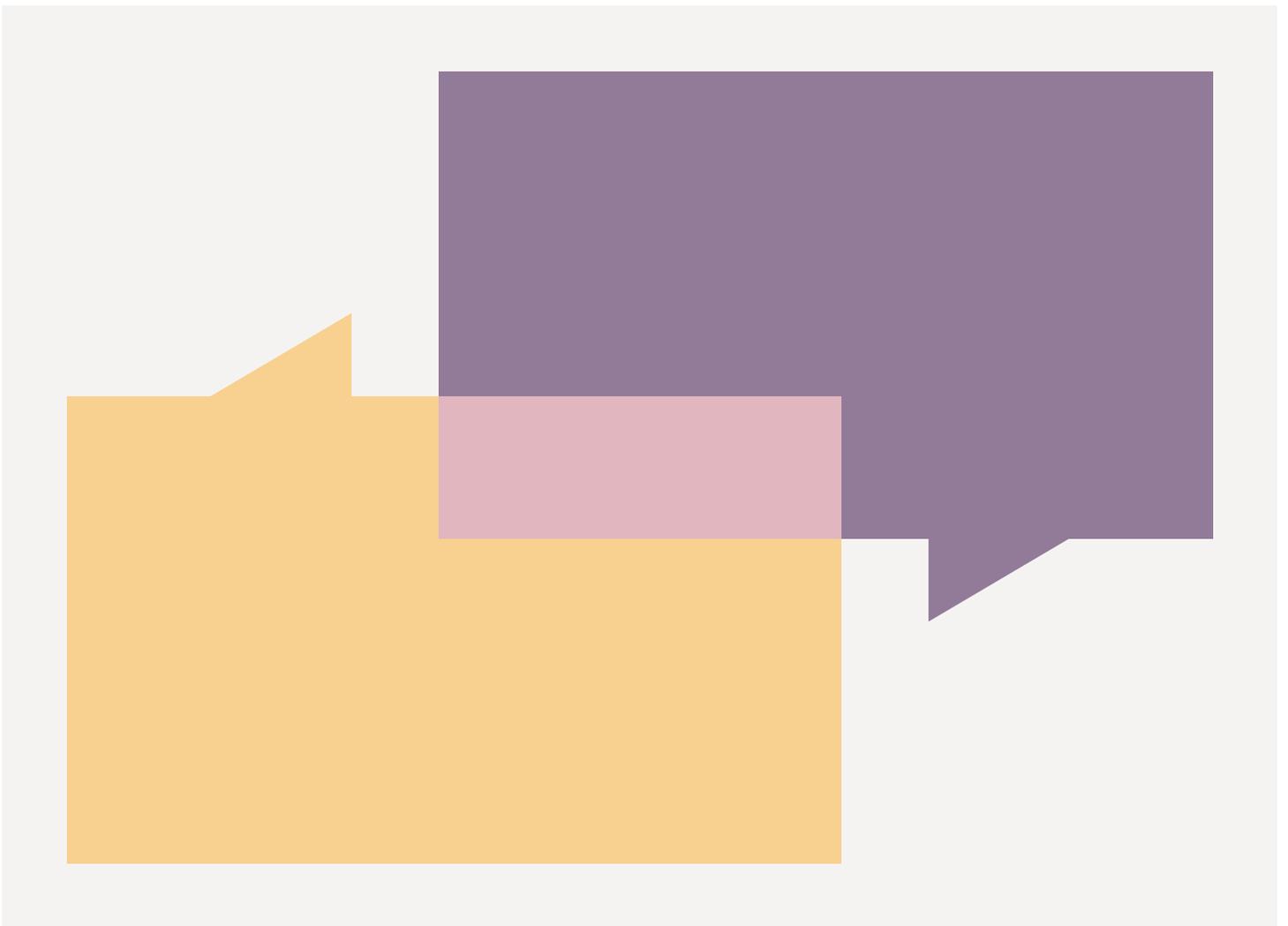




ACF SALARY AND BENEFITS BENCHMARKING SURVEY REPORT 2023



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CHIEF EXECUTIVE OF ACF

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FOREWORD



I am so pleased to share with you the fourth in our series of reports outlining the findings from ACF's annual salary and benefits research.

Thank you, as ever, for taking the time to complete the survey. 147 ACF members responded this year - more than in any previous year - a demonstration of just how useful this report is for foundations and grant-makers.

We would like to thank Peridot Partners for all the work they have done on the survey and report in the past. This year, ACF has undertaken the work in-house and we have made every effort to publish the findings in 2023, so that valuable comparisons across the years can be drawn.

We've listened to your feedback on previous surveys and included some additional questions on salary structure, redundancy pay and staff turnover. After careful consideration, we removed the questions on diversity, equity and inclusion (DEI) that we asked for the first time in the survey last year. DEI is a priority for ACF and we aim to explore this separately in a meaningful and robust way.

We have also made some changes to the underlying methodology that you can read about in the statistical note on page 5.

We're always keen to improve this work and make sure it meets members' needs so if you have any other feedback or suggestions, please do get in touch.

ACF's vision is one of diverse, vibrant and effective foundations, working together for social good. We want to support foundations to rise to the challenges of our time. Having an effective, motivated and diverse team is essential for foundations as they do this, and we hope that this report will help you in this aim.

In an era of relatively high inflation, coupled with a cost of living crisis, pay awards have become more than usually challenging to navigate. In last year's report we saw foundations grappling for the first time in decades with how to respond to double digit inflation. Back then we predicted that this 2023 report would 'show us how foundations responded as inflation peaks.' While we are not yet out of the woods, and may not be for some time to come, inflation has receded from its 9.6% peak in October 2022 to 6.3% in September 2023.¹

Although the report shows that salaries have not increased consistently across the board, just over two-thirds of respondents to our survey were able to make inflation-related pay awards, and the sector as a whole continues to offer a competitive pay and benefits package, which includes generous employer pension contributions compared to the broader charity sector.

The data brings out just how broad and diverse the independent funding sector is. As with many aspects of foundation practice, there is not a single size that fits all, and this report addresses that by breaking down the data in different ways, including location, type, and size of foundation.

Of course, this research could not happen without the input of our members. Many thanks again to all of those who participated in the 2023 salary and benefits benchmarking survey - we greatly appreciate your support.

Carol Mack OBE, chief executive

¹ Consumer price inflation, UK: September 2023

IMPORTANT CHANGES FOR THE 2023 SURVEY

We listened to your feedback and made some changes to this year's survey. These consisted of:

- Adding questions on new topics including: salary scales and structures; staff retention; employer pension contributions and staff wellbeing.
- Providing a definition of 'enhanced' in relation to pensions in the 'benefits findings' sections.
- Recognising that the questions on diversity, equality and inclusion (DEI) introduced in the 2022 report were not able to provide a robust or objective set of findings, and removing these for 2023. ACF is currently reviewing how to undertake meaningful research on DEI within the sector.
- Refining the questions and making some minor amendments to wording or the multiple-choice options to ensure the survey is as user friendly as possible.

A STATISTICAL NOTE

In this report, we present the median salary and benefits for each role and category, based on the data collected from our respondents. This is a more accurate and representative measure of the central tendency of the data than the mean, which can be skewed by outliers. We sometimes refer to figures from 2022 and 2021 for comparison purposes; these figures may differ from those presented in previous reports as they have been corrected to ensure that the median is always the measure of central tendency of the data that is used in our analysis.

PART ONE

SALARY

GRANT GIVING ROLES

The highest average for grant-giving roles was in London at £41,866. The lowest was £29,521 in the North East of England.

The salary information for grant-giving staff roles is presented by **SIZE OF ORGANISATION** and three key factors: **LOCATION, GRANT EXPENDITURE** and **ORGANISATION TYPE**. Whilst we have undertaken analysis by job title, actual responsibilities may vary across job title. In the tables below which report median salaries by location, please note that any locations with no responses have been removed.

The most recent data from the Office for National Statistics², tells us the median annual salary for full time workers was £33,000. The highest average was in London at £41,866 compared with the lowest at £29,521 in the North East of England³. These details could be helpful to bear in mind when considering the median salaries by location included below.

² Employee earnings in the UK - Office for National Statistics (ons.gov.uk)

³ UK full-time annual salary by region 2022 | Statista

ORGANISATIONS WITH 0 TO 5 FTE

MEDIAN SALARIES BY LOCATION - ORGANISATIONS WITH 0-5 FTE (FULL-TIME EQUIVALENT ROLES INCLUDING SELF-EMPLOYED OR FREELANCE STAFF)

LOCATION	ASSISTANT (16)	OFFICER (16)	MANAGER (30)	HEAD OF (8)	DIRECTOR OF (18)
All staff are home-based	-	37,500 (1)	42,500 (5)	-	47,500 (2)
East Midlands	-	-	37,500 (1)	-	55,000 (1)
East of England	23,750 (1)	37,500 (1)	-	-	47,500 (1)
London	28,750 (6)	37,500 (6)	47,500 (12)	47,500 (2)	65,000 (7)
North West	33,750 (2)	33,750 (2)	37,500 (1)	-	65,000 (1)
Northern Ireland	23,750 (1)	31,250 (1)	42,500 (1)	42,500 (1)	-
Scotland	26,250 (2)	37,500 (1)	42,500 (1)	-	75,000 (1)
South East	26,250 (2)	37,500 (1)	37,500 (2)	55,000 (2)	55,000 (4)
South West	-	31,250 (2)	37,500 (3)	42,500 (2)	55,000 (1)
West Midlands	28,750 (1)	31,250 (1)	37,500 (1)	-	-
Yorkshire and Humber	31,250 (1)	-	55,000 (3)	65,000 (1)	-
Median (2023)	27,500	37,500	40,000	47,500	55,000
Median (2022)	30,625	34,688	40,313	55,000	59,167
Median (2021)	28,750	28,750	39,583	44,375	63,125

We reviewed the data from 75 organisations with five FTE staff or fewer, which includes four with volunteers only; 17 with less than one FTE; nine with self-employed or freelance staff only; 24 with one-two FTE; and 21 with three-five FTE. Those with volunteers only are not included in this section on salaries.

When looking at median salaries by location, we can see that salaries for the grant-making assistant role in these smaller organisations range from £23,750 in the East of England and Northern Ireland to £33,750 in the North West of England. The overall median across all locations is £27,500 which is lower than the £30,625 median in 2022.

The median for the grant-making officer role in these smaller organisations is £37,500, which is higher than the 2022 median of £34,688. Median salaries at this level range from £31,250 in the South West, the West Midlands and Northern Ireland to £37,500 for organisations where all staff are home-based and those in the East of England, London, Scotland and the South East.

For grant-making managers, salaries in organisations with up to five FTE staff range from £37,500 (East Midlands, North West, South East, South West and the West Midlands) to £55,000 in Yorkshire and Humber. The overall median is £40,000 which is fractionally lower than the 2022 median of £40,313.

Only eight smaller organisations provided data for grant-making head of roles, which suggests that this role is less typical in smaller organisations. Median salaries range from £42,500 in Northern Ireland and the South West to £65,000 reported by one organisation in Yorkshire and Humber. The overall median for grant-making head of roles is £47,500 which is significantly less than the 2022 median of £55,000.

Grant-making director roles at organisations of this size have median salary ranges from £47,500 in organisations where all staff are home-based and those in the East of England to £75,000 in Scotland. The median overall for director-level roles is £55,000 which again, is lower than the 2022 median of £59,167. This downward trend is also evident in smaller London-based organisations; last year, the median salary for London director-level was £71,071 compared to £65,000 in 2023.

In summary, it's interesting to note that median salaries this year are less than they were in 2022 (except for officer level and manager level, which has remained largely the same).

MEDIAN SALARIES BY GRANT EXPENDITURE - ORGANISATIONS WITH 0-5 FTE

GRANT EXPENDITURE	ASSISTANT (16)	OFFICER (16)	MANAGER (30)	HEAD OF (8)	DIRECTOR OF (18)
Less than £50,000	-	-	42,500 (1)	-	-
£50,001 - £100,000	-	-	42,500 (2)	-	47,500 (2)
£100,001 - £250,000	31,250 (1)	-	37,500 (4)	-	47,500 (2)
£250,001 - £500,000	28,750 (1)	26,250 (2)	37,500 (3)	-	65,000 (1)
£500,001 - £1,000,000	23,750 (2)	37,500 (7)	42,500 (6)	47,500 (3)	65,000 (5)
£1,000,001 - £3,000,000	28,750 (8)	33,750 (5)	47,500 (7)	55,000 (3)	65,000 (5)
£3,000,001 - £5,000,000	28,750 (1)	-	42,500 (4)	47,500 (1)	95,000 (1)
£5,000,001 - £10,000,000	26,250 (2)	32,500 (2)	37,500 (2)	65,000 (1)	55,000 (2)
£10,000,001 - £20,000,000	33,750 (1)	-	37,500 (1)	-	-

The level of grant expenditure for smaller organisations ranged from those with less than £50,000 to one with grant expenditure above £10m. As expected, where data is available,

median salaries rise with levels of seniority. There does not seem to be a clear relationship between grant expenditure and median salaries.

MEDIAN SALARIES BY ORGANISATION TYPE - ORGANISATIONS WITH 0-5 FTE

ORGANISATION TYPE	ASSISTANT (15)	OFFICER (16)	MANAGER (23)	HEAD OF (8)	DIRECTOR OF (18)
Corporate foundation	23,750 (2)	31,250 (1)	42,500 (3)	42,500 (1)	75,000 (2)
Benevolent fund	-	33,750 (1)	42,500 (2)	-	65,000 (1)
Family foundation	33,750 (3)	37,500 (4)	37,500 (3)	47,500 (4)	55,000 (9)
Independent foundation - national	31,250 (5)	37,500 (5)	47,500 (10)	65,000 (3)	65,000 (3)
Independent foundation - local/regional	26,250 (4)	33,750 (5)	55,000 (3)	-	65,000 (2)
City livery foundation or similar	31,250 (1)	-	-	-	-
Voluntary organisation where grant-making is not primary focus	-	-	55,000 (1)	-	-
Fundraising grant-maker or broadcaster trust appeal	-	-	42,500 (1)	-	55,000 (1)

Across the different organisation types, almost all show salary increasing with role seniority. Though the median salary for assistant is the lowest for corporate foundations across organisation types, its director-level median salary is the highest at £75,000. In contrast, there appears to be less

variation in the different positions at family foundations; whilst the median salary for assistants is high at £33,750, relative to other organisation types, the director-level median salary is comparatively lower than other organisations at £55,000.

ORGANISATIONS WITH 6 TO 29 FTE

We reviewed data from 54 organisations. 34 had six to 14 FTE and 20 had 15-29 FTE.

MEDIAN SALARIES BY LOCATION - ORGANISATIONS WITH 6 TO 29 FTE

LOCATION	ASSISTANT (33)	OFFICER (43)	MANAGER (46)	HEAD OF (33)	DIRECTOR OF (34)
All staff are home-based	28,750 (3)	33,750 (3)	37,500 (3)	55,000 (2)	75,000 (3)
East Midlands	-	-	37,500 (1)	47,500 (1)	-
East of England	21,250 (4)	28,750 (5)	31,250 (3)	47,500 (4)	55,000 (2)
London	31,250 (18)	33,750 (26)	47,500 (29)	55,000 (20)	75,000 (23)
North East	28,750 (1)	31,250 (1)	37,500 (1)	47,500 (1)	55,000 (1)
Northern Ireland	31,250 (1)	33,750 (1)	42,500 (1)	-	65,000 (1)
Scotland	31,250 (1)	33,750 (1)	47,500 (1)	-	-
South East	23,750 (3)	26,250 (3)	31,250 (3)	42,500 (3)	65,000 (3)
South West	33,750 (1)	33,750 (1)	47,500 (1)	-	65,000 (1)
Yorkshire and Humber	37,500 (1)	26,250 (2)	55,000 (3)	42,500 (2)	-
Median (2023)	31,250	33,750	40,000	47,500	65,000
Median (2022)	23,750	28,125	37,500	49,688	55,000
Median (2021)	21,250	26,667	35,834	50,500	60,625

In the last two years, we have seen a pattern that median salaries in organisations with six to 29 FTE staff are generally lower than in organisations with up to five FTE staff. This year, however, there does not appear to be any clear difference between salaries for smaller organisations and those with six to 29 FTE staff.

Median salaries for all positions, except for the head of role, are higher than last year. Generally speaking, the highest median salaries (or near the highest) for each role tend to be at London-based organisations. Reported salaries for the assistant and manager roles were highest in Yorkshire and Humber.

MEDIAN SALARIES BY GRANT EXPENDITURE - ORGANISATIONS WITH 6 TO 29 FTE

GRANT EXPENDITURE	ASSISTANT (33)	OFFICER (43)	MANAGER (46)	HEAD OF (33)	DIRECTOR OF (34)
£50,001 - £100,000	-	-	47,500 (1)	-	95,000 (1)
£100,001 - £250,000	21,250 (1)	28,750 (1)	37,500 (2)	42,500 (2)	65,000 (1)
£250,001 - £500,000	-	37,500 (1)	-	47,500 (1)	-
£500,001 - £1,000,000	23,750 (3)	28,750 (2)	37,500 (3)	47,500 (2)	55,000 (1)
£1,000,001 - £3,000,000	21,250 (4)	31,250 (10)	37,500 (11)	47,500 (7)	65,000 (7)
£3,000,001 - £5,000,000	23,750 (8)	33,750 (9)	47,500 (8)	55,000 (6)	75,000 (7)
£5,000,001 - £10,000,000	28,500 (6)	33,750 (10)	42,500 (10)	55,000 (6)	75,000 (6)
£10,000,001 - £20,000,000	33,750 (7)	33,750 (5)	42,500 (6)	65,000 (5)	75,000 (5)
£20,000,001 +	33,750 (4)	37,500 (5)	55,000 (5)	75,000 (4)	85,000 (6)

Most of the data from organisations with six to 29 FTE related to those with grant expenditure of £3m to £5m, though there were responses received from organisations with £50,000 to £100,000 to over £20m. As expected, median salaries for each

role generally rise by grant expenditure, though there are some exceptions, notably with the highest director salary being reported by one organisation with grant expenditure between £50,001 and £100,000.

MEDIAN SALARIES BY ORGANISATION TYPE - ORGANISATIONS WITH 6 TO 29 FTE

ORGANISATION TYPE	ASSISTANT (15)	OFFICER (16)	MANAGER (23)	HEAD OF (8)	DIRECTOR OF (18)
Corporate foundation	47,500 (1)	23,750 (1)	55,000 (1)	65,000 (1)	-
Community foundation	23,750 (7)	28,750 (8)	37,500 (6)	47,500 (5)	55,000 (5)
Family foundation	28,750 (6)	31,250 (7)	42,500 (8)	75,000 (5)	95,000 (7)
Independent foundation - national	26,250 (4)	37,500 (9)	42,500 (9)	55,000 (7)	95,000 (5)
Independent foundation - local/regional	31,250 (6)	31,250 (6)	37,500 (8)	47,500 (7)	75,000 (5)
Voluntary organisation where grant-making is not primary focus	21,250 (2)	28,750 (2)	37,500 (1)	42,500 (1)	65,000 (1)
Fundraising grant-maker or broadcaster trust appeal	21,250 (1)	33,750 (2)	47,500 (3)	47,500 (1)	55,000 (1)
National lottery distributor	31,250 (1)	33,750 (1)	55,000 (1)	-	85,000 (1)

The data shows that family foundations and national independent foundations tend to pay higher salaries than other organisation types for most job roles, especially for heads of and director roles. Corporate foundations pay the highest salary for assistants, but the lowest for officers (though numbers of responses are low).

As in our previous reports, median salary levels are lowest for community foundations across all roles apart from assistant.

Organisations with 30 to 100+ FTE

18 respondents from larger organisations of 30 or more FTE staff filled out the survey. Seven have between 30 and 49 FTE staff, eight have between 50 and 99 FTE staff and only three organisations with 100+ staff took part.

MEDIAN SALARIES BY LOCATION - ORGANISATIONS WITH 30 TO 100+ FTE

LOCATION	ASSISTANT (16)	OFFICER (15)	MANAGER (18)	HEAD OF (16)	DIRECTOR OF (14)
East of England	28,750 (1)	31,250 (1)	37,500 (1)	-	75,000 (1)
London	28,750 (11)	37,500 (11)	47,500 (13)	65,000 (12)	95,000 (12)
North East	28,750 (1)	-	42,500 (1)	55,000 (1)	-
Scotland	33,750 (1)	33,750 (1)	42,500 (1)	55,000 (1)	-
South of England	31,250 (1)	31,250 (1)	42,500 (1)	65,000 (1)	115,000 (1)
South West	28,750 (1)	33,750 (1)	42,500 (1)	55,000 (1)	-
Median (2023)	28,750	33,750	42,500	55,000	95,000
Median (2022)	29,141	35,199	45,096	64,616	93,269
Median (2021)	25,917	31,296	42,000	62,125	91,500

Compared to 2022 figures, median salaries for larger foundations in 2023 are actually lower across all roles, except at director level.

Median salaries for more senior positions (Head of and Director) are higher in larger charitable foundations than in medium and small charitable foundations; however, this pattern is not as clear for other roles.

MEDIAN SALARIES BY GRANT EXPENDITURE - ORGANISATIONS WITH 30 TO 100+ FTE

GRANT EXPENDITURE	ASSISTANT (16)	OFFICER (15)	MANAGER (18)	HEAD OF (16)	DIRECTOR OF (14)
We don't make grants	26,250 (1)	28,750 (1)	37,500 (1)	55,000 (1)	75,000 (1)
Less than £50,000	-	37,500 (1)	55,000 (1)	65,000 (1)	95,000 (1)
£100,001 - £250,000	28,750 (1)	-	42,500 (1)	55,000 (1)	-
£250,001 - £500,000	28,750 (1)	31,250 (1)	37,500 (1)	-	75,000 (1)
£1,000,001 - £3,000,000	31,250 (2)	37,500 (2)	47,500 (2)	65,000 (2)	85,000 (2)
£3,000,001 - £5,000,000	28,750 (2)	33,750 (2)	42,500 (2)	55,000 (2)	85,000 (1)
£10,000,001 - £20,000,000	23,750 (1)	33,750 (2)	47,500 (2)	65,000 (2)	95,000 (2)
£20,000,001 +	31,250 (8)	33,750 (6)	42,500 (8)	65,000 (7)	95,000 (6)

As with the medium-sized organisations, it seems that the higher the foundation's grant expenditure, the higher the median salary for staff. That said, there are some exceptions and variations in the data, for instance the median salary for

assistants is highest for foundations with grant expenditure of less than £50,000. Given the small numbers of respondents, findings should be interpreted with caution.

MEDIAN SALARIES BY ORGANISATION TYPE - ORGANISATIONS WITH 30 TO 100+ FTE

ORGANISATION TYPE	ASSISTANT (13)	OFFICER (13)	MANAGER (15)	HEAD OF (13)	DIRECTOR OF (13)
Corporate foundation	-	33,750 (1)	47,500 (1)	65,000 (1)	95,000 (1)
Family foundation	37,500 (1)	-	42,500 (1)	55,000 (1)	75,000 (1)
Independent foundation - national	28,750 (6)	37,500 (6)	47,500 (7)	65,000 (7)	95,000 (7)
Independent foundation - local/regional	28,750 (3)	33,750 (3)	42,500 (3)	55,000 (1)	75,000 (1)
Fundraising grant-maker or broadcaster trust appeal	37,500 (1)	37,500 (1)	47,500 (1)	65,000 (1)	115,000 (1)
Membership funded grant-maker	23,750 (1)	33,750 (1)	55,000 (1)	75,000 (1)	95,000 (1)
Benevolent fund	31,250 (1)	37,500 (1)	47,500 (1)	65,000 (1)	85,000 (1)

For 2023 there were no respondents from community foundations, city livery foundations or similar, administrators of several trusts or national lottery distributors with 30 or more

staff. The organisation type with the lowest median salary across all job levels (except for the assistant role) is the local/regional independent foundation.

Roles within organisations with voluntary or self-employed/freelance staff

Four respondents to the survey represented organisations with only voluntary (ie no paid staff) and nine were from organisations with only self-employed or freelance staff.

Of those with only self-employed or freelance staff, three provided information on payment. One stated that the Trust Manager was responsible for all tasks in the organisation, including grant management, payments, trustee and investment committee papers, administration and finances (including liaison with investment managers), which amounted to 70 days a year at £345 a day. The self-employed/freelance staff in another organisation consisted of a Foundation Manager, at £175 per day, and an Advisor at £600 per day. Another respondent clarified that trustees take on the unpaid role of grant-making, with assistance from a freelance consultant.

Other grant-making roles

Respondents were also given the opportunity to share details regarding any grant-making roles that are unique to their organisation, such as trust secretary, foundation director or clerk. Examples of others (not covered above) in roles or with responsibilities related to grant-making included:

- A staff member to provide part time support to the charity assistant and internal pro bono support
- Senior Officer (duties include line managing officers, reviewing funding application assessments, overseeing output of panel meetings, processing grant payments, developing capacity building initiatives and programme development) at £38,500.
- Grants team coordinator (duties include coordinating workflow across officers, corresponding with grantholders and applicants, statistical reporting, providing PA support to the Director) at £33,000.
- Senior Grants Manager at £50,000-£59,000.
- Deputy Director at £80,000.
- Trust secretary/administrator (duties include undertaking all administrative duties, monitoring all grants awarded, seeking reports/accounts in order to settle payments, organising trustee meetings, liaising with Chair at £22,500 to £23,999.
- Trust Director (where grant-making is estimated to be 60% of the role) at £116,000.
- Development Manager at £50,000.

CEO OR EQUIVALENT ROLE

The lowest median salary for a CEO or equivalent was £46,000 in the South East. The highest was £183,000 in the South of England.

This year we received salary data from 116 organisations on their CEO or equivalent lead executive role.

In the table below that reports median salaries by location, please note that any locations with no responses in this year's survey have been removed.

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

LOCATION	Less than 1 FTE (6)	1 to 2 FTE (20)	3 to 5 FTE (20)	6 to 14 FTE (32)	15 to 29 FTE (19)	30 to 49 FTE (7)	50 to 99 FTE (8)	100+ FTE (3)	Only self-employed or freelance (1)	Median (2023)	Median (2022)
All staff are home-based	-	70,000 (1)	92,600 (1)	94,990 (3)	92,000 (1)	-	-	-	-	92,300	84,910
East Midlands	-	52,208 (1)	-	106,370 (1)	-	-	-	-	-	79,289	-
East of England	58,900 (1)	-	-	62,000 (1)	91,350 (4)	94,454 (1)	-	-	-	91,350	76,856
London	68,000 (3)	71,694 (12)	90,000 (9)	99,350 (20)	122,475 (9)	140,000 (5)	149,123 (6)	210,000 (2)	55,000 (1)	99,350	100,655
North East, North West and West Midlands	-	59,400 (1)	68,828 (3)	-	91,350 (1)	-	90,000 (1)	-	-	79,414	67,750
Northern Ireland	-	80,500 (1)	61,369 (1)	-	78,533 (1)	-	-	-	-	78,533	Combined with Wales
Scotland	-	-	70,505 (2)	-	76,220 (1)	-	95,000 (1)	-	-	76,220	95,000
South East	46,000 (1)	72,000 (3)	75,000 (1)	82,225 (4)	85,000 (1)	-	-	-	-	75,000	85,652
South of England	-	-	-	-	-	-	-	183,000 (1)	-	183,000	-
South West	62,988 (1)	52,500 (1)	77,500 (2)	66,950 (1)	-	100,623 (1)	-	-	-	59,725	52,609
Yorkshire and Humber	-	-	105,838 (1)	89,043 (2)	110,000 (1)	-	-	-	-	105,838	68,244
Median (2023)	60,944	70,000	75,000	89,043	91,350	100,623	95,000	196,500	55,000		
Median (2022)	76,533	59,652	74,000	66,500	87,000	118,172	115,829	293,723	-		

The lowest median salary for a CEO or equivalent role is £46,000 (South East) for an organisation with less than one

FTE staff. In contrast, the highest median salary is £183,000 in the South of England.

SIZE AND MEDIAN SALARIES OF CEO OR EQUIVALENT BY ORGANISATION TYPE (AVERAGE FTE)

GRANT EXPENDITURE	Less than 1 FTE (6)	1 to 2 FTE (20)	3 to 5 FTE (20)	6 to 14 FTE (32)	15 to 29 FTE (19)	30 to 49 FTE (7)	50 to 99 FTE (8)	100+ FTE (3)	Only self-employed or freelance (1)	Median (2023)	Median (2022)
Less than £50,000	-	-	-	-	-	130,000 (1)	-	-	-	130,000	-
£50,001 to £100,000	-	80,683 (1)	79,500 (1)	140,800 (1)	-	-	-	-	-	110,150	41,000
£100,001 to £250,000	66,000 (2)	78,125 (1)	-	84,685 (2)	-	-	90,000 (1)	-	-	81,405	73,244
£250,001 to £500,000	65,494 (2)	65,194 (4)	-	-	100,000 (1)	94,454 (1)	-	-	55,000 (1)	65,494	68,218
£500,001 - £1,000,000	58,900 (1)	75,000 (5)	75,000 (5)	100,000 (3)	85,000 (1)	-	-	-	-	75,000	41,000
£1,000,001 - £3,000,000	60,000 (1)	67,000 (8)	85,000 (7)	83,500 (10)	94,500 (2)	116,600 (1)	-	250,000 (1)	-	85,000	80,375
£3,000,001 - £5,000,000	-	-	97,500 (4)	89,995 (6)	100,217 (4)	100,623 (1)	130,085 (1)	-	-	100,217	76,774
£5,000,001 - £10,000,000	-	52,208 (1)	101,914 (2)	102,000 (5)	87,675 (4)	-	-	-	-	94,795	105,500
£10,000,001 - £20,000,000	-	-	80,000 (1)	78,475 (2)	110,000 (5)	-	168,755 (2)	-	-	95,000	156,780
£20,000,001 +	-	-	-	196,000 (3)	151,202 (2)	150,070 (3)	135,402 (3)	176,500 (2)	-	151,202	134,824

Based on this data, we can see that the salaries of CEOs and their equivalent vary across staff size as well as grant expenditure. There does not seem to be any strong evidence

suggesting the salary for this role increases as grant expenditure increases.

SIZE AND MEDIAN SALARIES OF CEO OR EQUIVALENT BY ORGANISATION TYPE (AVERAGE FTE)

GRANT EXPENDITURE	Less than 1 FTE (6)	1 to 2 FTE (20)	3 to 5 FTE (20)	6 to 14 FTE (32)	15 to 29 FTE (19)	30 to 49 FTE (7)	50 to 99 FTE (8)	100+ FTE (3)	Only self-employed or freelance (1)	Median (2023)	Median (2022)
Corporate foundation	60,000 (1)	75,000 (4)	61,369 (1)	85,000 (2)	-	-	168,000 (1)	-	-	75,000	75,681
Community foundation	-	-	-	68,828 (3)	89,250 (5)	-	-	-	-	79,039	65,961
Family foundation	54,494 (2)	72,000 (5)	75,000 (5)	120,000 (6)	89,250 (5)	150,070 (1)	-	-	-	82,125	115,843
Independent foundation - national	-	72,506 (4)	99,500 (8)	100,350 (6)	110,000 (5)	135,000 (2)	135,402 (3)	216,500 (2)	55,000 (1)	105,175	91,000
Independent foundation - local/regional	68,000 (3)	59,400 (3)	74,500 (3)	87,000 (3)	103,738 (4)	97,539 (2)	-	170,000 (1)	-	87,000	81,570
Fundraising and grantmaker or broadcaster trust appeal	-	-	79,500 (1)	81,500 (3)	-	180,000 (1)	-	-	-	81,500	90,000
Voluntary organisation where grant-making is not primary focus	-	80,683 (1)	-	62,700 (2)	-	-	135,746 (1)	-	-	80,683	121,344
Membership funded grantmaker or National lottery distributor	-	-	-	103,000 (1)	-	-	169,511 (1)	-	-	136,256	156,780
Benevolent fund, city livery foundation or similar or Other	-	62,000 (3)	84,755 (2)	98,500 (6)	103,367 (4)	116,600 (1)	92,500 (2)	-	-	95,500	123,750

Across organisation types, the highest median CEO salary is among membership funded grant-makers or national lottery distributors. Corporate foundations have the lowest median CEO salary at £75,000.

Where data is available, CEO median salaries generally seem to rise as the organisation size increases in terms of staff size.

INVESTMENT ROLES

The lowest salary banding for an investment role was £25,000 to £27,499. The highest recorded salary banding was over £150,000.

The data collected for investment roles shows that specialist investment roles are more typical in organisations with more staff and three-quarters (30) of the organisations that reported investment roles have grant expenditure above £1m.

In this area of survey data, there are lots of single responses and salaries vary widely across all categories. We have 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 £25,000 to £27,499, compared to £15,000 to £17,499 in 2022. The highest recorded salary banding was in excess of £150,000 (at head of and director level).

Investment officer

We received 14 responses regarding investment officer. In 2022 we received 10 responses. The investment officer salaries ranged from £25,000 to £27,499 to £45,000 to £49,999 which is higher than last year. The median investment officer salary was £33,750.

Investment manager

We received data on 18 investment manager roles, compared with nine in 2021. 10 of these organisations were based in London. Salaries ranged from the £35,000 to £39,999 banding to the £60,000 to £69,999 banding, with the median investment manager salary being £47,500.

Head of investment

There were 18 responses for head of investment roles (compared with 15 last year), with eight of these from London-based organisations. Salaries ranged from £40,000 to £44,999 to over £150,000. The median head of investment salary was £65,000.

Director of investment

We received data on 22 director of investment roles. Fourteen of these were from London-based organisations. The salaries range from £50,000 to £59,999 to over £150k. The median director of investment salary was £85,000.

HR PRACTICES AND OUTCOMES

Organisations can use different criteria to determine pay for their employees, including:

- **Job title:** salary ranges would be assigned based on job title such as assistant, officer or manager.
- **Job function:** salary ranges would be assigned based on the job function or role such as finance, research or human resources.
- **By experience:** salary ranges would be based on employees seniority in the job or the organisation.
- **By performance:** salary ranges would be based on employees performance, such as skills, competencies and achievements.
- **By education level:** salary ranges would be assigned based on the level of education or qualification required.

Salary structure and turnover

This year, based on feedback we received, we asked several questions on salary structure and staff turnover. Our findings are presented below:

How salary structure is categorised

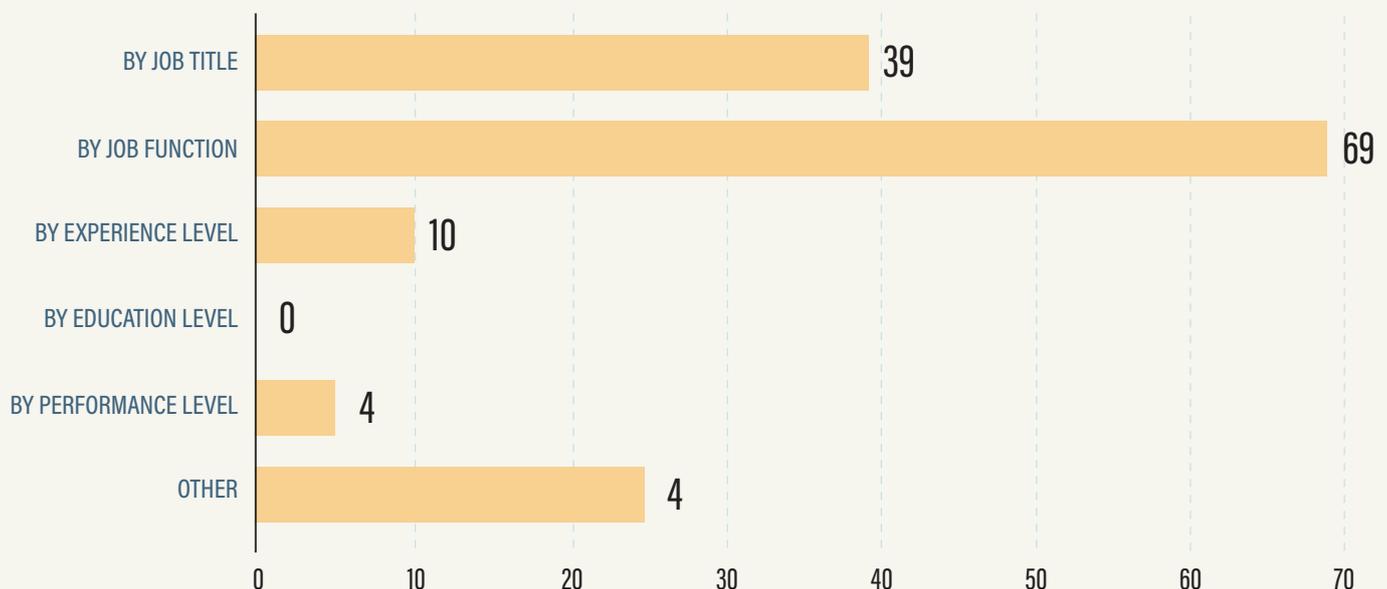


Figure 1: How is salary structure categorised at your organisation? (n=146)

Nearly half of organisations (69, 47%) categorise salary structure by job function. Just over a quarter of organisations categorise salary structure by job title (39, 27%).

Twenty-four organisations responded 'Other.' For most, this question was not relevant due to having no or very few members of paid staff, e.g.:

- "No one is paid directly by the trust and there is only one part time person managing the trust"
- "Only one paid part time so n/a"

For other organisations, salary structure was categorised by a combination or all of the categories presented.

Organisations using a pay scale/banding system

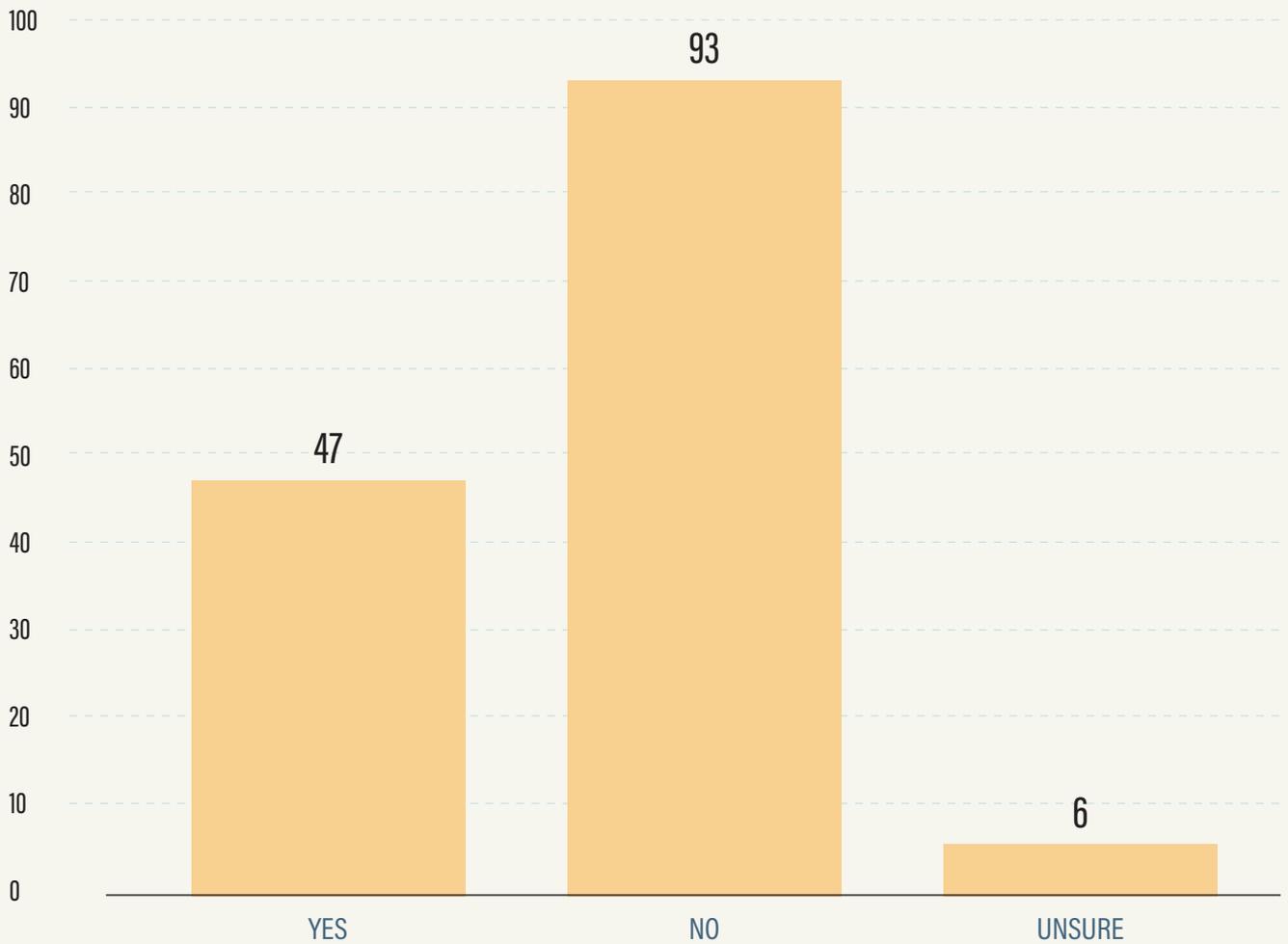


Figure 2: Does your organisation use a pay scale or banding system?*(n=146)

Around a third (47, 32%) reported that their organisation uses a pay scale or banding system. Of these, 30 (64%) stated their scale or banding system had 5 to 10 levels. Twelve stated it had fewer than five levels.

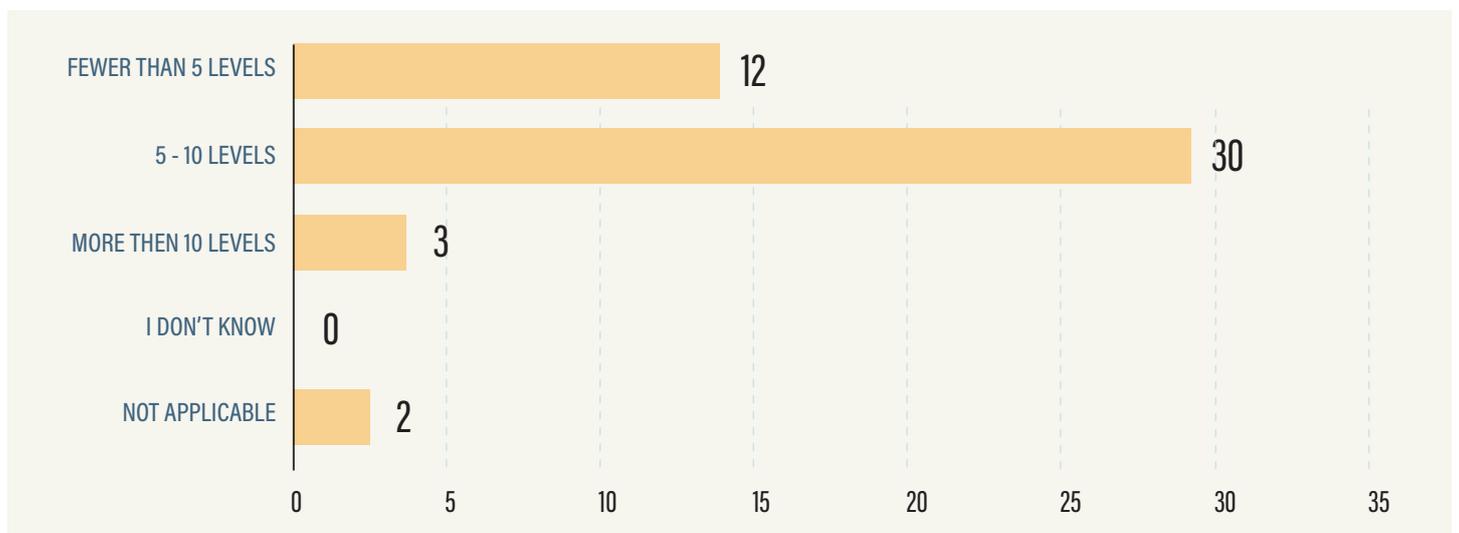


Figure 3: If yes, how many levels are there within the scale?*(n=47)

Frequency of salary reviews

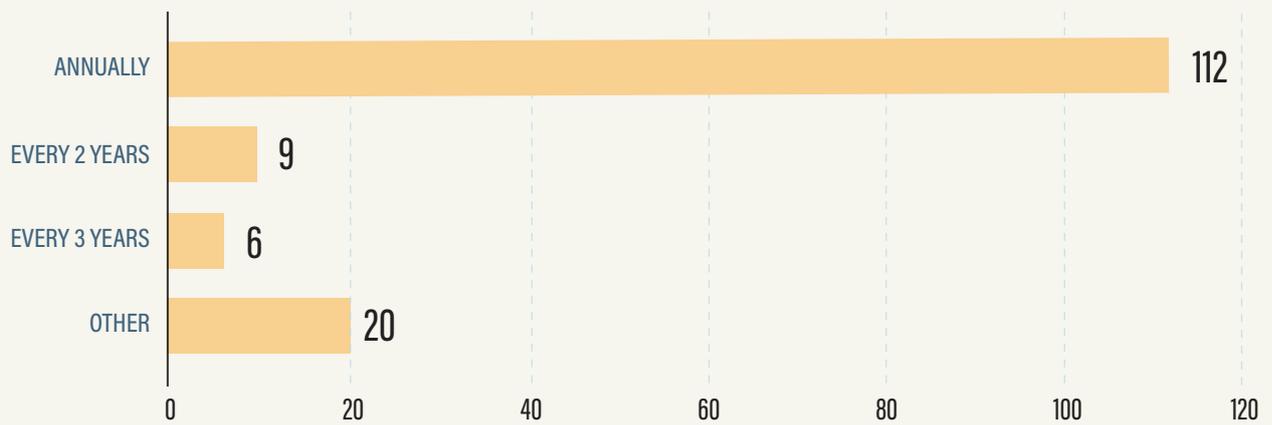


Figure 4: How regularly are salaries reviewed at your organisation? (n=147)

Over three-quarters of respondents (112, 76%) stated that salaries are reviewed on an annual basis, with nine having a review every two years and six having a review every three years.

For those that answered 'Other,' further clarification was provided. Two respondents stated that they review salaries

every five years, with one respondent specifying that they "apply inflation annually" and aim to move to reviewing "every 3 years." Other responses suggest a more flexible approach, with one respondent saying that they undertake a salary review "when work level changes." For some, this question is regarded as not relevant or applicable to their scenario – e.g. for those organisations with "no salaried staff."

Average staff turnover for past financial year

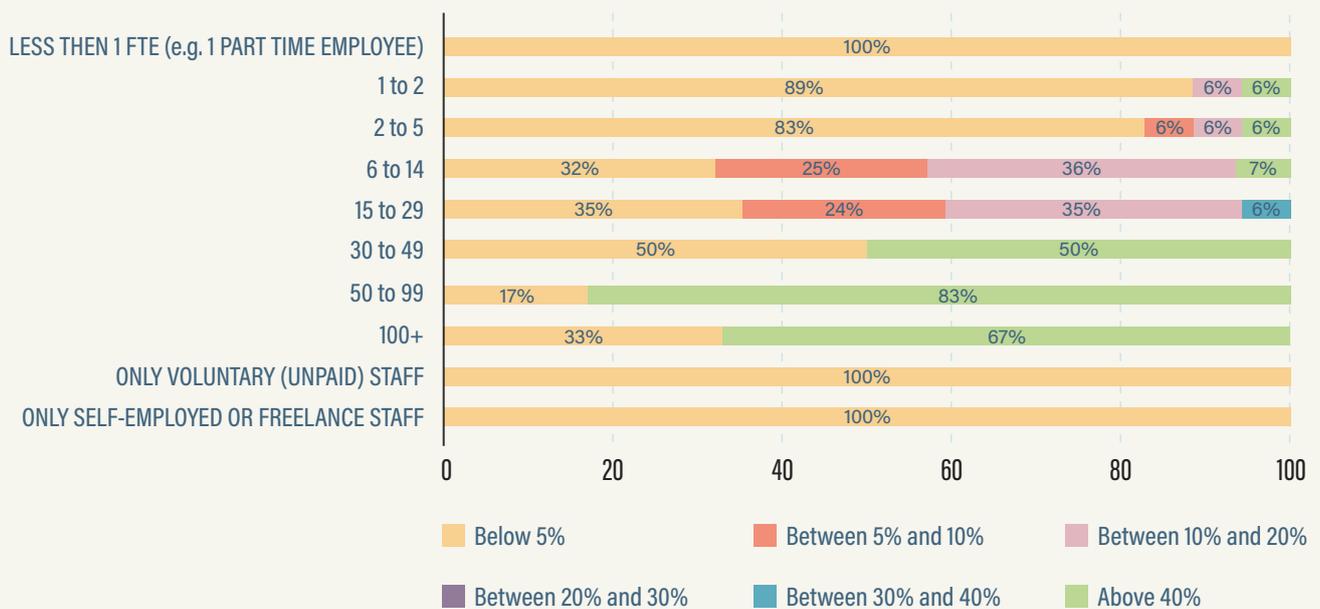


Figure 5: Approximately, what has been your organisation's average staff turnover rate the last financial year?* We understand this will vary greatly depending on the size of the organisation, which will be taken into account in the analysis. (n=122, excluding 'Prefer not to say')

Figure 5 shows the average staff turnover rate in the last financial year for foundations by staff number, as we recognise that the staff turnover rate will vary greatly depending on the size of the organisation.

Our survey found that staff turnover rates varied widely across the categories, with some organisations reporting very low or very high rates regardless of their size. It is important to note that the small numbers of responses in specific categories mean we cannot make any generalisations; however, there do seem to be some patterns emerging:

- **Smaller organisations** (with less than five FTE staff) tended to have lower turnover rates, except for a few outliers that had very high rates.
- **Medium-sized organisations** (with six to 29 FTE staff) had a more even distribution of turnover rates across the categories, with some organisations having low, moderate or high rates.
- **Larger organisations** (with 30 or more FTE staff) mostly had moderate turnover rates, with only one organisation reporting a low rate and none reporting a very high rate.

Roles or departments with higher rates of staff turnover

Most respondents (111, 76%) said that there weren't any particular roles or departments within their organisation that tended to experience higher turnover rates.

Twenty-three respondents (16%) said that there were specific roles or departments that tended to experience

higher turnover rates, particularly those in "administration" and "entry-level positions." Other responses spanned a broad range of roles and departments, including "fundraising and development"; "finance and innovation"; "programme management"; "carers and cleaners" and "grant writing positions."

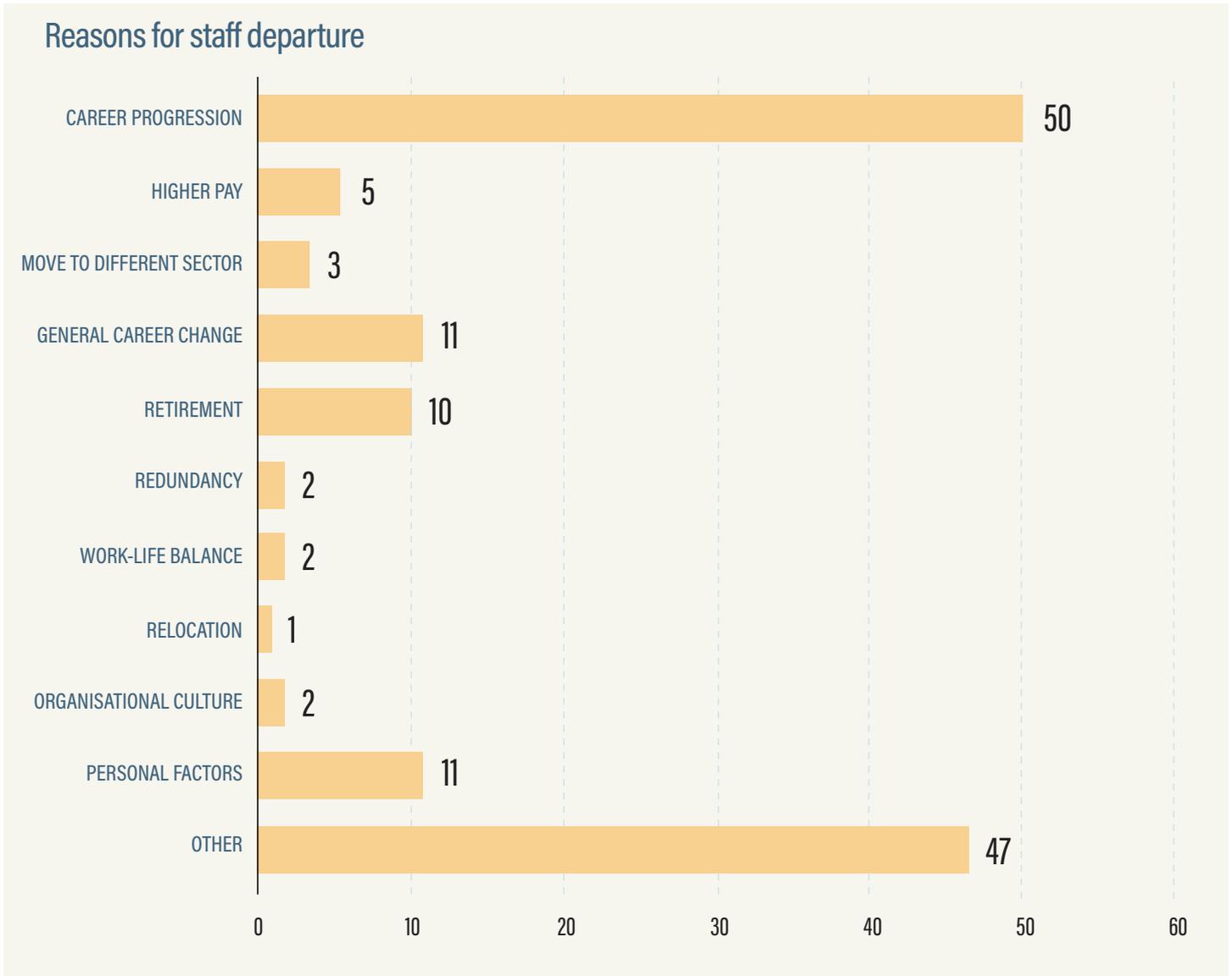


Figure 6: What is the main reason offered for staff departures? (n=144)

The most common reason offered for staff departures was career progression (50, 35%). Other reasons also given by staff members included wanting a general career change (11, 8%), personal factors (11, 8%) and retirement (10, 7%).

A third (47, 33%) of respondents responded 'Other', offering a range of reasons. Most of these responses were that this question was not applicable to them, often because there had been no turnover or "extremely slow turnover." In many cases, the foundation has "no staff" or a very small team: "Not applicable - there has only been me long term working for this foundation."

In some instances, staff have remained at the organisation for a long time, with over 20 years in the same role referenced by one respondent.

How salary structure is categorised

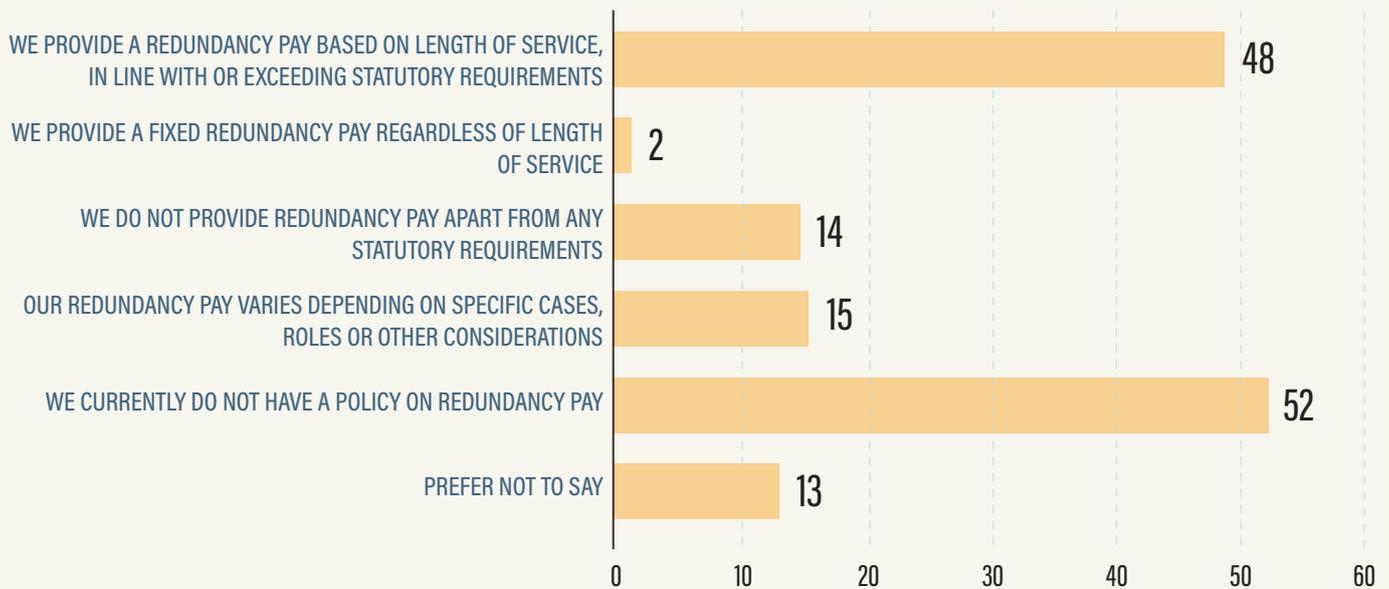


Figure 7: What is your organisation's policy regarding redundancy pay for employees who may face involuntary termination? (n=144)

Redundancy policies vary widely across foundations. According to the survey, a third of the respondents (48, 33%) have a policy on redundancy pay based on length of service, which aligns with or exceeds the statutory requirements set by the government.

Another third of the respondents (52, 36%) do not have any policy on redundancy pay, which means that they may not offer any redundancy pay to their staff or they may decide on a case-by-case basis.

The remaining respondents have different approaches to redundancy pay, such as providing a fixed amount regardless of length of service, providing no redundancy pay apart from the statutory minimum, or varying the redundancy pay depending on specific circumstances, roles, or other factors. Thirteen respondents (9%) preferred not to disclose their policy on redundancy pay.

PART TWO
BENEFITS

PERFORMANCE-BASED BONUSES

The majority of foundations (113, 78%) do not offer performance-based bonuses to staff. For the 22 that do, most (14, 64%) are based on individual performance metrics. Two foundations determine bonuses based on the overall organisation's performance metrics, and one looks at team performance metrics. Five (23%) look at a combination of team and overall organisation performance metrics.

We also asked respondents what metrics are used to award performance-based bonuses (multiple responses were allowed). The most common metrics used centred on efficiency in the operational processes (15, 68%) and innovation or initiative demonstrated (15, 68%).

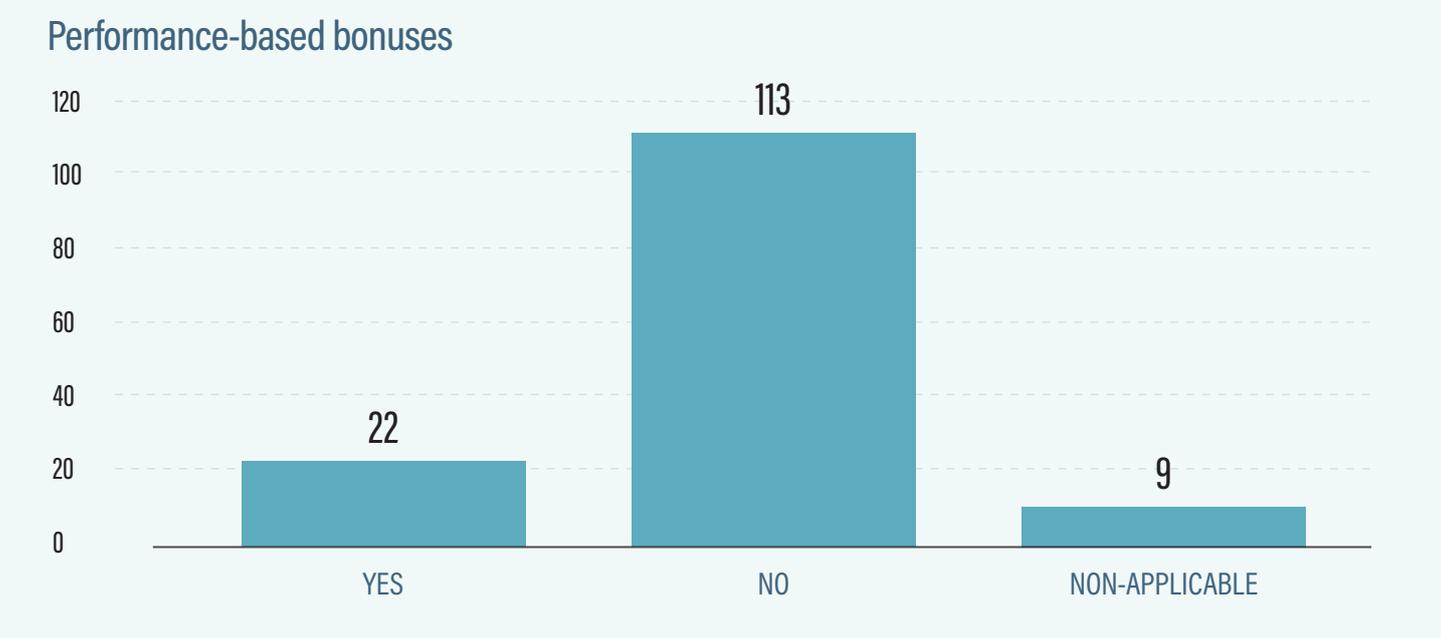


Figure 8: Do any staff receive bonuses based on performance?*(n=144)

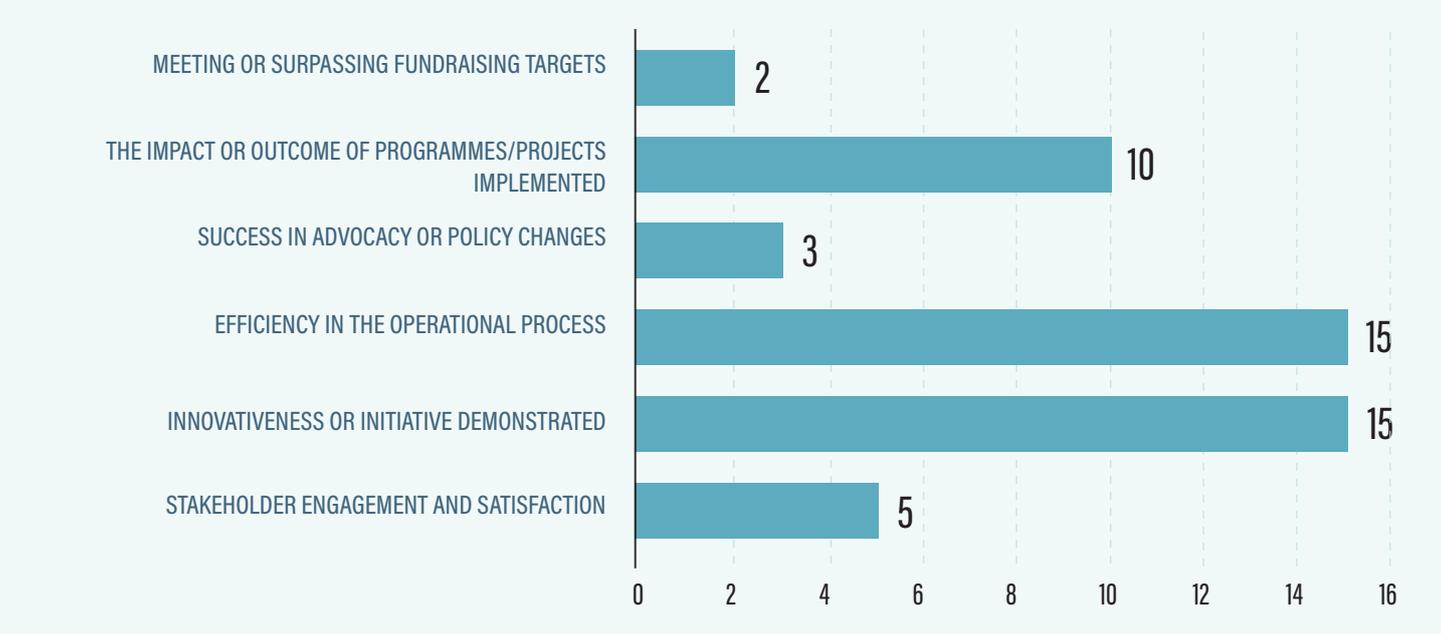


Figure 9: For those that answered yes, how are performance-based bonuses determined in your organisation? (n=22)

18 of the foundations who make performance-based bonuses (82%) award them on an annual basis to staff. One foundation awards them quarterly; another awards them on project completion. For some, these bonuses are not the norm - one respondent stated that the bonus is likely a "one off" that follows "a period of extremely hard work." Another respondent highlighted that these are awarded "exceptionally when an individual has operated beyond their job description", though often a promotion is more typically offered "in recognition of the expanded role."

Most responses (18, 82%) indicated that all employees are eligible to receive the performance-based bonuses (18, 82%). One respondent specified this was for "all salaried employees", and another stated that performance-based bonuses are awarded in their organisation "by exception only."

Annual pay increase in line with inflation/cost of living/consumer price index in the past 12 months

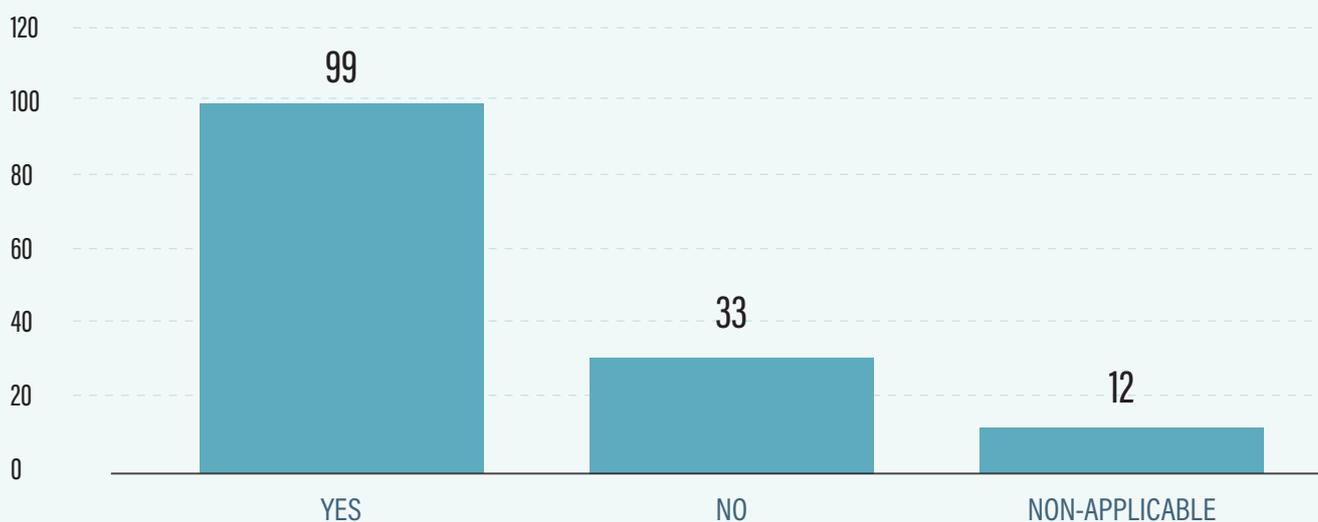


Figure 10: Have staff received an annual pay increase in line with inflation/cost of living/consumer price index in the past 12 months?*(n=144)

We asked participants whether their staff had received an annual pay increase in line with inflation/cost of living/consumer price index in the past year. The results show that most respondents (99, 69%) received an annual pay increase that matched or exceeded the rise in the general level of prices in the past 12 months. However, nearly a quarter (33, 23%) of the respondents did not receive any annual pay increase.

The remaining respondents selected 'Not applicable', which could indicate that they were not eligible for an annual pay increase, or that they had other forms of compensation or benefits that were not captured by this question.

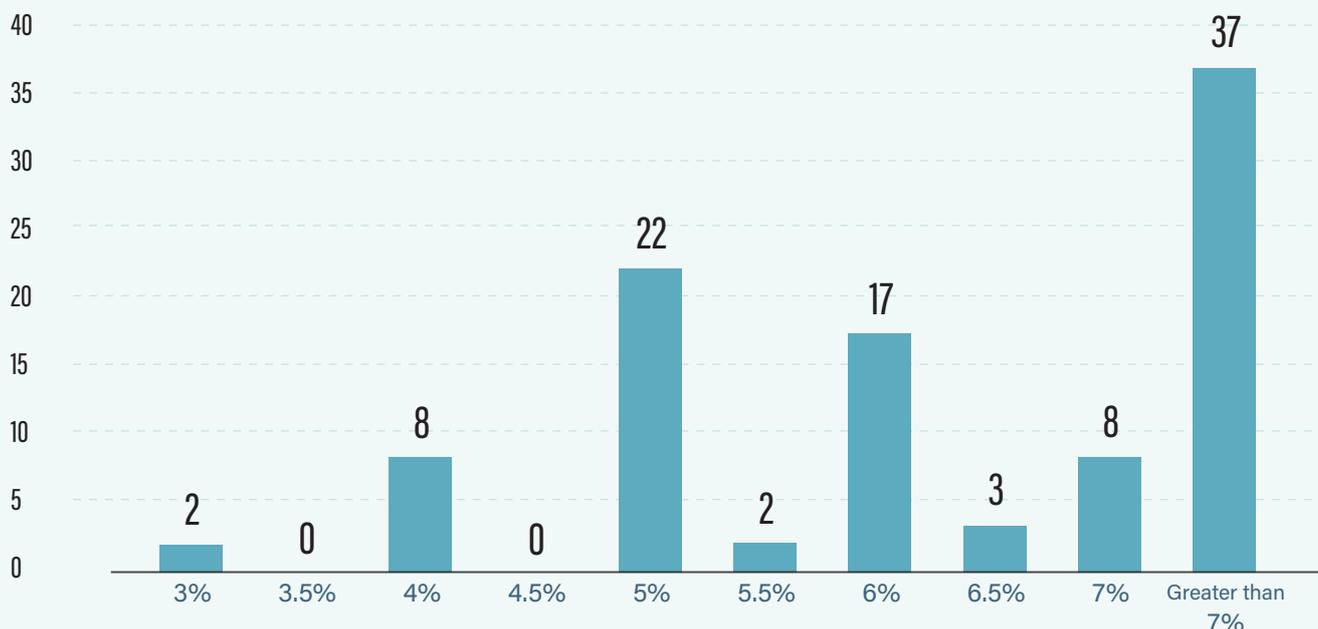


Figure 11: If yes, please select the average amount (n=99)

ANNUAL LEAVE AND ENHANCED BENEFITS

Annual leave

Paid annual leave after 12 months of service (all organisations)

DAYS OF ANNUAL LEAVE	NUMBER OF RESPONSES	2023 (%)	2022 (%)	2021 (%)
17	1	1%	-	-
18	1	1%	-	-
19	0	-	-	-
20	8	6%	4	5
21	0	-	1	2
22	0	-	-	2
23	2	1%	2	3
24	3	2%	1	7
25	62	44%	50	49
26	9	6%	7	7
27	3	2%	2	1
28	26	18%	16	9
29	1	1%	1	-
30	15	11%	13	13
32		-		1
33		-	1	-
34		-	1	-
35		-	2	-
36	1	1%	-	-
40		-	-	1
0 (Responses from voluntary (unpaid), self-employed and freelance staff)	10	7%	-	-
Total	142		101*	100

*Greater than 100% due to rounding percentages

Most respondents stated that staff have 25 days of paid annual leave (62, 44%), which is slightly fewer than in 2022 and 2021. This year, foundations reported a wide range of annual leave days, spanning 17 to 36 days, with over 80% (117) with 25 days or greater.

Statutory annual leave for full time employees in the UK is 19 days (not including bank holidays).⁴ Though we asked respondents for the number of days excluding any pro-rata effects for part-time staff and excluding Bank Holidays, it is likely that those that responded with 17 or 18 days erroneously included pro-rata effects for part-time staff.

⁴ <https://www.gov.uk/holiday-entitlement-rights>

Enhanced benefits

'Enhanced benefits' refers to benefits above and beyond the benefits employers are legally required to provide their employees which include holiday pay, statutory sick pay, maternity/paternity leave and an auto-enrolment pension.

Enhanced benefits offered by organisation type for 0 to 5 employees (75)

	n	%
Enhanced pension scheme	43	57%
Enhanced paid parental leave (above statutory)	14	19%
Paid care leave	6	8%
Childcare costs support	1	1%
Flexible hours	47	63%
Car/car allowance	2	3%
Remote working	52	69%
Health insurance e.g. Bupa	15	20%
Employee assistance programme e.g. counselling service, legal advice	17	23%
Enhanced sickness pay / support	21	28%
Cycle loan	8	11%
Season ticket loan	7	9%
Not applicable	8	11%
Death in service/life insurance	11	15%
Staff perk scheme e.g. discount card, vouchers, cash-back	8	11%
Long-service leave	4	5%
Charity leave and volunteering opportunities	12	16%

Other benefits mentioned include:

- "Salary sacrifice scheme to lease an electric vehicle"
- "Free parking"
- "Enhanced maternity, paternity and adoption pay"

Enhanced benefits offered by organisation type for 6 to 29 employees (54)

	n	%
Enhanced pension scheme	45	83%
Enhanced paid parental leave (above statutory)	26	48%
Paid care leave	12	22%
Childcare costs support	3	6%
Flexible hours	46	85%
Car/car allowance	2	4%
Remote working	51	94%
Health insurance e.g. Bupa	13	24%
Employee assistance programme e.g. counselling service, legal advice	42	78%
Enhanced sickness pay / support	35	65%
Cycle loan	29	54%
Season ticket loan	18	33%
Not applicable	0	0%
Death in service/life insurance	37	69%
Staff perk scheme e.g. discount card, vouchers, cash-back	8	15%
Long-service leave	10	19%
Charity leave and volunteering opportunities	19	35%

Other benefits mentioned include:

- *"Birthday Leave, 'Christmas into New Year' leave (3 days), 4 day week"*
- *"Free eye tests, reimbursement of professional subscription"*
- *"GAYE [Give as You Earn]⁵ match funding for charitable donations by employees"*
- *"Compassionate leave, domestic emergencies leave, additional leave due to office closure between Christmas and New Year, additional leave relating to the climate perks policy (i.e. incentive to use alternative transport, rather than flying), one eye test per year for those using VDUs, contribution towards removal expenses for new staff and salary sacrifice scheme for pension payments."*
- *"Quarterly wellbeing allowance"*
- *"Compassionate leave is paid (depending on length) and this includes short term care"*

⁵ Charities Aid Foundation's GAYE allows employees to give to any UK charity in a tax efficient way direct from their salary. Donations are deducted before tax is applied.

Enhanced benefits offered by organisation type for 30 to 100+ employees (18)

	n	%
Enhanced pension scheme	18	100%
Enhanced paid parental leave (above statutory)	14	78%
Paid care leave	5	28%
Childcare costs support	0	0%
Flexible hours	17	94%
Car/car allowance	0	0%
Remote working	15	83%
Health insurance e.g. Bupa	6	33%
Employee assistance programme e.g. counselling service, legal advice	17	94%
Enhanced sickness pay / support	16	89%
Cycle loan	10	56%
Season ticket loan	13	72%
Not applicable	0	0%
Death in service/life insurance	16	89%
Staff perk scheme e.g. discount card, vouchers, cash-back	4	22%
Long-service leave	2	11%
Charity leave and volunteering opportunities	7	39%

Other benefits mentioned by larger-sized organisations include:

- *“Paid wellbeing time and a wellbeing allowance/platform; electric car loan scheme; Medicash cash back scheme; payroll giving”*
- *“Health Cash Plan through Health Shield”*
- *“Enhanced maternity and paternity pay”*

Pension contributions

This year, we asked organisations what percentage they contribute to their employees' work pension scheme.

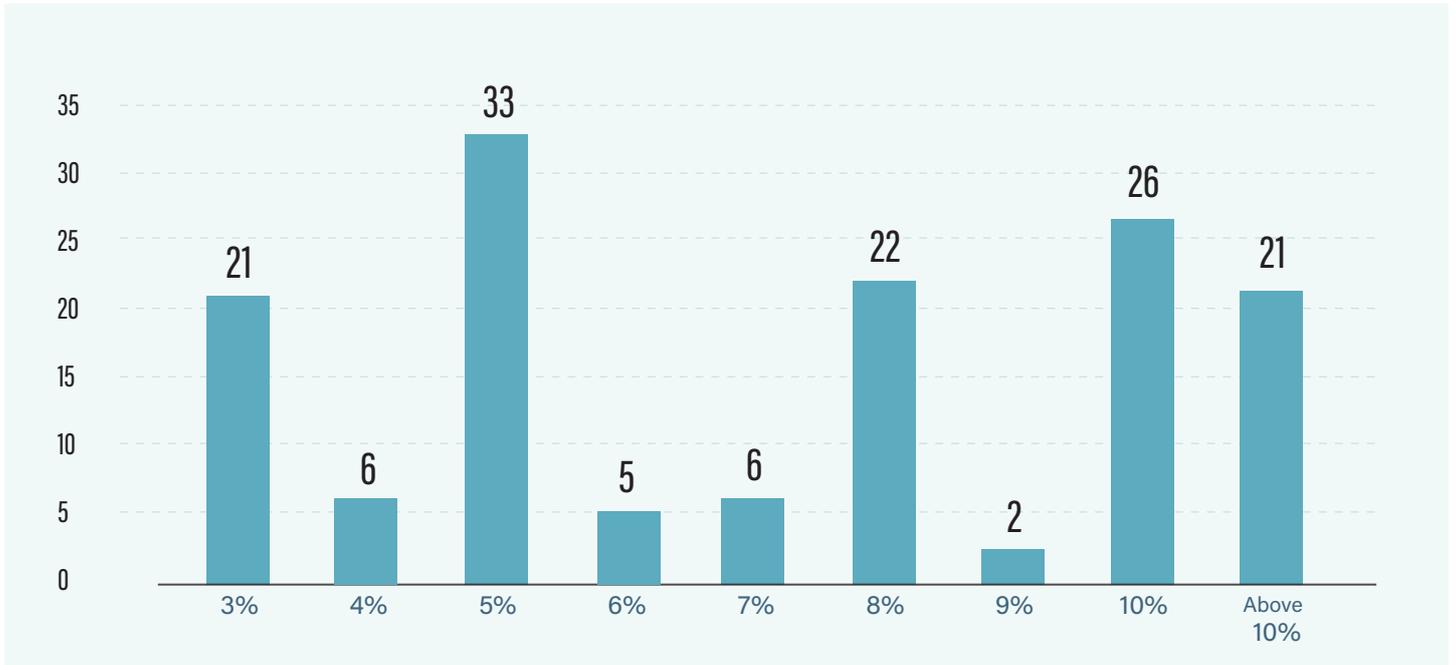


Figure 12: What percentage do you contribute to your employees' work pension scheme? (n=142)

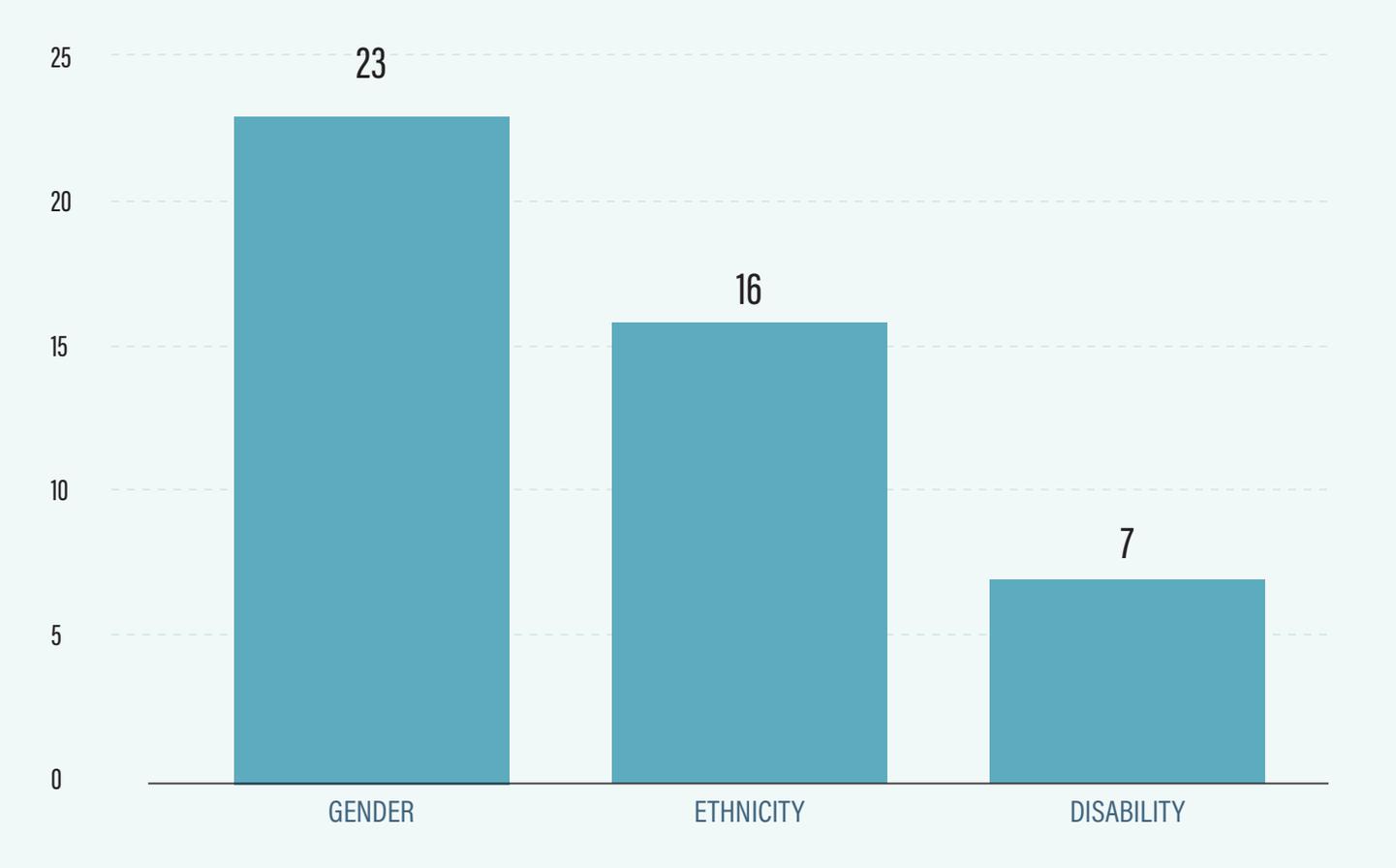
According to the Office for National Statistics, the average employer contribution for defined contribution (DC) pension schemes in the voluntary/charity sector was 5.8% in 2021.⁶ Our results show that employer pension contributions

vary greatly across charitable foundations. While the most popular employer contribution was 5% (33, 23%), a third of respondents (47, 33%) offer employer pension contributions of 10% and above.

⁶ Employer contribution bands by industry and pension type: Table P10 - Office for National Statistics (ons.gov.uk)

GENDER, ETHNICITY OR DISABILITY PAY GAP DATA

Every other year, we ask questions on gender, ethnicity or disability pay gap data.



Across all 147 respondents, 23 (16%) collect gender pay gap data, 16 (11%) collect ethnicity pay gap data and seven (5%) collect disability pay gap data.

The data is presented below is split by the size of the organisation.

Number of foundations measuring gender, ethnicity or disability pay gaps

Organisations with 0 to 5 FTE

ORGANISATION TYPE	GENDER	ETHNICITY	DISABILITY	CONSIDERING MEASURING PAY GAPS IN FUTURE	NO PLANS TO MEASURE PAY GAPS IN FUTURE
Corporate foundation	1	0	0	4	1
Family foundation	1	1	1	1	17
Independent foundation - national	1	1	0	2	13
Independent foundation - local/regional	0	0	0	0	11
Community foundation	0	0	0	0	0
Member funded grant-maker	0	0	0	0	1
Voluntary organisation where grant-making is not primary focus	0	0	0	0	1
Fundraising grant-maker or broadcaster trust appeal	0	0	0	1	0
Benevolent fund	0	0	0	1	1
National Lottery distributor	0	0	0	0	0
City livery foundation or simialr	0	0	0	0	1
Other	0	0	0	0	3

Organisations with 6 to 29 FTE

ORGANISATION TYPE	GENDER	ETHNICITY	DISABILITY	CONSIDERING MEASURING PAY GAPS IN FUTURE	NO PLANS TO MEASURE PAY GAPS IN FUTURE
Corporate foundation	1	0	0	0	1
Family foundation	1	1	1	0	7
Independent foundation - national	2	1	0	5	4
Independent foundation - local/regional	2	2	1	4	3
Community foundation	2	0	0	3	4
Member funded grant-maker	0	0	0	0	0
Voluntary organisation where grant-making is not primary focus	0	0	0	0	2
Fundraising grant-maker or broadcaster trust appeal	0	0	0	0	3
Benevolent fund	0	0	0	0	0
National Lottery distributor	0	0	0	0	1
City livery foundation or simialr	0	0	0	0	0
Other	1	0	0	4	7

Organisations with 30 to 100+ FTE

ORGANISATION TYPE	GENDER	ETHNICITY	DISABILITY	CONSIDERING MEASURING PAY GAPS IN FUTURE	NO PLANS TO MEASURE PAY GAPS IN FUTURE
Corporate foundation	1	1	1	0	0
Family foundation	1	1	0	0	0
Independent foundation - national	6	6	2	1	0
Independent foundation - local/regional	1	1	1	1	1
Community foundation	0	0	0	0	0
Member funded grant-maker	0	0	0	0	0
Voluntary organisation where grant-making is not primary focus	1	1	0	0	0
Fundraising grant-maker or broadcaster trust appeal	0	0	0	0	1
Benevolent fund	0	0	0	1	0
National Lottery distributor	0	0	0	0	0
City livery foundation or simialr	0	0	0	0	0
Other	0	0	0	2	0

Many foundations are not measuring pay gaps. By law, only UK organisations with 250 or more members of staff are required to publish their data annually, and most of our respondent organisations are much smaller. Where they do it is usually the gender pay gap that is measured. Thirty organisations (20%) are considering measuring pay gaps in the future. Most organisations are too small or don't see that they have any such gaps for measurement to be relevant to them, though there is a general awareness of its importance:

"Although we don't need to report on this we do monitor it but we are a small organisation and one post can skew figures. We are comfortable with our current position."

Several qualitative responses in the survey highlight some positive action, specifically within HR, taking place in the sector:

- *"We're currently focusing on ways to promote positive action in our recruitment process including a recruitment guide for hiring managers with sections on inclusive recruitment and recognising unconscious biases, a new job description template with improved accessibility, updates to our job description design process (such as avoiding 'desirable' criteria and personality descriptors), and further support and training on inclusive recruitment from our Diversity, Equity and Inclusion (DEI) Manager and HR Team."*
- *"Continuous improvement on our inclusive HR policies and practices - monitoring diversity of candidates from the start to identify lessons learnt."*
- *"Information is reviewed and discussed in relation to our DEI accountability plan and Remuneration Committee as to whether actions need to be taken."*

SUMMARY OF FINDINGS

Salaries and benefits differ across charitable foundations, and are impacted by the size and type of organisation.

The findings of this report reflect some of the trends and dynamics in the sector. Salaries for grant-making roles have not increased across the board – our survey found that median salaries in small (i.e. less than five FTE staff) and large organisations (i.e. 30 or more FTE staff) are lower for most roles than those reported in 2022. Salaries for medium-sized organisations (i.e. six to 29 FTE staff) however, have mostly increased.

Whilst salaries for head and director-level positions appear to rise as grant expenditure increases, this pattern is not clear elsewhere. As in our previous reports, the type of organisation has an impact on salary. National independent foundations tend to pay higher salaries than other organisation types for most job roles, especially at the more senior level.

This year, we also gained additional insights into staff turnover, redundancy and enhanced benefits offered by charitable foundations. Our results found that average staff turnover tends to be lower in smaller organisations, some of which have staff members that have worked in the organisation for many years. Medium-sized organisations tend to have a wider variety of turnover rates, ranging from low to high and larger organisations have more moderate turnover rates. Positions that reported having the highest turnover included administrative and entry-level roles, though many other departments were mentioned including fundraising, programme management, finance and grant-writing positions. Career progression was a common reason given for staff leaving.

Redundancy policies vary widely across foundations, with a third having a policy based on length of service, in line with or exceeding statutory requirements.

Most foundations stated that they did not offer performance-based bonuses to staff. Just over two-thirds of foundations reported that staff received an annual pay increase in line with inflation/cost of living/consumer price index in the past 12 months; most reported this increase to be 5% or greater.

As we have seen in previous reports, the number of paid annual leave after 12 months of services varies across foundations, with the most common number of days, excluding any pro-rata effects for part-time staff and bank holidays, being 25 days.

Foundations differ in the type and number of enhanced benefits they offer their employees. Perhaps unsurprisingly, the size of the organisation has an impact on the benefits it offers. Larger organisations tend to be more likely to offer staff certain enhanced benefits (e.g. enhanced pension scheme, enhanced paid parental leave, health insurance, enhanced sickness pay/support, death in service/ life insurance) than medium and small charitable foundations. A significant proportion of medium and large charitable foundations offer an employee assistance programme to staff, whereas this is less common in small foundations though nearly a quarter do provide this. Remote working and flexible hours are benefits offered to most employees regardless of the size of the foundation.

Whilst we hope the findings in this report have proved insightful and useful, it is important to remember that these are based on data from 147 foundations and are not necessarily representative of the entire UK foundation sector.

FURTHER RESOURCES

For wider reading or for insights into the broader voluntary sector, the resources below may be of interest:

- NCVO's UK Civil Society Almanac: a comprehensive source of data, trends and insights on the UK voluntary sector and volunteering. It covers topics such as the sector's profile, finances, workforce, volunteering, impact, and challenges and opportunities,
- The CharityJob Salary Report: a report that lists average salaries across the wider charity sector for different specialisms, levels of role and sizes of charity and shows how these have changed since 2019.
- CAF's UK Giving report: the largest study of giving behaviour in the UK, exploring people's giving habits, motivations, preferences and barriers to giving.

APPENDIX A: METHODOLOGY

The aim of this study was to investigate the salary levels and trends of different types of charitable foundations in the UK. To achieve this, we designed a survey to send to our members to complete.

We developed the survey questionnaire using SmartSurvey, a UK-based provider of digital survey solutions. The questionnaire consisted of 32 questions, most of which were multiple choice. The questions covered the following topics:

- Organisation type (e.g., corporate foundation, family foundation, independent foundation, etc.)
- Organisation size (e.g., number of staff, annual income, etc.)
- Job level (e.g., assistant, officer, manager, head of, director of, etc.)
- Salary range for grant-giving and investment related roles (e.g., less than £25,000, £25,000 to £34,999, £35,000 to £44,999, etc.)
- Benefits and incentives (e.g., pension scheme, bonus scheme, flexible working hours, etc.)

The survey followed the format of previous years, though minor edits were made. Additional questions on topics including salary structure, average staff turnover, redundancy policies and benefits were included in response to member feedback.

We distributed the survey to our members by email via our membership software platform (iMIS). We also posted the survey link on our social media platforms and in our Funders' News email newsletters. Our lead researcher sent follow-up emails to contacts to increase the response rate. The survey was open for four weeks from 13 September to 9 October 2023. We received a total of 147 responses, which represents a response rate of 32%.

We analysed the survey data using Microsoft Excel, and conducted descriptive statistics to summarise the data and present the main findings. The median salary and benefits for each role and category is calculated. Where figures from 2022 and 2021 are included for comparison, these may differ from those presented in previous reports as they have been corrected to ensure that the median is always the measure of central tendency of the data that is used in our analysis.

We evaluated the validity and reliability of our survey by checking for any errors or biases in the design, administration, and analysis of the survey. We also discussed the limitations and implications of our study and made a note of any additions or suggestions to next year's survey.

The answers provided by each member remain anonymous and, in some places, to protect confidentiality, are aggregated 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. Where possible, detailed tables have been included. However, there are some areas of data (such as that related to investment-specific roles), where the data is more limited and is therefore not included in tables.

In the salaries section, the data presented excludes any responses that were skipped or where respondents selected 'Not applicable.'

APPENDIX B: WHO RESPONDED?

147 of our members took part in our 2023 salary and benefits survey, which had a 95% completion rate.

A record 147 of our members responded to our 2023 salary and benefits survey. Of these, 95% completed the survey fully. In 2022, we received 139 responses, of which 77% completed the whole survey. Around 49% of this year's respondents were new respondents (i.e. they hadn't responded to the survey in 2022).

Respondents from larger organisations, with 50+ staff, were mainly HR or reward professionals though other roles including Director of Finance, Chief Operating Officer and Head of Corporate Services were also represented.

For organisations with a staff team of six to 49, there was a greater variety of roles represented. While these organisations included some responses from HR/reward professionals, most were the CEO/COO/executive director (or in deputy positions), executive operations or finance professional.

Of the 75 organisations with fewer than six FTE staff members, a fifth were the CEO/executive director, though other roles that responded varied in terms of levels of seniority and title, including chairs of trustees, secretaries/clerks, trustees, administrators, grants manager/officer/director.

To find out more about our methodology, please refer to Appendix A

Contributors by head office location

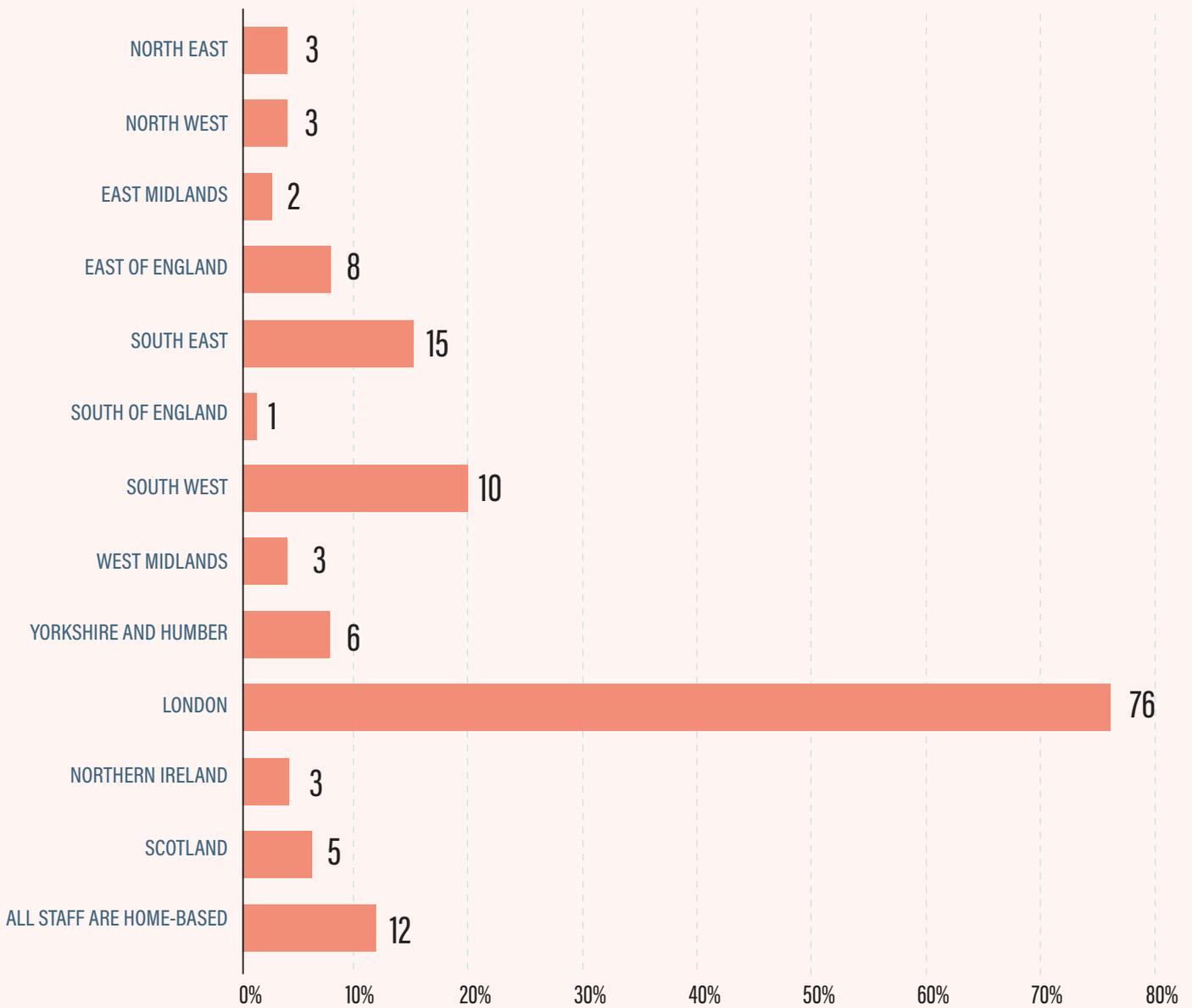


Figure 13: Where is your organisation normally located?* If you have more than one location, please choose your head office location. (n=147)

Around two-thirds of ACF membership are from London and the South East and 62% (91) respondents are based in these areas. We are pleased to have representation from different regions of England, as well as representation from Northern

Ireland and Scotland. Unfortunately, in 2023 we did not have any respondents from Wales. Twelve respondents (8%) represent organisations where all staff are home-based.

Contributors by staffing numbers

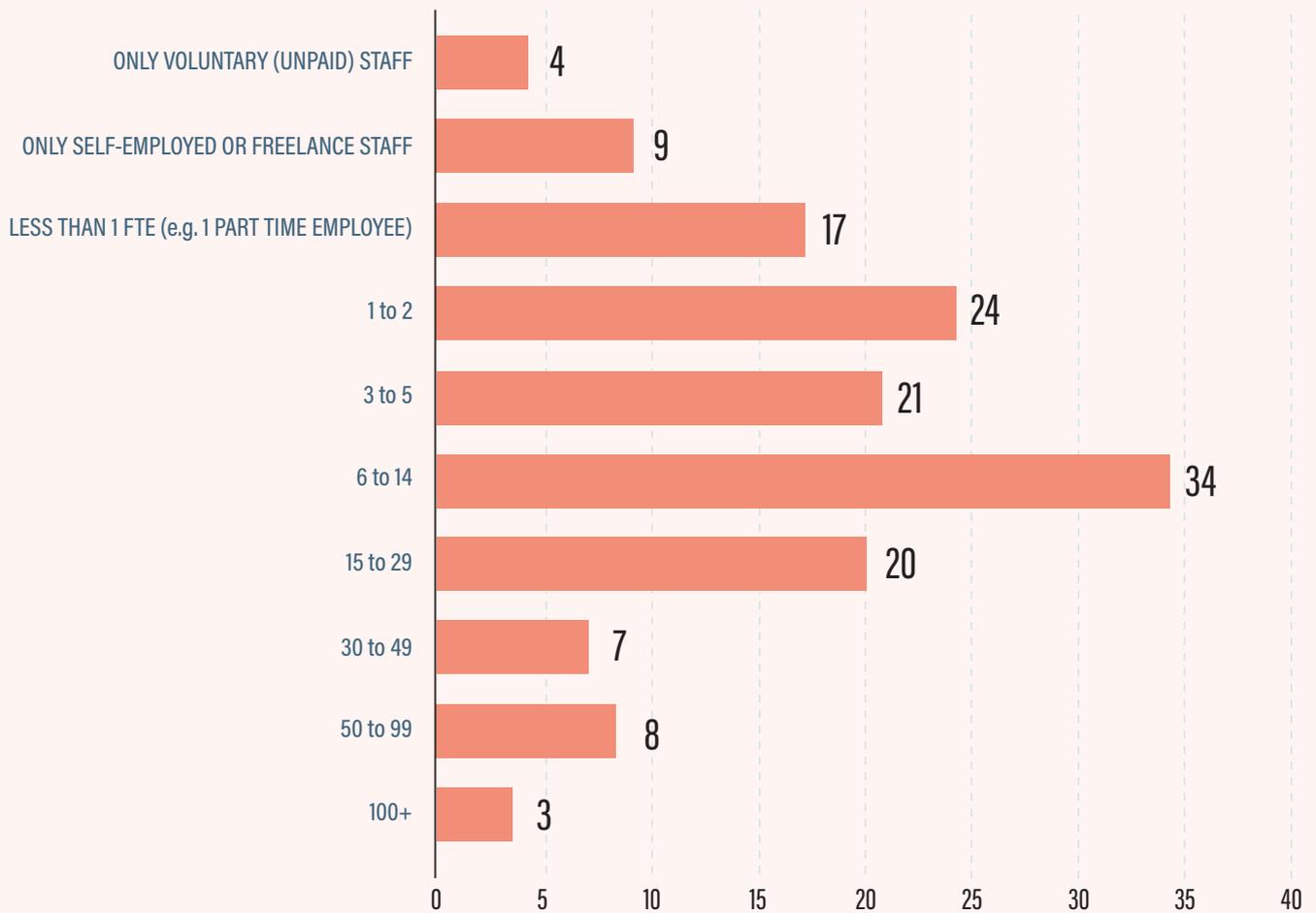


Figure 14: Number of paid staff at your organisation (full time equivalent - FTE)*. (n=147)

This year, the split between organisations with five staff or fewer (51%) and those with over five staff is fairly even (49%). Last year, we had more responses from smaller organisations.

Contributors by organisation type

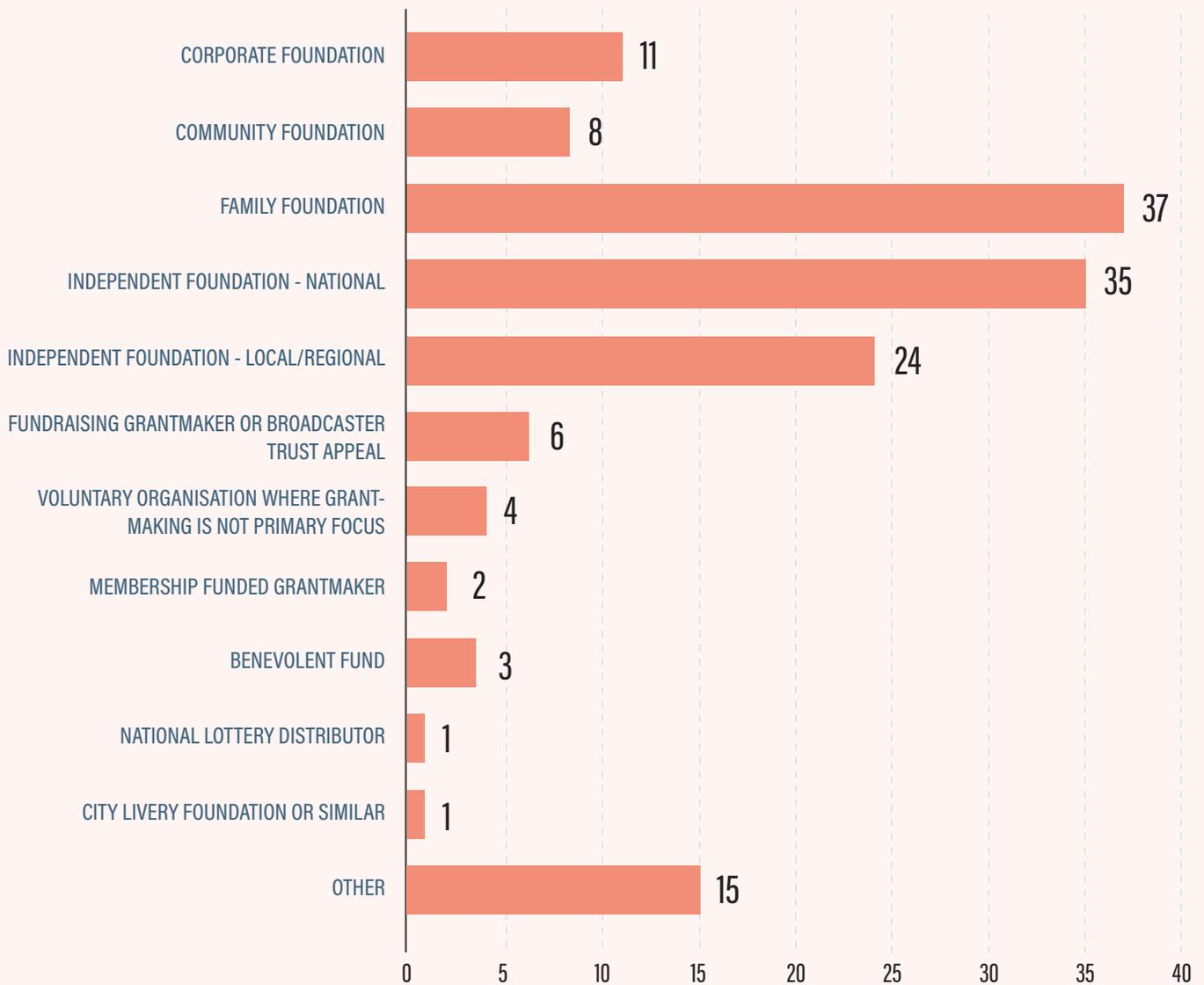


Figure 15: How do you describe your organisation? (n=147)

As in previous years, the two largest categories of respondents are family foundations (37, 25%) and national independent foundations (35, 24%). Together, they make up nearly half (49%) of respondents. This year, as in 2022, there were no respondents who were administrator of several trusts.

Fifteen respondents responded 'Other' and descriptions of organisation types varied, including:

- "Permanently endowed grant-maker"
- "NHS charity"
- "Pooled donor fund and participatory grant-maker"
- "Hybrid family and company trust"
- "Intermediary funder"
- "Memorial trust"

Contributors by grant expenditure (most recent financial year)

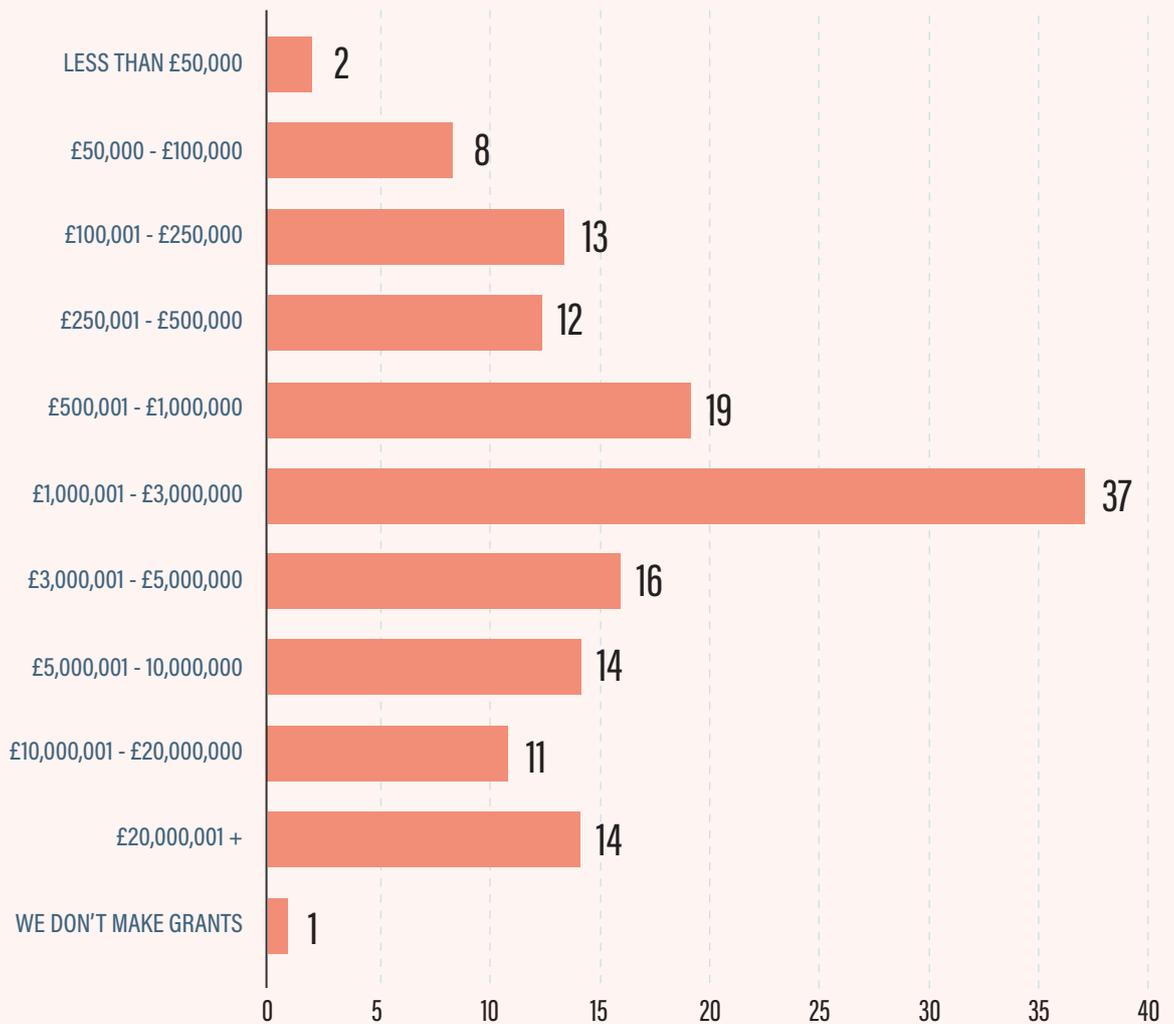


Figure 16: What is your foundation's grant expenditure?*(most recent financial year) (n=147)

Over a third of respondents have grant expenditure of up to £1m (54, 37%) and less than two-thirds (92, 63%) have grant expenditure ranging from £1m to greater than £20m. Similar to last year, the largest single category is organisations with £1m to £3m, representing a quarter of respondents. This year, we have one respondent that does not make grants.

Contributors by net assets

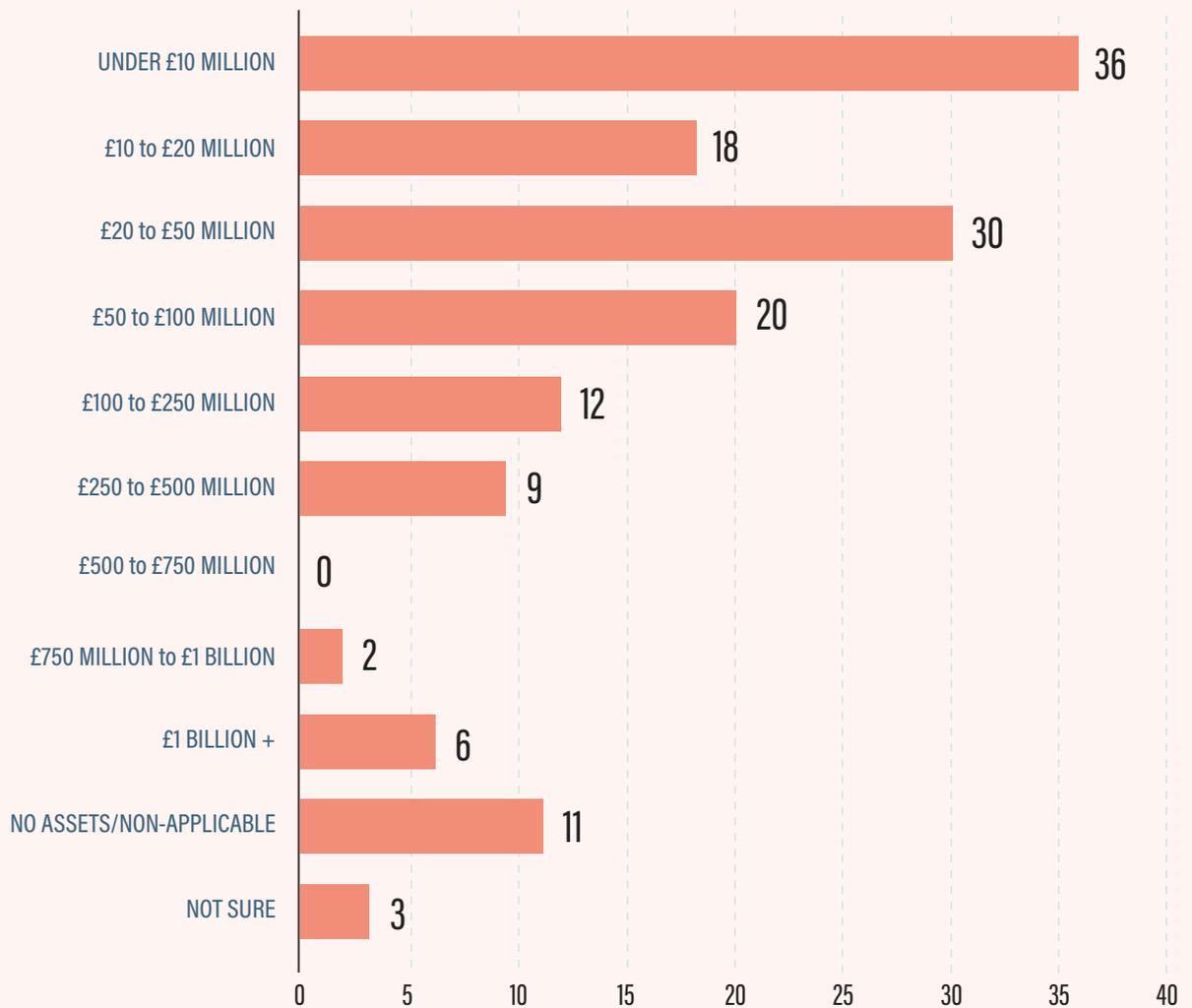


Figure 17: What is the size of your organisation's net assets (e.g. endowment, reserves, property etc.)?*(n=147)

The composition of contributors by net assets is similar to 2022. This year, 24% of respondents (36) were from organisations with net assets under £10m. The majority of respondents (104, 71%) have net assets under £100m which is slightly higher than 69% in 2022. Around 13% of respondents have net assets of over £750m, which is more than 9% in 2022. The only category with no respondents is £500m-£750m which was the same last year.

Responsibility for investments, assets and reserves

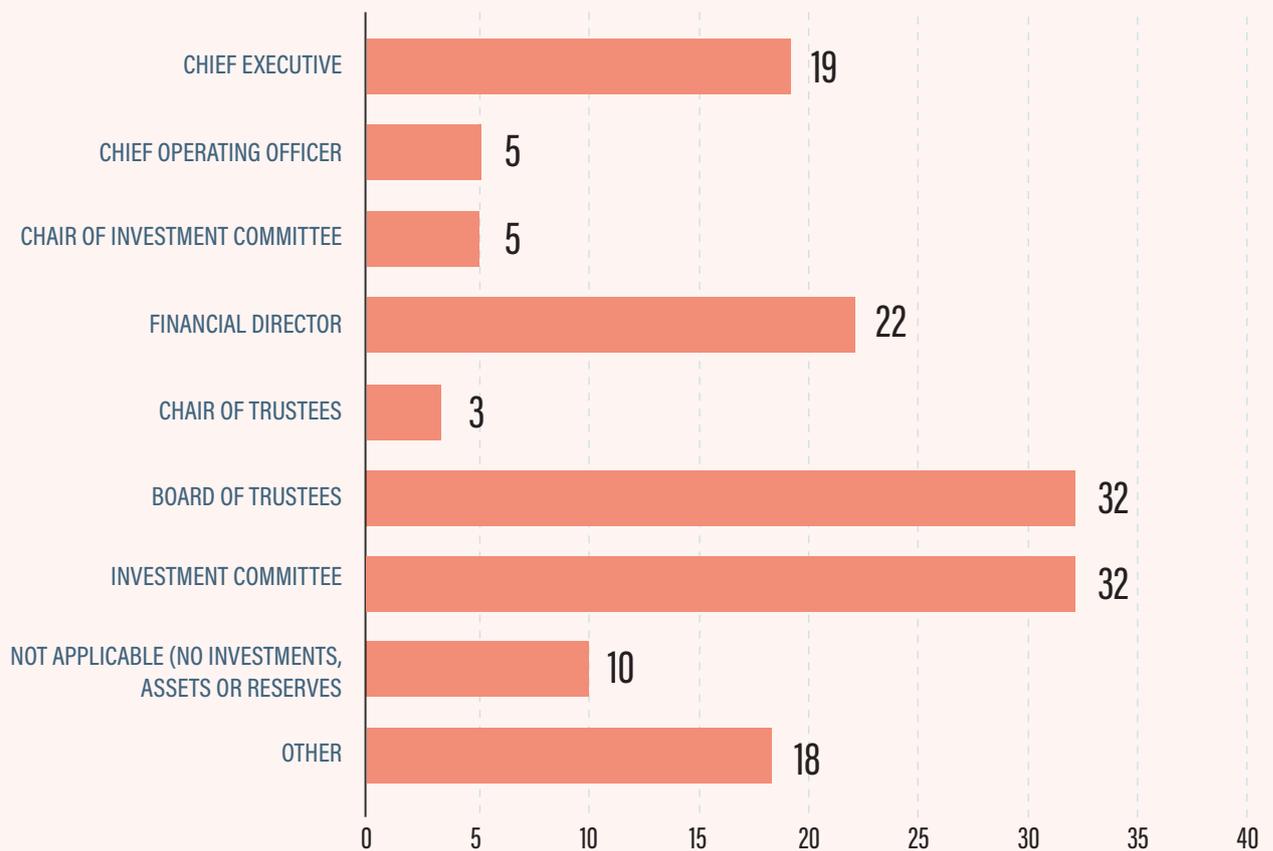


Figure 18: Who is responsible for managing your investments, assets, and reserves?* (n=146)

The two largest categories of responses are 'Board of Trustees' (32, 22%) and 'Investment Committee' (32, 22%). The next most common responses were the financial director (22, 15%) and the chief executive (19, 13%). This question was not applicable for 10 respondents (7%), as their organisations had no investments, assets or reserves.

18 respondents answered 'Other'. Some of these referred to shared responsibility (e.g. "a mix between Investment Committee, CEO and Director of Ops"), and some referred to outsourcing responsibility (in part or in full) to investment professionals (e.g. external organisation linked to the founding family).

One respondent expressed some confusion around "what is meant by 'manage'", namely whether this means overseeing or administering investments. This is something we will make clearer in future surveys.



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