

# WHO ISN'T IN THE ROOM?

EQUALITY, DIVERSITY AND INCLUSION  
IN THE FUNDRAISING PROFESSION

CHANGE  
COLLECTIVE



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The Institute of Fundraising is the professional membership body for UK fundraising. We support fundraisers through leadership and representation; best practice and compliance; education and networking; and we champion and promote fundraising as a career choice. We have over 640 organisational members who raise more than £10 billion in income for good causes every year, and over 6,000 individual members.

For more information, please visit:  
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## FOREWORD



BY SUFINA AHMAD, CHAIR OF  
IoF'S EXPERT ADVISORY PANEL  
ON EQUALITY, DIVERSITY  
AND INCLUSION

### WHO ISN'T IN THE ROOM?

To have in one place equality, diversity and inclusion data on 6,912 fundraisers from across the UK is an incredible achievement. It gives us much needed clarity on the make-up of the fundraising profession, which will help us better target the work of the Change Collective – our movement to ensure the fundraising profession is more equal, diverse and inclusive and a profession where everyone is the right fit.

The Institute is committed to working with others to take an intersectional approach to addressing the inequalities in the fundraising profession that are well-known and well-evidenced in this report – namely chronic under-representation of disabled and black, Asian and minority ethnic (BAME) fundraisers at all levels, with women under-represented in senior roles. By working with others, we know that we can design and deliver the changes that the fundraising profession needs to ensure that individuals from all backgrounds are not only recruited into the sector, but are retained and are able to progress effectively.

This research provides irrefutable evidence that change is needed. For many of us, what is outlined in this report is something that we might have discussed in private – and I hope that this report helps facilitate much-needed conversations on this subject across the profession. Acting on these findings will present difficulties as well as opportunities. However, having seen so much positivity and good will since the Institute launched its expert advisory panel on Equality, Diversity and Inclusion in February 2018, I have absolutely no doubt that it will be acted upon in an accountable, transparent and collaborative way.

We look forward to working with you all.

**"Diversity and inclusion bring so many benefits to the organisation, from increasing our ability to relate to and understand our beneficiaries and the challenges they face, as well as our ability to be innovative and really understand different perspectives. It has a direct link to the culture of our organisation and our ability to connect with donors and generate income. It is also key to workforce planning and being able to recruit a diverse range of skills and talents."**

**SURVEY RESPONDENT**

# WHY WE DID THIS RESEARCH

One of the key commitments in the Institute of Fundraising's **Manifesto for Change**, our blueprint for developing our long-term equality, diversity and inclusion (EDI) strategy, was to gain an understanding of the current make-up of the fundraising profession.

We set out to establish a baseline so that we can better track progress towards a more equal, diverse and inclusive fundraising profession. This builds on our 2013 research with the Barrow Cadbury Trust which was a first step in finding out about who works as fundraisers and who might be under-represented.

We hope that the publication of this report will encourage conversation and, above all, change by acting as a stark reminder of how far the fundraising profession currently is from reflecting the communities that we both serve and ask for support.

Above all this report is a challenge to the sector, to be aspirational and ambitious in efforts to work towards a more inclusive and diverse fundraising community. We want fundraising to be seen as a career of choice for people of all backgrounds. We do not believe you can deliver truly excellent fundraising without embracing equality, diversity and inclusion.

"There is a huge amount of research which supports the view that organisations perform better when they take steps to increase the diversity of their workforce. Diverse teams:

- Drive innovation and generate more ideas
- Are more efficient in their decision-making
- Better reflect and understand the communities we operate in externally
- Enhance our external brand and reputation
- Are better equipped to engage with hard-to-reach communities
- Enable us to attract and retain the best people, and support them to reach their full potential.

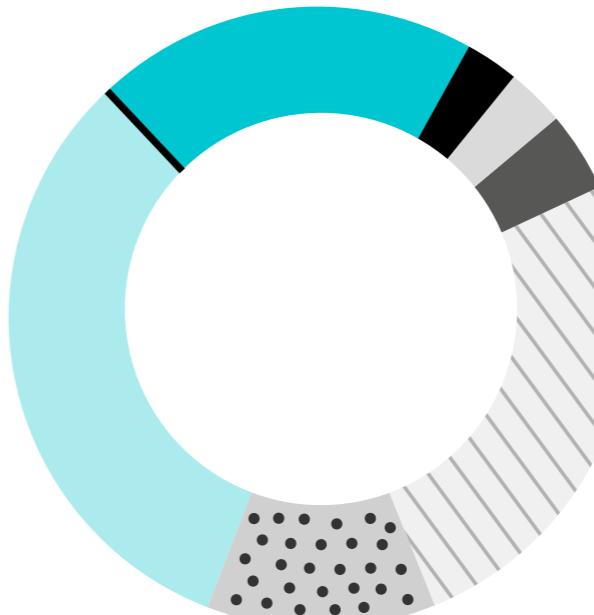
From a fundraising perspective, in order for us to reach and engage with all potential supporters, we need fundraisers who represent all aspects of society across the UK."

**Survey respondent**

# WHO TOOK PART?

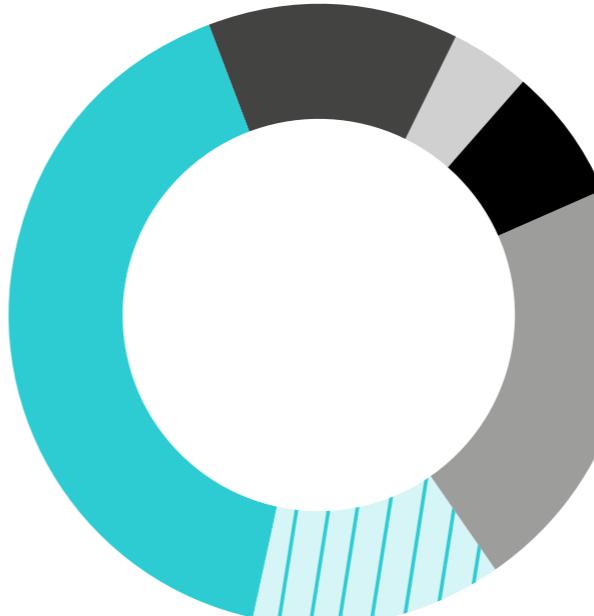
We conducted a UK-wide survey of fundraising charities. 428 organisations were able to complete the survey, providing data on a total of 6,912 fundraisers. The response rate differs between questions so percentages will not always be calculated from this total.

A broad range of charities responded from across the fundraising sector. The largest portion of respondents (41%) were charities with an annual turnover between £1 million and £10 million, but small charities were well represented - 22% of respondents had an annual turnover of under £500,000 and 38% of charities that responded employ fewer than 3 fundraisers.



## HOW MANY FUNDRAISERS DOES YOUR ORGANISATION EMPLOY?

	10-49 (20%)
	50-99 (3%)
	500+ (0%)
	2 (12%)
	100-499 (3%)



## WHAT IS THE ANNUAL TURNOVER OF YOUR ORGANISATION?

	£10-£50m (13%)
	£50-£100m (4%)
	Over £100m (7%)
	£1m-£10m (41%)
	Up to £500,000 (22%)

## CHANGE COLLECTIVE

### WHAT IS THE CHANGE COLLECTIVE?

The Change Collective is all about professionals from across the fundraising sector working together to redefine its identity. Starting the conversations and programmes that end the challenges holding people back.

Change Collective partners are shaping their own organisations. Shifting the sector from the inside out. And they're coming together with the IoF to change the status quo.

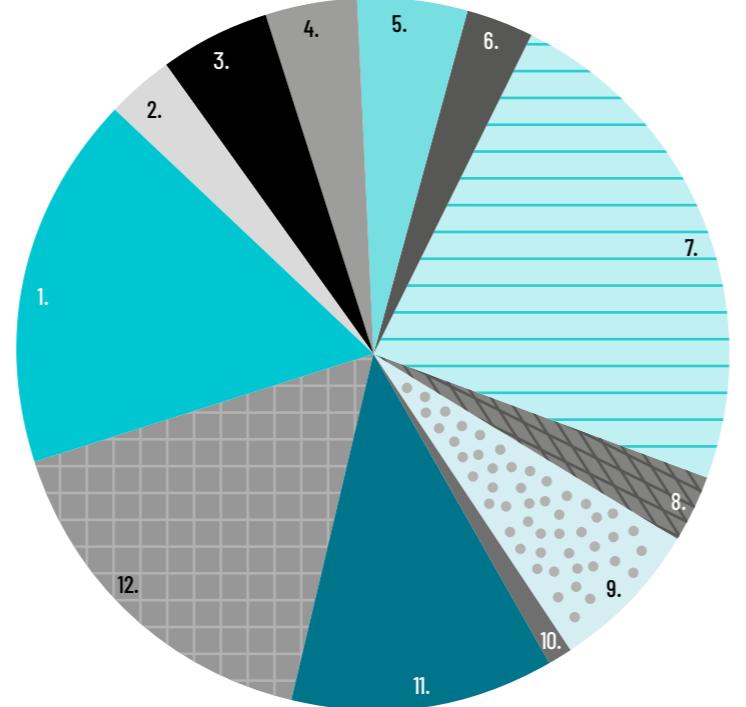
Sign up [here](#) to take part in the conversation. #ChangeCollective



## IF YOUR ORGANISATION IS LOCAL/REGIONAL, WHERE IS IT BASED?

42% of charities we surveyed had a local or regional focus.

We asked these 260 local and regional charities where they were based, with the largest number based in London (23%). In the nations, we received a substantial number of responses from Scotland, but very few from Northern Ireland.



1. South West, 17%	5. East Midlands, 5%	9. North West 7%
2. Wales, 3%	6. East of England, 3%	10. Northern Ireland, 1%
3. West Midlands, 5%	7. London, 23%	11. Scotland, 12%
4. Yorkshire and the Humber, 4%	8. North East, 3%	12. South East, 16%

## DIVERSITY IN FUNDRAISING

9%  
OF FUNDRAISERS  
ARE BAME

91%  
OF FUNDRAISERS  
ARE WHITE

### RACE AND ETHNICITY

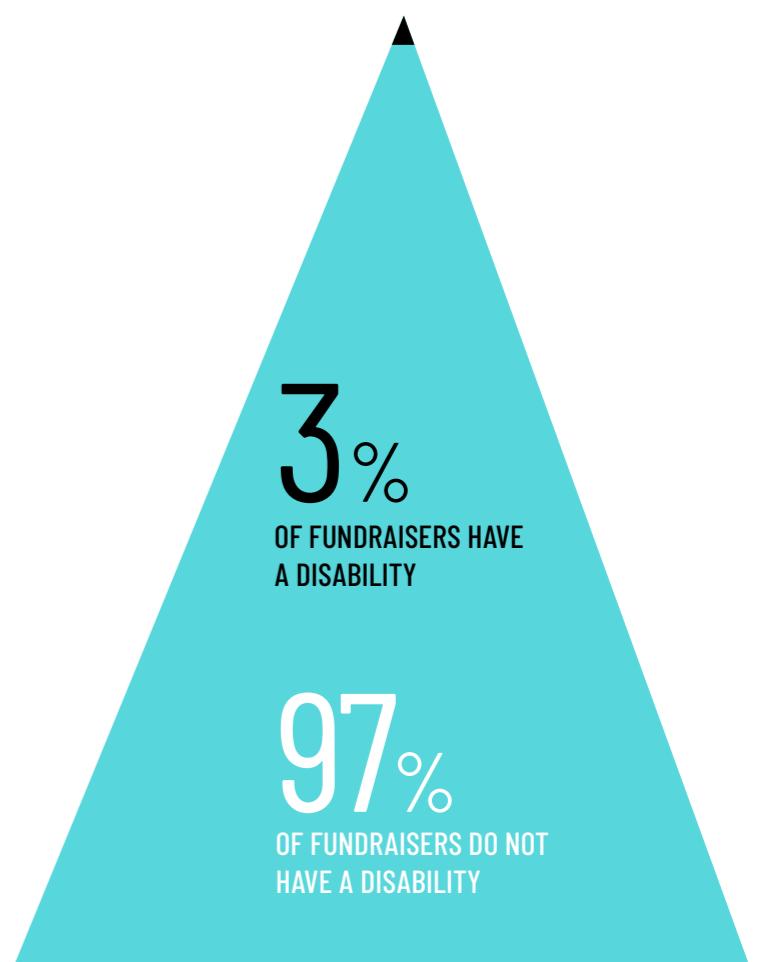
Our research showed that 9% of fundraisers belong to a Black, Asian, minority ethnic (BAME) group and 91% are white. This figure is lower than the government estimate that 13% of the UK population are BAME (according to the 2011 Census of the UK).

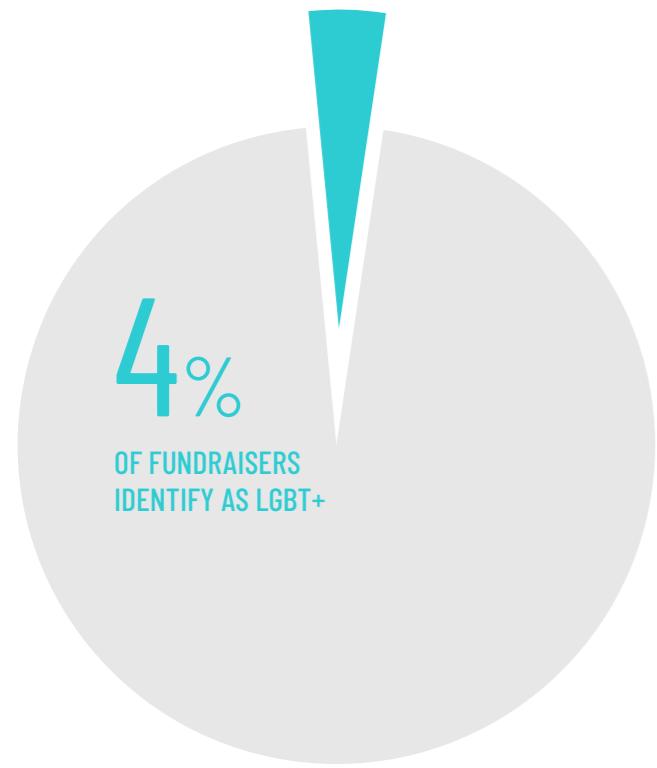
The results suggests that fundraisers working for charities that serve BAME beneficiaries in particular are more likely to be BAME themselves. Of the 276 fundraisers that work for charities focussed on BAME beneficiaries, 13% were BAME, which is higher than the 9% average.

### DISABILITY

3% of fundraisers in our research told their organisations that they had a disability. This compares to the 18% of working-age adults in the UK who report a long-standing illness, disability or impairment which causes substantial difficulty with day-to-day activities (although this figure does not reflect the number of disabled people active in the workforce)<sup>2</sup>.

According to the 2012 UK Civil Society Almanac, almost one-fifth (18%) of the charity sector workforce had a disability, compared to 14% in the private sector<sup>3</sup>. This suggests that people who consider themselves to have a disability may be significantly under-represented within the fundraising profession compared to the wider charity sector and UK workforce.





## LGBT+

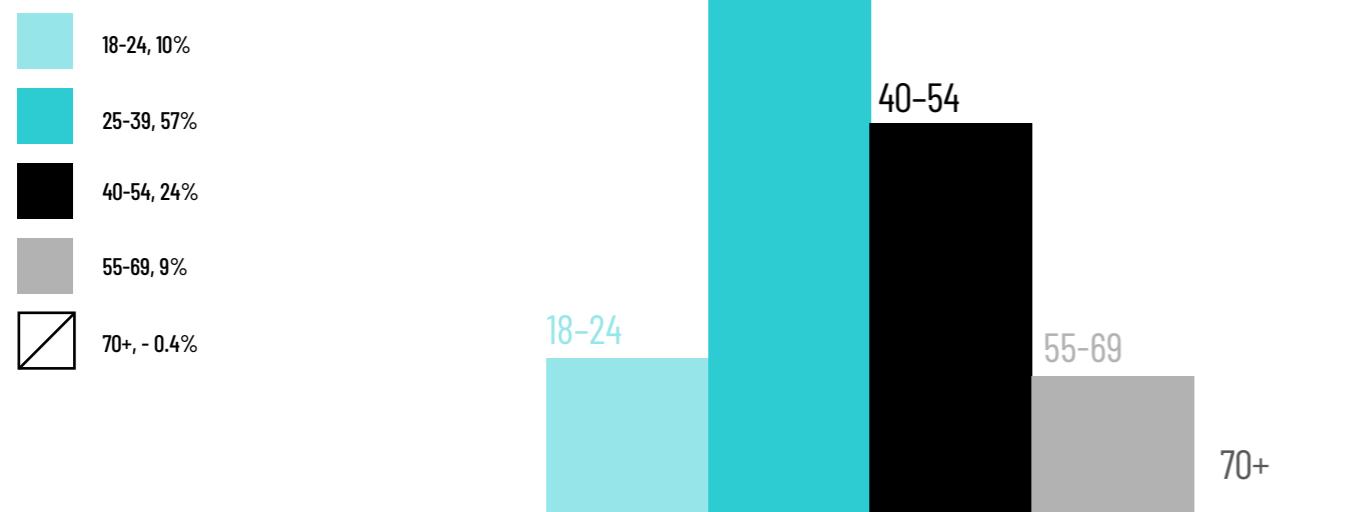
When charities were asked about the sexuality and gender identity of their fundraisers, we were told that 4% identify as LGBT+. The Office of National Statistics estimates that in 2017 2% of the UK population aged 16 and over identified as lesbian, gay or bisexual (LGB); however, this doesn't capture the entire LGBT+ community<sup>4</sup>.

Of the 207 fundraisers working for charities that serve LGBT+ beneficiaries, 17% identify as LGBT+, showing a correlation of fundraisers in this demographic working for charities serving this group.

## AGE

We asked charities how many of their fundraisers were in each age category. Over half (57%) were between the ages of 25 and 39. At the other end of the spectrum, 0.4% were over 70 years old.

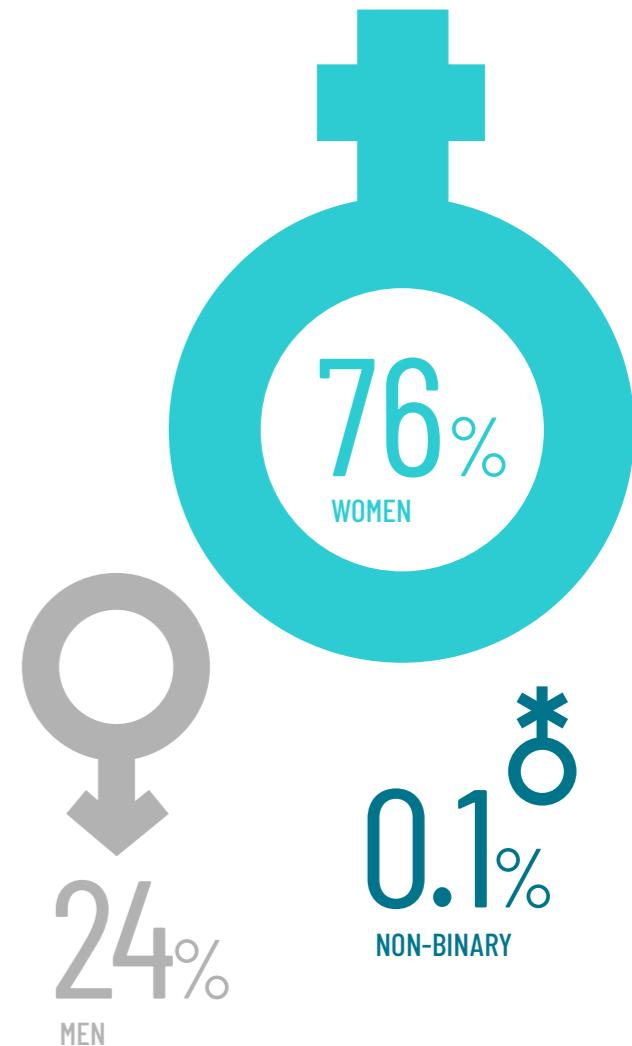
## FUNDRAISER AGE GROUP



## GENDER

We asked charities to report on the gender of their fundraisers. 76% are women and 24% are men, while 0.1% identified as non-binary, and 4 fundraisers chose to 'prefer not to say'. The 2018 UK Civil Society Almanac reports 68% women, suggesting that the fundraising workforce has a higher proportion of women than the charity sector as a whole<sup>5</sup>.\*

\*Figures have been rounded up or down to the nearest whole percent so do not exactly add to 100%.



## MEAN GENDER PAY GAP

This is measured by comparing the average hourly pay for all women to the average hourly pay for all men and calculating the difference as a percentage of men's pay.

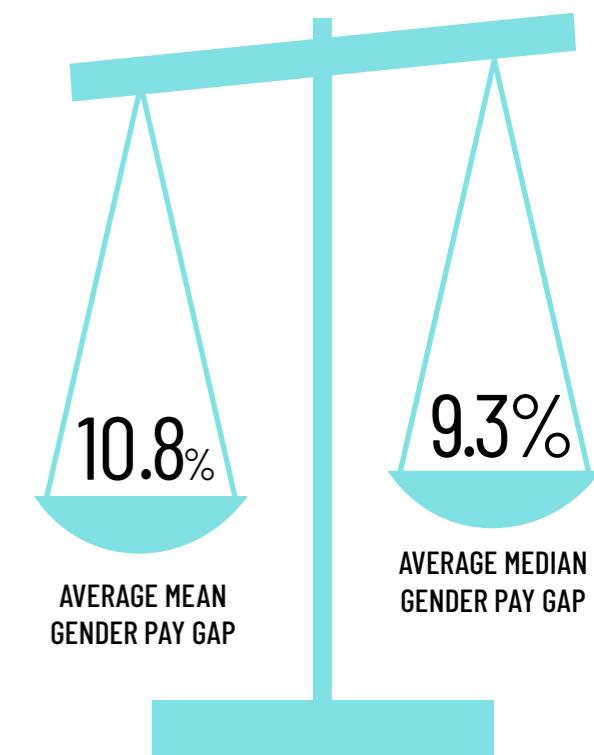
The average *mean* gender pay gap across the 52 charities that responded was 10.8%, meaning on average in total men earn 10.8% more than women. This compares to 7.9% in the charity sector as a whole<sup>6</sup>.

## MEDIAN PAY GAP

This is measured by comparing the earnings of the middle ranked women in the organisation with the earnings of the middle ranked men and calculating the difference as a percentage of the men's pay.

The average *median* gender pay gap of the 50 charities that responded to this question was 9.3% in favour of men. This compares to 6.8% in the charity sector as a whole<sup>6</sup>.

The gender pay gap tends to be bigger when women occupy more of the less well paid roles within an organisation. The figures from our survey suggest that women in fundraising are likely to be under-represented in senior roles within the organisation.

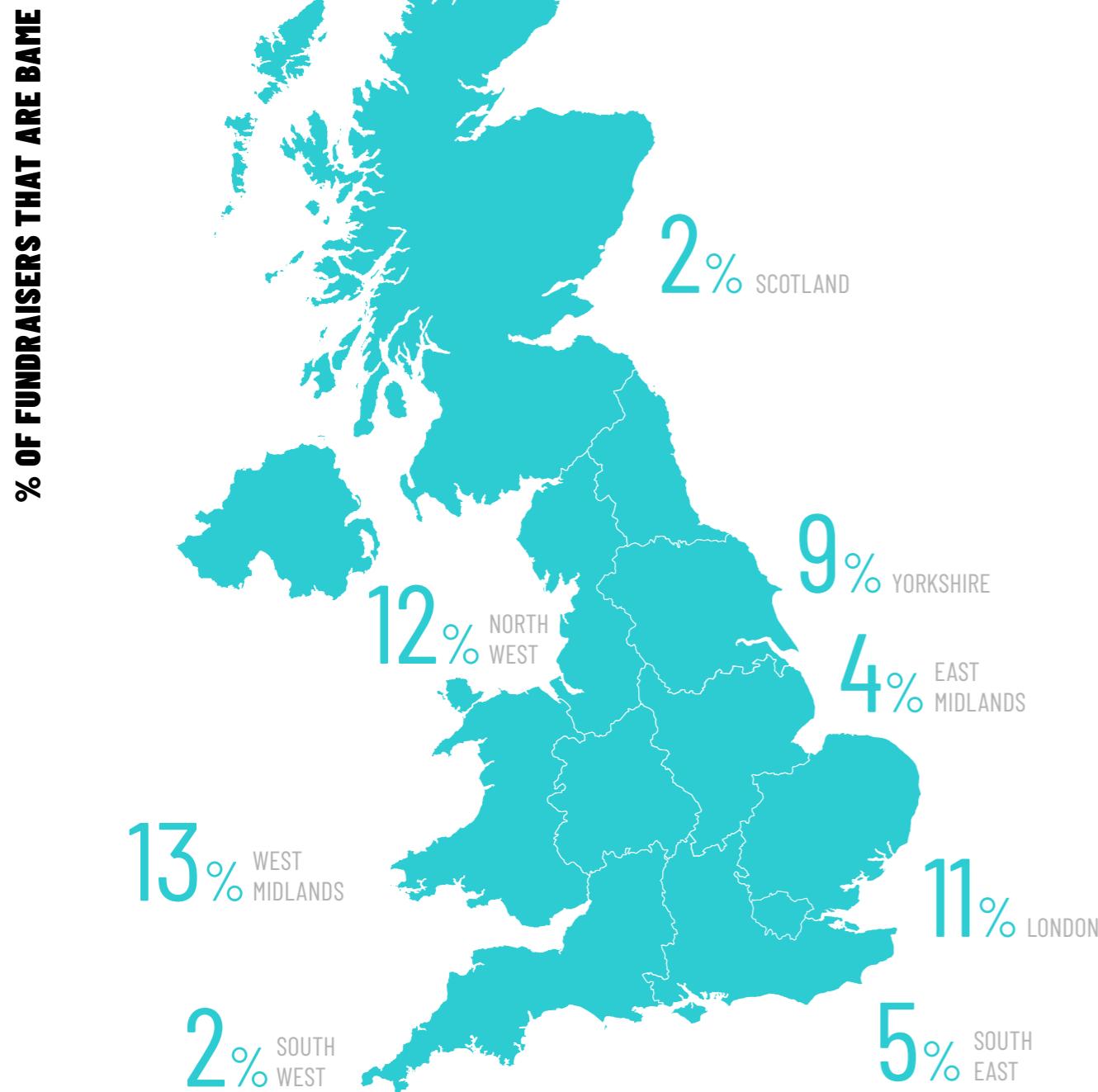


## HOW DOES THE DIVERSITY OF FUNDRAISING TEAMS DIFFER ACROSS THE UK?

9% of fundraisers in our survey were BAME, but this percentage varies geographically depending on the demographics charities are able to draw on for their workforce.

We compared the percentages of BAME fundraisers working for the 260 charities that told us where they are based, because racial diversity is likely to have more regional variation than other protected characteristics.

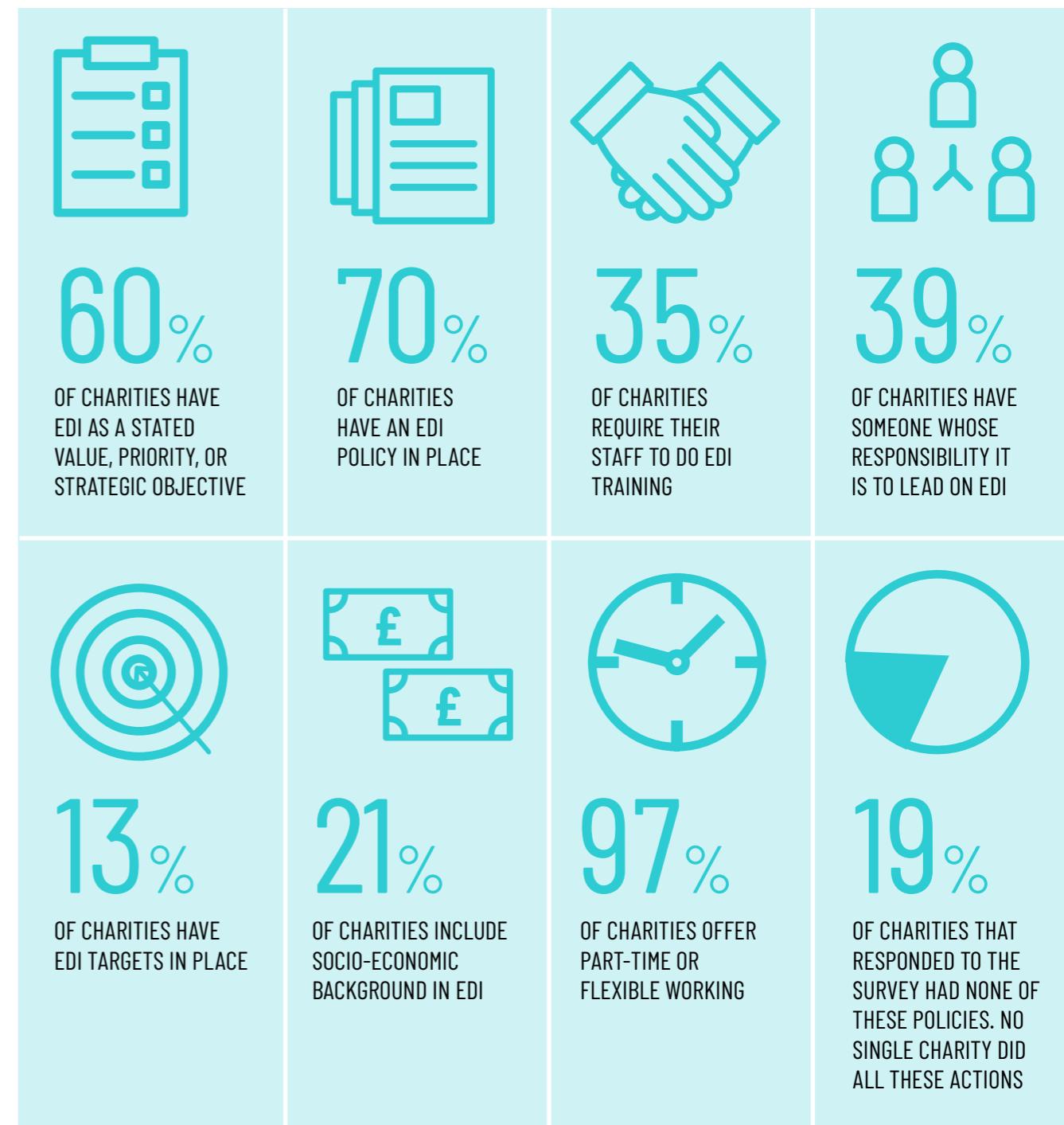
For charities based in London, 11% of their fundraisers were from an ethnic minority background. This compares to a 40.2% total BAME population in London, indicating that these charities are far from representative. A small number of charities responded from Wales, Northern Ireland, North East and East of England (see page 6 for a breakdown), so we have not included these regions and nations here as the data will not be statistically significant.



## WHAT ARE CHARITIES DOING TO IMPROVE EQUALITY, DIVERSITY AND INCLUSION?

As well as taking a snapshot of the profession, we also wanted to better understand the organisational practices that might be holding us back and those that are succeeding in reducing the barriers for fundraisers.

The existence of internal policies can be a good indication of the priority given to EDI in a charity. The proportion of charities with certain policies and processes can also tell us how seriously the fundraising community as a whole is taking EDI, and how strategically they are working to address and challenge discrimination, bias, and inequalities.

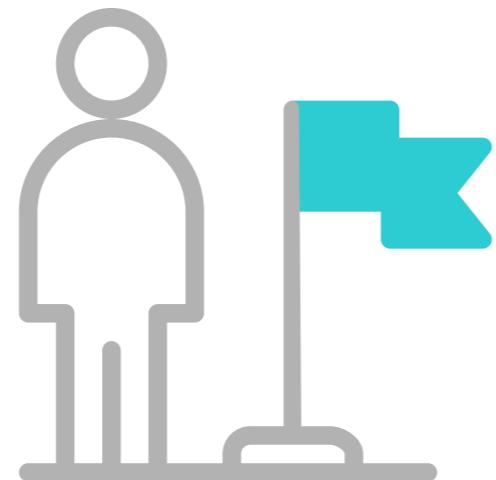


## DO CHARITIES WITH AN EDI POLICY TAKE MORE POSITIVE ACTIONS?

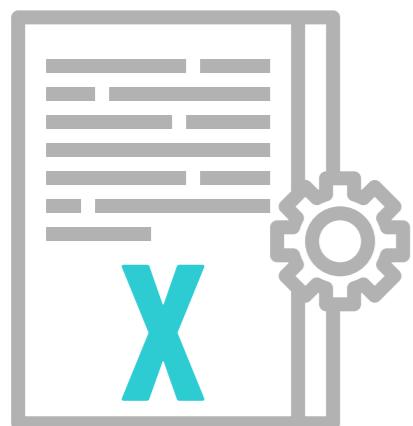
The majority of charities responded that they either had an equality, diversity and inclusion policy, or had EDI as a stated value, priority, or strategic objective. We wanted to see whether having an EDI policy made it more likely that charities would have other practices aimed at advancing EDI.



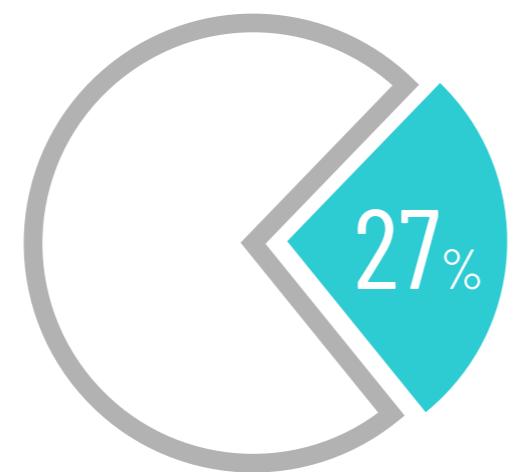
CHARITIES WITH AN EDI POLICY ARE 3.5 TIMES MORE LIKELY TO REQUIRE THEIR STAFF TO COMPLETE EDI TRAINING



CHARITIES WITH AN EDI POLICY ARE 3.5 TIMES MORE LIKELY TO HAVE SOMEONE WHOSE RESPONSIBILITY IT IS TO LEAD ON EDI



OF CHARITIES WITHOUT AN EDI POLICY, NONE HAD EDI TARGETS



OF CHARITIES THAT HAD AN EDI POLICY DID NONE OF THESE OTHER ACTIONS OR ACTIVITIES

## HOW ARE CHARITIES RECRUITING THEIR FUNDRAISING TEAMS?

Recruitment practices can have a huge effect on the equality, diversity and inclusion of fundraising teams. Only 37% of charities are taking active steps to recruit a more diverse workforce and only 32% of charities review their job descriptions regularly to make sure they only ask for relevant skills and experience. One of the commitments in the Change Collective's Manifesto for Change was to work with the fundraising sector to discourage unpaid internships that do little to improve social mobility. While it is encouraging to see that charities offering unpaid internships or work placements are in a minority, a fifth still do so. Nearly a third offer paid internships or work placements. For 30% of charities, the fundraising team sets its own recruitment practices.

### TAKING ACTIVE STEPS TO RECRUIT A MORE DIVERSE WORKFORCE

37% YES

63% NO

### REVIEW JOB DESCRIPTIONS REGULARLY

32% YES

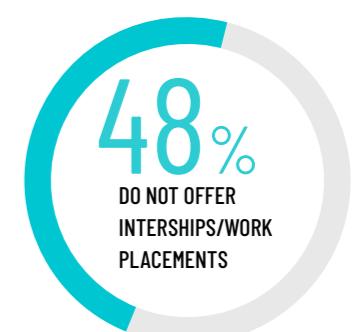
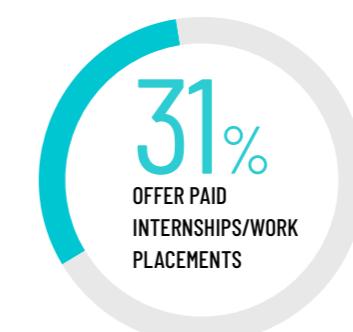
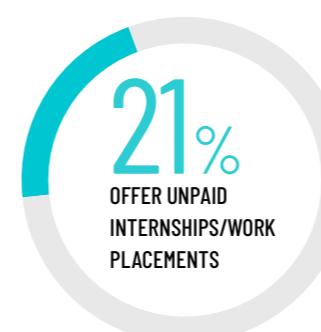
68% NO

### ENTRY LEVEL JOBS REQUIRE A DEGREE

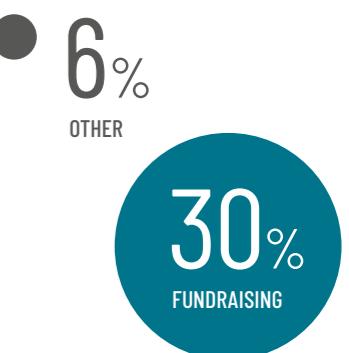
21% YES

79% NO

### INTERNSHIPS AND WORK PLACEMENTS



### WHO SETS YOUR FUNDRAISING TEAM'S RECRUITMENT PRACTICES?

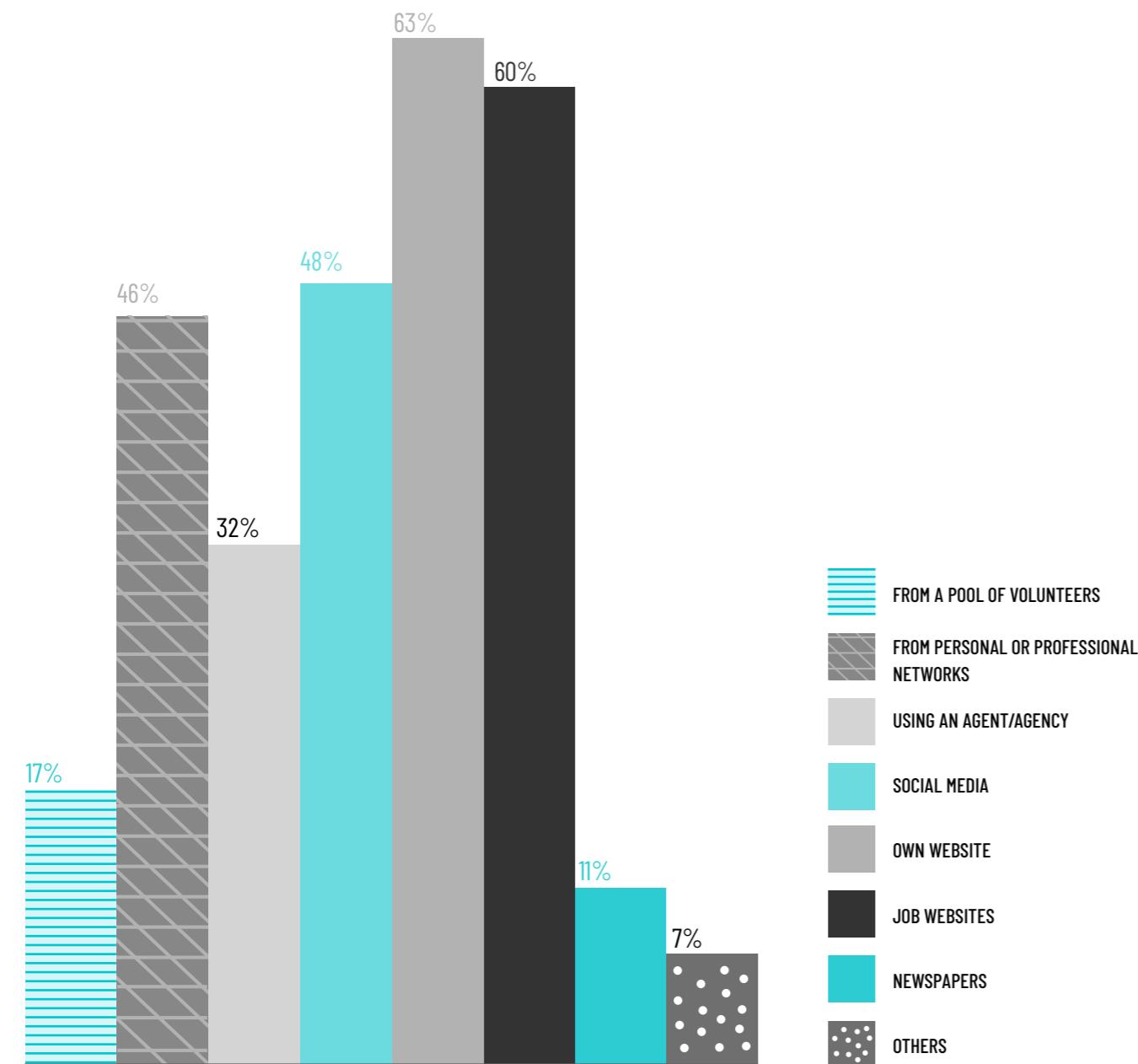


6%  
OTHER

\*Respondents could select multiple answers so percentages will not add up to 100%.

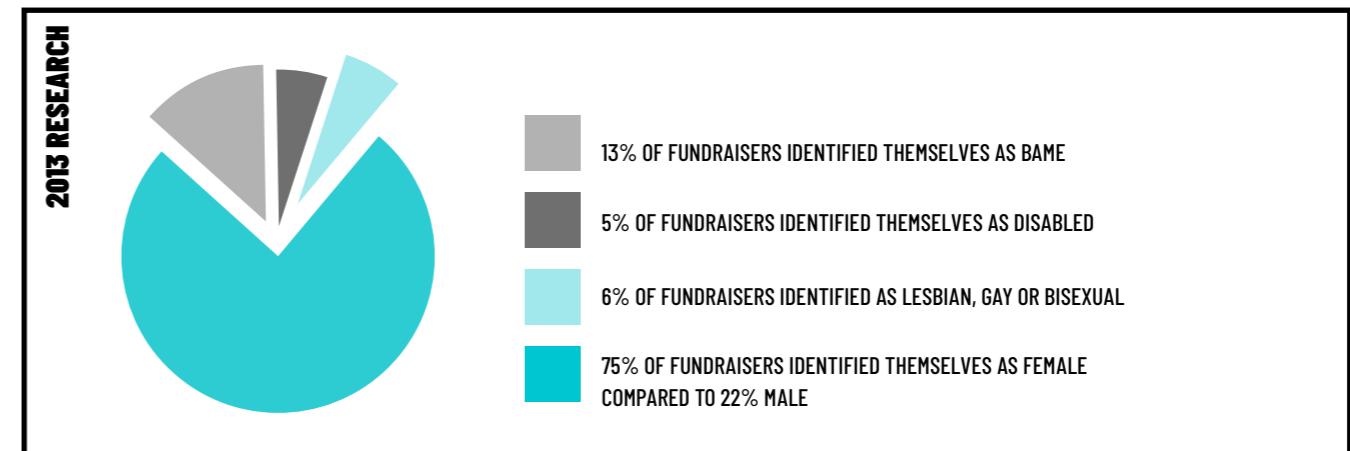
The diversity of recruitment channels can affect the diversity of the workforce. When we asked charities what channels they use to recruit their fundraisers, 46% reported that they recruit from personal or professional networks, while 17% recruit from a pool of volunteers. Four charities solely recruit through personal or professional networks, or solely through pools of volunteers - these channels are likely to deliver candidates similar to those already in the sector. Two charities recruit through all channels.

#### HOW DOES YOUR CHARITY RECRUIT YOUR FUNDRAISERS?



## REFLECTIONS

While in 2013 we had collected data on diversity from individual fundraisers, this was our first time conducting diversity research via an organisational survey to get the broadest possible picture of the fundraising sector as whole. Equally, for many charities that took part it was their first time trying to report on this kind of detailed information. In our 2013 diversity research:



While the two pieces of research had different methodologies, it is clear from comparing them that very little has changed in our sector in the years between them, in fact in some areas representation has worsened.

In almost every area, the fundraising profession is less diverse than the voluntary sector workforce, which in turn is less diverse than the UK population as a whole.

## HOW MUCH ARE INDIVIDUAL CHARITIES DOING?

As well as looking at trends across the sector, we compared the amount of positive actions charities are taking at an organisational level, showing a very mixed picture.

We saw a surprising number of charities that weren't taking any action at all. While a large number of our survey respondents have an EDI policy or strategic objective, many are not taking the steps to show they are serious about recruiting a diverse workforce.

There is a relationship between the size of fundraising teams and a greater number of positive practices. Larger fundraising charities tended to be doing more to aid in recruiting a more diverse workforce.

Many charities may well be at the start of their journeys towards greater equality, diversity and inclusion. We were really encouraged by the response rate we received which shows how many are engaged or willing to engage with this. We know that there is a growing recognition of the importance of equality, diversity and inclusion and our results shine a light on some of the positive intentions of charities. We hope that our members and wider fundraising community continue to take steps to work towards a profession where everyone is the right fit.

## WHAT WE CAN DO AS A SECTOR

We cannot deliver change alone. We need the support of the entire sector, especially our individual and organisational members, and our corporate supporters, to take up the challenge and take positive action to address the existing inequalities. We need sector leaders, partner organisations, trusts and foundations, charity trustees, chief executives, human resource professionals and recruitment agencies, amongst others, to make this a priority and allocate the necessary resources to make change happen.

Becoming a genuinely equal, diverse and inclusive profession will be a long journey, but until we can say that we are doing everything we can to make progress then we are not doing enough. There are no quick fixes, but that doesn't mean the work shouldn't start now. By prioritising achievable actions will do more to ensure entry routes into employment in fundraising, and opportunities for people to further their careers, are fairer and more accessible to all. We urge you to:

- ✓ **Be able to report on the makeup of your fundraising team in future by implementing monitoring processes or assessing and improving those already in place.**
- ✓ **Publish your gender pay gap even if you are not legally required to in order to create transparency and accountability.**
- ✓ **Have an EDI policy in place that is acted upon throughout the organisation.**
- ✓ **Review job descriptions to make sure they only ask for relevant skills and experience, and diversify your recruitment channels where possible.**
- ✓ **Commit to not offering unpaid internships which are a barrier to social mobility.**
- ✓ **Review how your organisation can best enable fundraisers to take advantage of flexible working.**
- ✓ **Join the [Change Collective](#) to demonstrate support and commitment, and to access the resources and tools which will help make a more persuasive case when asking for organisational investment.**

## IoF'S NEXT STEPS

This research has shown that fundraising has got a long way to go to be as diverse and inclusive a profession where everyone is the right fit. The results provide a benchmark for us to track change, monitor progress, and should be a wake-up call to fundraising organisations across the country to do more to prioritise this agenda. There is clear under-representation, particularly amongst BAME and disabled fundraisers and we need to tackle that to ensure we become a more inclusive profession.

But doing more does not mean taking a 'one size fits all approach'. Our research shows that not everyone has the same experience and therefore we need specific action and initiatives which are designed and work for particular groups of people and individuals.

That's why this research is one important step in our journey, not the destination. We are committed to bringing everyone with us through the [#ChangeCollective](#), and we will use the insight from this research to inform and direct our future work on EDI, using it as a benchmark to drive through our strategy and manifesto commitments and committing to repeat this research in two years' time to see what and where the changes and improvements have been made.

**"A diverse workforce not only manifests itself in building a great reputation for the organisation, it brings together diversity which will foster a more creative and innovative workforce. By default, bringing people together with different qualifications, backgrounds, and experiences are all key to an effective enhanced workplace. A supportive working environment can help staff feel they can bring their whole selves to work, benefiting both employees and employers."**

**SURVEY RESPONDENT**

## ABOUT THE RESEARCH

The Institute of Fundraising conducted the research via an online survey, open from 19 November 2018 to 4 February 2019, partnering with PwC to investigate the findings.

The survey was promoted to our 600+ organisational members, and more widely to fundraisers through our emails and marketing channels. Respondents are therefore more likely to have had some kind of engagement with the IoF. However, the survey was open to every charity able to provide data on the make-up of their fundraising teams and organisational policies, requiring quantitative information on 4 groups protected under equality legislation: gender, sexuality, disability, and race.

The number of charities providing responses varies from question to question; therefore the statistics are calculated not from the grand total of fundraisers or charities, but from the total of those that responded to each question.

The limitation to any quantitative organisational data on equality, diversity and inclusion is that it is not compulsory to either record or report on ethnicity, sexuality, or disability in the workforce. Similarly, the data will only represent those who feel comfortable enough within their organisation to report on their identity.

That said, the survey asked for a large amount of in-depth information, so the areas respondents were unable to provide answers tell us a lot about the kind of data charities are recording internally. For example, the response rate when charities were asked about the gender of their fundraisers was 97%, but this dropped to 92% when asked the same about disability.

When we asked charities in the survey the reasons they might have been unable to provide some of the data, multiple charities told us that they do not record data on employee sexuality or gender identity, while others record all data on protected characteristics but their systems don't allow them to report on it by team – or at all.

Some small charities mentioned the challenge their size provides in ensuring the anonymous personal data cannot be linked back to employees, and a small number appeared to estimate based solely on their individual knowledge of their fundraising team.

While the data illustrates the composition of fundraising teams it does not indicate how this representation is distributed across levels of seniority. Equally, there are relationships and associations across and within the protected groups which our data did not capture. As such, we did not attempt to establish correlations between different variables in the research or draw conclusions where our sample was under-representative

**WE ARE GRATEFUL TO OUR PARTNERS  
AT PWC FOR THEIR CONTRIBUTION  
TO THIS RESEARCH.**

## ENDNOTE

### KATY BENNETT, DIRECTOR, PWC

We are delighted to partner with the Institute of Fundraising on this important research. We consistently find that high quality data and analysis supports industries and individual organisations in promoting diversity and inclusion. Analysis of this type helps measure the current state, identify areas where progress is most needed and track the success of programmes and initiatives in improving diversity. As such, it is really positive to see the Institute of Fundraising working with the fundraising profession to improve data in this critical area. Data on diversity is, by its nature often incomplete and, as such, care should always be taken in the analysis of results, particularly when looking at dimensions of diversity other than gender, where data is collected on a voluntary basis. However, the data available here makes it clear that the sector still has work to do as they continue on the journey to represent the communities that they work in and alongside. This is an important ambition and we are delighted to work with the Institute of Fundraising in exploring it here.

## REFERENCES

1. Page 7: [2011 Census of the UK](#)
2. Page 7: [Family Resources Survey: financial year 2017/18](#)
3. Page 7: [UK Civil Society Almanac 2012](#)
4. Page 8: [Sexual orientation UK: 2017, Office for National Statistics](#)
5. Page 9: [2018 Civil Society Almanac](#)
6. Page 9: ["Gender pay gap in charity sector is 7.9 per cent in favour of men, analysis shows", Civil Society Media, 09/04/19](#)

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