
- “Started to use more schemes within recruitment for example the Kickstart scheme and others.”
- “We are doing a major piece of work using the ACF Pillars around DEI and working with a learning partner.”
- “Creation of a staff voice representative group. Learning sessions. More rigorous with agencies about how they are expanding the search. Where recruitment is managed in-house, we are placing adverts with The Voice online, diversifying.io and other places not traditionally used to try to get broader exposure. We have not yet jettisoned the CV but are asking supporting statements to address three questions, based upon the key attributes we are looking for.”
- “Blind long listing for interviews, use of Applied, Text io to remove gender bias in job advertisements, setting targets for diversity, training hiring managers, setting up affinity groups, reviewing pay gap...”
- “We have appointed a diversity, equity and inclusion manager who oversees all DEI activities across the organisation, including updates to our internal policies and recruitment processes.”
- “Signed up for disability confident, and trained managers. Reviewed job descriptions to remove language that could be a barrier to people applying. Developing a race action plan. Implemented a workplace adjustments policy. Apply positive action for certain roles.”
- “Using the Applied recruitment platform, formed a Diversity and Inclusion steering group made up of employees across the foundation, published a Diversity and Inclusion Mission Statement and introduced an online learning portal where employees have undergone training in Equality, Diversity and Inclusion as well as unconscious bias.”
- “We have an internal cross team working group looking at how we can promote Equality Diversity Participation and Rights (EDPR) in our work and ways of working.”
- “We have set up a working group to tackle anti-racism, are focused on DEI, and using the ACF's pillars as a guide.”
- “We already have a comprehensive recruitment and selection process in place in order to ensure diversity and inclusion occurs as part of this activity. We are also currently running an Equality, Diversity and Inclusion focus group and we may further review our practices as a result of this work in due course.”
- “Reviewed performance ratings, introduced a new pay policy, briefed recruitment agencies requesting diverse long/short lists, committed to becoming an anti-racist organisation, renewed effort to encourage staff to share ethnicity data.”

**HOW MANY FOUNDATIONS ARE MEASURING GENDER, ETHNICITY OR DISABILITY PAY GAPS  
ORGANISATIONS WITH 0-5 FTE**

ORGANISATION TYPE	GENDER	ETHNICITY	DISABILITY	CONSIDERING MEASURING PAY GAPS IN THE FUTURE	NO PLANS TO MEASURE PAY GAPS IN THE FUTURE
Corporate foundation	2	0	0	2	1
Family foundation	0	0	0	3	17
Independent foundation – local/regional	1	0	0	1	5
Independent foundation – national	0	0	0	3	18
Others	0	0	0	0	9
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>50</b>

**ORGANISATIONS WITH 6-29 FTE**

ORGANISATION TYPE	GENDER	ETHNICITY	DISABILITY	CONSIDERING MEASURING PAY GAPS IN THE FUTURE	NO PLANS TO MEASURE PAY GAPS IN THE FUTURE
Community foundation	1	0	0	4	5
Corporate foundation	2	0	0	1	3
Family foundation	0	0	0	0	5
Independent foundation – local/regional	1	1	0	2	3
Independent foundation – national	2	1	0	7	1
Others	0	0	0	3	2
<b>Total</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>17</b>	<b>19</b>

## ORGANISATIONS WITH 30-100+ FTE

ORGANISATION TYPE	GENDER	ETHNICITY	DISABILITY	CONSIDERING MEASURING PAY GAPS IN THE FUTURE	NO PLANS TO MEASURE PAY GAPS IN THE FUTURE
Family foundation	0	1	0	1	0
Fundraising grant-maker or broadcaster trust appeal	1	1	0	0	1
Independent foundation – local/regional	0	0	0	0	0
Independent foundation – national	4	2	1	2	2
Others	2	1	0	2	1
<b>Total</b>	<b>7</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>4</b>

Many foundations are not measuring pay gaps. Where they do it is focused mainly on gender. More organisations are planning to measure pay gaps in the future and those that are planning measurement are often doing so as a part of wider DEI projects. Most organisations are too small or don't see that they have any such gaps for measurement to be relevant to them. (Only a requirement in organisations with 250+ staff).

# FUTURE CONSIDERATIONS

## The development of the survey and report is iterative, and we will continue to develop and evolve with ACF's members.

In undertaking the analysis, we realised that allowing responses for collective groups including the Board of trustees and investment committee in the question on who takes responsibility for investments assets and reserves would be helpful next time.

We found there were 22 foundations who did not provide any information on salary, benefits or the diversity section. They had however completed the first 9 questions and then decided not to complete the rest of the survey. If you were one of those foundations, please write in to let us know why this was the case. We may consider putting the data collection at the beginning of the survey to avoid collecting partial data in the future. We will also consider making it clearer to what information is required in advance of completing the survey. This may ensure that foundations have all of the data available before starting the survey.

Direct feedback from respondents was overwhelmingly positive and the following requests were put forward:

- For more detailed questions on additional benefits to allow for richer data collection and benchmarking;
- To revisit bandings relating to foundation giving as the £1m-5m accounts for a huge number of foundations;
- To benchmark additional roles such as Finance Director and P.A. as that data is not readily available elsewhere and most foundations have these posts.

It has also been noted that very small foundations with 1 or less full time employees find this survey difficult to complete and we need to give some consideration to what information we collect from the smallest foundations and how they can be included in a more meaningful way.

Finally, we should consider a dedicated question on remuneration for freelancers. This was requested and we have also noted that self-employed and freelance staff are paid on a range of different contracts and arrangements from hourly rates, contracts for services, fixed-term contracts, monthly retainers, fixed monthly fees and consultancy agreements. These range from hourly arrangements to 3 year renewable contracts. We could do more to understand this part of the sector better.

**Please do let us know if you have any other feedback on the survey or have any further suggestions on ways to improve it. You can send this feedback to: [membership@acf.org.uk](mailto:membership@acf.org.uk)**



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