



# acevo

## PAY SURVEY 2013/14

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# CONTENTS

<b>Forewords</b>	<b>4</b>
<b>At a glance</b>	<b>6</b>
<b>CEO salary and benefits</b>	<b>8</b>
Pay transparency, salary reviews and bonuses	16
Hours	18
Holidays	19
Retirement and pension schemes	20
<b>About the CEO respondents</b>	<b>21</b>
Employment history	22
CEO organisations	23
Appraisals, notice periods, recruitment and succession plans	26
Job satisfaction	27
<b>The chair and the board</b>	<b>30</b>
Chair education and employment history	32
The chair landscape	33
Trustees	35
Governance	38
<b>The Senior Management Team</b>	<b>39</b>
<b>About the Pay Survey</b>	<b>54</b>



## **acevo** PAY SURVEY 2013/14



**Sir Stephen Bubb**  
**CEO, ACEVO**

The third sector's greatest assets are the passion, commitment and enthusiasm of its people. As this year's Pay Survey data shows, this applies as much to chief executives as to volunteers. Third sector leaders are as strongly committed as ever to their organisation's cause, with 83.1% 'very satisfied' with this aspect of their job. They are motivated to join the sector by its public service values and by a desire to make a difference: the majority of CEOs were attracted to the sector either by their interest in a particular cause (56%) or in the values of the sector as a whole (30%).

Perhaps most hearteningly, our data shows that despite the numerous challenges faced by charities, their leaders remain optimistic about the road ahead. Our survey data shows that 81.6% of CEOs are either very optimistic or optimistic about the future of their organisation, while 55% of chief executives said they would highly recommend working in the sector, up from 41% last year.

Executive pay has come under scrutiny this year, but our results demonstrate once again the restrained approach taken by charity leaders on this issue. CEO pay rose by an average of 3.2% over the past year, returning it to 2011 levels following a fall in 2012. The rate of increase since last year is lower than the rate of inflation over the same period, as sector leaders respond to a financial environment which remains challenging for many charities.

The sector will undoubtedly face further challenges over the coming years, and ACEVO will continue to support its members to maintain their vital work on behalf of the beneficiaries and causes they serve. We always welcome any thoughts or suggestions on how we can best do this, so please do share your views. I have great confidence in the sector's ability to overcome the issues that lie ahead- not least because of the extraordinary commitment and energy of its leadership.



**David Fielding MBE**  
**Managing Partner, Attenti**

This is the eighth year I have supported the ACEVO Pay Survey. It continues to be an invaluable resource, an accurate benchmarking tool and an annual barometer of progress on a number of fronts.

As this year's Pay Survey results show, the third sector still has a very long way to go if its leadership is to reflect the diversity of the communities that it serves. Diversity is central not only to fairness, but to the sector's ability to serve and represent its beneficiaries and their needs. Unfortunately, our results this year show that progress on diversity is slow, and in some cases is going backwards. The proportion of female CEOs is largely unchanged from last year at 45%, but the average pay gap between male and female CEOs has expanded to 18.6% of the median male CEO salary. Furthermore, the fact that 97% of CEOs are of white ethnicity- a higher proportion than in 2011 or 2012- should give the whole sector pause for thought.

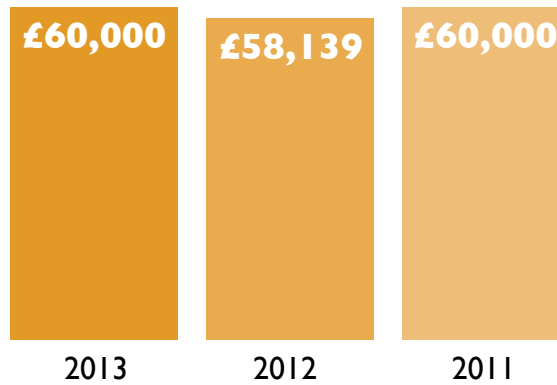
There is a sense that governance is being taken more seriously and the drive towards professionalism continues apace. I have always argued that diverse boards generally make better decisions. So when we look at chairs and trustees, regrettably the picture is unchanged. Over 97% of charity chairs are white and 69% are male. 76% are aged between 55 and 74. Boards of trustees show similar characteristics: a sizeable majority (63%) are male, while once again an overwhelming majority (94%) are white.

The sector has gone through major changes in recent years and many charities are adapting to difficult financial circumstances and other challenges. However, this cannot be allowed to impede progress towards a more diverse and representative sector. The above results show the need to prioritise diversity to ensure that the sector is reflective of society as a whole.

Thankfully, our survey data does show that the sector's leaders are aware of this issue. For example, only 27% of CEOs and 26% of chairs expressed satisfaction with the level of diversity of ethnicity within their organisations. The challenge now for the sector is to turn this awareness into concrete action to address the longstanding under-representation of minority communities within the sector's leadership.

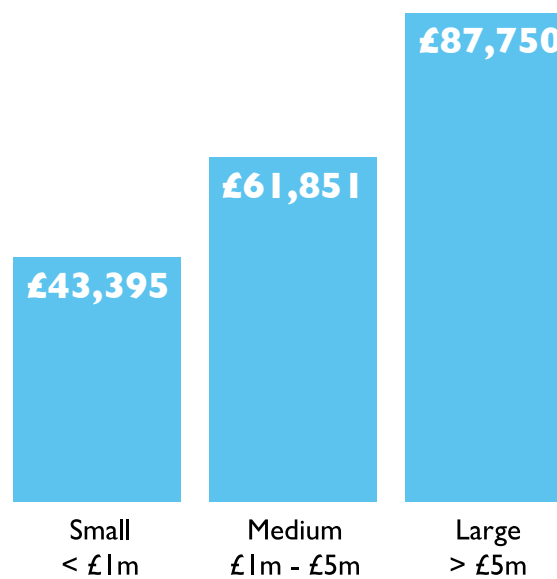


## MEDIAN BASIC SALARY OF THIRD SECTOR CEOs

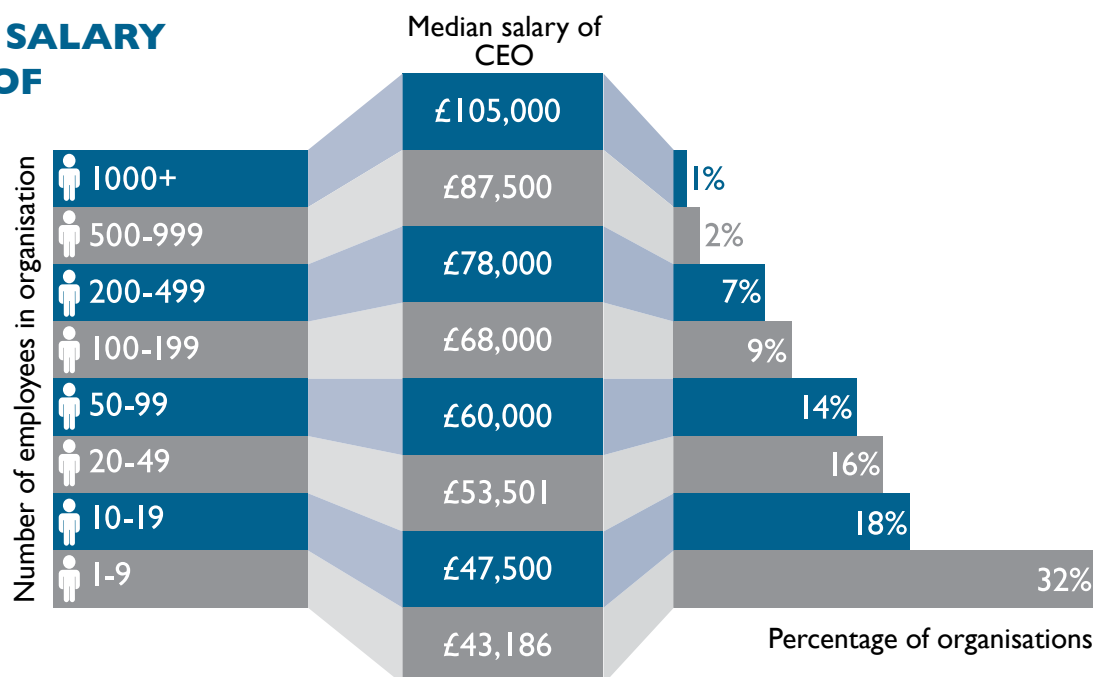


**3.2%**  
**INCREASE ON 2012**  
reverting to 2011 levels

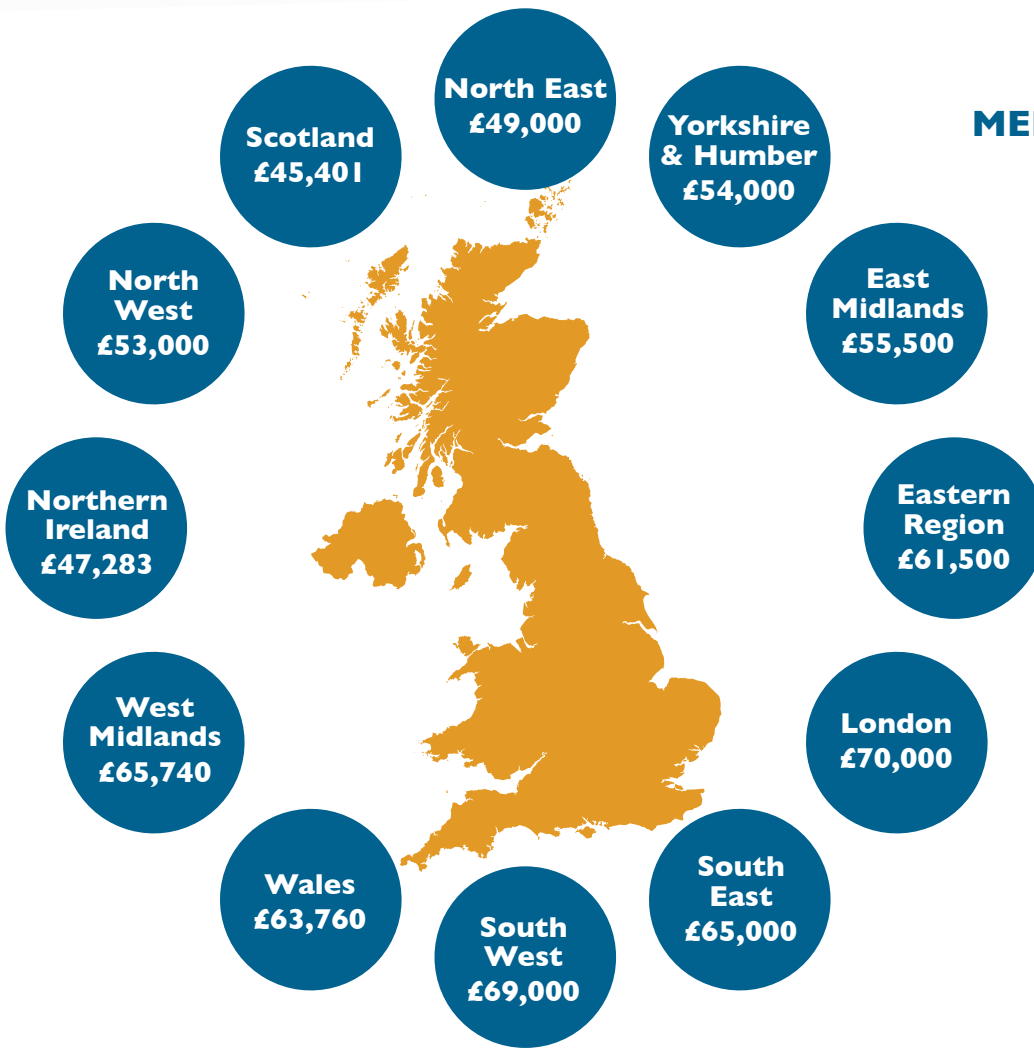
## MEDIAN CEO SALARY BY TOTAL ANNUAL INCOME



## MEDIAN CEO SALARY BY NUMBER OF EMPLOYEES



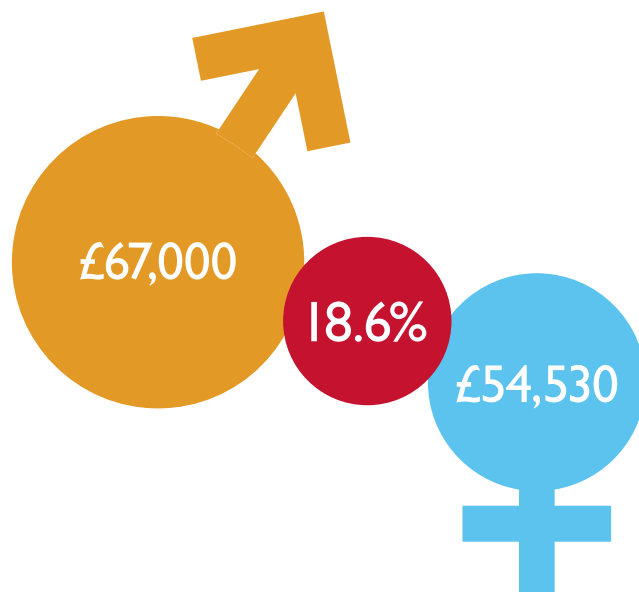
## MEDIAN CEO SALARY BY LOCATION OF HEAD OFFICE



## MEDIAN CEO SALARY BY GENDER

Female CEOs still earn £12,470 less on average than their male counterparts.

At 18.6%, the pay gap is the widest it has been since prior to 2008.





## Median basic salary of third sector CEO respondents in 2013 vs 2012

Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
17,000	45,000	60,000	78,000	185,000	65,530	650	58,139

CEO median annual salary is  
**£60,000**  
 a 3.2% increase on the last survey (£58,139)

## Median Annual Salary 2013

The median pay of CEOs has increased since the last survey (unlike in 2012 when pay had decreased by 3.1%).

The median annual salary increased by 3.2% in 2013, from £58,139 to £60,000 (the same level as in 2011). With Retail Price Index (RPI) inflation running at 3.3%, this represents a fall in real terms of 0.1%.

## CEO gender

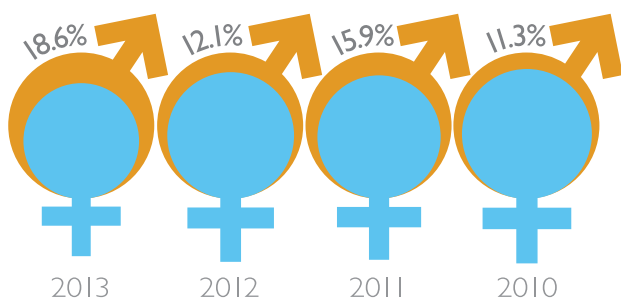
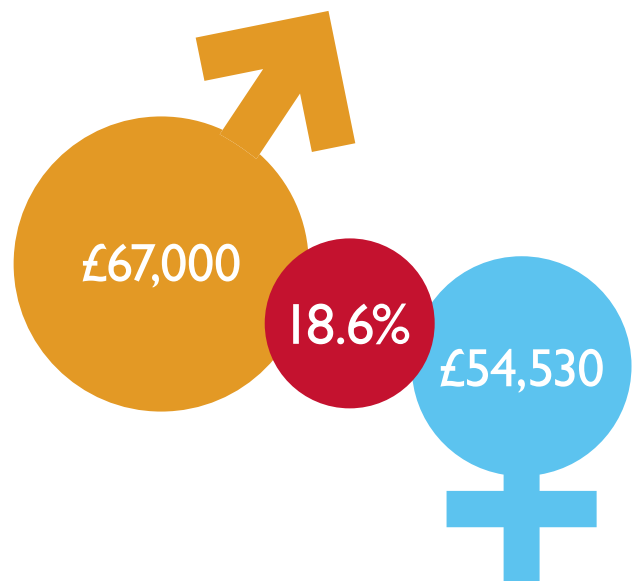
The results of this year's survey around gender and pay issues were based on 325 men and 271 women CEO respondents. 82 respondents declined to answer the gender question.

Gender	2013	2012	2011	2010
	%	%	%	%
Male	55	54	54	53
Female	45	46	56	47

## CEO salaries by gender

Gender	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Male	17,000	50,000	67,000	84,344	185,000	71,241	323	62,000
Female	20,000	42,000	54,530	72,000	180,000	59,670	268	54,500

Compared to last year, male pay has risen, while female pay has remained the same. The median of male chief executives is £67,000, compared to £54,530 for female chief executives. Female CEOs still earn £12,470 less on average than their male counterparts; this is a pay gap of 18.6% measured as a percentage of male median pay.



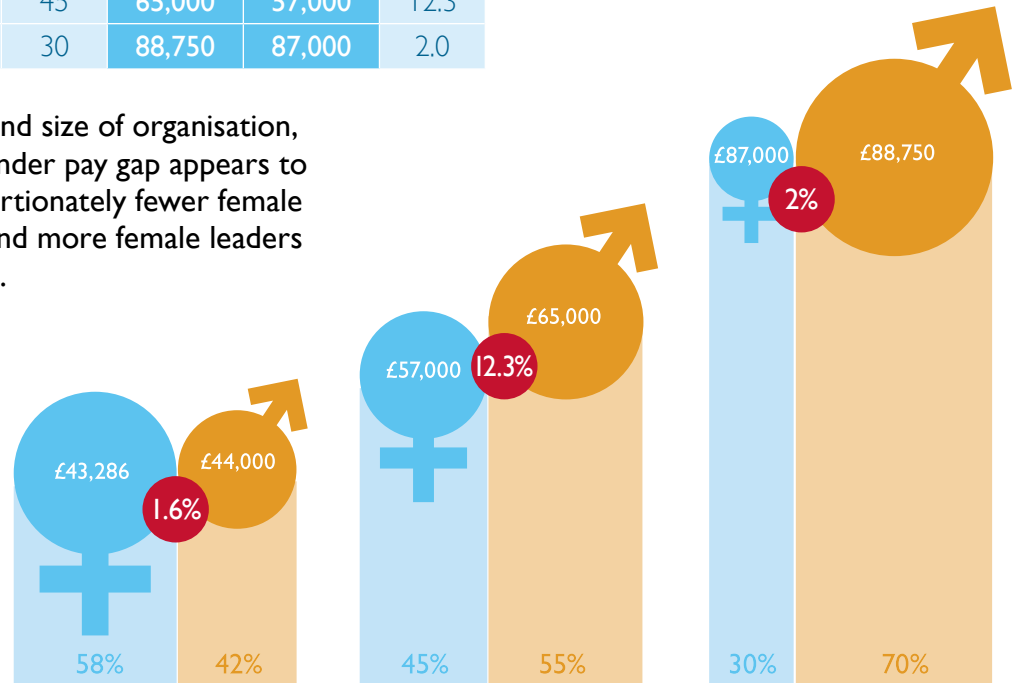


## Pay gap by organisation income

Income of organisation	Male	Female	Male median	Female median	Pay gap
	%	%	£	£	%
Small (<£1m)	42	58	44,000	43,286	1.6
Medium (£1m - £5m)	55	45	65,000	57,000	12.3
Large (> £5m)	70	30	88,750	87,000	2.0

Breaking down pay by gender and size of organisation, we can see that most of the gender pay gap appears to be due to there being disproportionately fewer female leaders of large organisations and more female leaders of smaller organisations (<£1m).

While CEOs of organisations with incomes between £1- £5 million are more equally divided between men and women, those of large (>=£5m) organisations are more than twice as likely to be men.



## CEO salaries by age group

As in previous years, there was a positive relationship between the age of the chief executive and their salary.

The highest median salaries are enjoyed by chief executives aged between 65 and 74 at £68,000. 43.3% of the CEOs who responded were aged between 45 and 54 and surprisingly, the median salary for this age group was £65,000, marginally more than the median salary for 55-64 year old CEOs, at £63,190.

## Age group of respondents over the past four years

Age group	2013	2012	2011	2010
	%	%	%	%
25-34	3.2	3.4	3.3	4.0
35-44	14.7	17.1	18.3	18.2
45-54	43.3	40.8	43.9	42.7
55-64	35.1	35.7	33.0	33.8
65-74	3.7	3.0	1.5	1.3

## CEO median salaries by age group

Age group	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
25 - 34	27,000	37,000	43,500	51,250	75,000	45,558	18	38,000
35 - 44	30,000	43,783	50,000	66,815	110,000	56,669	84	51,300
45 - 54	30,000	49,500	65,000	80,836	180,000	69,018	247	60,000
55 - 64	17,000	48,000	63,190	82,000	185,000	68,695	197	61,750
65 - 74	20,000	48,275	68,000	96,007	123,000	70,214	20	52,442

## CEO salary with or without impairment

As in 2012, 17% of CEOs who responded considered that they had an impairment\*. The median salary of those CEOs at £54,500 is significantly lower than their counterparts at £63,000. Last year the difference between the two salary levels was not statistically significant.

Impairment	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Yes	17,000	42,000	54,500	70,000	185,000	59,899	98	55,400
No	20,800	46,000	63,000	80,000	180,000	67,126	477	57,000

\* Examples given; cerebral palsy, physical impairment, dyslexia / dyspraxia, speech impairment, mental health condition current or previous (e.g. depression), blind or impaired vision, deaf or impaired hearing, wheelchair user, autism, learning difficulties, long-term medical condition or illness (including anything for which you take regular prescribed medication or need regular medical treatment e.g. diabetes, cancer, epilepsy, asthma etc.)

## CEO salary by ethnicity

Ethnicity	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
White	17,000	45,395	61,827	78,000	185,000	65,927	553	57,000
Asian / British Asian	—	—	88,500	—	—	88,500	2	56,353
Black / Black British	—	—	55,000	—	—	55,000	2	50,000
Mixed	34,637	49,909	58,300	66,200	80,000	57,809	4	66,000
Any other ethnic background	44,268	52,134	60,000	62,500	65,000	56,423	3	50,500
Prefer not to say	36,000	45,000	72,774	78,000	80,050	62,365	5	53,000

## CEO salary by total annual income of the organisation

The level of remuneration awarded to chief executives is related to the size of the organisation's total annual income. Leaders of larger organisations with higher annual income tend to receive higher salaries than those of smaller organisations. The CEOs of large organisations (with annual income of more than £5m) have a median pay level of £87,750, while for organisations with income of under £1m, median pay was £43,395.

Size of organisation	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	17,000	37,206	43,395	52,000	92,000	45,927	229	42,537
Medium (£1m - <£5m)	30,000	51,500	61,851	73,000	180,000	64,616	253	62,000
Large (>=£5m)	30,000	75,000	87,750	110,000	185,000	93,628	168	87,000

Income band	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
< £150k	17,000	30,426	34,600	39,675	70,000	36,592	27	35,000
£150k - £249k	30,000	37,000	42,250	47,388	86,000	44,786	24	40,943
£250k - £999k	20,000	40,000	45,000	54,375	92,000	47,497	178	43,215
£1m - £4.99m	30,000	51,500	61,851	73,000	180,000	64,616	253	62,000
£5m - £14.99m	33,500	72,000	80,000	95,000	180,000	84,619	101	79,500
£15m - £24.99m	30,000	77,915	84,500	105,422	130,000	90,051	24	90,000
£25m - £49.99m	70,000	92,000	106,000	118,000	148,504	107,019	21	98,500
> £50m	65,000	108,613	131,000	143,750	185,000	126,109	22	116,000

Most CEOs have experienced some increase in salary levels between 2012 and 2013. CEOs of organisations with incomes of £25m-£49.99m and >£50m received the greatest year-on-year percentage increase in salary (7.6% and 12.9% respectively). The median CEO salary for the largest organisations by income in 2012 was £116,000 versus this year's median of £131,000. Leaders of organisations with a turnover of between £15m and £24.99m experienced a 6% decrease in their salaries over the last 12 months.

## CEO salary by number of employees and volunteers

Not surprisingly, the more employees an organisation has, the higher the CEO salary. The median salary of a chief executive leading an organisation with between 1 and 9 staff is £43,186, a slight decrease on last year's figure of £44,869.

### Percentage of organisations by number of employees and volunteers

Employee and Volunteer numbers	Full-time employees	Part-time employees	Volunteers
None	2%	3%	13%
1-9	32%	45%	23%
10-19	18%	16%	11%
20-49	16%	14%	15%
50-99	14%	10%	11%
100-199	9%	7%	9%
200-499	7%	4%	12%
500-999	2%	1%	5%
1000+	1%	0%	2%

In organisations with 1 – 9 employees the median salary is

# £43,186

a decrease of almost 4% from the last survey (£44,869)

### CEO salary by number of employees

Employee numbers	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
1 - 9	17,000	36,250	43,186	58,897	85,000	47,854	34	44,869
10 - 19	22,000	40,000	47,500	62,463	144,000	52,217	156	46,000
20 - 49	20,000	42,000	53,501	72,396	180,000	59,758	163	52,000
50 - 99	30,000	49,000	60,000	73,636	125,000	64,531	95	60,233
100 - 199	30,000	56,188	68,000	82,760	180,000	74,904	83	67,500
200 - 499	45,000	68,000	78,000	95,000	145,000	82,240	68	75,910
500 - 999	57,000	75,000	87,500	96,500	145,000	89,390	27	91,000
1000+	65,000	86,000	105,000	132,000	185,000	110,163	17	89,500

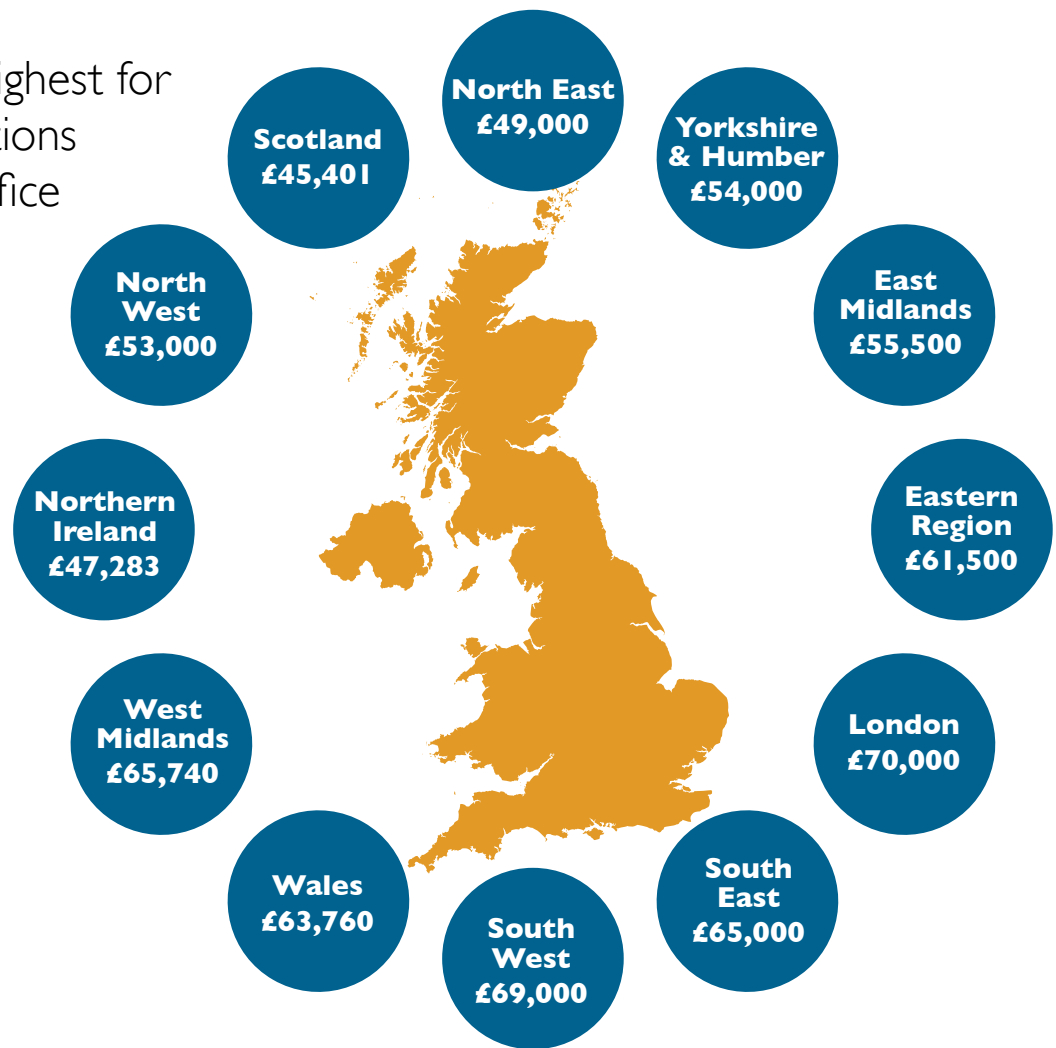
### CEO salary by number of volunteers

Volunteer numbers	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
None	20,800	44,363	61,595	82,750	180,000	67,206	70	69,250
1 - 9	20,000	42,500	52,500	71,974	145,000	59,313	127	48,900
10 - 19	30,000	44,250	55,824	74,103	108,150	60,391	62	46,000
20 - 49	20,000	39,475	45,950	63,500	140,000	54,894	80	45,700
50 - 99	29,400	43,500	60,704	75,000	130,000	60,951	63	55,000
100 - 199	27,000	47,742	59,136	69,750	140,000	61,448	51	60,000
200 - 499	30,000	53,063	60,800	77,250	121,000	66,812	66	62,000
500 - 999	43,132	68,000	75,000	93,747	180,000	82,946	27	77,079
1000+	65,000	81,500	110,000	126,000	185,000	109,556	11	76,043

## CEO salary by location of head office

Median pay was highest for CEOs of organisations with their head office in the London at £70,000 and lowest for those in Scotland at £45,401

Response levels for London are back to their 2011 levels (unlike in 2012 when they dropped to 25% from 32% in 2011 which reflected in a reduced London median salary for 2012).



Region	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
East Midlands	27,000	40,000	55,500	65,250	124,000	60,733	20	55,000
Eastern Region	25,000	41,000	61,500	70,000	105,000	59,254	40	65,000
London	22,000	55,000	70,000	95,000	185,000	76,928	217	68,000
Northern Ireland	30,851	42,000	47,283	53,138	60,000	46,929	31	44,700
North East	32,663	42,450	49,000	67,375	125,000	56,655	26	55,849
North West	28,500	40,710	53,000	70,625	145,000	58,996	40	50,947
Scotland	20,000	37,846	45,401	63,750	97,000	51,198	80	48,200
South East	17,000	48,000	65,000	80,000	145,000	68,051	93	56,873
South West	36,000	48,473	69,000	77,000	145,000	68,393	35	69,000
Wales	33,661	42,450	63,760	94,130	132,000	72,130	6	54,335
West Midlands	20,000	44,250	65,740	74,625	108,000	63,007	22	65,000
Yorkshire & Humber	27,000	42,500	54,000	74,250	118,000	59,474	39	63,530

## CEO salary by the main activity of the organisation

How organisation operates	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median
Accommodation / housing	32,928	43,099	60,000	77,319	145,000	64,172	40	56,349
Advisory	29,400	40,750	53,521	70,350	122,400	58,569	32	53,500
Animals	39,500	48,050	52,750	70,750	105,000	60,820	10	77,000
Arts / culture	36,000	49,350	57,500	72,740	105,350	62,176	16	63,228
Disability	36,884	48,703	64,500	79,500	145,000	69,655	53	63,015
Economic / community / development / employment	20,000	65,000	68,500	85,000	95,950	67,939	9	46,000
Education / training	20,800	43,272	56,000	75,000	128,000	64,116	57	56,000
Elderly, children & youth	30,000	47,882	60,000	80,000	148,504	65,572	80	55,367
Environment / conservation / heritage	32,500	42,000	52,500	64,750	145,000	56,837	23	55,000
Law	—	—	50,000	—	—	50,000	1	46,737
Medical / health / sickness	20,000	50,960	68,000	82,880	170,000	69,829	154	62,000
Overseas aid / famine relief	30,000	50,500	63,063	74,000	130,000	70,576	15	61,851
Professional/Membership Association	17,000	48,089	62,744	83,000	180,000	73,871	33	63,000
Relief of poverty	31,328	43,154	62,000	72,700	80,371	57,803	15	71,250
Religious activities	37,385	45,648	49,000	58,500	100,000	56,383	7	52,000
Sport / recreation	46,000	68,375	78,858	80,913	91,035	74,100	8	75,820
Other	25,000	40,934	52,000	74,700	185,000	60,930	79	53,377

Of those surveyed, CEOs of Sport/recreation based organisations had the highest median salary of

£78,858

(possibly reflecting an Olympic year uplift)

## CEO salary by how the organisation operates

Almost two thirds (60%) of respondents' organisations provide services. While median CEO salaries do show some variation between types of operation, due to small numbers in each, many of these differences are not statistically significant. That said, the median salary of CEOs of umbrella organisations is significantly lower at £44,650.

How organisation operates	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median
Grant-making - Individuals	35,415	58,125	67,500	77,500	123,000	71,842	10	70,000
Grant-making - Organisations	33,000	59,249	70,000	83,500	145,000	75,197	38	63,250
Provides other finance	46,000	60,250	70,514	82,021	100,000	71,757	4	76,960
Provides human resources	20,800	32,700	45,000	101,500	185,000	74,441	11	38,000
Provides buildings/facilities/open space	30,000	46,500	72,749	87,000	128,000	72,990	16	47,349
Membership Body / Association	22,000	47,400	60,000	80,050	180,000	67,737	77	60,228
Provides services	17,000	45,198	59,970	76,250	170,000	64,075	387	58,625
Sponsors/undertakes research	33,500	48,500	52,000	82,500	105,000	64,643	7	70,000
Acts as an umbrella/resource/support/CVS body	32,000	40,000	44,650	58,233	120,000	51,898	42	45,000
Research Institute or 'Think Tank'	50,000	63,700	81,500	102,000	120,000	83,610	10	71,000
Campaigner / Advocate	37,500	46,594	64,180	78,904	140,000	68,254	28	68,000
Trading	40,000	51,000	65,000	82,500	145,000	72,707	13	—
Other	20,000	40,549	50,598	60,500	90,580	52,129	6	56,200

## CEO salary by the main geographical focus

The median salary of CEOs of local charities was £47,000 (an increase of over 2% from 2012), perhaps reflecting the smaller incomes of these organisations. The median salary level for leaders of international organisations was slightly higher than for national and much higher than regional organisations. The median salary of CEO's of local organisations is significantly lower than those with a wider focus.

Main geographical focus	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median
International	30,000	48,195	67,000	100,000	145,000	75,132	45	67,500
National	20,800	49,000	66,000	84,250	185,000	70,682	356	61,851
Regional	17,000	45,450	56,000	72,200	130,000	60,239	119	60,000
Local	20,000	39,800	47,000	65,000	144,000	53,087	129	45,900

## Pay transparency, salary reviews and bonuses

This year, following in-depth telephone research with CEOs, we added an additional response of ‘feel they are already transparent’ for CEOs to choose when answering this question. Almost 30% of CEOs feel that salaries are already transparent and almost 40% of CEOs agree that they should be transparent. Those who disagree have reduced in numbers from almost 19% of CEOs last year, to just under 10% this year.

### Should there be more transparency about CEO salaries?

Transparency about salary	2013	2012	2011
	%	%	%
Yes	38.4	50.3	55.2
No	9.9	18.9	21.0
Not sure	22.0	30.9	23.7
Feel they are already transparent	29.7	—	—

## Salary changes

50.2% of CEOs have had a salary increase since the last tax year (an increase of just over 2% since last year).

### If you have had a pay increase, how has your salary been increased?

Salary increase	2013	2012	2011
	%	%	%
In line with inflation	34.1	31.3	23.0
Performance related increase	14.7	9.3	—
Other	1.4	7.5	—

## External salary scales used to determine CEO salary

57% of CEOs have had their salary, or salary increase, determined by an external salary scale or other resource. Of these, 28.3% of respondents stated that the ACEVO Pay Survey was used.

In 2011 we asked “In the last year, was your salary increased in line with inflation?”

Other response includes: benchmark, alignment with sector/salary grade/scale increase, new role. Of those who had their salary increased, almost 68% had their salary increased in line with inflation.

Resources listed were NCVO UK Civil Society Almanac, NHS Agenda for Change, NJC3 for Local Government Services, Teaching Salary Scales, ACEVO Pay Survey, Civil Service Pay Guidance, Croner Salary Surveys and JNC2 for Chief Executives of Local Authorities.

### Did you negotiate your last salary?

Salary negotiation	2013	2012	2011
	%	%	%
Yes	41.1	36.5	39.1
No	58.9	63.5	60.9
Other	—	7.5	—

50.2% of CEOs have had a salary increase since the last tax year



## Frequency of CEO salary reviews

Just under 60% of CEOs have annual reviews, however, an increasing number of CEOs (36.5%) are not having regular salary reviews.

36.5% of CEOs are not having regular salary reviews

### Is your salary reviewed regularly?

Salary review	2013	2012	2011
	%	%	%
Yes, annually	57.1	60.0	65.6
Yes, other period	6.4	6.8	7.8
No	36.5	33.2	26.5

18.3% of CEO respondents receive a bonus

## Bonuses

18.3% of CEO respondents receive a bonus. Of those CEOs who receive bonuses, over half (55%) receive a personal performance related bonus vs 33% receiving an organisational bonus. An increasing number of CEOs are being bonused based on personal performance. 'Other' types of bonus mentioned include discretionary, one off and not in contract.

### Does your contract make provision for you to receive any of the following bonuses?

Type of bonus	2013	2012	2011
	%	%	%
Personal performance related bonus	11.8	10.9	9.5
Organisational performance related bonus	7.0	8.6	5.8

### If yes, what is the bonus level?

Bonus level (personal performance)	Mean	Minimum	Median	Maximum	n	Median 2012
£	6,345	300	5,000	30,000	45	5,000
% of salary	11.4	1.0	8.0	47.0	31	7.0
Bonus level (organisational performance)	Mean	Minimum	Median	Maximum	n	Median 2012
£	5,941	200	3,174	37,000	16	11,000
% of salary	13.8	2.0	12.5	35.0	12	14.5

## Hours

Most (93.2%) CEOs remain full time, similar to last year's figure, with just 6.8% working part-time. The majority of leaders (94.8%) have permanent contracts.

### CEO contract types

Contracts	2013	2012
	%	%
Permanent	94.8	95.6
Fixed term	2.2	2.0
Rolling	2.3	1.6
Temporary interim	0.5	0.4
Temporary other/other	0.2	0.4

### CEO employment hours

Employment hours	2013	2012	2011
	%	%	%
Full-time	93.2	93.7	94.2
Part-time	6.8	6.3	5.7
Job share	—	—	0.2

## Sickness payments over and above the statutory sick pay

The majority of CEOs (71%) are now entitled to payments over and above SSP. For those CEOs who are entitled to more than Statutory Sick Pay, the most common arrangement is for a period of full pay, followed by a period on half pay. For most CEOs, the median entitlement is 13 weeks on full pay, followed by 12 weeks on half pay, compared to 12 weeks for both in our last survey.

## Are you entitled to any payment over and above Statutory Sick Pay of £86.70 if you are ill for more than 28 weeks?

Sickness payments	2013	2012	2011
	%	%	%
Yes	71.0	72.2	50.0
No	29.0	27.8	50.0

## Level of pay entitlement by number of weeks

Level of pay entitlement	Mean	Minimum	Lower quartile	Median	Upper quartile	Maximum	n	Median 2012
	weeks	weeks	weeks	weeks	weeks	weeks		weeks
Full pay	15	1	8	13	26	52	428	12
Half pay	14	0	6	12	26	52	383	12

## Sick leave days taken last tax year

Sick leave days	2013	2012
	%	%
None	57.6	51.7
1 to 5	36.4	41.1
6 to 10	3.5	4.5
11 to 15	0.2	0.9
16 to 20	0.2	0.7
4 weeks+	2.2	1.1

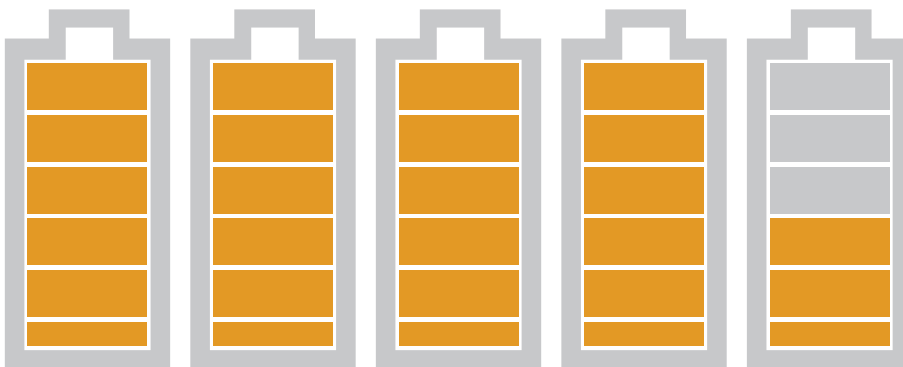
57.6% of CEOs have not taken a sick leave day in the last tax year

## Holidays

CEO respondents are entitled to, on average, 27.6 days holiday a year (vs 27 in our last survey), but only take, on average 23.5 days a year.

### CEOs' holiday entitlement vs actual days taken

Holidays	Entitled to	Take
	%	%
Up to 5 days	0.7	2.2
6 to 10 days	0.2	2.4
11 to 15 days	0.0	4.4
16 to 20 days	2.7	16.0
21 to 25 days	27.0	35.9
26 to 30 days	47.8	30.1
31 to 35 days	17.8	8.1
36 to 40 days	3.5	0.5
More than 40 days	0.5	0.5
Mean (days)	27.6	23.5



On average CEOs use 23.5 days of their holiday entitlement

Annual CEO holiday entitlement remains at 27.6 days on average since the last survey

## Retirement and pension schemes

### Retirement ages

Normal retirement age for pension scheme	2013	2012
	%	%
55 to 60	8.4	8.4
61 to 62	0.7	1.5
63 to 64	0.4	0.3
65+	90.5	89.8

### Type of pension scheme

Pension scheme	2013	2012	2011
	%	%	%
Company/group scheme	36.0	43.5	33.0
Personal plan	52.2	39.8	53.6
Local government plan	5.6	4.5	5.3
Occupational plan	3.7	5.2	8.1
Other	2.4	6.9	—

### Pension schemes

Most CEOs (86.4%) are offered a pension scheme; in a shift from last year, the most common form of scheme this year is a personal or stakeholder pension plan (from 39.8% in 2012 to 52.2% in 2013). The median contribution rates are still 7% for the employer and now 4% minimum for the employee plus an additional contribution by CEOs of 5%. Defined benefit or final salary schemes are still rare, with 82.8% of CEOs now provided with a defined contribution or money purchase pension, a similar level to 2012.

### Structure of pension scheme

Pension scheme type	2013	2012	2011
	%	%	%
Defined benefit / final salary scheme	17.2	16.7	15.6
Defined contribution / money purchase	82.8	83.3	84.4

**86.4%** of employers offer CEOs a pension

### Pension contribution rates

Pension contribution rates	Mean	Minimum	Lower quartile	Median	Upper quartile	Maximum	n	Median 2012
	%	%	%	%	%	%		%
Employer's contribution	8	1	5	7	10	32	500	7
CEO's contribution: min/required	4	0	2	4	5	20	459	5
CEO's contribution: additional	5	0	3	5	6	45	161	5

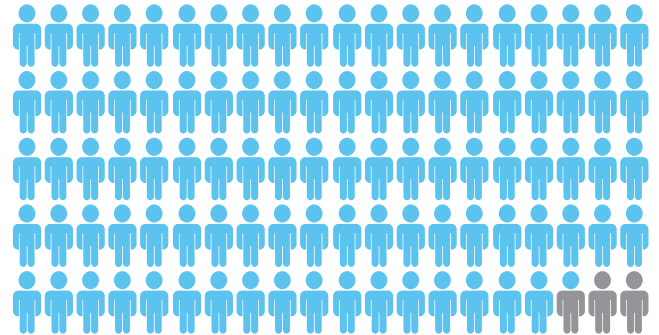


# ABOUT THE CEO RESPONDENTS

## CEO respondents by ethnicity

As per the past two years, the overwhelming majority of CEO respondents are white.

Ethnicity	2013	2012	2011
	%	%	%
White	97.3	97.0	93.9
Mixed	0.7	0.6	2.2
Asian or British Asian	0.3	0.8	0.7
Black or Black British	0.3	0.6	0.6
Any other ethnic background	0.5	0.8	0.7
Prefer not to say	0.9	0.2	1.9



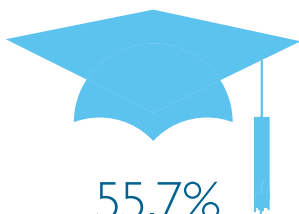
97.3% of CEO respondents are of a white background

## CEO education

CEOs are almost twice as likely to have at least a bachelor's degree or higher than the rest of the workforce in the sector, with 73% of the leaders who responded qualified to degree level, compared to 38% for the voluntary sector workforce (source: UK Voluntary Sector Workforce Almanac 2013).

### What is your highest level of qualification? By % of respondents

Qualification	2013	2012	2011
	%	%	%
GCSEs or equivalent	1.8	2.2	1.8
AS and A levels	2.8	2.6	3.0
BTECs, OCR Nationals / Other vocational qualifications	0.4	1.6	1.2
NVQs	1.1	1.0	1.2
Higher National Certificates / Higher National Diplomas	2.0	2.8	4.6
International Baccalaureate Diploma or equivalent	0.2	0.4	—
Foundation degree	1.3	1.4	3.0
Bachelor's degree	25.7	28.3	30.0
Postgraduate degree	50.0	39.3	50.7
Doctorate/PhD	5.7	3.6	4.6
Professional Qualification	9.0	16.6	—



55.7%  
of CEOs have  
some kind of  
postgraduate  
qualification

increase on 2012 levels



1 in 10 have some form of professional qualification (vs 1 in 6 in 2012)

## Employment history

### How long have you been in your current role?

Length of time in role	2013	2012	2011
	%	%	%
< 1 year	10.1	9.9	13.7
1 - 3 years	27.2	24.4	23.6
4 - 5 years	9.8	13.9	17.1
> 5 years	52.9	51.8	45.6

52.9% of CEOs have been in post over five years

### Length of time in role by gender

Length of time in role	Male Basic Annual Salary		Female Basic Annual Salary		Pay gap
	Mean £	Median £	Mean £	Median £	%
< 1 year	72,051	69,000	58,107	55,000	20%
1 - 3 years	71,969	67,000	63,126	52,740	21%
4 - 5 years	68,031	66,000	55,205	55,000	17%
> 5 years	71,196	66,400	59,145	55,000	17%

Pay gap calculated as a percentage of median male pay

## Career path

7.9% of CEOs were the founders of their organisation. Over 33% of CEOs have worked in a different role within their current organisation prior to becoming CEO and of these, just under 27% have been promoted to CEO from within the organisation. Over two thirds have become CEO from other organisations or sectors. 60.8% of CEOs are a trustee on a board for another voluntary organisation.

### Have you held a senior position?

Senior position	Yes - in my last role	Yes - in the past	No
	%	%	%
Role in current organisation	26.0	6.1	67.9
Third sector - other organisation	39.0	21.9	39.2
Public sector	17.3	26.9	55.7
Private sector	8.8	27.1	64.1

### Are you the founder of the organisation?

Organisation founder	2013	2012	2011
	%	%	%
Yes	7.9	6.5	6.7
No	92.1	93.5	93.3

### Are you a trustee or on the board of any other voluntary organisation?

Trustee on board of another voluntary organisation	2013	2012	2011
	%	%	%
Yes	60.8	59.7	60.0
No	39.2	40.3	40.0

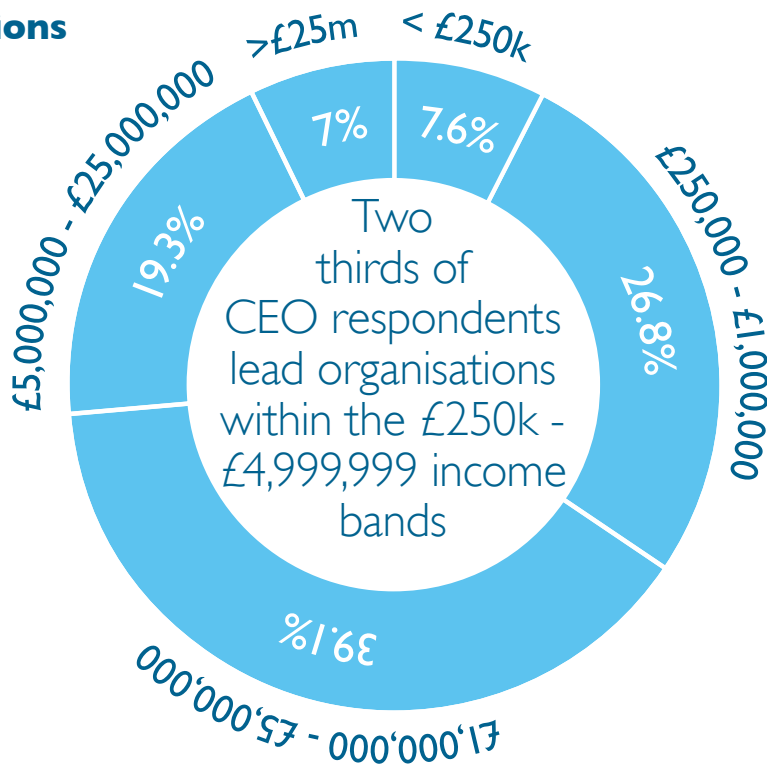
**Other than as a board member, do you take part in any other volunteering?**



53.2% of CEO respondents volunteer

Take part in volunteering	2013	2012	2011
	%	%	%
Yes	53.2	54.5	54.5
No	46.8	45.5	45.5

**CEO Organisations**



**Number of CEOs by annual income of organisation**

Organisation income	2013		2012
	n	%	%
Less than £50,000	4	0.6	0.5
£50,000 - £149,999	24	3.5	3.0
£150,000 - £249,999	24	3.5	4.3
£250,000 - £999,999	182	26.8	29.3
£1,000,000 - £4,999,999	265	39.1	37.2
£5,000,000 - £14,999,999	104	15.3	15.1
£15,000,000 - 24,999,999	27	4.0	3.8
£25,000,000 - £49,999,999	24	3.5	4.0
£50,000,000 or more	24	3.5	2.8
TOTAL	678	100.0	100.0

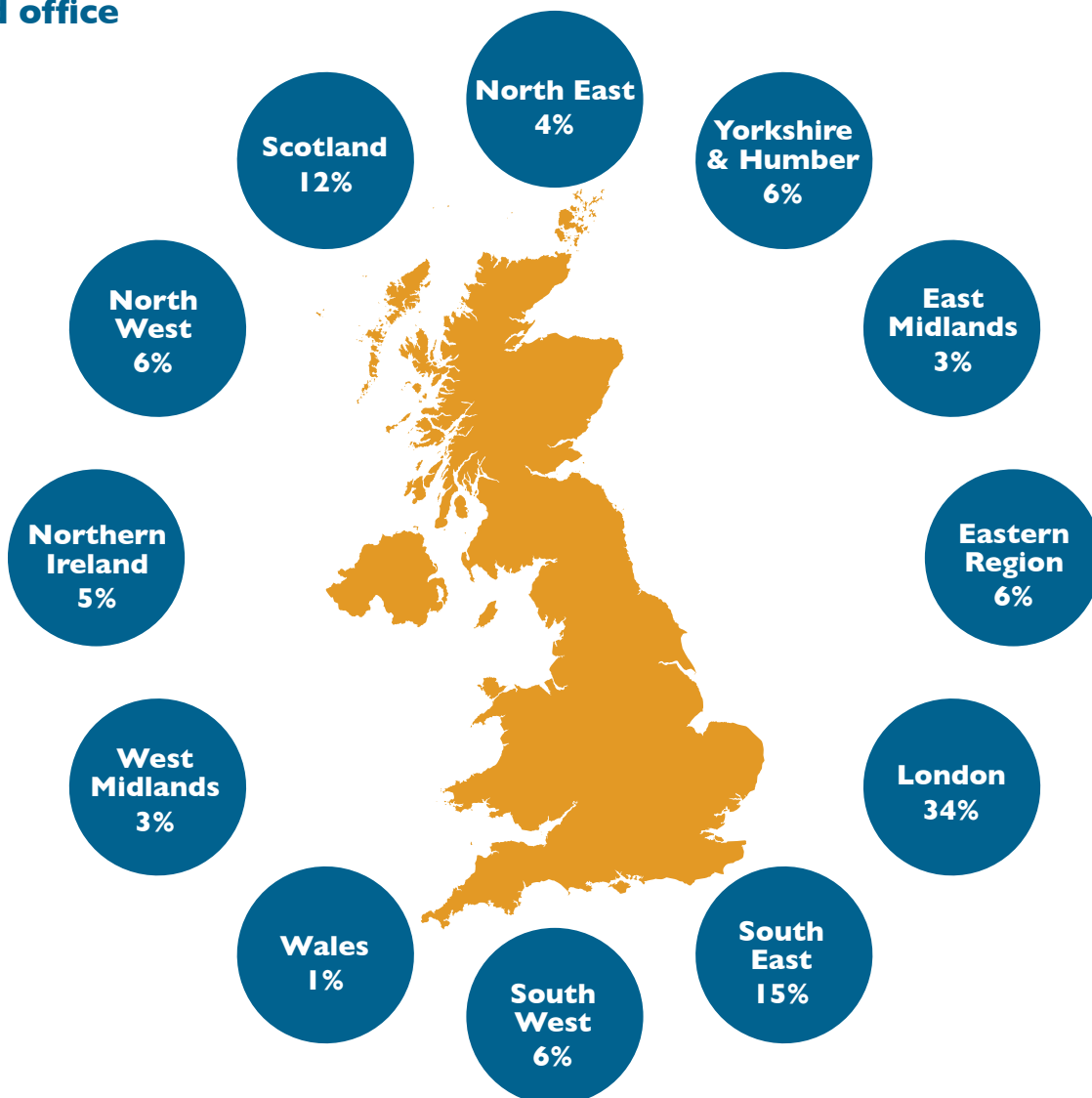
**Number of unpaid volunteers**  
(excluding trustees)

Volunteers	2013	2012	2011
	%	%	%
None	12.8	14.2	10.4
1 - 9	23.3	19.8	19.7
10 - 19	10.9	8.4	9.5
20 - 49	14.6	16.4	15.9
50 - 99	11.1	11.6	12.2
100 - 199	9.0	12.4	10.2
200 - 499	11.5	9.4	10.2
500 - 999	4.9	5.6	6.0
1000+	1.9	2.0	5.9



Fewer organisations have over 100 volunteers, 27.3% in 2013 compared to 29% in 2012 and 32% in 2011

**Percentage of CEOs by location of head office**

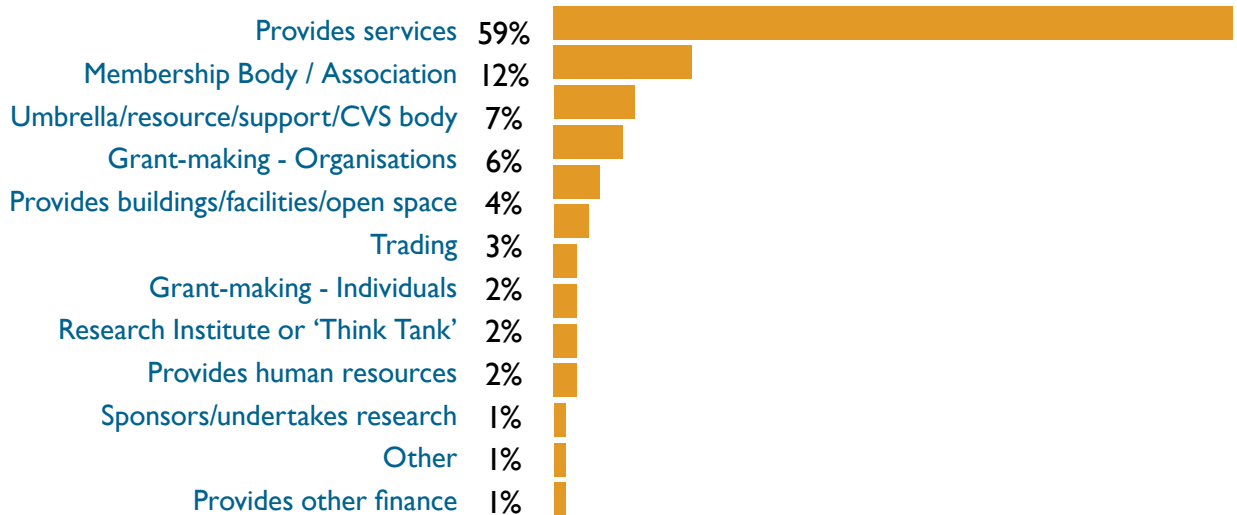




## Percentage of CEOs by the main activity of organisation



## Percentage of CEOs by how the organisation operates



## Appraisals, notice periods, recruitment and succession plans

73.2% of CEOs receive a regular appraisal of their performance and objectives, though a notable proportion (26.8%) do not. Appraisals are usually carried out by the chair of the organisation, with some input from the board, but just under half (45.9%) of CEOs did not answer the board input question.

### Do you receive a regular appraisal of your performance objectives?

Appraisal	2013	2012	2011
	%	%	%
Yes - annual	58.6	66.5	64.7
Yes - other frequency	14.6	9.7	15.6
No	26.8	23.8	19.7

26.8% of CEOs do not receive an appraisal

### Do chairs appraise CEOs? And who contributes towards the CEO appraisal?

Appraiser	2013	2012	2011
	%	%	%
Chair only	66.7	54.0	83.2
Chair plus others	28.0	29.0	
Trustees	2.9	4.8	7.6
Another Director	4.4	4.4	1.5
Other	0.4	7.8	7.6

### Does the board contribute towards your appraisal?

Board input	Formally	Informally
	%	%
Yes	29.3	51.2
No	39.4	15.2
Don't know	7.7	11.3
No answer	23.6	22.3

CEO respondents indicate that there is more likely to be a succession plan in place for chairs than CEOs or any directors (51.1%, 26.7%, 37.2%). 73.3% of CEO respondents do not have

### CEOs on their notice periods

Most CEOs (69.5% of respondents) have a notice period of three to four months.

Notice period	2013	2012	2011
	%	%	%
Up to 2 months	13.5	14.7	14.2
3 to 4 months	69.5	66.9	70.7
5 to 10 months	16.1	16.8	14.1
11 to 20 months	1.0	1.1	1.1
21 to 30 months		0.2	
More than 30 months		0.2	

### Succession plans in place for chair, CEO and any directors

Succession plan for ...	Chair	CEO	Any directors
	%	%	%
Yes	51.1	26.7	37.2
No	48.9	73.3	62.8

73.3% of CEOs do not have a succession plan in place

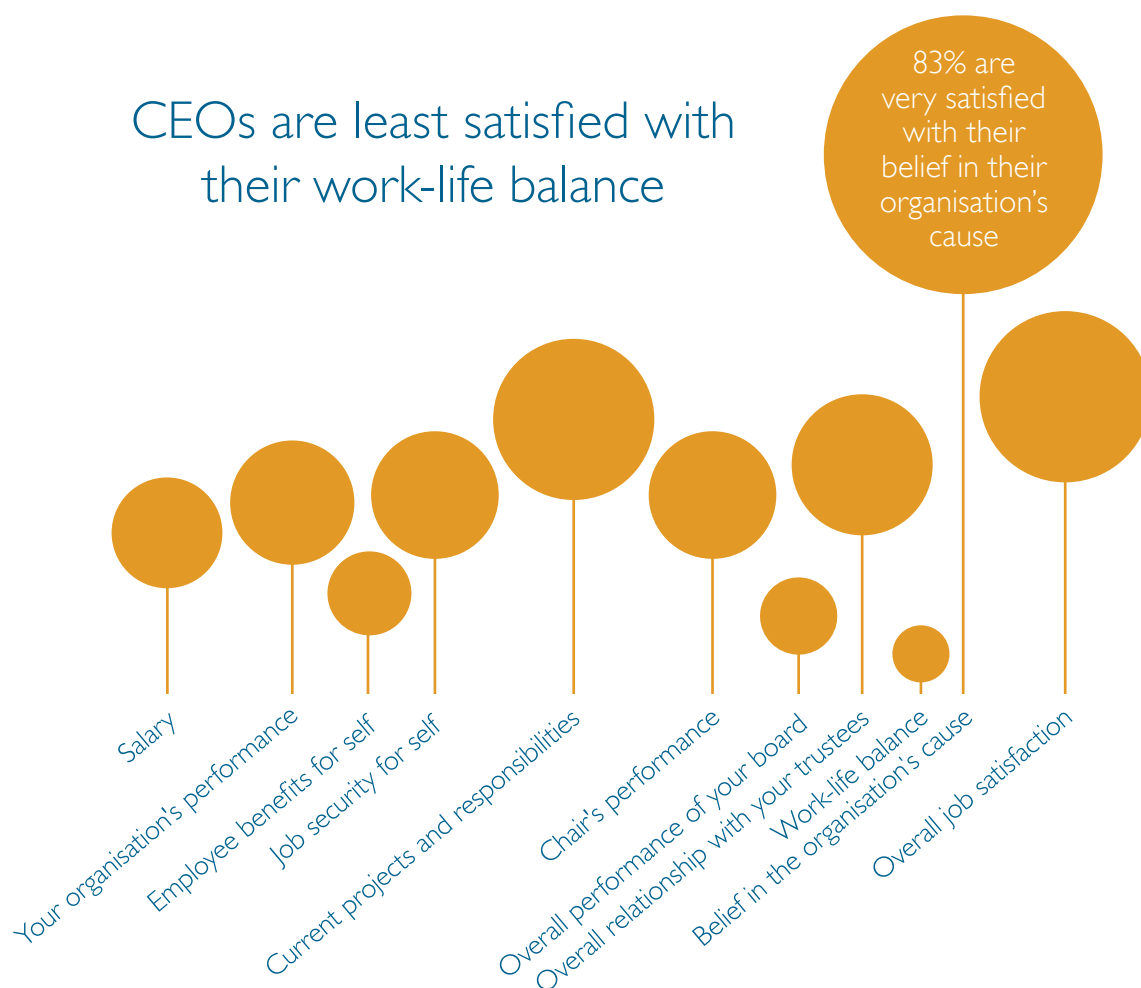
## Job satisfaction

The percentage of CEOs who scored 'very satisfied' for their overall job satisfaction remained the same as last year at just over 50%. Third sector leaders remain strongly committed to their organisation's cause with 83.1% 'very satisfied' with this aspect of their job. As in previous years, CEOs tend to be least satisfied with the work life balance their role offers.

### Satisfaction with aspects of the job

Satisfaction with aspects of the job	Very satisfied	Somewhat satisfied	Neither	Somewhat dissatisfied	Very dissatisfied	n	2012 very satisfied
	%	%	%	%	%		%
Salary	33.3	45.5	7.9	11.9	1.4	622	30.9
Your organisation's performance	36.7	53.0	5.0	5.0	0.3	619	39.5
Employee benefits for self	25.5	44.3	17.4	11.5	1.3	619	28.3
Job security for self	37.6	40.0	13.0	7.9	1.4	622	40.8
Current projects and responsibilities	47.7	41.2	4.7	6.4	0.0	622	50.1
Chair's performance	38.0	38.0	9.2	10.8	4.0	619	43.9
Overall performance of your board	22.9	46.1	11.8	15.8	3.5	621	27.2
Overall relationship with your trustees	41.5	41.0	9.5	6.1	1.9	620	44.5
Work-life balance	16.9	43.5	15.8	19.8	4.0	621	19.5
Belief in the organisation's cause	83.1	14.0	1.9	1.0	0.0	622	87.3
Overall job satisfaction	50.7	41.1	4.7	3.2	0.3	621	50.1

CEOs are least satisfied with their work-life balance

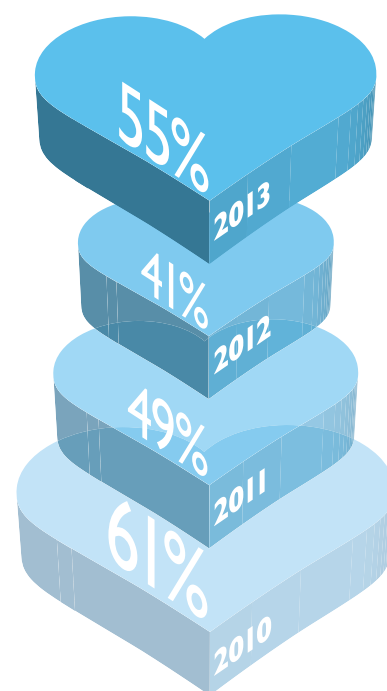


## Recommend working in the third sector to others

This year 55% of third sector leaders said they would highly recommend working in the sector, up from 41% last year.

Recommend	2013	2012	2011
	%	%	%
Highly recommend	55.0	41.4	49.1
Recommend	33.7	50.9	47.2
Would not recommend	9.5	4.2	3.7
Would discourage	1.0	1.5	—
Other	0.0	2.0	—

55% of CEOs would highly recommend working in the third sector



### Why work in the third sector?

Most CEOs were attracted to working in the sector by interest in the specific role (56.1%), while 29.8% were attracted to the third sector's values.

### Attraction to working in the third sector

Job attraction	2013	2012	2011
	%	%	%
Interest in the specific job	56.1	54.0	53.1
Third sector values	29.8	29.0	30.4
Job satisfaction	12.0	13.7	12.3
Work / life balance	1.5	1.5	—
Other	0.7	1.7	4.1

81.6% of CEOs remain optimistic about the future of their organisation

## CEO optimism

Despite the current challenges, CEOs are managing to retain their optimism – in total, 81.6% are either very optimistic or optimistic about the future of their organisation, a small change from the 2012 figure.

### Despite current challenges how optimistic are you for the future of your organisation?

Level of optimism	2013	2012	2011
	%	%	%
Very optimistic	27.8	25.8	30.9
Optimistic	53.8	59.4	54.0
Neither optimistic nor pessimistic	13.4	8.4	10.1
Pessimistic	4.6	5.4	4.2
Very pessimistic	0.5	1.0	0.7

# What are the most pressing challenges and priorities for CEOs?



Rather than list every different response, we have aimed to give an overall impression of the answers by showing some of the most common words used in the replies. The size of the words indicates the relative frequency with which they were used. The shading of the words is not significant.

# THE CHAIR AND THE BOARD



In addition to CEOs, we also surveyed 135 chairs of third sector organisations, some of whom worked within the same organisations as the CEOs.

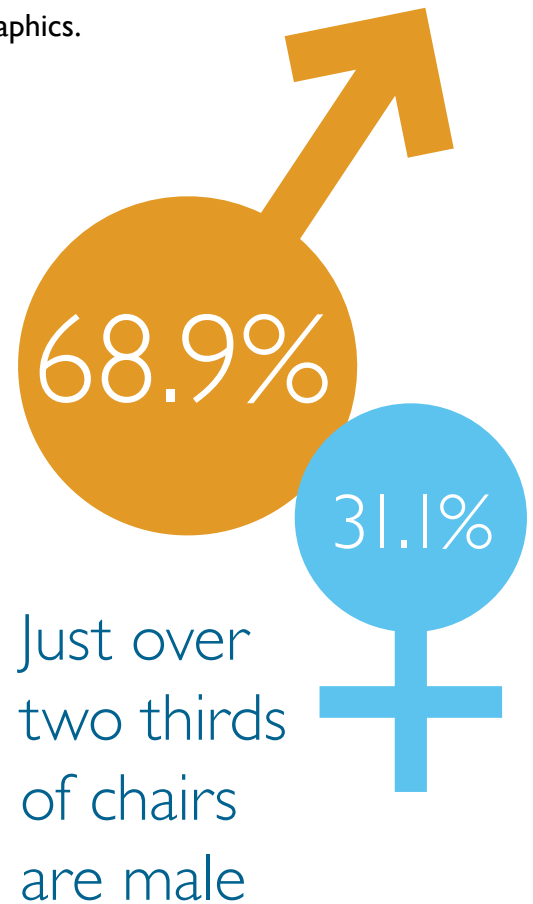
This section outlines the main results relating to the chair demographics.

## Chair gender

Gender	2013	2012	2011
	%	%	%
Male	68.9	76.4	65.5
Female	31.1	23.6	34.5

## Distribution by age group

Age group	2013	2012	2011
	%	%	%
16-24	1.8	0.9	0.9
25-34	—	0.9	—
35-44	3.5	4.7	7.2
45-54	16.8	21.5	18.9
55-64	39.8	43.0	38.7
65-74	36.3	27.1	33.3
75+	1.8	1.9	0.9



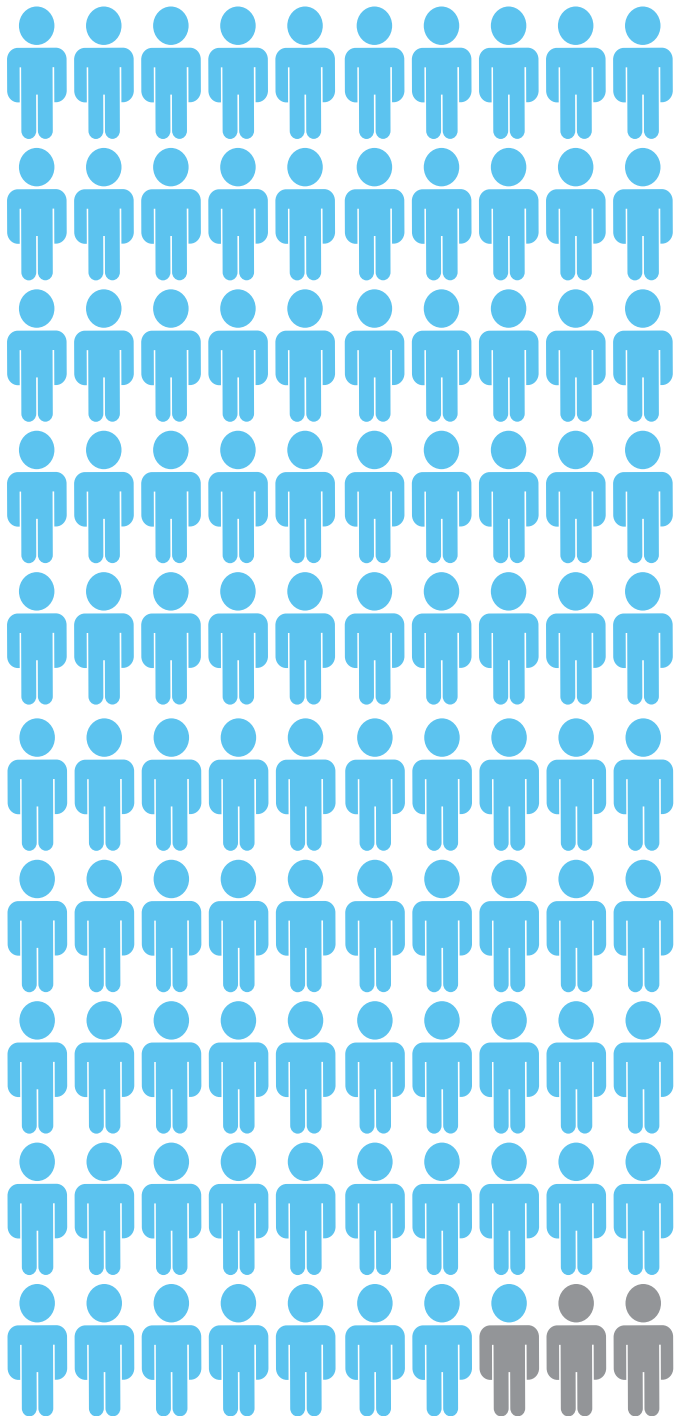
Chairs tend to fall within the 45-74 age range, with most still around 55-64. 119 chairs gave their gender. Of these, both male and female chairs are more likely to be within the 55-74 bands. Almost 80% of responding male chairs were aged 55-74 and 69% of responding female chairs were aged 55-74. As in 2012, there were just two chairs under 35.

## Chair by age and gender

Age group	Gender	
	Male	Female
	%	%
16-24	1.3	3
25-34	—	—
35-44	3.9	2.8
45-54	14.3	22.2
55-64	40.3	38.8
65-74	39.0	30.6
75+	1.3	2.8

76% of chairs are aged 55-74 years

97.3% of chairs are of a white background



### Ethnicity

Ethnicity	2013	2012	2011
	%	%	%
White	97.3	97.0	96.3
Mixed	—	1.0	—
Asian or British Asian	0.9	1.0	0.9
Black or Black British	—	—	0.9
Any other ethnic background	—	1.0	—
Prefer not to say	1.8	0.0	1.8

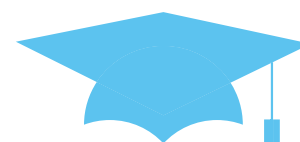
### Chair Impairments

Impairment	2013	2012	2011
	%	%	%
Yes	19.1	14.3	3.6
No	74.8	80.0	96.4
Prefer not to say	6.1	5.7	—

In this survey we asked whether chairs considered that they had any one of a list of impairments list provided by the CAB. Examples given included; cerebral palsy, physical impairment, dyslexia / dyspraxia, speech impairment, mental health condition current or previous (e.g. depression), blind or impaired vision, deaf or impaired hearing, wheelchair user, autism, learning difficulties, long-term medical condition or illness (including anything for which you take regular prescribed medication or need regular medical treatment e.g. diabetes, cancer, epilepsy, asthma etc.)

## Chair education and employment history

Highest academic achievement	2013	2012
	%	%
GCSEs or equivalent	1.8	6.7
AS and A levels	3.5	4.8
BTECs, OCR Nationals and other vocational qualifications	—	2.9
NVQs	—	1.0
Higher National Certificates or Higher National Diplomas	4.4	1.0
International Baccalaureate Diploma or equivalent	—	—
Foundation degree	0.9	3.8
Bachelor's degree	26.5	26.9
Postgraduate degree	30.1	27.9
Doctorate/PhD	9.7	8.7
Professional qualification	23.0	24.0



Just under  
40%  
of chairs have  
some kind of  
postgraduate  
qualification



Almost 1 in 4  
have some form  
of professional  
qualification

### 43.6% of chairs are involved in other third sector organisations.

Sector	Yes	No	Would like to be
	%	%	%
Third sector	43.6	34.0	22.3
Public sector	32.9	47.9	19.2
Private sector	27.9	48.5	23.5

### How long have you been in your current role?

Length of time in post	2013	2012	2011
	%	%	%
Less than a year	16.4	17.4	17.0
1-3 years	44.5	45.0	44.6
4-5 years	20.0	15.6	18.8
5 years+	19.1	22.0	19.6

### Are you the founder of the organisation?

Founder of organisation	2013	2012	2011
	%	%	%
Yes	4.5	5.5	2.6
No	95.5	94.5	97.4



## The chair landscape

We asked chairs to rank the most important factors for their organisations' success, with one being the most important factor and seven being the least. Chairs feel that a well performing SMT and funding are increasingly important factors for the organisations' success (vs 2012) as well as strategic direction. Training and legislation are on average, ranked the least important factors.

Factors importance to success of organisation	2013	2012
	Mean rank (scale 1-7)	
Well-performing executive / senior management team	2.2	2.4
Strategic direction	2.3	2.7
Funding	2.5	2.5
Governance	4.6	4.7
Staff issues	4.8	4.2
Training	5.5	5.4
Legislation	6.1	5.6

What are the most important factors affecting the success of your organisation?

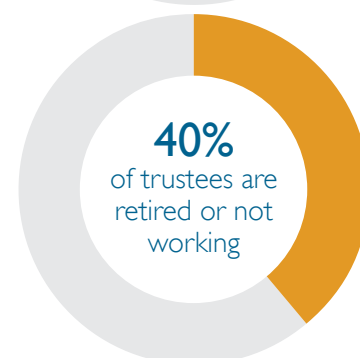
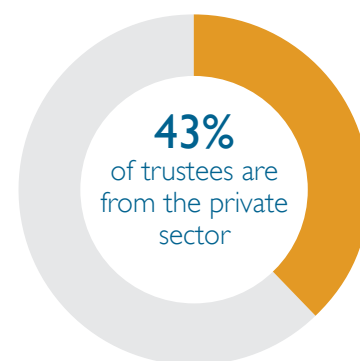
**WELL-PERFORMING EXEC / SMT**  
**STRATEGIC DIRECTION**  
**FUNDING**  
**GOVERNANCE**  
**STAFF ISSUES**  
**TRAINING**  
**LEGISLATION**



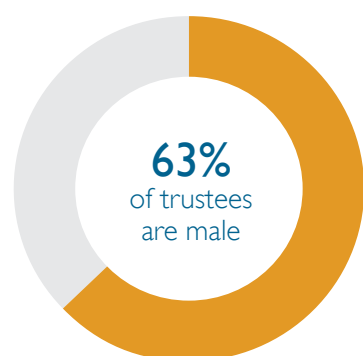
## Trustees

### How many trustees are on your board?

Number of trustees	Gender		All	2012
	Male	Female		
	%	%	%	%
None	—	0.9	—	—
1 to 2	7.0	18.3	—	0.9
3 to 4	20.9	33.9	0.9	0.9
5 to 6	25.2	34.8	9.6	9.5
7 to 8	30.4	6.1	13.9	25.0
9 to 10	11.3	3.5	32.2	19.8
11 to 12	2.6	—	17.4	26.7
More than 12	2.6	2.6	26.1	17.2
Mean (count)	6.4	4.5	10.9	9.9



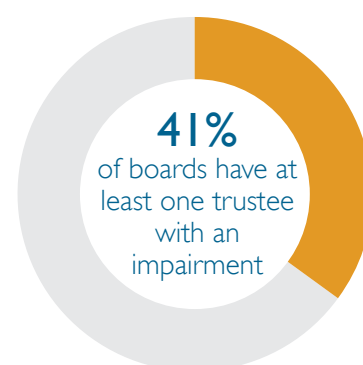
### How many of your trustees are from the following sectors?



Number of trustees	Sector			Retired / not working
	Private	Public	Third	
	%	%	%	%
None	1.0	4.4	1.3	1.1
1 to 2	35.6	45.6	64.9	40.4
3 to 4	29.7	27.8	15.6	24.5
5 to 6	18.8	17.8	9.1	21.3
7 to 8	10.9	2.2	2.6	7.4
9 to 10	3.0	1.1	3.9	4.3
11 to 12	1.0	—	1.3	1.1
More than 12	—	1.1	1.3	—
Mean (count)	3.8	3.0	2.9	3.7

### Do you have trustees belonging to any of the following ethnic groups?

Ethnicity	2013	2012	2011
	%	%	%
White	93.6	92.6	84.8
Mixed	9.3	7.4	18.1
Asian or British Asian	20.2	20.4	22.9
Black or Black British	16.6	13.0	12.4
Any other ethnic background	3.7	6.5	2.9
Prefer not to say	5.5	5.6	3.8



## Chair, trustee and CEO recruitment

22.4% of chairs feel that the most difficult trustee role to recruit for is treasurer. Just under 50% of chairs never had a problem recruiting trustees. Personal contacts are (as per 2012) the most likely method of trustee recruitment and the chair still tends to be elected from the trustees.

### Methods of recruitment used for the chair and trustees

Methods for recruiting	Chair	Trustees
	%	%
Recruitment adverts	26.4	46.8
Recruitment Consultants	15.2	15.1
Personal contacts	38.4	75.4
Word of mouth	28.0	55.6
Contacts with other organisations	12.0	37.3
Elected from amongst trustees	64.0	5.6
Elected from membership	10.4	31.0
Other	—	1.6

22.4% of chairs feel that the most difficult role to recruit for is Treasurer

## Trustee induction

97% of organisations have an induction plan for trustees

Other includes away days/ induction days/tour of services/ visits to our 2 homes, provision of all policies and procedures, access to internal and online training, copy of memorandum & articles, reports and documents, job description and appraisal process.

### Activities undertaken in the trustee induction process (more than one could be selected)

	%
Meeting the board	92.1
Meeting senior executives	95.3
Meeting other staff [or volunteers or users]	71.7
Providing a copy of statutory accounts	94.5
Providing a copy of the impact report	32.3
Providing a copy of the Governing document/ trustee manual	89
Providing a copy of the Code of Good Governance	73.2
Other	7.9

## Trustee expenses and remuneration

Only 12.7% of the chairs' organisations remunerate trustees above expenses.

Total amount spent on trustee expenses in the last tax year	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n
All	0	0	467	4,911	85,000	4,549	102

## CEO and chair satisfaction with the board's diversity

Satisfaction with board's diversity in terms of ...	CEO	Chair
	%	%
Age	59.2	59.8
Skill set	50.5	61.1
Experience and knowledge	60.3	77.5
Variety of general views / outlooks	67.2	87.3
Gender	66.4	66.7
Ethnicity	26.6	25.9
Sexual orientation	32.2	41.1
Disability	35.2	45.4
Religion / faith	32.2	40.4

### What are the term limits for your board?

Term limits for board	2013	2012	2011
	%	%	%
No term limits	14.9	16.9	22.8
1 to 3 years	62.0	68.5	39.5
4 to 5 years	9.9	8.9	8.8
More than 5 years	13.2	5.6	28.9

## Board appraisals

### Do you appraise the performance of your board or conduct a skills audit?

Appraise board or conduct skills audit	2013	2012	2011
	%	%	%
Yes - annually	58.1	35.4	38.9
Yes - other frequency	23.1	30.7	35.4
No	18.8	33.9	25.7

### Which of the following models do chairs use to appraise the board? (Respondents could select more than one model)

Models used for board appraisal	2013	2012	2011
	%	%	%
ACEVO Governance Review Service	5.6	5.5	6.0
Charity Trustee Network	4.4	4.1	4.8
Individual trustee interviews with the chair	48.9	38.4	44.6
Self-assessment	60.0	63.0	55.4
Other	12.2	2.7	22.9

CEOs are much less likely to be satisfied with the board's diversity in terms of their experience and general views/outlook compared to chairs

The percentage of boards with no term limits has decreased from 17% in our last survey to 15% this year

Over 80% appraise the performance of the board or conduct a skills audit

## How many years have chairs been formally appraising the performance of their board?

Number of years formally appraising board	2013	2012	2011
	%	%	%
Less than 1 year	18.6	27.8	19.3
1-2 years	29.9	25.3	31.3
3-4 years	22.7	27.8	30.1
5-7 years	16.5	11.4	12.1
More than 7 years	12.4	7.6	7.2

## Reasons for not having a board appraisal system in place

Reasons for not having board appraisal system	2013	2012	2011
	%	%	%
Unable to get buy-in from other board members	10.0	17.1	17.1
Do not think there is a need for it	45.0	41.5	34.3
No pressure from key stakeholders	30.0	19.5	25.7
Do not want to change the status quo	10.0	4.9	14.3
Unable to get buy-in from staff	—	2.4	2.9
Apprehension to change	30.0	12.2	2.9
Resources	25.0	22.0	20.0
Other	—	4.9	22.9
Do not know of a suitable system/process	5.0	17.1	—

## Governance

### Are you aware of the Code of Good Governance for the Voluntary Sector?

Code of Good Governance	2013	2012	2011
	%	%	%
Yes, implementing it	81.3	73.6	74.3
Yes, but not implementing it	13.0	14.4	19.5
No, not aware of it	5.7	12.0	6.2

### In the last two years, have you made any significant change to the governing structure of the organisation?

Significant changes to governing structure	2013	2012	2011
	%	%	%
Yes	46.7	46.4	43.2
No	53.3	53.6	56.8

### If chairs made changes to the governing structure, what changes were implemented?

Changes to the governing structure	2013	2012	2011
	%	%	%
Changes in the organisation's mission	35.5	71.2	33.3
Changes to the size and structure of the board	61.3	40.7	70.8
Remunerate board members above their expenses	—	—	—
Changing people on the board	83.9	28.8	35.4
Other	9.7		8.5



# THE SENIOR MANAGEMENT TEAM

The majority of senior management teams (77.2%) consist of 3-5 staff. 11% of organisations with fewer than 10 staff do not have a management team. Most organisations (56%) with more than 1,000 employees have an SMT consisting of 6-10 staff.

## Size of senior management team by number of full-time employees

Size of senior management team (excluding CEO)	Number of full-time employees								
	None	1-9	10-19	20-49	50-99	100-199	200-499	500-999	1000+
	%	%	%	%	%	%	%	%	%
None	0	11	0	0	0	0	0	0	0
1	0	10	3	0	0	0	0	0	0
2	0	8	3	3	0	4	0	0	0
3-5	100	67	88	90	76	74	80	77	22
6-10	0	4	6	7	22	22	20	23	56
11+	0	0	0	0	1	0	0	0	22

## Number of staff in senior management team by organisation size

Size of senior management team (excluding CEO)	Organisation size				
	Small <£1m	Medium £1m-£5m	Large >£5m	2013 All	2012 All
	%	%	%	%	%
None	6	2	1	2	4
1	4	3	0	2	3
2	7	3	0	3	3
3-5	80	83	69	77	75
6-10	3	9	28	15	15
11+	0	1	2	1	0

77% of senior management teams consist of 3-5 staff and a CEO

## Senior managers' salary ranges

Job title	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Deputy CEO	23,000	38,952	49,000	64,250	148,504	52,563	176	46,410
Operations Director	18,500	35,000	45,000	60,000	130,000	49,626	276	43,179
HR Director	15,000	39,398	47,679	62,657	102,000	50,561	128	45,500
Fundraising Director	10,000	37,052	45,546	64,000	110,000	51,656	138	47,000
Communications / Marketing / PR Director	19,000	33,000	40,000	54,000	107,000	45,059	113	43,000
Programme / Services Director	14,000	33,000	41,000	55,000	110,000	46,195	137	40,584
Finance Director	10,000	37,445	49,000	65,000	117,000	51,677	287	47,500
Policy and Research Director	24,500	37,698	49,457	70,700	95,000	54,936	57	50,000
Corporate Services Director	23,000	35,681	46,180	65,000	110,000	54,382	42	50,000
Development Director	21,500	37,573	47,355	63,500	90,000	50,441	80	44,520
Medical Director	24,000	61,440	79,520	92,500	150,000	79,775	36	80,000
Membership Director	25,000	39,358	50,000	58,000	82,000	49,683	23	43,000
Commercial Director	26,286	40,200	50,000	73,000	110,000	58,855	31	51,500
Company Secretary	16,700	31,860	40,000	55,250	85,000	44,887	24	35,000
Other SMT role	19,000	30,000	42,000	55,750	112,000	45,459	98	40,079



## Senior manager role by gender and salary

While 55% of CEOs were male, females were in the majority (55.5%) of the SMT roles in the organisations surveyed. For all of the posts in our survey, the majority of roles were filled by women, with the exception of: Commercial Directors and Development Directors (as in 2012) also 'other' SMT roles and Finance Directors.

### Job title by gender

Comparing the median salary by gender for all of the roles in our survey, female SMT members earned 11% less on average than males with Corporate Services Directors earning over 30% less than their male counterparts and female Deputy CEOs earning over 18% less. The only SMT roles in which women earned more than their male counterparts were Policy and Research Directors and 'other' SMT roles despite women holding the minority of 'other' SMT posts.

### Senior Management Team by gender

Job title	% split		Median salary £		Pay gap %
	Male	Female	Male	Female	
Deputy CEO	50.0	50.0	55,000	45,000	18.2
Operations Director	43.1	56.9	50,000	44,000	12.0
HR Director	22.7	77.3	48,000	47,500	1.0
Fundraising Director	42.8	57.2	46,092	45,000	2.4
Communications / Marketing / PR Director	37.2	62.8	42,464	40,000	5.8
Programme / Services Director	32.1	67.9	45,000	40,000	11.1
Finance Director	52.6	47.4	55,000	45,000	18.2
Policy and Research Director	50.9	49.1	48,790	53,000	-8.6
Corporate Services Director	42.9	57.1	65,000	45,000	30.7
Development Director	56.3	43.7	47,540	47,000	1.1
Medical Director	38.9	61.1	85,818	76,020	11.4
Membership Director	47.8	52.2	50,000	46,500	7.0
Commercial Director	61.3	38.7	52,000	50,000	3.8
Company Secretary	29.2	70.8	50,000	40,000	20.0
Other SMT role	58.2	41.8	40,000	42,000	-5.0
All SMT roles	44.5	55.5	50,000	45,000	10.0

Pay gap calculated as a percentage of median male salary

## Senior managers' salary by organisation size

Deputy CEO	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	23,000	30,888	36,793	43,750	70,394	38,079	50	35,000
Medium (£1m to <£5m)	28,000	42,000	49,000	59,232	79,000	50,332	74	46,026
Large (>=£5m)	33,500	55,000	66,740	80,000	148,504	69,665	52	63,500
All responses	23,000	38,952	49,000	64,250	148,504	52,563	176	46,410

Operations Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	21,000	29,673	33,000	36,000	56,454	33,990	65	33,500
Medium (£1m to <£5m)	25,000	36,000	42,000	52,000	95,000	44,190	103	41,500
Large (>=£5m)	18,500	49,630	61,378	75,000	130,000	64,221	108	58,184
All responses	18,500	35,000	45,000	60,000	130,000	49,626	276	43,179

HR Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	21,000	28,500	34,000	35,750	39,530	31,922	6	25,875
Medium (£1m to <£5m)	15,000	32,000	38,961	45,000	70,000	39,108	37	40,000
Large (>=£5m)	25,000	45,000	55,000	65,000	102,000	56,862	85	52,000
All responses	15,000	39,398	47,679	62,657	102,000	50,561	128	45,500

Fundraising Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	16,000	28,000	35,000	40,000	55,000	34,952	24	34,000
Medium (£1m to <£5m)	26,000	36,603	42,000	48,311	100,000	44,598	51	45,000
Large (>=£5m)	10,000	50,000	63,000	75,000	110,000	63,732	63	59,000
All responses	10,000	37,052	45,546	64,000	110,000	51,656	138	47,000

Communications / Marketing / PR Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	19,000	27,250	30,431	35,750	51,000	32,049	22	34,500
Medium (£1m to <£5m)	19,000	34,000	40,000	53,500	90,000	43,061	54	38,000
Large (>=£5m)	24,000	42,000	48,000	75,000	107,000	55,712	37	55,000
All responses	19,000	33,000	40,000	54,000	107,000	45,059	113	43,000

Finance Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	10,000	26,000	30,503	36,000	60,000	31,795	45	31,500
Medium (£1m to <£5m)	25,000	37,000	45,000	53,349	85,000	46,394	123	43,000
Large (>=£5m)	17,837	51,375	63,000	76,500	117,000	64,657	119	61,000
All responses	10,000	37,445	49,000	65,000	117,000	51,677	287	47,500

Policy and Research Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	24,500	31,000	35,000	40,000	49,457	36,606	11	42,000
Medium (£1m to <£5m)	28,000	36,849	45,000	61,500	79,000	48,392	23	47,500
Large (>=£5m)	28,000	60,000	72,000	86,479	95,000	70,246	23	56,000
All responses	24,500	37,698	49,457	70,700	95,000	54,936	57	50,000

Corporate Services Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	23,000	29,427	30,426	37,713	49,157	33,707	6	29,600
Medium (£1m to <£5m)	30,000	33,000	39,000	45,000	57,000	39,813	15	37,500
Large (>=£5m)	31,000	58,000	65,000	75,000	110,000	70,696	21	65,000
All responses	23,000	35,681	46,180	65,000	110,000	54,382	42	50,000

Development Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	21,500	26,537	31,000	34,665	47,169	32,119	18	34,146
Medium (£1m to <£5m)	28,750	40,090	49,000	58,750	85,000	50,007	34	42,500
Large (>=£5m)	35,003	48,110	66,000	70,250	90,000	62,746	28	61,000
All responses	21,500	37,573	47,355	63,500	90,000	50,441	80	44,520

Medical Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	24,000	55,864	75,561	96,478	132,000	76,781	4	
Medium (£1m to <£5m)	30,000	45,000	73,000	95,000	150,000	75,318	11	80,000
Large (>=£5m)	38,000	65,000	80,000	90,000	140,000	82,680	21	80,000
All responses	24,000	61,440	79,520	92,500	150,000	79,775	36	80,000

Membership Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	25,000	29,500	33,000	36,029	39,116	32,529	4	31,000
Medium (£1m to <£5m)	30,000	45,000	50,000	55,000	65,000	48,923	13	45,000
Large (>=£5m)	39,600	50,000	68,000	73,250	82,000	62,767	6	64,000
All responses	25,000	39,358	50,000	58,000	82,000	49,683	23	43,000

Commercial Director	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	28,000	30,000	32,000	35,000	38,000	32,667	3	56,000
Medium (£1m to <£5m)	26,286	35,000	42,500	48,750	60,000	41,629	10	43,000
Large (>=£5m)	40,000	50,688	69,000	93,750	110,000	72,789	18	61,000
All responses	26,286	40,200	50,000	73,000	110,000	58,855	31	51,500

Company Secretary	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	16,700	20,525	24,350	28,175	32,000	24,350	2	26,000
Medium (£1m to <£5m)	26,000	28,000	33,000	38,961	40,000	33,496	9	33,000
Large (>=£5m)	31,440	50,000	55,000	65,000	85,000	55,932	13	45,000
All responses	16,700	31,860	40,000	55,250	85,000	44,887	24	35,000

Other SMT role	Minimum £	Lower quartile £	Median £	Upper quartile £	Maximum £	Mean £	n	2012 Median £
Small (<£1m)	19,000	24,000	29,250	36,875	112,000	36,279	38	30,000
Medium (£1m to £5m)	25,000	34,549	42,000	54,000	90,000	44,987	29	38,500
Large (>£5m)	22,000	45,500	55,000	64,000	95,000	57,154	31	55,000
All responses	19,000	30,000	42,000	55,750	112,000	45,459	98	40,079

## Senior managers' salary by how the organisation operates

Deputy CEO	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	32,925	45,731	52,500	63,000	87,000	56,231	4	42,000
Grant-making - organisations	33,000	42,078	50,000	56,926	75,138	51,016	9	50,000
Provides other finance	—	—	70,000	—	—	70,000	1	82,500
Provides human resources	—	—	29,000	—	—	29,000	1	—
Provides buildings / facilities / open space	30,000	33,000	50,000	72,000	87,000	54,400	5	43,500
Membership Body / Association	31,000	42,250	53,500	64,438	90,000	53,896	18	45,000
Provides services	23,000	38,943	48,000	65,000	148,504	52,497	103	50,000
Sponsors / undertakes research	—	—	51,750	—	—	51,750	2	—
Acts as an umbrella / resource / support / CVS body	29,000	35,000	38,000	47,648	79,000	41,821	17	39,000
Research Institute or 'Think Tank'	44,000	46,000	60,000	70,000	75,000	59,000	5	44,000
Campaigner / Advocate	32,000	48,750	60,000	62,297	80,000	56,677	6	60,000
Trading	49,500	—	52,500	—	120,000	68,625	4	—
Other	—	—	94,701	—	—	94,701	1	43,000
All responses	23,000	38,952	49,000	64,250	148,504	52,563	176	46,410

Operations Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	30,850	32,925	35,000	52,500	70,000	45,283	3	60,000
Grant-making - organisations	30,000	40,805	49,500	64,875	90,000	54,280	8	39,755
Provides other finance	—	—	—	—	—	—	0	45,000
Provides human resources	29,000	—	45,000	—	115,000	63,000	3	—
Provides buildings / facilities / open space	34,000	45,000	46,000	61,250	70,000	51,375	8	57,000
Membership Body / Association	25,000	33,500	40,000	53,000	95,000	46,914	25	38,453
Provides services	18,500	35,098	45,000	59,290	125,000	49,260	199	44,286
Sponsors / undertakes research	—	—	45,000	—	—	45,000	1	67,000
Acts as an umbrella / resource / support / CVS body	28,000	—	35,000	—	40,000	34,500	4	35,000
Research Institute or 'Think Tank'	36,000	—	40,500	—	60,000	44,250	4	58,000
Campaigner / Advocate	26,000	40,250	46,000	79,413	130,000	59,355	10	48,000
Trading	32,000	37,500	45,000	71,500	94,000	55,571	7	—
Other	—	—	51,794	—	—	51,794	2	30,623
All responses	18,500	35,000	45,000	60,000	130,000	49,626	276	43,179

HR Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	45,000	—	—	45,000	1	77,000
Grant-making - organisations	30,000	38,322	51,548	64,750	73,000	51,524	4	80,000
Provides other finance	—	—	—	—	—	—	0	59,670
Provides human resources	—	—	102,000	—	—	102,000	1	—
Provides buildings / facilities / open space	—	—	63,500	—	—	63,500	2	112,500
Membership Body / Association	21,000	—	45,000	—	65,000	46,211	9	48,750
Provides services	15,000	38,856	47,000	61,271	96,000	49,861	103	45,000
Sponsors / undertakes research	—	—	—	—	—	—	0	30,000
Acts as an umbrella / resource / support / CVS body	—	—	50,000	—	—	50,000	1	—
Research Institute or 'ThinkTank'	—	—	65,000	—	—	65,000	1	—
Campaigner / Advocate	27,000	—	59,721	—	90,000	58,907	3	24,000
Trading	—	—	42,500	—	—	42,500	1	—
Other	—	—	65,980	—	—	65,980	1	45,500
All responses	15,000	39,398	47,679	62,657	102,000	50,561	128	45,500

Fundraising Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	38,000	41,500	45,000	72,500	100,000	61,000	3	—
Grant-making - organisations	32,000	41,096	55,000	75,000	95,000	58,090	13	38,500
Provides other finance	—	—	—	—	—	—	0	75,000
Provides human resources	—	—	10,000	—	—	10,000	1	40,000
Provides buildings / facilities / open space	28,000	32,090	38,227	44,750	50,000	38,613	4	50,000
Membership Body / Association	—	—	28,000	—	—	28,000	2	46,285
Provides services	16,000	37,603	45,000	63,000	110,000	50,864	99	45,627
Sponsors / undertakes research	—	—	55,000	—	—	55,000	1	35,000
Acts as an umbrella / resource / support / CVS body	25,000	—	52,500	—	100,000	57,500	4	78,752
Research Institute or 'ThinkTank'	—	—	35,000	—	—	35,000	1	31,000
Campaigner / Advocate	36,000	45,000	60,000	85,788	100,000	65,544	8	51,285
Trading	—	—	—	—	—	—	0	—
Other	—	—	45,000	—	—	45,000	2	52,000
All responses	10,000	37,052	45,546	64,000	110,000	51,656	138	47,000

Communications / Marketing / PR Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	30,000	—	—	30,000	1	39,500
Grant-making - organisations	29,000	38,750	44,000	48,500	60,000	43,750	8	57,500
Provides other finance	—	—	—	—	—	—	0	64,750
Provides human resources	—	—	81,500	—	—	81,500	2	—
Provides buildings / facilities / open space	—	—	50,000	—	—	50,000	2	39,000
Membership Body / Association	26,500	35,000	46,900	55,500	90,000	47,138	24	44,750
Provides services	19,000	31,426	36,000	45,335	86,700	40,944	55	42,250
Sponsors / undertakes research	—	—	49,000	—	—	49,000	2	51,000
Acts as an umbrella / resource / support / CVS body	25,000	—	43,500	—	45,000	39,250	4	37,000
Research Institute or 'Think Tank'	—	—	53,000	—	—	53,000	2	39,000
Campaigner / Advocate	27,000	42,750	55,000	80,550	87,000	58,340	10	42,285
Trading	—	—	40,537	—	—	40,537	2	—
Other	—	—	40,000	—	—	40,000	1	51,000
All responses	19,000	33,000	40,000	54,000	107,000	45,059	113	43,000

Programme / Services Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	60,000	—	—	60,000	2	53,500
Grant-making - organisations	30,000	41,096	45,000	50,000	95,000	49,315	13	43,000
Provides other finance	—	—	31,000	—	—	31,000	1	—
Provides human resources	90,000	91,250	92,500	93,750	95,000	92,500	2	—
Provides buildings / facilities / open space	32,000	—	60,000	—	70,000	54,000	3	44,506
Membership Body / Association	45,000	52,188	53,875	55,000	65,000	54,125	6	46,500
Provides services	14,000	33,000	38,500	50,806	110,000	44,090	94	40,000
Sponsors / undertakes research	—	—	—	—	—	—	0	55,000
Acts as an umbrella / resource / support / CVS body	22,900	33,000	34,251	42,683	49,850	36,537	5	35,500
Research Institute or 'Think Tank'	—	—	39,000	—	—	39,000	1	48,000
Campaigner / Advocate	26,000	40,500	50,000	68,093	87,000	54,312	7	50,000
Trading	—	—	38,250	—	—	38,250	2	—
Other	—	—	42,000	—	—	42,000	1	42,000
All responses	14,000	33,000	41,000	55,000	110,000	46,195	137	40,584



Finance Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	40,000	—	50,000	—	87,000	59,000	3	53,000
Grant-making - organisations	21,000	43,161	48,000	55,000	95,000	51,495	15	55,307
Provides other finance	33,500	—	36,000	—	70,000	46,500	3	90,000
Provides human resources	19,000	—	74,000	—	95,000	62,667	3	19,000
Provides buildings / facilities / open space	46,195	56,250	60,500	67,750	85,000	62,866	6	58,000
Membership Body / Association	26,000	38,000	52,750	63,000	85,000	52,062	25	41,000
Provides services	10,000	37,945	48,000	60,747	115,000	51,193	195	47,000
Sponsors / undertakes research	—	—	52,000	—	—	52,000	2	37,000
Acts as an umbrella / resource / support / CVS body	28,000	30,000	35,000	50,253	85,000	42,575	13	50,253
Research Institute or 'Think Tank'	—	—	69,000	—	—	69,000	2	48,000
Campaigner / Advocate	27,000	45,000	55,000	65,886	90,000	57,158	9	41,000
Trading	25,000	32,247	42,500	70,500	117,000	55,713	7	—
Other	39,000	—	43,911	—	74,276	52,396	3	49,000
All responses	10,000	37,445	49,000	65,000	117,000	51,677	287	47,500

Policy and Research Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	28,000	—	65,000	—	92,000	61,667	3	55,000
Grant-making - organisations	29,000	—	75,000	—	90,000	64,667	3	37,000
Provides other finance	—	—	—	—	—	—	0	—
Provides human resources	—	—	—	—	—	—	0	—
Provides buildings / facilities / open space	—	—	—	—	—	—	0	40,978
Membership Body / Association	30,000	40,000	55,000	72,000	95,000	58,577	13	47,500
Provides services	28,000	37,900	45,000	63,000	95,000	54,410	21	54,750
Sponsors / undertakes research	—	—	30,000	—	—	30,000	1	56,000
Acts as an umbrella / resource / support / CVS body	24,500	—	45,000	—	65,000	44,833	3	42,000
Research Institute or 'Think Tank'	35,000	—	65,000	—	70,000	56,667	3	62,000
Campaigner / Advocate	32,000	47,093	50,229	64,261	85,000	55,133	8	49,785
Trading	—	—	36,349	—	—	36,349	2	—
Other	—	—	—	—	—	—	0	52,000
All responses	24,500	37,698	49,457	70,700	95,000	54,936	57	50,000

Corporate Services Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	75,000	—	—	75,000	1	—
Grant-making - organisations	—	—	50,386	—	—	50,386	2	—
Provides other finance	—	—	30,000	—	—	30,000	1	—
Provides human resources	—	—	—	—	—	—	0	—
Provides buildings / facilities / open space	—	—	—	—	—	—	0	—
Membership Body / Association	30,000	30,000	32,000	40,000	58,000	38,000	5	72,000
Provides services	23,000	43,948	48,000	68,500	110,000	57,677	27	49,000
Sponsors / undertakes research	—	—	—	—	—	—	0	38,000
Acts as an umbrella / resource / support / CVS body	—	—	37,500	—	—	37,500	2	43,500
Research Institute or 'ThinkTank'	—	—	45,000	—	—	45,000	1	—
Campaigner / Advocate	—	—	86,000	—	—	86,000	2	—
Trading	—	—	39,000	—	—	39,000	1	—
Other	—	—	—	—	—	—	0	55,000
All responses	23,000	35,681	46,180	65,000	110,000	54,382	42	50,000

Development Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	50,000	—	—	50,000	2	65,000
Grant-making - organisations	28,750	—	47,000	—	85,000	53,583	3	37,000
Provides other finance	—	—	45,000	—	—	45,000	1	40,000
Provides human resources	—	—	90,000	—	—	90,000	1	—
Provides buildings / facilities / open space	40,000	—	55,000	—	85,000	60,000	3	87,000
Membership Body / Association	25,716	36,250	43,770	59,135	75,000	47,709	6	48,050
Provides services	22,000	40,000	48,000	63,000	90,000	49,851	49	44,179
Sponsors / undertakes research	—	—	63,000	—	—	63,000	1	65,000
Acts as an umbrella / resource / support / CVS body	21,500	30,000	33,000	48,585	65,000	39,524	7	40,745
Research Institute or 'ThinkTank'	—	—	50,500	—	—	50,500	2	59,000
Campaigner / Advocate	—	—	50,000	—	—	50,000	1	49,000
Trading	—	—	62,500	—	—	62,500	2	—
Other	—	—	57,452	—	—	57,452	2	34,573
All responses	21,500	37,573	47,355	63,500	90,000	50,441	80	44,520

Medical Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	30,000	—	—	30,000	1	—
Grant-making - organisations	—	—	—	—	—	—	0	—
Provides other finance	—	—	—	—	—	—	0	—
Provides human resources	—	—	—	—	—	—	0	—
Provides buildings / facilities / open space	—	—	—	—	—	—	0	—
Membership Body / Association	—	—	84,477	—	—	84,477	2	—
Provides services	24,000	61,440	81,839	100,000	150,000	81,499	32	80,000
Sponsors / undertakes research	—	—	—	—	—	—	0	—
Acts as an umbrella / resource / support / CVS body	—	—	—	—	—	—	0	—
Research Institute or 'Think Tank'	—	—	—	—	—	—	0	—
Campaigner / Advocate	—	—	65,000	—	—	65,000	1	—
Trading	—	—	—	—	—	—	0	—
Other	—	—	—	—	—	—	0	—
All responses	24,000	61,440	79,520	92,500	150,000	79,775	36	80,000

Membership Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	—	—	—	—	0	—
Grant-making - organisations	—	—	55,000	—	—	55,000	1	—
Provides other finance	—	—	—	—	—	—	0	—
Provides human resources	—	—	—	—	—	—	0	—
Provides buildings / facilities / open space	—	—	—	—	—	—	0	—
Membership Body / Association	30,000	41,750	51,000	65,750	82,000	52,563	16	52,000
Provides services	25,000	—	46,500	—	50,000	42,000	4	45,000
Sponsors / undertakes research	—	—	—	—	—	—	0	—
Acts as an umbrella / resource / support / CVS body	—	—	39,358	—	—	39,358	2	26,750
Research Institute or 'Think Tank'	—	—	—	—	—	—	0	—
Campaigner / Advocate	—	—	—	—	—	—	0	—
Trading	—	—	—	—	—	—	0	—
Other	—	—	—	—	—	—	0	—
All responses	25,000	39,358	50,000	58,000	82,000	49,683	23	43,000

Commercial Director	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	—	—	—	—	0	—
Grant-making - organisations	—	—	80,500	—	—	80,500	2	—
Provides other finance	—	—	—	—	—	—	0	—
Provides human resources	—	—	38,000	—	—	38,000	1	—
Provides buildings / facilities / open space	—	—	50,000	—	—	50,000	1	—
Membership Body / Association	32,000	37,700	52,750	68,000	100,000	56,593	7	58,000
Provides services	26,286	43,000	50,000	76,000	110,000	59,726	17	48,500
Sponsors / undertakes research	—	—	—	—	—	—	0	—
Acts as an umbrella / resource / support / CVS body	—	—	—	—	—	—	0	—
Research Institute or 'ThinkTank'	—	—	—	—	—	—	0	—
Campaigner / Advocate	—	—	28,000	—	—	28,000	1	37,000
Trading	—	—	68,000	—	—	68,000	2	—
Other	—	—	—	—	—	—	0	70,000
All responses	26,286	40,200	50,000	73,000	110,000	58,855	31	51,500

Company Secretary	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	28,000	—	—	28,000	1	31,000
Grant-making - organisations	40,000	—	50,000	—	70,000	52,500	4	—
Provides other finance	—	—	—	—	—	—	0	—
Provides human resources	—	—	50,000	—	—	50,000	1	—
Provides buildings / facilities / open space	—	—	—	—	—	—	0	35,000
Membership Body / Association	32,000	—	46,905	—	55,000	45,202	4	33,000
Provides services	16,700	30,000	38,000	50,000	85,000	41,805	13	43,085
Sponsors / undertakes research	—	—	—	—	—	—	0	—
Acts as an umbrella / resource / support / CVS body	—	—	—	—	—	—	0	54,309
Research Institute or 'ThinkTank'	—	—	—	—	—	—	0	40,000
Campaigner / Advocate	—	—	65,000	—	—	65,000	1	—
Trading	—	—	—	—	—	—	0	—
Other	—	—	—	—	—	—	0	28,750
All responses	16,700	31,860	40,000	55,250	85,000	44,887	24	35,000

Other SMT role	Minimum £	Lower Quartile £	Median £	Upper Quartile £	Maximum £	Mean £	n	2012 Median £
Grant-making - individuals	—	—	—	—	—	—	0	39,000
Grant-making - organisations	24,000	—	33,000	—	35,000	31,250	4	35,000
Provides other finance	—	—	28,000	—	—	28,000	2	35,000
Provides human resources	—	—	72,500	—	—	72,500	2	22,000
Provides buildings / facilities / open space	—	—	39,425	—	—	39,425	2	38,818
Membership Body / Association	27,000	33,158	35,500	53,500	57,000	41,374	10	38,600
Provides services	19,000	29,250	42,000	56,000	112,000	45,857	63	41,750
Sponsors / undertakes research	—	—	30,000	—	—	30,000	1	—
Acts as an umbrella / resource / support / CVS body	24,000	26,000	49,000	58,000	100,000	51,400	5	72,500
Research Institute or 'ThinkTank'	—	—	65,000	—	—	65,000	1	64,000
Campaigner / Advocate	27,000	30,000	38,240	62,500	69,690	45,486	5	33,000
Trading	35,000	—	40,000	—	93,000	56,000	3	—
Other	—	—	—	—	—	—	0	34,073
All responses	19,000	30,000	42,000	55,750	112,000	45,459	98	40,079



## ACEVO Pay Survey

The data in this report is based on the ACEVO Pay Survey 2013/2014, which collects information from Chief Executive Officers (CEOs) of organisations in the third sector and from chairs of boards of trustees of organisations in the third sector.

The survey was sent out in June 2013 and the last responses were received by August 2013. All members of ACEVO were sent self-completion questionnaires and given a choice of completing on paper or online. Different questionnaires were sent out to CEOs and chairs. ACEVO member CEOs were also sent the chair self-completion survey and email invitation to pass to the chair of their organisation. All ACOSVO and CO3 members were invited to complete the survey online.

There were 678 responses from CEOs and 135 from chairs, 813 in total. The majority of the response (80%) was to the online version of the questionnaire. In 2012, the sample comprised 78% of CEOs and 22% of chairs, in 2013 (this latest survey) the sample comprised 83% of CEOs and 17% of chairs.

## Sample

The sample was drawn from ACEVO, ACOSVO and CO3 members and their respective chairs. Membership is held by individuals rather than organisations. Together, these three organisations have a good spread of members across the different parts of the third sector in England, Scotland and Wales so, although strictly speaking the sample is representative only of the members, the survey provides a reasonably accurate picture of the sector as a whole.

The third sector has a high proportion of small organisations (83% with an income of £100k or less), many of which may not have a position of CEO, and those organisations are under-represented among the membership and similarly the survey sample. However, while numerous they account for only a small proportion (6%) of total sector income. (source: NCVO UK Civil Society Almanac 2012).

## The questions

The CEO questionnaire asked for information about the CEO's salary and other terms and conditions of employment (hours, sick pay, holidays, pension and other benefits); appraisal and review arrangements; job satisfaction and personal development. It also asks about the board and senior management team and their pay, governance, recruitment and succession planning, and some details of the organisation such as location, focus, activity, income, size and number of employees and volunteers. Finally it also asks about spending cuts and current challenges. The chairs' questionnaire asked about induction and recruitment of trustees, trustee expenses and remuneration (where applicable), CEO recruitment, CEO appraisals, Governance, board appraisals and term limits, success factors and demographic characteristics of chairs.

## Data checking, editing and analysis

Data entry from paper questionnaires underwent a series of validity checks when being keyed. Once it was keyed, the data was checked for any apparent anomalies and original questionnaires referenced for confirmation of any required corrections. The data from the paper questionnaires and online responses were then merged into a single data file. Further checks were undertaken on the combined dataset. These checks included the identification of any possible outlier values resulting from reporting/recording errors and response inconsistencies between questions. Obvious errors were removed from the data as appropriate.

Percentages used throughout the report are calculated as the proportion of responses against a base excluding those respondents who did not answer that particular question. Percentage profiles in tables and charts may not add up to exactly 100% due to rounding.

The main focus of analysis on salary (and other scale) data is on median values. Median values provide a measure that is less sensitive than means to extreme values (either high or low). The data tables also show the actual number of respondents shown in the column headed up 'n'.

The commentary generally highlights only those differences that are statistically significant (95% confidence interval). A range of tests have been used to determine this, including: t-tests, chi-square, Fisher Exact test and analysis of variance on binomial and multinomial responses; Wilcoxon rank sum test (sometimes referred to as the Mann-Whitney test) on scaled responses such as salaries.

Due to small subsamples year on year figures can sometimes appear to shift a great deal. Commenting on these as 'real' changes in the report can be misleading and undermine confidence. Throughout in the tables percentage changes are not shown for sample sizes of less than 10 and dashes represent either: data does not exist (for example when question changed); small subsample; or response is zero.

## Glossary

**Median** - The mid-point on a ranked scale of salaries so that half of the salaries are above and half below. Medians have not been calculated for single responses, but the value is shown in the median column of the tables.

**Word clouds** - Some questions in this survey allowed an open response. Rather than list every different response, we have aimed to give an overall impression of the answers by showing some of the most common words used in the replies. The size of the words indicates the relative frequency with which they were used. The shading of the words is not significant.

**Quartiles** - Quartiles are the points on a ranked scale of salaries at which the top and bottom 25% can be separated from the sample. Quartiles have not been calculated on samples with fewer than five responses.

## Acknowledgements

### Respondents

This report would not have been possible without the contributions of those who took part in the survey. We appreciate how busy you are and we thank you for taking the time to complete the survey.

### Attenti

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### Survey design and management

BatchelorClark have been a research partner of ACEVO for the past five years. BatchelorClark is a boutique market research agency that specialises in more thoughtful qualitative research and more actionable brand insights for the third sector. For more information please contact Miriam at [Miriam@batchelorclark.co.uk](mailto:Miriam@batchelorclark.co.uk) or call 07810 000 284 or visit [www.batchelorclark.co.uk](http://www.batchelorclark.co.uk)

### Data analysis

NEMS Market Research undertook the implementation of the paper-based self-completion questionnaires, as well as the data processing and analysis of all responses. NEMS is a full-service market research agency specialising in quantitative research. They undertake research for a broad range of private, public and third sector clients. For more information contact Geoff Siggins at [geoff@nemsmr.co.uk](mailto:geoff@nemsmr.co.uk), call 01642 37 33 55 or visit [www.nemsmr.co.uk](http://www.nemsmr.co.uk)

### Report design and artworking

This report was designed and artworked by Philip English. For further information visit [www.philipenglish.biz](http://www.philipenglish.biz)

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