

RESEARCHED AND WRITTEN BY BETH BREEZE AND ELIZABETH J. DALE

MISSING OUT:

UNDERSTANDING THE FEMALE
LEADERSHIP GAP IN FUNDRAISING

CHANGE
COLLECTIVE

CONTENTS

FOREWORD _____	03
ABOUT THE AUTHORS _____	04
ACKNOWLEDGMENTS _____	05
KEY FINDINGS _____	06
RECOMMENDATIONS AND NEXT STEPS _____	08
WHERE ARE WE NOW? WOMEN IN FUNDRAISING TODAY _____	10
FROM THE FIELD: SURVEY FINDINGS _____	12
INSIGHTS FROM THE FRONT LINE: CASE STUDIES _____	34
WOMEN TALK ABOUT FUNDRAISING LEADERSHIP: FOCUS GROUP FINDINGS _____	38
FINAL THOUGHTS _____	42
METHODOLOGY APPENDIX _____	44
NOTES _____	46

FOREWORD



BY CAROL AKIWUMI, CHAIR OF IOF'S EQUALITY, DIVERSITY AND INCLUSION COMMITTEE

I am delighted to see this new research report on women in leadership published. As Chair of the IoF's new EDI Committee, I am committed to ensuring that the Change Collective strategy succeeds in making a positive difference across the charity sector so that the fundraising profession can be truly representative of the communities that we serve.

For a long time we have known that the sector has a problem in equal representation at senior levels when it comes to gender. Fundraising is generally a female dominated profession (the IoF's Individual Membership is about 70% women), but that is not equally reflected in leadership roles and hasn't been for years.

This research - to my knowledge - is the largest and most comprehensive project looking into the issues of aspiration, challenge, and barriers experienced by women fundraisers in reaching leadership positions. The results are clear: women are missing out on leadership positions and experience systemic and sector-wide barriers to progression in their careers. It is shocking, if not unsurprising, that this research has found that while male and female fundraisers start their careers at around the same salary level, over time, a gap forms which means that men report current salaries that are on average 14.3% higher than women.

We need to change that, and now is the time for action and transformation. The report includes a number of recommendations, for fundraisers, for charities, and for the IoF to take forward. These should be the first steps to bring about change, and importantly shows how everyone has a positive role to play.

I look forward to taking this work forward as part of the EDI Committee at the IoF and hope that all charities and individuals reflect on what they can, and need to do, to bring about change.

Carol Akiwumi

Carol Akiwumi

ABOUT THE AUTHORS



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Beth Breeze is Director of the Centre for Philanthropy at the University of Kent, UK. She worked as a fundraiser before moving into academia to research philanthropy and fundraising and to set up a successful Master's degree programme in Philanthropic Studies. Her books include ***The New Fundraisers: Who organises generosity in contemporary society?*** published by Policy Press, which won the Association of Fundraising Professionals/Skystone Partners research prize in 2018.



ELIZABETH J. DALE, PHD

Elizabeth J. Dale is an Assistant Professor in Nonprofit Leadership at Seattle University, USA and received her Ph.D. from the Indiana University Lilly Family School of Philanthropy. A former development director and CFRE, her research includes women's philanthropy and giving to women's and girls' causes, giving among LGBTQ donors, and the intersection of gender, philanthropy, and fundraising. In 2017, she published the article, "**Fundraising as women's work? Examining the profession with a gender lens**" in the *International Journal of Nonprofit and Voluntary Sector Marketing*. She holds a bachelor's degree in journalism and women's and gender studies from Ohio Wesleyan University and a master's degree in women's studies from The Ohio State University.

ACKNOWLEDGEMENTS

First and foremost we are sincerely grateful to the hundreds of fundraisers – women and men – who took the time to participate in the survey, focus groups and case study interviews. Without your willingness to share your experiences, opinions and insights, this report would not be possible. Thanks also to Foundation Scotland and Womble Bond Dickinson for hosting the focus groups.

Sincere appreciation to the members of the Steering Group, who provided clear and informed guidance throughout the research process:

- Virginia Anderson, Head of Fundraising & Communications, Bobath Scotland.
- Loretta Bresciani Murray, Head of Fundraising, Abertay University.
- Lucy Caldicott, Founder of ChangeOut.
- Emily Casson, Digital Marketing Manager at Cats Protection, and Chair of Institute of Fundraising North East.
- Andrea Metcalf, Deputy Director of People and Culture, ActionAid UK.
- Joanna Moriarty, Director in the Charities and Social Enterprise practice at Green Park Executive Recruitment.
- Louise Parkes, Chief Executive, Great Ormond Street Hospital Children's Charity
- Ruth Smyth, Planning & Insight Director, BoldLight.
- Sonya Trivedy, Executive Director of Income at Samaritans.

Thank you also to Daniel Fluskey, Head of Policy and External Affairs at the Institute of Fundraising, for his staunch support for this research from start to finish.

Lastly, thank you to the Institute of Fundraising for commissioning this research and to IoF North East for contributing to funding the project.

KEY FINDINGS

Women in fundraising are disproportionately missing out on achieving the leadership roles they aspire to, and charities are missing out on securing all of the available talent needed to achieve their missions. This is a longstanding and ingrained problem in the charity sector, rooted in deep cultural and systemic issues that extend well beyond the sector itself. The full scope of this problem needs to be understood and addressed as a matter of urgency.

To understand the experiences of women who currently hold, or aspire to hold, leadership positions in fundraising and how they differ from men, this study surveyed 790 female and male fundraisers, alongside focus groups with 15 women from across the UK, and interviews with 6 female fundraising leaders. The findings shed light on their experiences, and identify strategies and mechanisms to help ensure that gender does not prevent talent from rising to the top jobs in fundraising. We acknowledge the importance of fully understanding how all aspects of identity impact on workplace experience, notably ethnicity, sexual orientation, class, age, and disability, and call for further explorations of minority experiences, as well as the cumulative experience of identity known as "intersectionality."

THE GENDER GAP: SALARY & LEADERSHIP

- A greater number of men occupy fundraising positions in the largest organisations in the charity sector (those with incomes of £10 million or more). Women are more likely to hold part-time positions; 25% of women work part-time compared to just over 13% of men.
- The salaries of male and female fundraisers begin around the same level (c. £20,000) but over the course of their careers the gap grows. Amongst those working full-time, men reported current salaries that were 14.3% higher than women. Average current salaries were £42,655 for women and £49,766 for men.
- Whilst women and men are equally likely to be part of the senior management team, men are more likely to describe their job as a 'leadership role', reflecting a gender difference in how leadership is understood and, perhaps, how comfortable men are in describing themselves as leaders.

BARRIERS AND CHALLENGES: FLEXIBILITY, STEREOTYPING, AND SUPPORT

- The main barrier that women experience in realising their leadership ambitions is the availability of broad flexibility in relation to hours and working patterns.
- Female fundraisers are far more likely than men to claim that they have experienced stereotyping

and/or preconceptions based on their gender. Women are significantly more likely to report being stereotyped by board members and donors, whereas men are more likely to report being stereotyped by colleagues.

- We found that women experience a lack of recognition of, and appropriate policies to account for, the full range of women's health needs.
- There is also a lack of sector initiatives and actions to support women who aspire to leadership roles

KEY FACTORS THAT WOULD ENCOURAGE WOMEN TO LEADERSHIP POSITIONS

- Commitment to flexible working.
- Support of a mentor.
- A role with trust and responsibility.
- Training opportunities.
- Visible role models of women in fundraising leadership positions.
- Seeing a diverse leadership team.

We find a need for greater precision on the part of charities about what 'flexibility' means, a focus on outcomes over presenteeism, greater transparency in salary-setting and promotions criteria, and changes to recruitment processes to eliminate unconscious bias.

This report argues that we need to challenge the widespread assumptions that achieving a leadership position in fundraising and having flexibility are mutually exclusive alternatives, and that women lack the confidence or desire to lead.

RECOMMENDATIONS FOR NEXT STEPS

Based on the study findings, the authors propose the following recommendations for charities, fundraisers, and the Institute of Fundraising to address barriers that female fundraisers commonly face in their careers.

CHARITIES

- Invest in promoting and recruiting diverse candidates to Boards and Senior Management because of the importance of role models in encouraging persistence in female leadership ambitions. Review general recruitment practices to identify and root out potential for unconscious bias, for example, by concealing the gender of applicants whilst shortlisting, and engage proactive recruitment to encourage diverse candidates to apply.
- Educate trustees about stereotyping and preconceptions based on gender and the experiences of women in the charity sector and have a zero harassment policy for trustees, donors, and staff within the organization.
- Investigate the gender pay gap within your charity. Be transparent about findings and share your plans to take steps to close the gap with appropriate haste.
- Design a working environment to suit those most in need of flexibility, which will result in a better environment for all. Be as clear and open-minded as possible on the detail of flexible working conditions in job adverts to provide clarity for women considering applying for leadership positions within the charity.
- Make use of available technology to enable maximum meaningful flexibility, for example, hosting meetings online to avoid unnecessary travel, using VPNs (Virtual Private Networks), and facilities for sharing computer files to enable collaboration between job share partners and across part-time staff working on the same projects.

FUNDRAISERS

- Consider making a formal career plan, using tools and advice provided by sector bodies such as the Institute of Fundraising.
- When looking for a new job, ask for clarity about what flexibility is on offer, and use your fundraising skills to negotiate the package that is right for you.

- When appropriate in relation to career stage, take up opportunities to serve as a mentor, and take advantage of training and support to effectively fulfill this role.
- When time and personal commitments allow, consider serving as a trustee for another charity to help change the gender balance of charity boards, and to help challenge stereotyping that occurs in recruitment processes, governance and interactions with staff.
- Ensure that you take advantage of opportunities to be mentored, to pursue professional development, and – where feasible – to engage in networking opportunities, including online and in real life. Mutual aid and support are crucial in growing confidence and learning about leadership opportunities.

INSTITUTE OF FUNDRAISING

- Promote and celebrate role models across the sector to inspire female fundraisers who aspire to leadership positions.
- Lead a mentorship initiative to assist fundraisers, with a particular emphasis on women and under-represented populations who aspire to leadership positions, to find a mentor, and to provide guidance on best practice in being a mentor and supporting others.
- Provide career planning tools and support on the website and through training programmes.
- Proactively participate in policy discussions relating to matters that disproportionately impact female staff and workplace conditions such as maternity leave and pay, flexible working legislation, menopause policies at work, and child care provisions.
- Commission further research to better understand how all protected characteristics—age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation—are holding back talented fundraisers.

WHERE ARE WE NOW? WOMEN IN FUNDRAISING TODAY



In the century that fundraising has existed as a paid career it has increasingly become an overwhelmingly female profession, particularly since the 1990s. Whilst the pioneers who forged the industry in the years after the First World War were all men, the gender composition of the fundraising workforce has changed drastically. Today, three quarters (76%) of professional fundraisers in the UK are women¹, and the same pattern is evident in similar countries including the USA, where 73% of the fundraising workforce is now women, up from 55% in 1996².

The reliance of charities on women's fundraising work is clear. Yet the dominance of women in the fundraising ranks is not equally reflected in fundraising leadership positions. In the top 100 fundraising charities in the UK, there are 52 female directors of fundraising³. Assuming—as we do—that talent is equally spread across the genders, this means there are more than 20 women missing from the leadership roles in the 100 biggest (and, arguably, most prestigious) charities.

This research set out to understand the experiences of UK fundraisers—both staff and leaders—and the challenges facing women who aspire to leadership positions.

Whilst much of this report is occupied with painting a picture of the reality of female fundraisers today, our goal is to move beyond description to make useful recommendations in support of the Institute of Fundraising's vision, as set out in the Change Collective manifesto, to achieve an equal, diverse and inclusive profession.

We acknowledge there are multiple factors relating to personal identity that influence people's experience in the workplace. Whilst this report focuses on gender, including some analysis of how gender interacts with other characteristics such as race and disability, the Institute of Fundraising is undertaking further projects within the 'Change Collective' initiative, that will examine other aspects of fundraisers' diversity⁴.

76% OF PROFESSIONAL FUNDRAISERS IN THE UK ARE WOMEN

The broader context of this study is a society that continues to facilitate disproportionate male success in almost every aspect of life, from politics to business to science. After the December 2019 UK general election, media headlines highlighted the 'record numbers' of women who had been elected as there are now 220 female members—yet this still only constitutes a third (34%) of the available seats in the House of Commons. Politics is at least more representative in gender terms than big business, as in March 2018 it was noted that there were a larger number of FTSE 100 leaders named David (9) than there were female CEOs (7)⁵. Whilst the figure of 7% female leaders in these largest listed companies is obviously paltry, it is twice as high as the percentage of female winners of Nobel prizes in the sciences – just 20 of the 600 awards (3.5%) for physics, chemistry, medicine, or physiology have gone to women.

These varied examples show that women's route to leadership continues to be more problematic, and often more challenging, than those experienced by men, regardless of the field in which they seek success. And women's path to professional success also involves additional hurdles created by broader social norms and currents that have recently been in the spotlight. The *#MeToo* movement has highlighted the widespread experience of sexual harassment and assault, in particular its impact on women's careers. The sharing of previously untold stories also underlies the Everyday Sexism project⁶, which invites women to recount their daily experiences of sexist behavior, creating an immense catalogue of challenges that women must confront in addition to the personal and professional challenges faced by their male

colleagues and friends. The charity sector is, of course, not immune to these currents as shown, for example, by the President's Club scandal⁷ which exposed the extent to which unacceptable attitudes and behaviour towards women exist even within efforts that purport to make the world a better place.

This report has been commissioned at a time when we are more aware than ever of the blatant and illegal harassment faced by many women, and also the existence of subtle obstacles—be they internal, societal, or both—on the path to women's professional success. There is heightened awareness that these experiences affect the daily lives of women and their ability to fulfil their potential. But there has been less focus on what can be done in the face of these challenges to create greater equality – to answer the call that 'brave conversations' be translated into 'meaningful action' to rectify unjust behavior⁸. This report is an attempt to offer both description and prescription in relation to the experiences of women in fundraising, and what needs to be done to prevent women from missing out on the leadership roles they aspire to, and to prevent the charity sector – and indeed wider society – from missing out on all of the talent that could be deployed to fulfil their missions, which include addressing some of society's most difficult and urgent problems.

THERE ARE MORE THAN 20 WOMEN MISSING FROM THE LEADERSHIP ROLES IN THE 100 BIGGEST CHARITIES

FROM THE FIELD: SURVEY FINDINGS

During October 2019, an online survey was completed by 790 professional (paid) UK fundraisers who answered over 70 questions on topics such as their:

- Pathways into fundraising;
- Career progression and ambitions;
- Workplace culture;
- Availability of flexible working, mentors and role models;
- Attitudes about leadership in fundraising;
- Policies, practices and experiences of gender discrimination;

The survey was distributed by the Institute of Fundraising and shared among a number of social media channels in order to reach a broad array of paid fundraisers in the UK. While we endeavoured to recruit men as well as women to complete the survey, the vast majority (91.4%) of respondents were women, which under-represents the c.30% of the Institute's membership who are men. Further, the number of people providing responses to each question varies from question to question; therefore, percentages are calculated not from the total number of responses, but from the total of those that responded to each question. For more information on the research design, please see the Methodology Appendix.

SURVEY DEMOGRAPHICS

Below we highlight the overall demographic representation of the survey respondents. We specifically asked respondents to report their gender, age, race/ethnicity, whether they had a disability, and their sexual orientation. We also asked respondents if they cared for children, adults, or other family members since all kinds of caring responsibilities disproportionately fall to women.

The respondents aligned with industry data, which reflects that fundraisers are predominantly white, heterosexual, and people without disabilities. Also reflecting what is known of the current composition of the fundraising profession⁹, most (58%) of our respondents were under age 40.

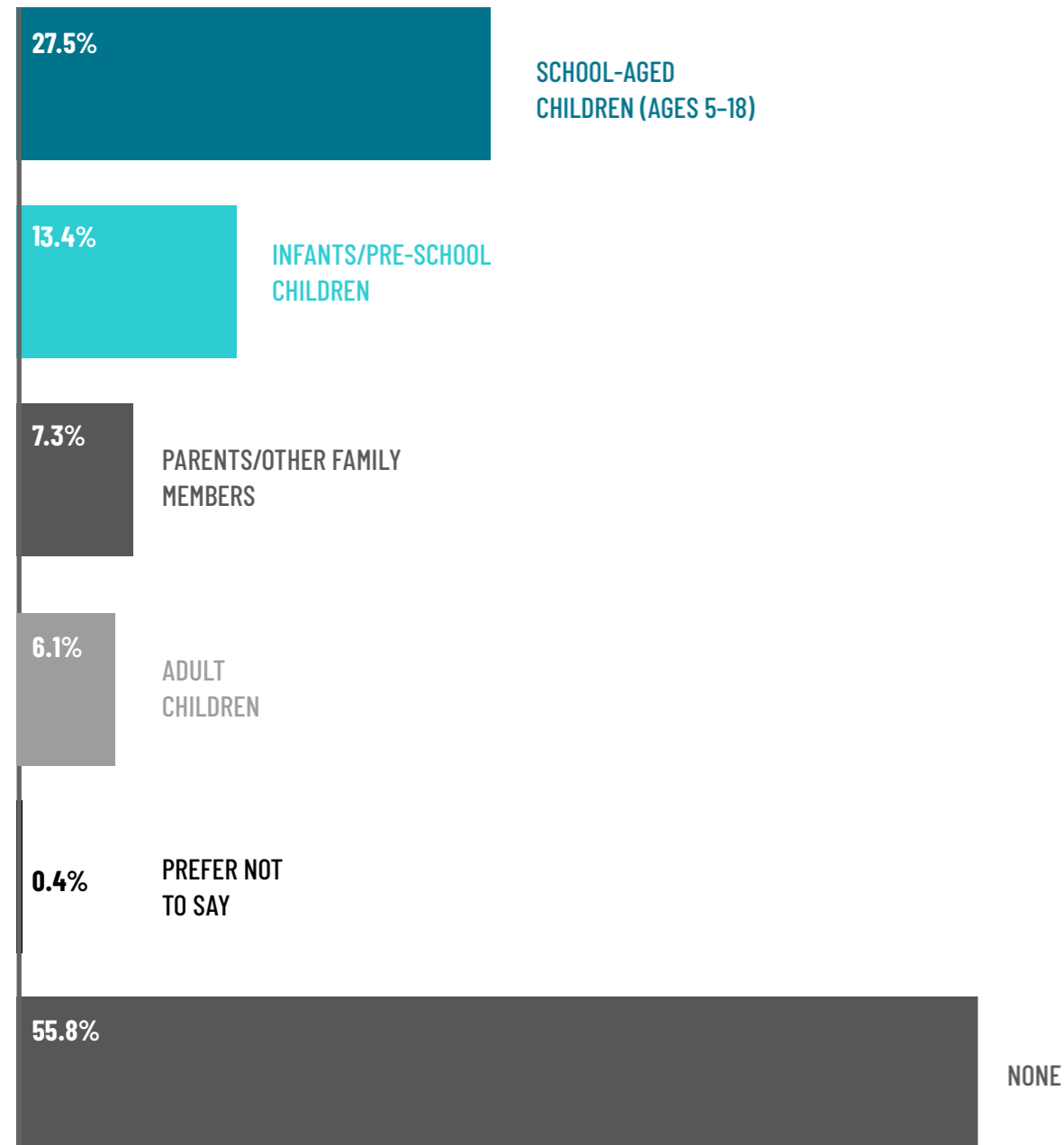
FUNDRAISERS ARE PREDOMINANTLY WHITE, HETEROSEXUAL, AND PEOPLE WITHOUT DISABILITIES

TABLE 1: SUMMARY OF RESPONDENTS' DEMOGRAPHICS

GENDER	FEMALE	91.4%
	MALE	8.6%
SEXUAL ORIENTATION	LGBTQ	11.9%
AGE	UNDER 30	20.1%
	30-39	38.0%
	40-49	25.2%
	50-59	13.3%
	60+	3.3%
RACE/ETHNICITY	WHITE	92.9%
	MIXED/MULTIPLE ETHNIC GROUPS	2.8%
	ASIAN/ASIAN BRITISH	1.9%
	BLACK/AFRICAN/CARIBBEAN/BLACK BRITISH	0.8%
	OTHER ETHNIC GROUP	1.0%
	PREFER NOT TO SAY	0.6%
DO YOU HAVE A DISABILITY?	YES	7.5%
	NO	91.4%
	PREFER NOT TO SAY	1.1%
LOCATION	LONDON	32.4%
	ENGLAND - SOUTH EAST	18.4%
	SCOTLAND	11.0%
	ENGLAND - SOUTH WEST	10.4%
	ENGLAND - WEST MIDLANDS	5.2%
	ENGLAND - EAST OF ENGLAND	4.7%
	ENGLAND - NORTH WEST	4.7%
	ENGLAND - YORKSHIRE AND THE HUMBER	4.4%
	ENGLAND - EAST MIDLANDS	4.2%
	WALES	2.7%
	ENGLAND - NORTH EAST	1.4%
	NORTHERN IRELAND	0.4%
	PREFER NOT TO SAY	0.3%
N (NUMBER OF RESPONDENTS)		790

Almost half (44%) of fundraisers reported caring for others alongside their careers. Fundraisers are primarily caring for school-age and pre-school children, over 13% are caring for adult children, parents, or other family members, and 10.5% selected multiple types of caring responsibilities.

DO YOU CURRENTLY HAVE CARING RESPONSIBILITIES?



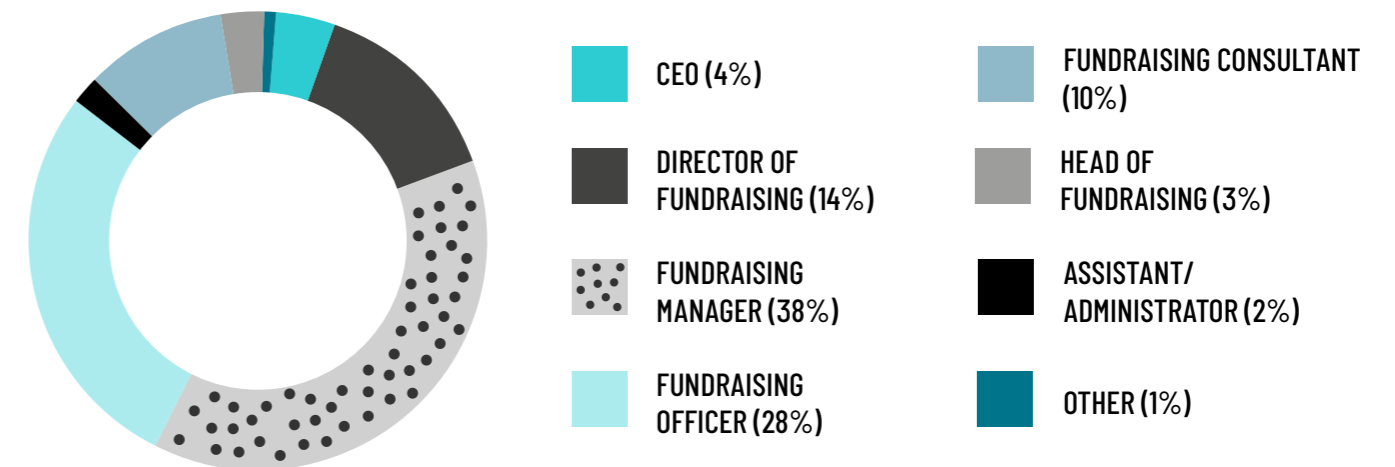
44%
OF FUNDRAISERS REPORTED CARING FOR OTHERS ALONGSIDE THEIR CAREERS

CURRENT FUNDRAISING ROLE

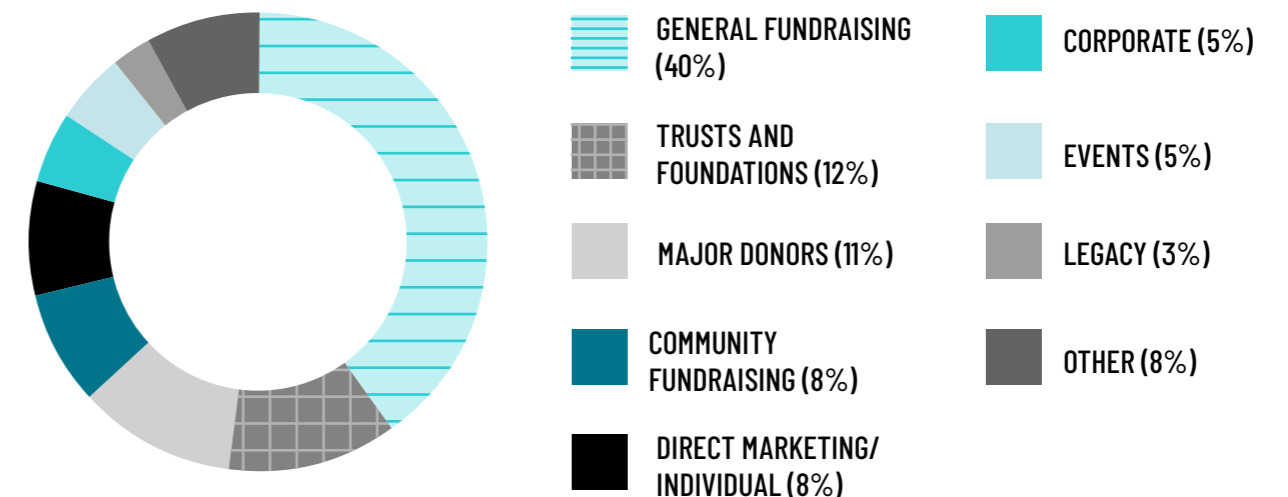
Respondents reported their current job title, area of fundraising, size of their organisation, whether they were full-time or part-time, whether their position was part of the senior management team, and the number of years they had been a fundraiser.

The majority of respondents were managers (38%) or fundraisers/officers (28%), worked for organisations with incomes of £1 million or more (77%), were located in London (32%) or South East England (18%), and had fundraising responsibilities over multiple areas (40%). Three-quarters of respondents worked full-time and just over one-third were part of the senior management team. On average, fundraisers participating in this survey had just under 11 years of experience.

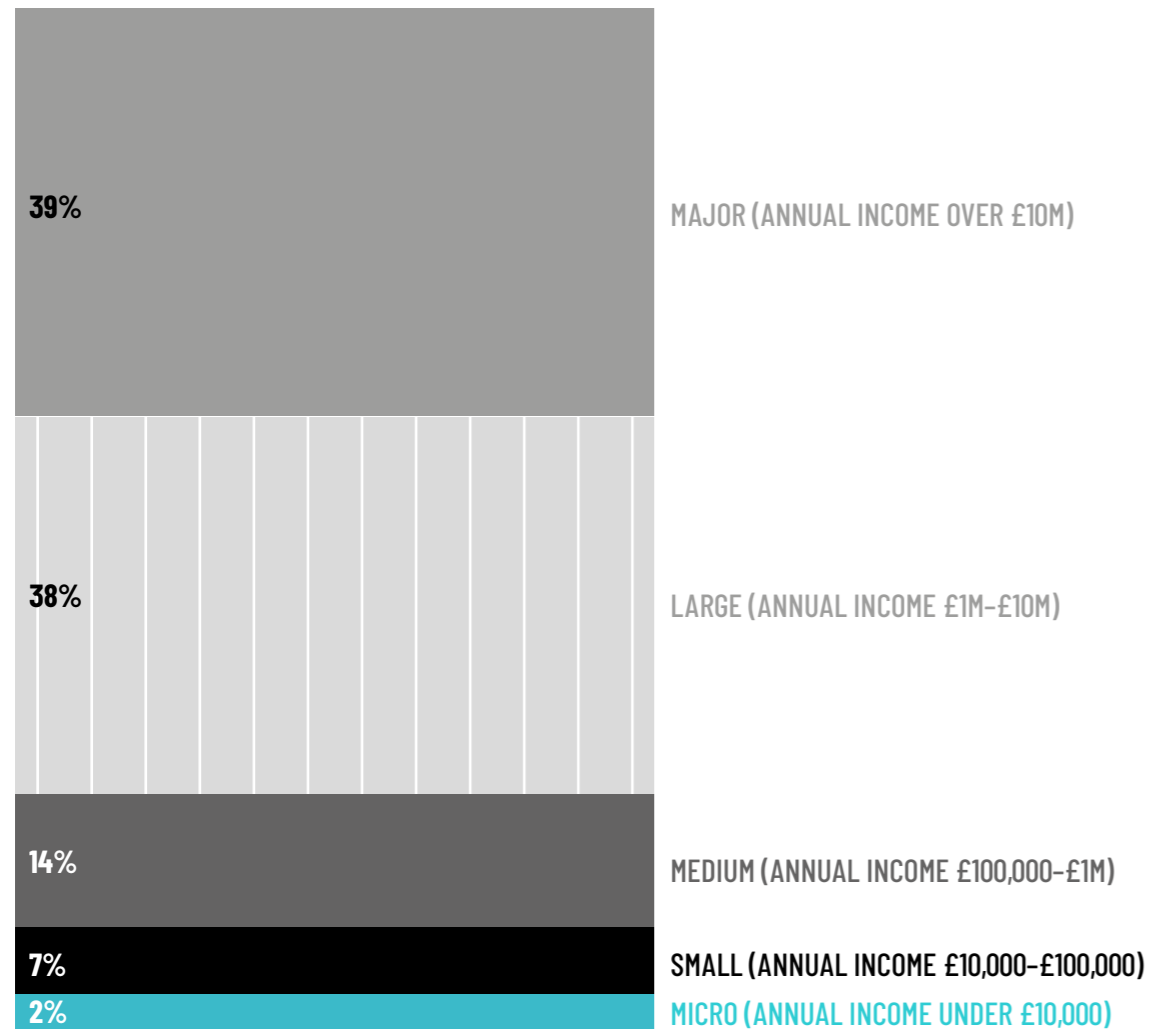
CURRENT FUNDRAISING ROLE



MAIN AREA OF FUNDRAISING



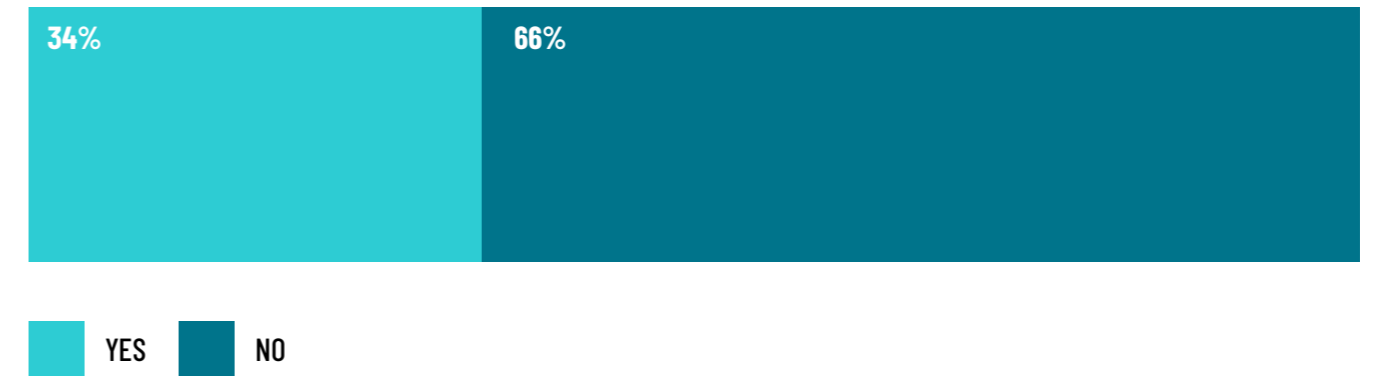
ORGANIZATION SIZE



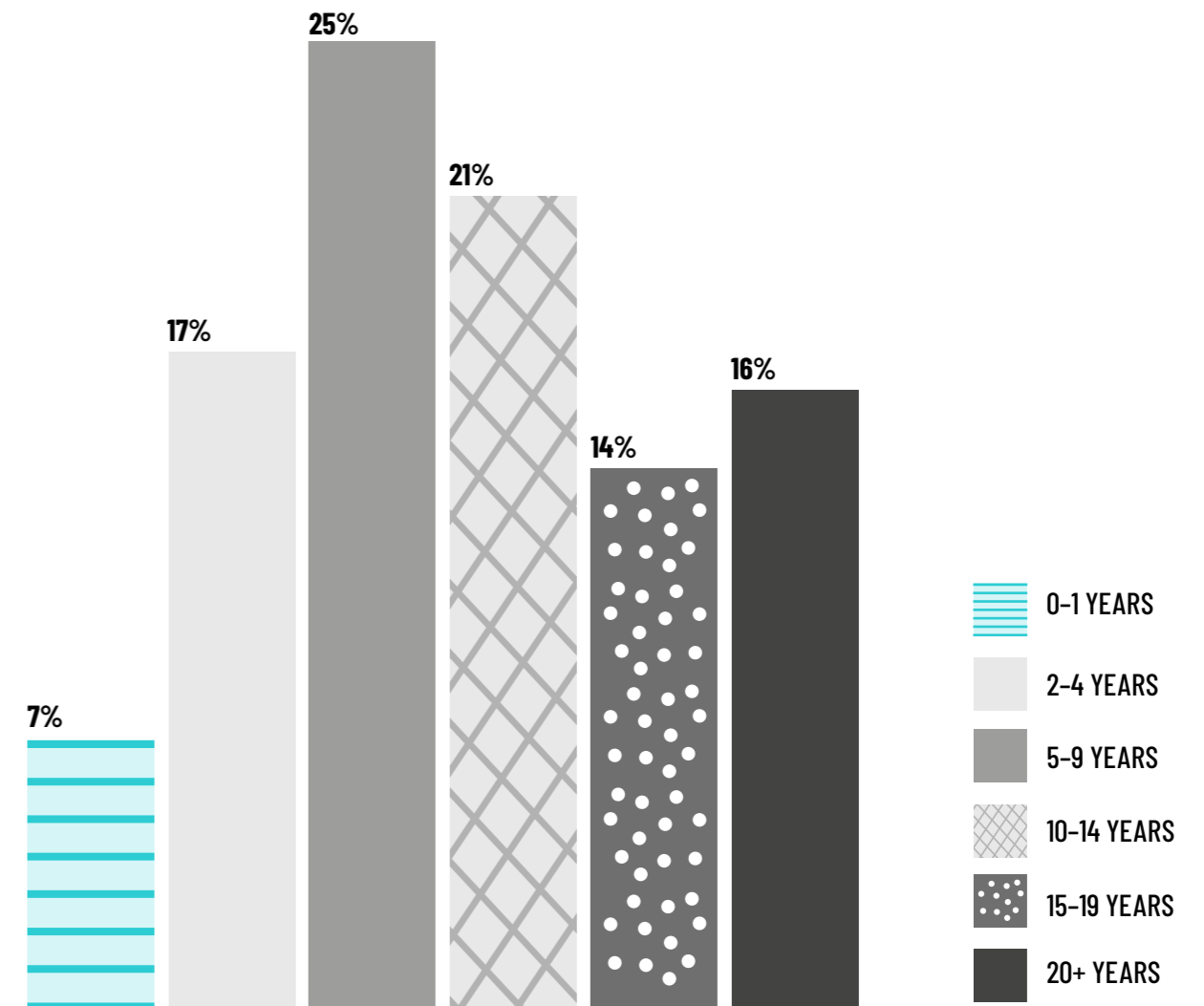
DO YOU WORK FULL-TIME OR PART-TIME?



ARE YOU PART OF THE SENIOR MANAGEMENT TEAM?



YEARS OF EXPERIENCE IN FUNDRAISING

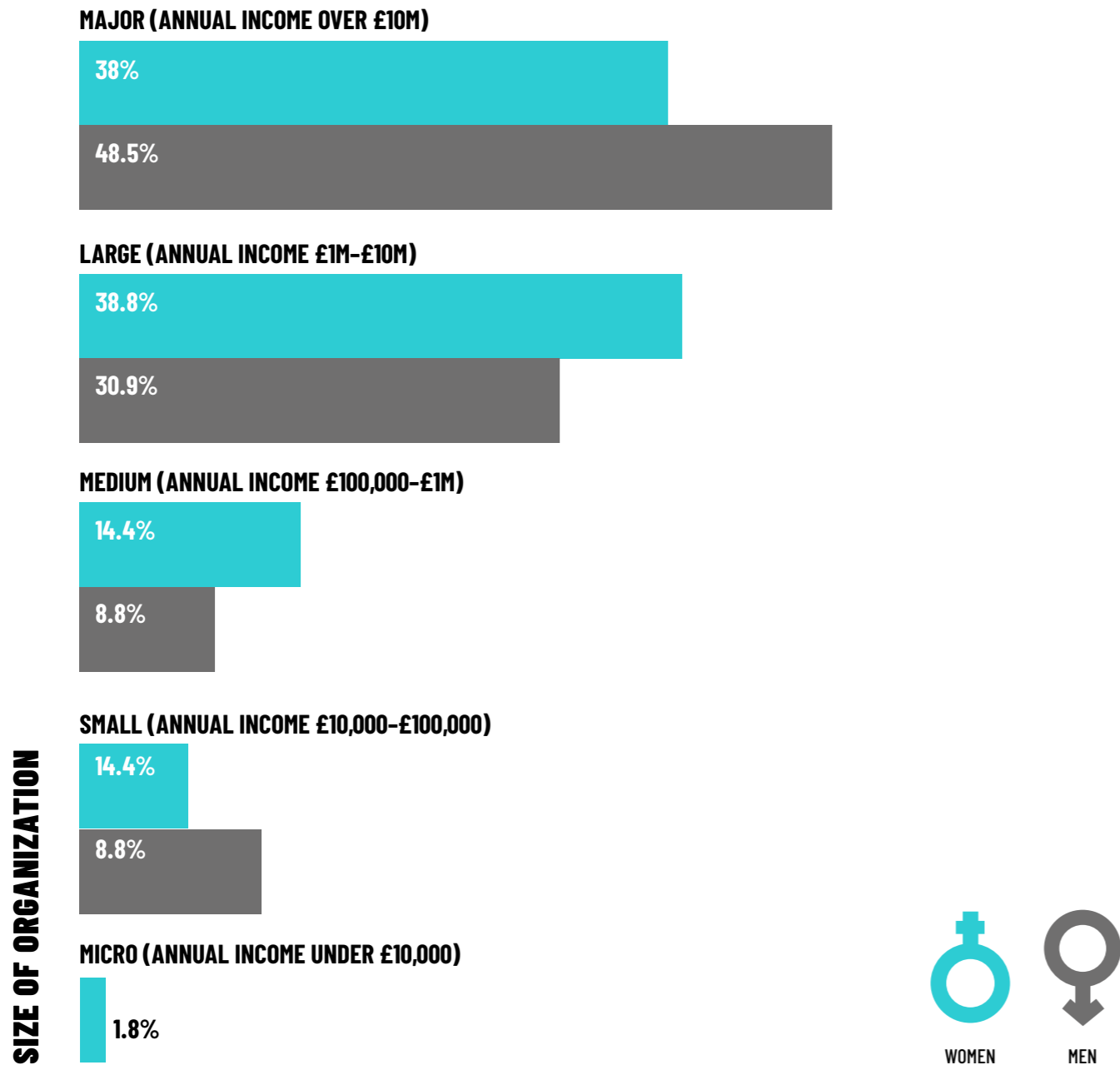


GENDER AND FUNDRAISING POSITIONS

As prior research has documented a gap in women's leadership roles in fundraising, we set out to gather a more nuanced understanding of the ways that fundraising positions differ by gender. While the statistical associations we present are robust unless otherwise stated, it is important to remember that women were over-represented in the survey sample compared to men.

ORGANISATION SIZE

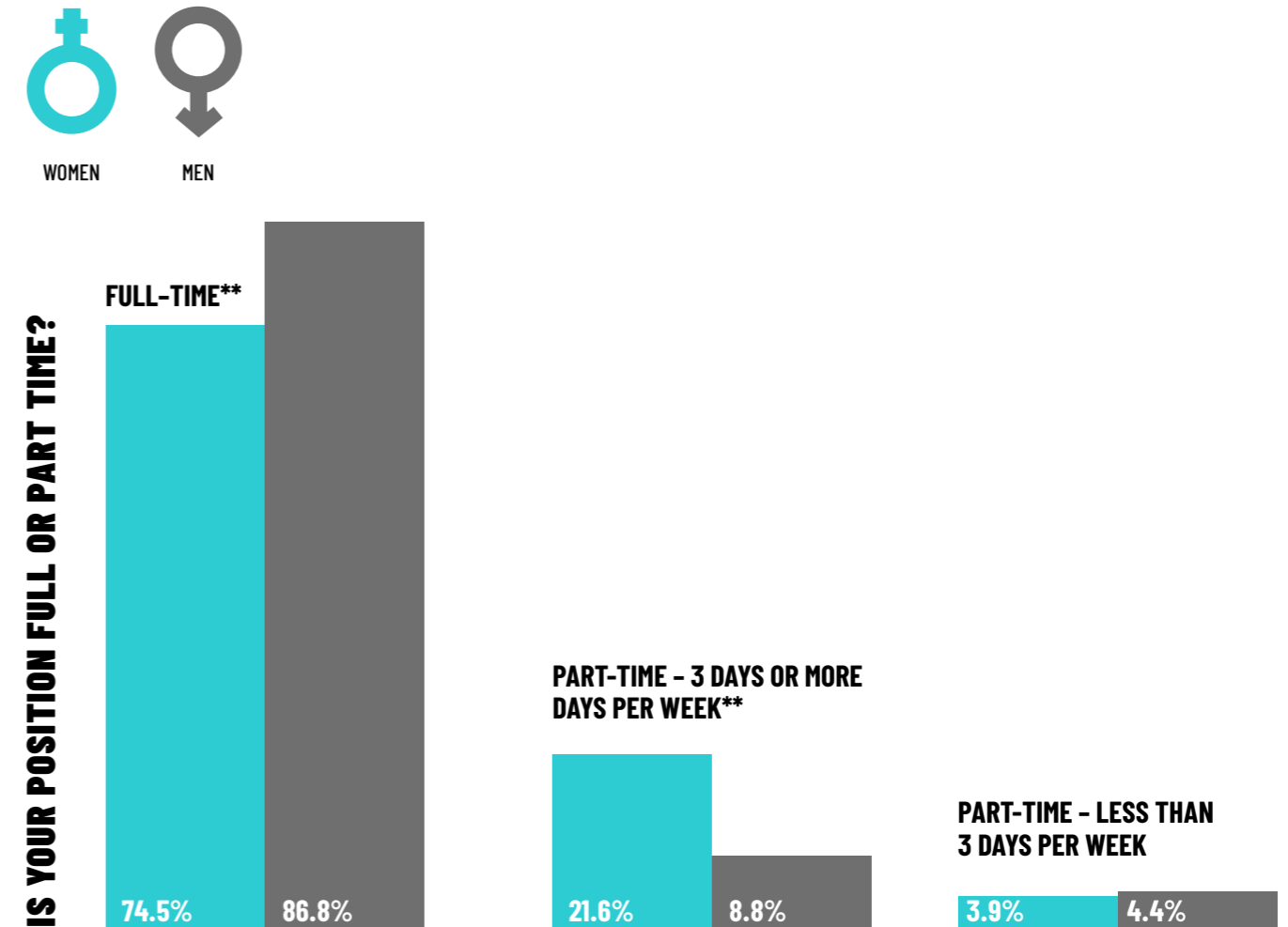
Consistent with prior research, we find a higher percentage of men occupying fundraising positions in the largest organizations in the charity sector. Among major organizations (income over £10m), 48.5% of men compared to 38% of women worked in major organizations, although this was not statistically significant.



Notes: Percentages presented are summary statistics. Statistical significance axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Statistical significance is based on Chi-squared test results. See Methodology Appendix for further details.

FULL TIME VS. PART TIME WORK

Women were more likely to report that they worked part-time. Over 25% of women held part-time positions compared to just over 13% of men. Statistically, women were significantly more likely to occupy a part-time position than men.



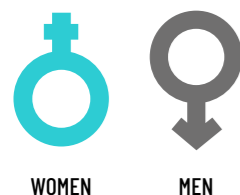
Notes: Percentages presented are summary statistics. Statistical significance is shown by asterisk use in axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Statistical significance is based on Chi-squared test results where all part time responses were combined. See Methodology Appendix for further details.

"It would be great to see more role models of senior leaders working part time and/or flexibly so they can also manage some level of family life too. Surely in today's world we don't always need to be present in a London-based head office for five full days a week to be able to carry out a senior leadership role effectively?"

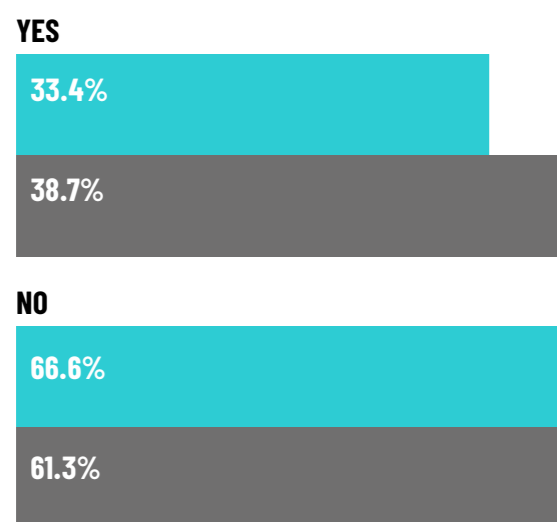
Research respondent

SENIOR MANAGEMENT TEAM

While a slightly higher percentage of men reported that their positions were part of the senior management team, the difference was not statistically significant.



IS YOUR POSITION PART OF THE SENIOR MANAGEMENT TEAM?



Notes: Percentages presented are summary statistics. Statistical significance is shown by asterisk use in axis labels as follows: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$. Statistical significance is based on independent t-test results. See Methodology Appendix for further details.

YEARS OF EXPERIENCE

Men averaged a higher number of years of experience than women: the mean years of experience for men was 14.2 years compared to 10.6 years for women. This gap could potentially be explained by women leaving the work force to give birth and engage in child rearing responsibilities and was also driven by the number of women in more junior positions. Importantly, there were no male respondents who held assistant/administrator roles.

SALARY

We asked survey respondents to report both their annual current salary as well as their starting salary. The 2018 Change Collective report found that men earned 10.8% more on average than women (as calculated by hourly pay) and that the median pay gap was 9.3% in favour of men. This is in line with data in the U.S. which also finds a gender gap in fundraising salaries¹⁰.

Our analysis revealed several interesting trends. First, we found no statistical difference in the starting salaries of men and women (see Table 2A). However, across all full-time respondents, men reported current salaries that were 14.3% higher than women.

TABLE 2A: STARTING SALARY (ALL RESPONDENTS)

	MEAN	MEDIAN
MEN	£20,032	£19,700
WOMEN	£21,186	£20,000

TABLE 2B: CURRENT SALARY (ALL FULL-TIME RESPONDENTS)

	MEAN**	MEDIAN
MEN	£49,766	£46,000
WOMEN	£42,655	£37,000
% in favor of men	14.3%	19.5%

Notes: Statistical significance is shown by asterisk use in axis labels as follows: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$. Statistical significance is based on independent t-test results. See Methodology Appendix for further details.

A number of factors can influence someone's current salary beyond gender including other demographic variables such as age, race/ethnicity, disability, and sexual orientation, as well as years of experience and organisation size. In our analysis we find that amongst personal identity characteristics, gender was the only significant predictor of salary. However, once age, years of experience, and organisation size were accounted for, the gender difference in salaries fades. This suggests that structural factors – notably enabling women to stay in the workforce, get promoted, and access jobs in larger organisations – are a more important concern than direct gender pay disparities.

We further investigated how men's and women's salaries varied by position. Our findings show that pay differences can be attributed to the number of women in assistant/administrator positions and that there are significant differences in pay in manager roles. While differences continue among directors and CEOs, these were not statistically significant.

TABLE 3: MEAN SALARY BY POSITION (ALL FULL-TIME RESPONDENTS)

	MEN	WOMEN	DIFFERENCE
CEO	£81,500	£72,470	£9,030
DIRECTOR	£66,581	£64,284	£2,297
MANAGER	£46,047	£40,698	£5,349**
FUNDRAISER/OFFICER	£28,375	£29,770	(£1,395)
ASSISTANT/ADMINISTRATOR	–	£22,335	n/a
CONSULTANT	£67,433	£68,600	(£1,167)

Notes: Statistical significance is shown by asterisk use in axis labels as follows: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$. Statistical significance is based on independent t-test results. See Methodology Appendix for further details.

“During my first year managing a team, a male team member moved from another team to mine. He did the same role as me, minus the management of the team (and I was his manager). I found out during salary reviews, that he was paid 25% more than me. On raising this repeatedly over a couple of years, nothing changed. I left the organisation.”

Research respondent

“I found out my male predecessor was being paid £4,000 more than me in the same role (on my last day at the organisation) - we had the same experience when we started and had been there exactly the same amount of time when we both left. The only difference was gender.”

Research respondent

“A male with less experience was hired at a higher salary. Meanwhile, I was given more responsibilities with no pay raise.”

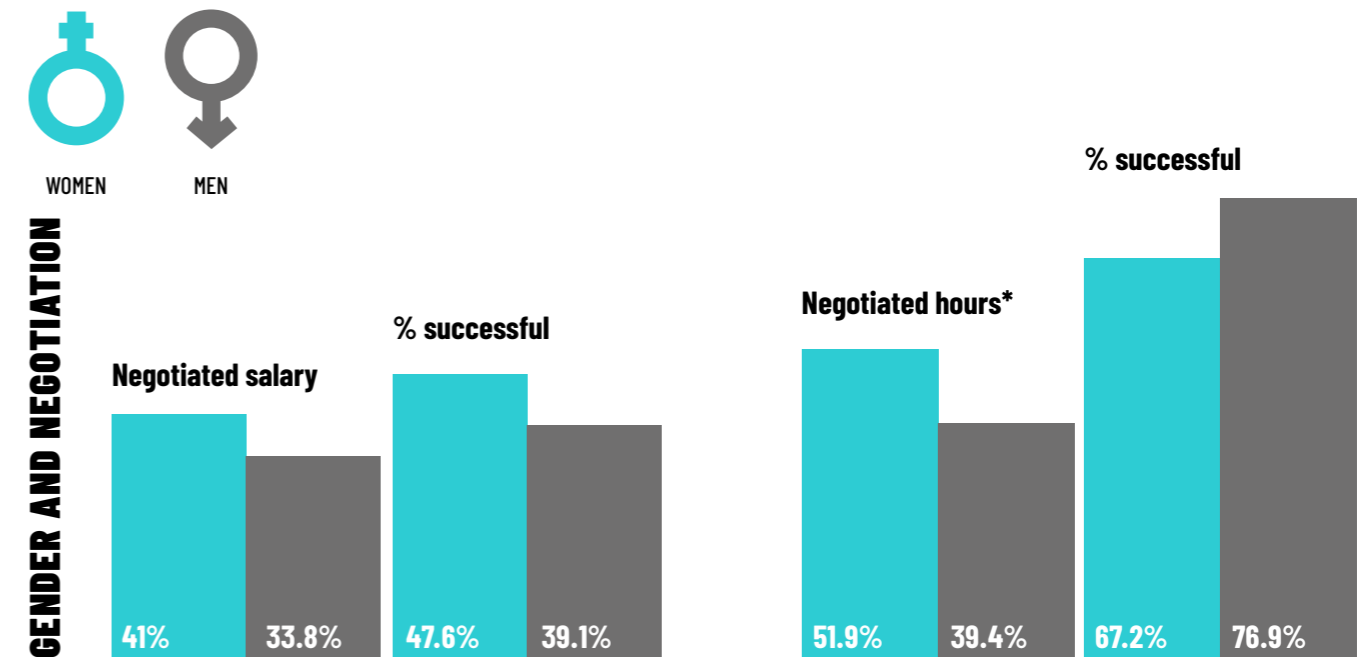
Research respondent

INFLUENCES ON FUNDRAISING LEADERSHIP

NEGOTIATION

Based on prior research showing that women are often penalised for negotiating in the workplace¹¹, we wanted to understand whether female fundraisers faced similar barriers. In the survey, 41% of women and 34% of men negotiated their salary, though, given the small number of male respondents, this difference is not statistically significant. While almost 48% of women in our survey said they got what they wanted in their salary negotiation (compared to 39% of men), almost twice as many women said they were unsuccessful at negotiating compared to men (16% vs. 9%).

We also found that women were more likely to negotiate their hours or schedule as compared to men. Almost 52% of women and just 40% of men negotiated their hours. Here, men were more successful at getting everything they negotiated for (77%) compared to 67% of women. Based on the survey responses, nonprofits seem more likely to agree to negotiate a fundraiser’s hours than salary. Women’s desire for and decision to negotiate for flexibility may also mean that they forgo negotiating on salary.



Notes: Percentages presented are summary statistics. % successful reports individuals who responded that they “got everything I negotiated for.” Statistical significance is shown by asterisk use in axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Statistical significance is based on Chi-squared test results. See Methodology Appendix for further details.

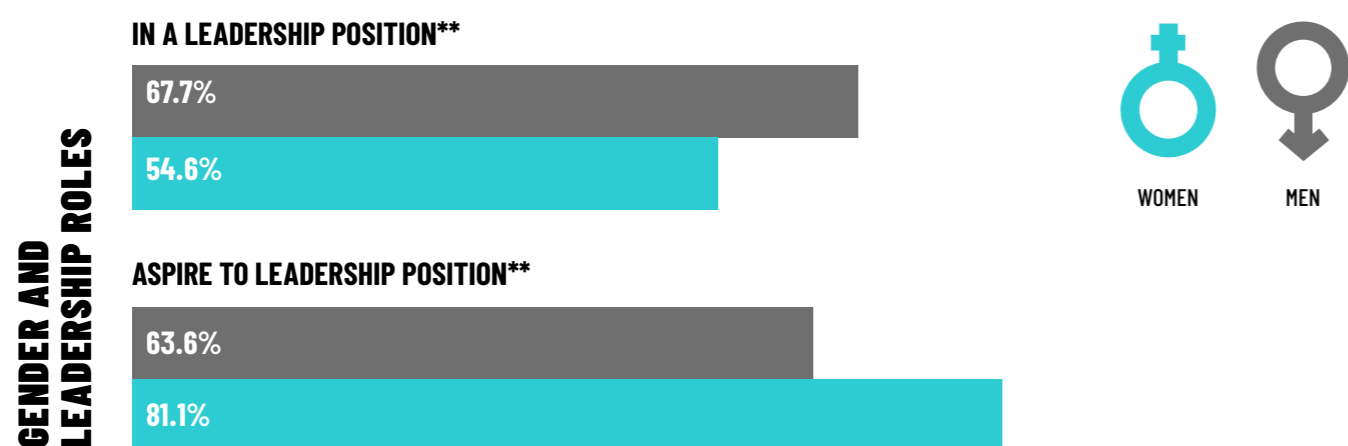
“I have been a Director of Fundraising for over 10 years, during this time other Directors with less experience have consistently earned more, and received more pay rises and bonuses, because I have used my negotiation ‘opportunities’ to discuss flexible working (due to caring responsibilities).”

Research respondent

LEADERSHIP POSITION AND ASPIRATION

As reported above, men were no more likely to be part of the senior management team than women. However, men were more likely to consider their current position to be a leadership role in fundraising than women (67.6% of men compared to 54.6% of women)¹². This suggests that personal perceptions, reinforced by social norms, as to the nature of leadership differ across genders, with men more likely to self-identify as leaders. We did not find a significant difference in the length of time it took men and women to reach what they consider to be a leadership position. On average, it took all fundraisers about 6.8 years of experience to reach a leadership position.

Of those fundraisers not currently in a leadership position, we found that women were significantly more likely than men to say they aspire to be in such roles. More than 81% of women aspire to a leadership position compared to 64% of men. This could be interpreted as indicating a greater quantity of ambition amongst women fundraisers, or it could highlight that there are more women whose ambitions are currently being frustrated.



Notes: Percentages presented are summary statistics. Statistical significance is shown by asterisk use in axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Statistical significance is based on Chi-squared test results. See Methodology Appendix for further details.

“Men I’ve worked with seem to have usually left the team development, supporting colleagues, and any other necessary tasks that go unnoticed, to female colleagues, focusing their time instead on achieving ‘personal’ successes that they receive a lot of recognition for.”

Research respondent

“Flexibility and creativity are key. With the right tools in place—such as laptops, webinars and Skype meetings—we can all work from anywhere, at any time. As long as we are delivering against our objectives it really doesn’t matter how we break up our working week. Senior managers need to drop their traditional mindsets of 5 days 9-5 in the office, or being seen to be working late *in the office* in a management role and look at who genuinely has the skills and aptitude to do the job - then help them to climb the ladder.”

Research respondent

“Positive role models and mentoring are important, as well as being encouraged by an organisation-wide focus on gender equality and positive messages about flexibility and leadership modelling good behaviour and language in all communication.”

Research respondent

“My mentor is helpful in guiding me through my role, teaching me, opening me up to situations I haven’t yet experienced in my role, trusting me and giving me responsibility. She has shaped the fundraiser I am becoming and I look up to her greatly.”

Research respondent

MENTORSHIP AND CAREER PLANNING

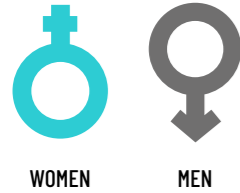
We also wanted to understand how fundraisers used mentorship and career planning to help them advance in their careers. Regardless of gender, only about 8% of fundraisers reported having a formal career plan, though 56% said they had an informal career plan. A total 36% of respondents report not having a career plan at all.

Currently, 17% of respondents say they have a mentor while 30% report having had a mentor in the past, leaving over half (53%) of respondents who have never had a mentor. Of the 17% with a mentor now, the majority report being mentored by someone outside of their organisation versus someone within their organisation. Two-thirds of those being mentored said their mentor was another fundraiser and the vast majority report being very pleased with their mentoring relationships, with 98% saying their mentor was helpful.

Despite the usefulness of mentors, only a third of respondents said that they currently are a mentor or have been a mentor in the past. However, almost 39% of respondents said that they would be willing to serve as a mentor. Men are significantly more likely to have been a mentor as compared to women, with 49% of men saying they have mentored compared to 31% of women¹³. Being mentored by someone of the same gender is more common than women being mentored by men and vice versa. Given the dominance of women in fundraising jobs, this suggests that more female mentors are needed in leadership positions to be mentors, which could include non-fundraising colleagues. The untapped potential of people willing to serve as mentors, and the unmet needs of those lacking a mentor, is a focus of one of our recommendations.

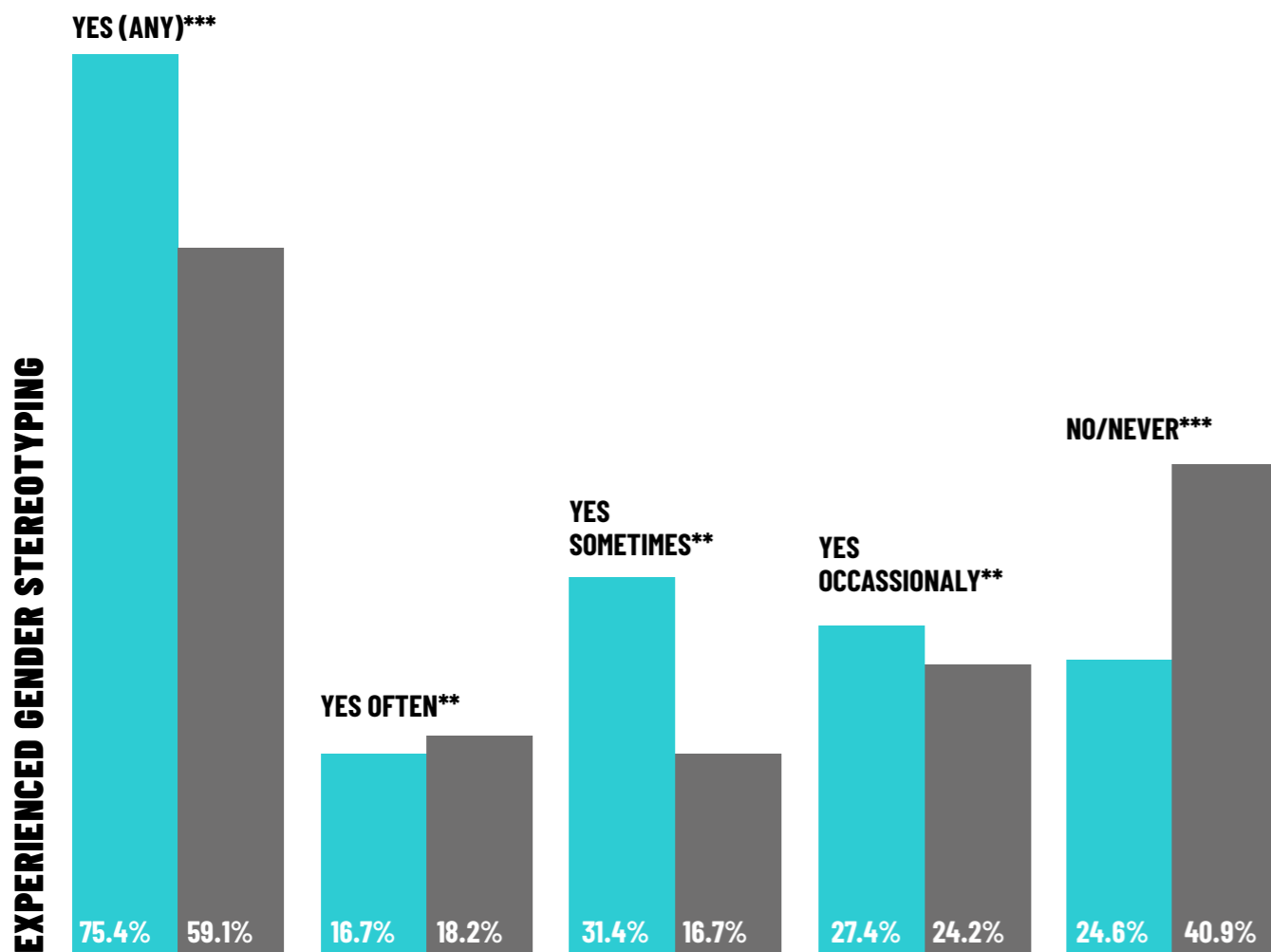
GENDER STEREOTYPING

Both men and women report experiencing stereotyping or preconceptions based on their gender at work, including around one in six who say this happens 'often'. However, women were significantly more likely to have this experience than men, with over 75% of women saying they had experienced stereotyping compared to 59% of men.



WOMEN

MEN



Notes: Percentages presented are summary statistics. Statistical significance is shown by asterisk use in axis labels as follows: **** $p < 0.001$, *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Statistical significance is based on Chi-squared test results. See Methodology Appendix for further details.

While both men and women experience stereotyping, women are more likely to report being stereotyped by board members and donors, arguably, the two most powerful stakeholder groups in charities, while men are more likely to report being stereotyped by their colleagues.

WE ASKED RESPONDENTS TO SHARE EXAMPLES OF HOW THEY HAVE BEEN STEREOTYPED:

"In any meeting outside of my team but within my organisation, which involves me and a male colleague, my male colleague is almost always deferred to as the main protagonist, regardless of who has actually called the meeting (me) and who is leading the project (me)."

Research respondent

"Senior volunteers assuming I am in a meeting to take notes. Generally not been able to command the immediate respect a man would have in the same role, from senior volunteers, board, donors."

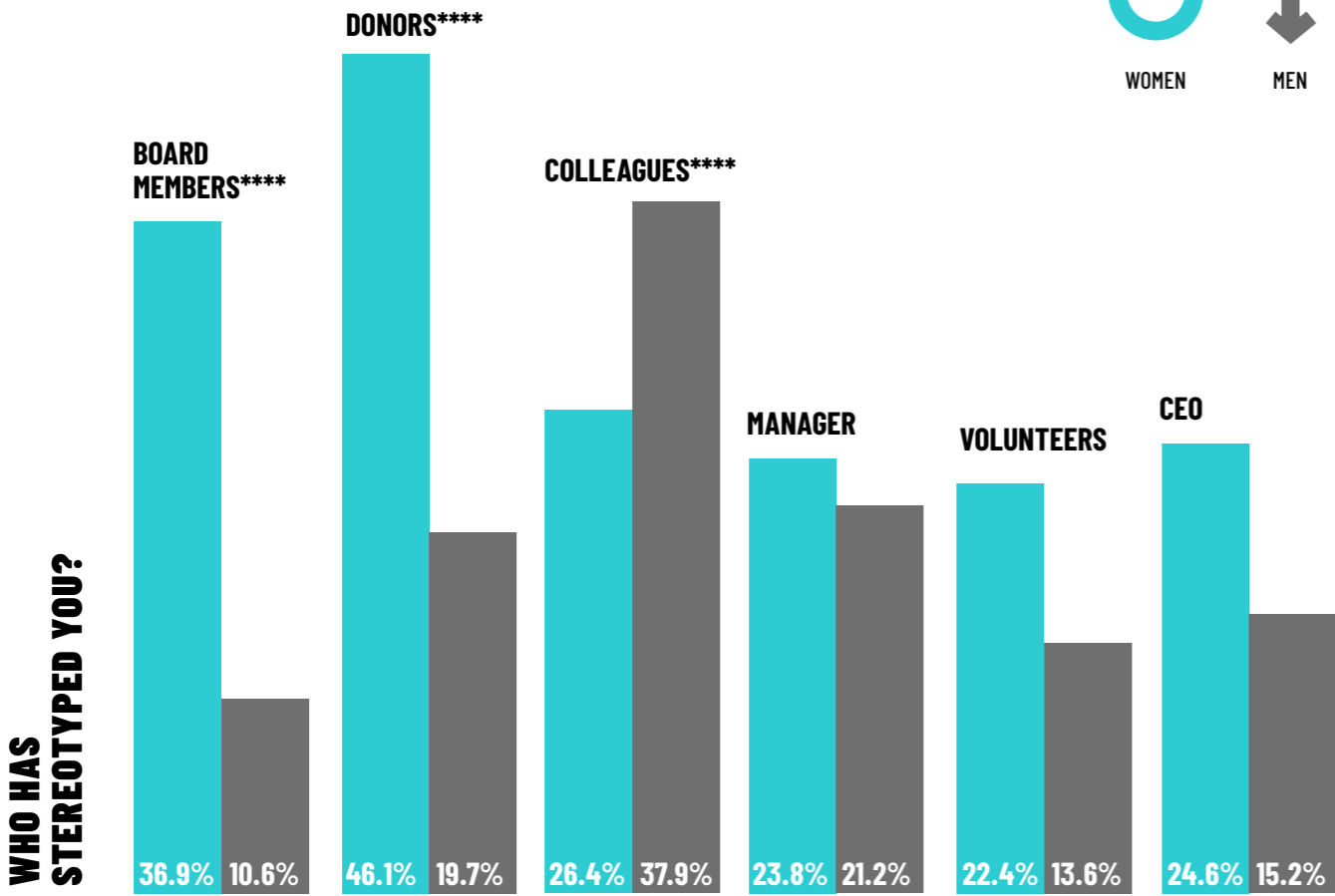
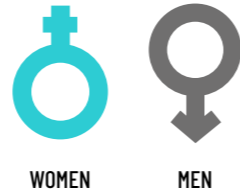
Research respondent

"Being asked by a former Trustee what I did, and when I told him I was a fundraiser, his response was 'do you flutter your eyelashes to bring all the cash in?'"

Research respondent

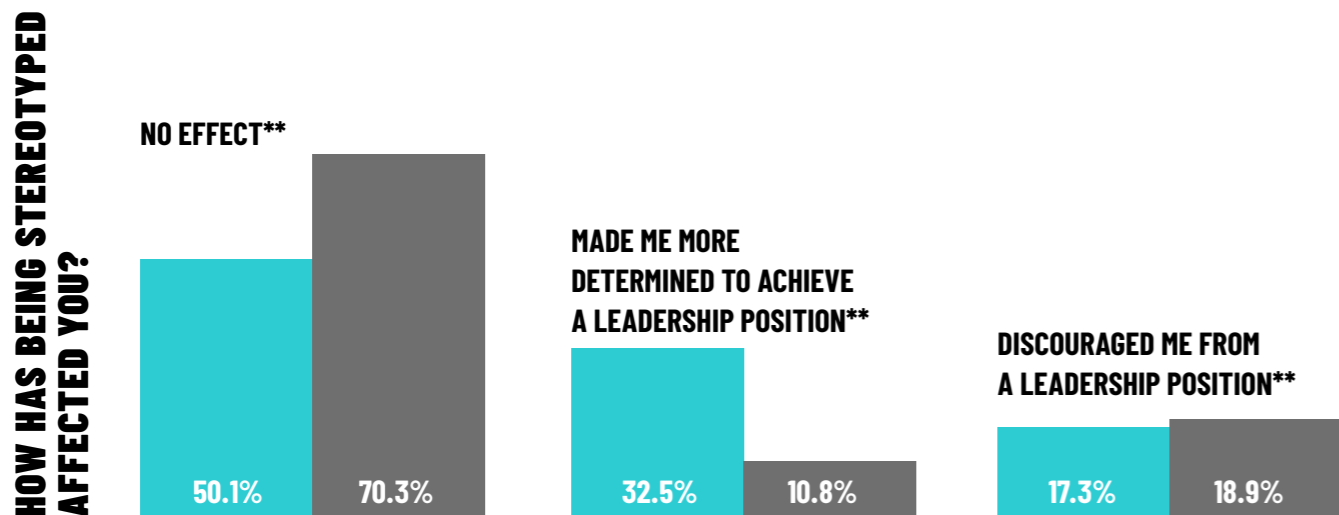
"I think it is so endemic it is very hard to pinpoint exact moments, it is about people's expectations of you and the room you have to maneuver."

Research respondent



Notes: Percentages presented are summary statistics. Statistical significance is shown by asterisk use in axis labels as follows: **** $p < 0.001$, *** $p < 0.01$, ** $p < 0.05$. Statistical significance is based on Chi-squared test results. See Methodology Appendix for further details.

Women are also significantly more likely to say that their experiences of being stereotyped have affected their aspirations to achieve a leadership positions—both positively and negatively. A third (33%) of women said it has made them more determined to achieve a leadership position in order to create change, while 17% of women felt discouraged from achieving a leadership position in the sector.



Notes: Percentages presented are summary statistics. Statistical significance is shown by asterisk use in axis labels as follows: **** $p < 0.001$, *** $p < 0.01$, ** $p < 0.05$. Statistical significance is based on t-test results. See Methodology Appendix for further details.

ATTITUDES TOWARDS LEADERSHIP POSITIONS

The survey asked respondents a series of questions designed to understand individual attitudes toward leadership. Women were significantly more likely to say that getting to the top of their career was personally important to them and that they found it difficult to progress to more senior positions.

Women were more likely to say that workplace flexibility was important to them and that it was difficult to balance having a family and a fundraising career. Women did not rate their own self-confidence or performance differently than men. In fact, among our sample, women were more likely to actively seek career advancement opportunities. However, men were more likely to apply for a promotion even if they did not meet all the criteria.

“I do think that I missed out on a promotion because I took time out to do IVF. That simply wouldn’t have happened if I was a man. And if I had actually been pregnant it would have been illegal. At the time I was too devastated by what was happening (or not happening) in my personal life to really take it in, but now I see it as discriminatory.”

Research respondent

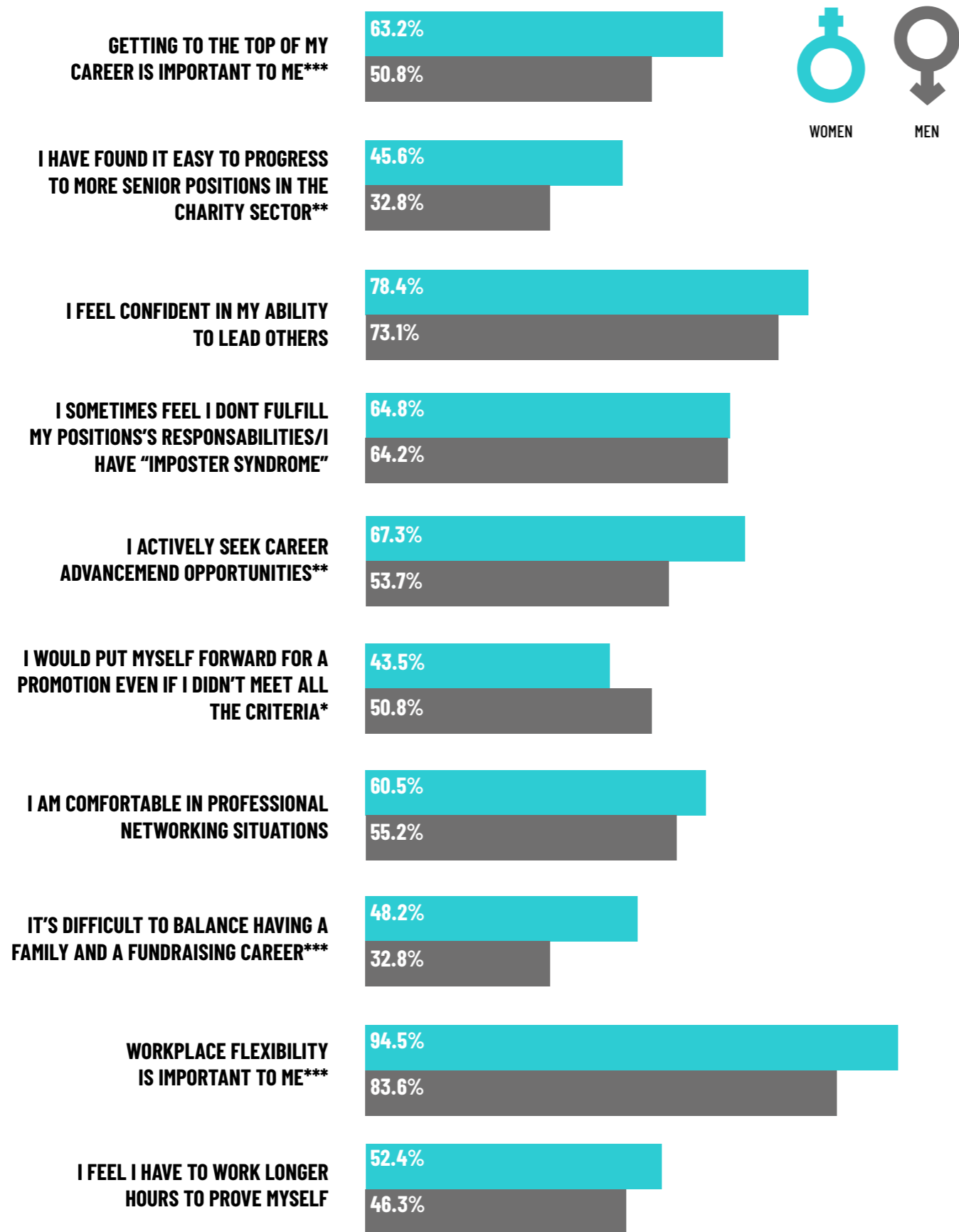
“Menopause is still very much a hidden subject in the work place and there is a huge lack of support. It is often that women leaders will be older, and therefore affected by this issue—but without the support and flexibility needed to maintain a steady and successful career.”

Research respondent

“Being the main carer means needing to work more flexibly than my husband - [and I] needed to stay in a role where family friendly policies were excellent but where my career was stagnant rather than being able to move on.”

Research respondent

ATTITUDES TOWARD LEADERSHIP (PERCENT WHO AGREE OR STRONGLY AGREE)



Notes: Respondents answered on a 5-point Likert scale. Percentages presented are the percentage of respondents selecting "strongly agree" and "agree." Statistical significance is based on the Mann-Whitney test on the full five-value response and is shown by asterisk use in axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. See Methodology Appendix for further detail.

A final series of questions asked what would encourage or discourage fundraisers from applying for a leadership position. Women were more likely to say they would be encouraged to apply if the role had significant trust and responsibility and if the charity had these features:

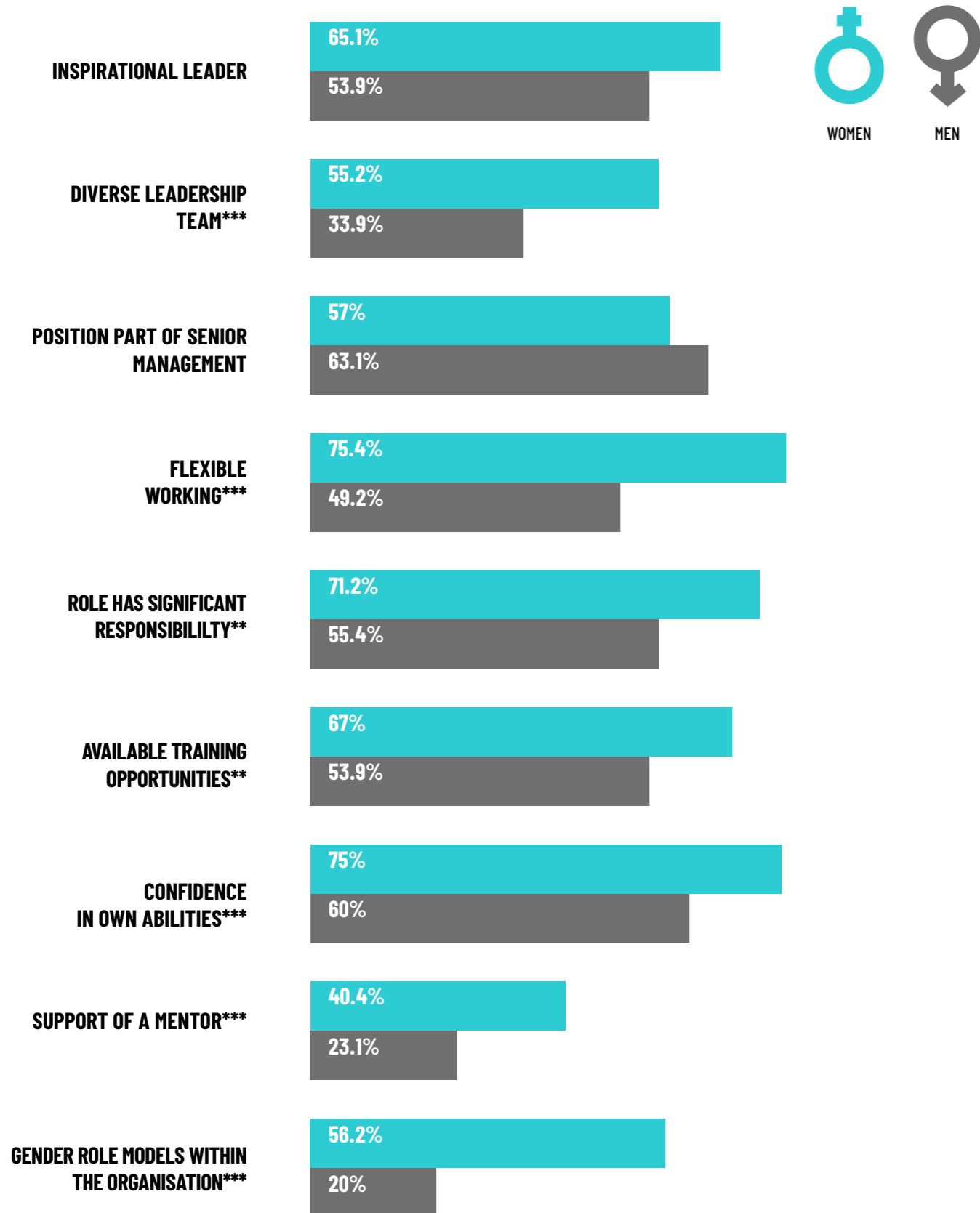
- a diverse leadership team
- flexible working
- training opportunities were available
- visible female role models in the organisation.

Having confidence in oneself and having the support of a mentor were also significantly likely to encourage women to apply for leadership positions.

On the other hand, women were more likely to say they would be discouraged from applying if the charity had a lack of diversity in their paid and/or volunteer leadership, if they lacked self-confidence, if the charity had been underperforming in fundraising income for a number of years, if the organisation lacked flexible working practices, and if there was a history of poor behavior shown toward women in the organisation.

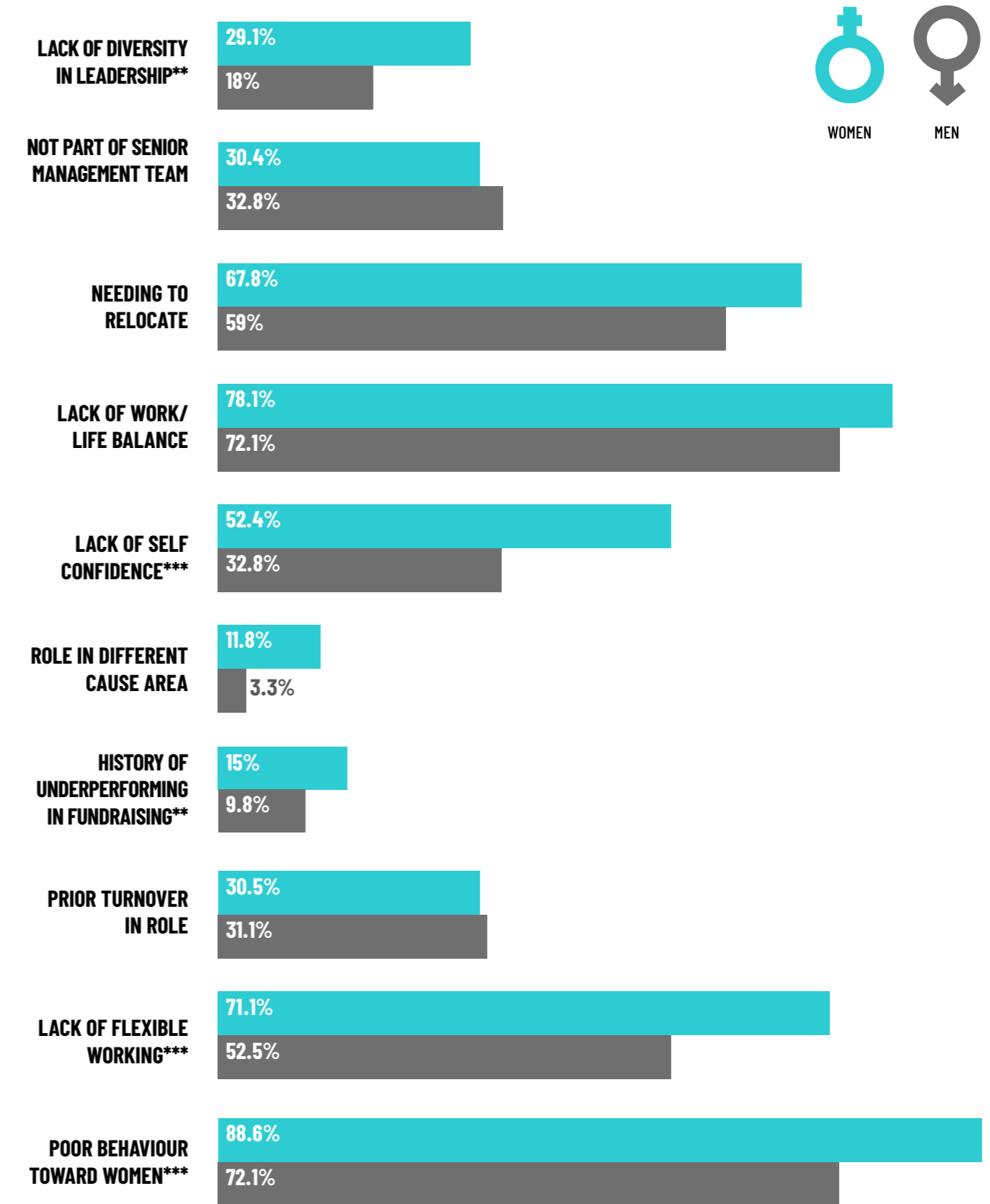
In short, women were significantly more likely to say that a trio of factors would either encourage or discourage them applying for a leadership role—belief in their abilities to take on a particular leadership role, whether or not flexible working was available, and whether or not the leadership team was diverse.

WHAT WOULD ENCOURAGE YOU TO APPLY FOR A LEADERSHIP ROLE IN FUNDRAISING? (PERCENT WHO WOULD DEFINITELY BE ENCOURAGED)



Notes: Respondents answered the question marking "definitely encourage", "somewhat encourage" or "not encourage at all." Percentages presented are percentage of respondents selecting "definitely encourage." Statistical significance is based on the Mann-Whitney U test on the full three-value response and is shown by asterisk use in axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. See Methodology Appendix for further detail.

WHAT WOULD DISCOURAGE YOU FROM APPLYING FOR A LEADERSHIP ROLE IN FUNDRAISING? (PERCENT WHO WOULD DEFINITELY BE DISCOURAGED)



Notes: Respondents answered the question marking "definitely discourage", "somewhat discourage" or "not discourage at all." Percentages presented are percentage of respondents selecting "definitely discourage." Statistical significance is based on the Mann-Whitney U test on the full three-value response and is shown by asterisk use in axis labels as follows: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. See Methodology Appendix for further detail.

INSIGHTS FROM THE FRONT LINE

CASE STUDY: CREATING A WORKPLACE CULTURE OF FLEXIBILITY

Throughout our research, we heard about the importance women placed on having flexible working arrangements. But what does that take on the part of the organisation? According to Nina Allard, head of mass fundraising at Make-A-Wish, it took an office relocation for the organisation to rethink the way its employees worked.

Both Allard, as well as Kizzy Gardiner, head of UK fundraising at Shelterbox, shared instances of charity-sector employers who declined their requests for flexible working, or interpreted flexibility in a narrow way. The experiences caused each of them to leave their positions.

Even though Allard's role was advertised as a traditional, full-time role at five days a week, she accepted the position. Then she asked for a flexible working arrangement. Now, she condenses her work week into four days, working two days in the office and two days from home. "We're a results-based organisation, not clock-based," she says. **"It's the only organisation that I've worked for that walks the talk."**

Four months into her position at Make-A-Wish, they announced they were moving offices, Allard says, and for a time, everyone was remote. **"Everyone in the organisation had to rethink the way they worked and the culture has changed quite significantly as a result. Employee trust is given 100% from the get go."** And it's not just employees with children who have the flexibility. Now, Make-A-Wish has done away with time-off-in-lieu requests, and given all employees more autonomy. They also value transparency and want new hires to be able to share their preferred workplace arrangements in their application.

Allard and her colleagues make full use of their calendars for scheduling, engage in regular communication through weekly check-ins, monthly face-to-face meetings, and a quarterly rolling review. They also use Microsoft Teams to be able to chat with one another and jointly manage projects.

"It means that I've been able to have a family and a career," Allard says. **"More organisations need to realise that this is the way forward."**

CASE STUDY: HOW JOB SHARING HELPS MID-CAREER WOMEN AND THEIR ORGANISATIONS

For Kirsty Berrigan and Rebecca Landolt, sharing a full-time fundraising manager position at the Great Ormond Street Hospital Children's Charity provided both the flexibility and challenge they needed professionally after returning from maternity leave. And their success in the role suggests that it is opening the possibility to others as well.

A job share arrangement is a full-time job split between two individuals, each with responsibility for the success of the total job. In our survey, only four respondents out of more than 900 fundraisers said they have job sharing arrangements. It's a flexible workplace practice that women are championing, even though it remains rare.

Kirsty worked alongside senior leadership as a new role was being created. Having worked together in a previous role, Rebecca and Kirsty were confident they could form a productive team. They each work two and a half days per week with one of those days being a "crossover" day when they are both in the office.

Kizzy Gardiner, one of the two heads of UK fundraising at Shelterbox, has a similar arrangement with her job share partner. Unlike Rebecca and Kirsty however, Shelterbox recruited her job share partner with a traditional job advertisement, so the pair had not worked together before. Today, Kizzy and her partner have even applied for a promotion together and now jointly manage 30 people across two offices, about a third of the total organisation. "It's been pretty amazing for everybody, really," Kizzy says. "It would be a big job for one person." As the organisation is split across two locations, it means there's now a senior

leadership presence in both offices.

"We've managed to work out a good relationship to complement each other's skills and taking turns at what we're good at," she says. **"I think it's worked out for everybody."**

For those who are unfamiliar with the arrangement, a job share can raise a lot of questions: Can two people manage the same person? Does it lead to duplication of work or frustration on the part of other staff? In reality, the women we spoke with said that having two people in one role actually is a net positive for the organisation. It brings two sets of experiences and different backgrounds to one position, providing more expansive ideas. It also requires the people in the job share to be in continuous communication with one another, but the women say that they try to make it easy for the staff around them. **"It's like a beautiful game of tennis,"** Rebecca said. **"We are like a ball that continually bounces and it can never be dropped. We try to help and support each other, even on our days off."** They also credit the charity for supporting them in their arrangement.

Job share can also be seen as a response to the limited number of part-time roles in more senior or leadership positions. **"There just are not part-time jobs available over a certain level. It just does not exist,"** says Kirsty.

Rebecca added, **"I am so passionate about the sector, I want to work for a charity and have a role where I can add value and feel appreciated—I want all of that—but I also want to be there for drop-off and pick-up the majority of the time for the children. I feel, although demanding, the balance works well for my life right now."**

CASE STUDY: HOW PART-TIME POSITIONS ARE PART OF MISSION-FOCUSED WORK

At Bobath Scotland, creating part-time and flexible positions means more people can find roles in the charity sector work force. It's a philosophy embedded in the organisation's mission to support people with cerebral palsy.

Virginia Anderson, head of fundraising for Bobath, says, **"We cannot challenge other employers to offer flexibility to accommodate people with disabilities, or parents of children with disabilities, if we can't lead by example. If the parents of our kids couldn't apply for a job here, then we're not doing the right thing."**

The organisation currently has a staff of 18, half of whom are in part-time roles. Unlike some employers, these roles are not just limited to administrative or project-work, but are one way that smaller organisations can recruit top talent.

"Lots of people go part-time when they return from maternity [leave]," Anderson says, **"But there's not lots of career jobs being advertised as part-time. We can get a bigger range of skills by juggling part-time workers and what they need from us. And we're lucky to have them. There's lots of people who would be stuck elsewhere, or doing jobs that are a step down from what they are capable of."**

As with any organisation, some elements are non-negotiable, but Bobath is flexible where it can be. Bobath's fundraising and communications team have agreed to **"compulsory Wednesdays"** to build a sense of teamwork and enable the team to meet together. But beyond that, there is no single definition of what part-time is.

Anderson shared an example of recently advertising a communications manager position as part time, including flexible options of work-from-home and term-time-only working. **"The thing we were really clear about is that we wanted the best person for the job regardless of their circumstances. So the tone of the advertising was very much about that focus. Somebody that's going to turn up, care about what we do, have the skills that we needed, and then we would make it work, rather than the hours being a really fixed thing."**

Anderson says it's important to be specific about what a role needs to accomplish and then consider how an organisation can be flexible within that. **"Life is difficult enough for parents of disabled children, and particularly for mothers. If we take them as the benchmark, that cascades across all kinds of other women, and it's largely women who are carrying that responsibility in their family."**

CASE STUDY: ACHIEVING TOP POSITIONS MEANS HAVING CAREER SUPPORT

Claire Rowney, executive director of fundraising, marketing and communications at Macmillan, credits talent development, coaching, and mentorship as crucial supports to enable her to take on one of the UK's top fundraising roles.

Rowney started her career in the charity sector delivering events, first for the National Deaf Children's Society, and later for Cancer Research UK (CRUK) where she worked her way up over the course of 13 years. One of the pivotal experiences she had there was being chosen to take part in CRUK's 18-month talent development program, where she received a post-graduate certificate in leadership. **"It was some of the best development that I've ever had," she says. "That really propelled me, in terms of my confidence, and it gave me a tool box of things to go to and learn that prepared me for future leadership challenges and developed my critical thinking."**

While CRUK made significant investments in their staff, they also asked employees to be flexible in the roles they took on in return. That led Rowney to move from heading events to leading a turn-around of the organisation's corporate fundraising. She led the organisation as they began Stand Up to Cancer and became the director of Stand Up Events and Innovation at CRUK. When her boss left, she applied for his position, the organisation's top fundraising job, and made it to the final round. While she didn't get the position, the experience gave her a confidence boost that she was ready, and a year later, she took her first executive

director of fundraising position at Save the Children.

While Rowney acknowledges her own ambition and drive as part of her success, her former bosses also pushed her to keep looking forward and pursuing top roles, as did the support she received from the teams she's supervised. **"A lot of colleagues have helped me feel good enough that I could go for the next leadership position."**

Her experience has informed her leadership philosophy today, particularly when it comes to believing in people and challenging them to reach higher. **"A lot of my job is just about nurturing their talent and their potential and being really confident on their behalf when they can't be confident themselves,"** she says. In addition, she's served as a mentor to a number of women and currently mentors three people outside of her organisation.

While Rowney has experienced success personally and professionally, she is keenly aware of fundraising's female leadership gap. When she helped hire her replacement at Save the Children, she recalled interviewing two women and eight men. **"And that isn't because of anything other than who applied,"** she says. **"Of the people who apply, there's just far more men than women."** It's one of the things she hopes to change as a vice-chair and trustee for the Institute of Fundraising.

But when it comes to her career, Rowney says she just asked for the support she needed and doesn't think about being a woman. **"I think that can set you free."**

WOMEN TALK ABOUT FUNDRAISING LEADERSHIP: FOCUS GROUP FINDINGS

The focus group conversations, held with current and aspiring women fundraising leaders across the country, covered numerous issues whilst exploring factors that enable and impede career progression. Despite variations relating to career stage, regional location, and individual experiences, four key themes emerged in all the discussions, each of which are detailed on the following pages.

1. ROLES THAT TRULY ENABLE WORK-LIFE BALANCE ARE CONSIDERED TO BE 'UNICORN JOBS', I.E. DESIRABLE BUT NON-EXISTENT.

The charity sector is often viewed as a kinder place to work than other sectors, with—as the sector's name might suggest—employees expecting and experiencing a more 'charitable' approach to their employment: ***"There's definitely an attraction knowing that actually I work for a charity, and they're going to be good, they're going to be nice to me."***

A number of focus group participants began working in the sector after having children because they were able to secure entry level jobs in fundraising that were open to people with broad, relevant life skills rather than professional qualifications or specific experience. Many participants also valued the ***"flexibility and freedom"*** that enabled them to be in part-time paid work and spend time with pre-school children, elderly parents, or to pursue personal goals and interests such as running marathons.

However, it was widely felt that the possibility of work-life balance diminished in more senior posts, leaving over-qualified women remaining in jobs they could do ***"standing on my head"*** because they felt themselves not to be the ***"rare creatures"*** who could manage the demanding time and focus required in leadership fundraising roles along with their familial responsibilities. This resulted in delays going for promotion because of the fear that the next rung on the professional ladder would not fit with personal commitments: ***"When things are good, you're going to stay put,"*** as one participant said.

The difficulty of finding a leadership role in fundraising that is compatible with private life was mentioned time and again in the focus groups, as these quotes illustrate:

"It has to be perfect. It has to fit... I don't see me being able to change my role until my youngest is at secondary school, then I'll have much more freedom to do what I want to do."

Research respondent

"I see myself [staying here] unless that amazing job comes up that's part-time, pays a load of money, and is really fulfilling and I guess everyone would go for that. It just doesn't exist!"

Research respondent

"[Women] are making decisions based on more than just 'what's my next career step?' They're making decisions about: Where will the family be in this? And where do we need to be living? And what are the kids doing? And what about my elderly parents? So they are bringing more factors into their thinking than perhaps some of their male colleagues who are just thinking 'What's my next career step?'"

Research respondent

2. WHAT IS A 'GOOD CAREER'? THERE IS A PERCEIVED TRADE-OFF BETWEEN PRIORITISING PERSONAL VALUES OR PRIORITISING CAREER PROGRESSION.

A second theme in the focus group discussions concerned **the tension between having a good career and a good career**, such that there is a perceived trade-off between prioritising personal values or career progression.

The importance of having a passion for the cause and a connection to the charity's mission, means that values and outcomes are often prioritised over achieving a higher salary and career progression, a unique facet of the charity sector: ***"I discovered quite quickly that the cause matters. I was offered a national role as senior manager and a considerable amount more money but instead I went to work for a charity that was personal for me as well, and it reignited everything that I had forgotten that I really loved about fundraising."***

The search for a meaning at work is felt to be in keeping with choosing to work in the nonprofit rather than the for-profit sector: ***"It's about identifying early on in your career what's the value that drives you. And actually if the value that drives you is knowing you can go home and sleep at night because somewhere you've made a difference, as opposed to knowing that you've hit a target and therefore the company's going to make more profit. I think it's about recognizing and having that kind of core value."***

Yet knowing one's values and being able to enact them rely on external factors, such as the right jobs being available and accessible. Many focus group participants noted the shortage of roles that met their desire to do good work at the level they were capable of operating: ***"The lack of opportunities is a big barrier. Leadership roles are quite far and few between. I have moved around charities, but I still have to believe in the cause as well... how many charities would I really have that affiliation to, that I could really feel I could promote them as well as I would want to? So that's a big barrier for me."***

Once the practicalities of a job are also factored in (such as having the right location, hours, and flexibility) then the trade-off between career ambition and staying put becomes even tougher: ***"You have to choose whether you want to sit still, and stay working in a wonderful environment with a job that you enjoy, and don't reach the levels that you want to get to. And it's a choice, but it's sometimes a tough choice."***

3. FEMALE FUNDRAISERS HAVE MANY EXAMPLES OF EXPERIENCING “EVERYDAY SEXISM” IN THE WORKPLACE.

The findings of the survey highlight that both male and female fundraisers often experience stereotyping and preconceptions based on their gender. Focus group participants elaborated on this statistic with examples of how ‘everyday sexism’ affects them in their work: **“If you go into one of those meetings where you’re there to talk about the charity, when the community fundraiser is male, they all take him a cup of tea. And when the women come, who are community fundraisers, they expect them to help with the washing up.”**

The dominance of women in certain fundraising channels, such as community fundraising, was a common talking point: **“Does it go back to the old bake sales and women doing things because they were at home? You know, fundraising they were doing for the playgroup, for the PTA? Or is it actually more that men just don’t feel that it’s a role for them? There’s not many males doing fundraising in our region, is there?”**

One channel in which more men seem to operate is corporate fundraising: **“I recruited a corporate fundraiser and it was a man, and he had much more success than the person who’d been doing the job previously who was a woman. And that was attributed to the fact that the organisations he was going to, the decision makers, were men. So he was getting more doors opened, he was bringing more people into the [charity], he was getting more partnerships, and he was doing a really good job. And funnily enough, he brought one of the corporates in and arranged for me to meet them, and when I actually met them they thought that he was the boss. They just assumed! And when they found out the CEO was a woman, that completely freaked them out!”**

Of course, many women do work in corporate fundraising, and there was a concern that relationships between female fundraisers and male corporate donors reflects typical power relations: **“It’s really interesting thinking about women coming into this [corporate fundraising role] because a lot of it is about sitting in rooms with very, very wealthy men and kind of being there to help them be entertained for the evening as they come to a concert or whatever. It’s a very strange dynamic I think for somebody, a young woman in her career.”**

Finally as fundraising is inevitably affected by the context in which it takes place, there was a belief that a more equal gender balance across all types of fundraising would be beneficial for the profession as a whole and to prevent the dominance of women to depress wages:

“I think we should be looking to bring more men in [to fundraising jobs] and I do think - although it pains me to say it - that will help with [getting higher] salaries.”

Research respondent

4. AMBIGUOUS JOB ADVERTS: WILL THE JOB ACTUALLY BE FLEXIBLE?

The final theme from the focus groups was an issue with clarity in the recruitment process, which prevents fully informed decisions being made by job candidates aspiring to take on leadership positions in fundraising.

97% of charities say they offer flexible or part-time working, which gives rise to the question as to how meaningful those terms are. In particular, the word ‘flexibility’ was widely viewed as an ambiguous term that can be very minimal (e.g. the employee is able to start at 8:30 AM rather than 9 AM; or work from home one day a week but only on Tuesdays), whereas in an ideal scenario flexibility would be completely person-centred (**“whatever flexibility you need to do the job and achieve the outcomes”**)⁴.

The difficulty in differentiating between genuine flexibility and ‘window dressing’ flexibility may result in women staying in jobs that suit their current caring responsibilities rather than taking a perceived risk by moving into or towards a leadership position that may not be compatible with their life and needs. One participant said: **“The flexibility thing is key for me. If I couldn’t make it work with the family, then I couldn’t make it work.”**

Ambiguity in recruitment prevents informed decisions by aspiring leaders: **“When jobs are advertised it needs to be really clear that there is flex-time, that we work in a trusting environment that you will get your job done. Because when I’m talking about the caution of moving onto the next job, I need to know that in advance. I’m not going to go and throw myself into it, and find myself in a horrendous situation.”**

It was felt that clearer job adverts and more upfront, accommodating approaches to flexibility would benefit the charity sector as well as the individual employees: **“It’s really difficult to get employers to recognise that there are people around who have got loads and loads of skills and loads and loads of experience, but don’t want a full-time job.”**

The absence of this clarity means more women will miss out on getting their fair share of top jobs in fundraising.

“I recruited a lady last year... she was really over-qualified for the job but clearly she was put off applying for more leadership-type roles because of her need for flexibility.”

Research respondent

FINAL THOUGHTS

The findings presented in this report underscore the reality and the complexity of the issues faced by female fundraisers. If a leadership role that enables women to fully attend to their personal responsibilities and personal values alongside their professional commitments is viewed as a fantasy, akin to a 'unicorn', then it is unsurprising if they choose not to pursue that goal, however desirable it may be in principle. Moreover, the widespread experience of being treated differently by donors and leadership volunteers as a consequence of being female, and the lack of both clarity and vision in recruitment processes that deter capable applicants, also highlight the structural factors facing women who aspire to leadership positions in fundraising.

Together with the findings of the survey presented above, this report paints a picture of a sector brimming with unrealised talent. But it is by no means a portrait of despair: the case studies highlight many inventive ways that roles and workplaces can be re-imagined to accommodate all available talent, and the recommendations set out positive paths that can be taken by individual fundraisers, the charities they work for, and the membership body that represents all fundraisers.

We urge all who care about the charity sector to reflect on the findings and ideas presented in this report, and hope that collectively we can bring about the change that will prevent women fundraisers from missing out on realising their talent and ambitions, and will prevent society from missing out on their full contribution to a diverse and robust charity sector.

"As women we juggle so many hats, and yet we have less confidence in our own abilities. We feel we have to work twice as hard as our male counterparts put in longer hours at home in order to make up for being mothers and partners. Then the menopause fog hits us, knocks us right at the time in our lives where we should be prime for senior leadership. A time when we have so much to give in terms of experience and wisdom. We need to find a way to lift and support women through every life stage with training, mentoring, coaching and internal promotions so that when the time comes to step into the senior roles they are ready and confident."

Research respondent

"There is much, much more work to be done. Qualified, talented women are being denied opportunities that would only seek to enrich, strengthen and develop the charity sector. We can champion change if we are brave enough to stand up and admit our faults, admit our biases and work hard to rectify them. Consideration also needs to be taken for different intersections of women, women of colour, queer or disabled women are more likely to suffer from than your average white female, and this is an important thing to note, so that we can address the complex and deeply rooted discrimination."

Research respondent



METHODOLOGY APPENDIX

In order to understand the experiences and attitudes of both female and male fundraisers, we conducted an online survey, three in-person focus groups, and individual interviews with six fundraising leaders. Both the survey and focus groups aimed to understand the particular challenges faced by women who aspire to, or have achieved, leadership positions in fundraising. The interviewees were selected to highlight particular work supports, or other approaches, that benefited women fundraisers in their careers.

ONLINE SURVEY

During October 2019, an online survey was completed by 790 professional (paid) UK fundraisers who answered over 70 questions on topics such as their:

- Pathways into fundraising;
- Career progression and ambitions;
- Workplace culture;
- Availability of flexible working, mentors and role models;
- Attitudes about leadership in fundraising;
- Policies, practices and experiences of gender discrimination.

FOCUS GROUPS

Held during the Autumn of 2019 in three cities across the UK (Newcastle, Edinburgh and Canterbury) these extended discussions lasted between one and a half and two hours, and involved a total of 15 current and aspiring women leaders in fundraising.

Whilst the conversations were wide ranging, discussions centered around the following questions:

- What's been most helpful in progressing your career to date?
- What's encouraged you, or put you off, applying for leadership positions?
- What sacrifices have you made/would you make to progress your career?

CASE STUDIES

We interviewed six fundraising leaders about mechanisms, strategies, and approaches to workplace support that they have found helpful in advancing their careers, or those of their female colleagues. Four of these are featured throughout the report.

A NOTE ON TERMINOLOGY

The authors of this report acknowledge that gender is not a binary construct, and that there is diversity within how individuals experience and think about their own gender. We invited all participants in the study to self-identify their gender, however our analysis is limited to those who chose the traditional categories of 'male' and 'female' as they represented over 99% of respondents.

A NOTE ON INTERSECTIONALITY

Discrimination arises as the result of complex and cumulative responses at the structural and personal level, to many different aspects of identity. Gender is only one of many protected characteristics that can influence people's experience in the workplace, and the authors acknowledge that for many women, their gender interacts with other identity-based characteristics, such as race, age, sexual orientation or disability, that also impact lived experience. Where the data allows, the impact of intersectionality is noted and highlighted.

A NOTE ON STATISTICAL SIGNIFICANCE

A variety of statistical analyses were used to analyze differences among respondents, including Chi-square measures of association, the Mann-Whitney U test, and linear regression on determinants of salary. Differences between genders that are highlighted in this report are all statistically significant, unless we note otherwise. Each chart clarifies whether the association is significant at the 95% level (<.05), or at the higher 99% level (<.01), which means that there is a 95% or 99% probability, respectively, that the findings are not due to chance.

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**

NOTES

¹For data on the gender of fundraisers please see p.9 of: Institute of Fundraising (2019) *Who Isn't In the Room? Equality, Diversity and Inclusion in the Fundraising Profession*. <https://www.institute-of-fundraising.org.uk/library/change-collective-who-isnt-in-the-room/>

²Sarah Nathan and Eugene Temple (2017) *Fundraisers in the 21st century*. Lilly Family School of Philanthropy, Indiana University https://scholarworks.iupui.edu/bitstream/handle/1805/13845/Fundraisers%20in%20the%2021st%20Century%20-%20white%20paper%20_2017.pdf?sequence=1

³Hugh Radojev (2019) 'Top 100 Fundraising Directors Survey', *Fundraising Magazine* 7/1/19 <https://www.civilsociety.co.uk/news/over-half-of-fundraising-directors-at-top-100-charities-now-female.html>

⁴For further information on the Change Collective: <https://www.institute-of-fundraising.org.uk/championing-fundraising/equality-diversity-and-inclusion/changecollective-strategy/>

⁵Elisabeth Pfeuti (2018) 'Dave's still outnumber female CEOs in FTSE 100', *Financial News*, 8/3/2018 <https://www.fnondon.com/articles/daves-still-outnumber-female-ceos-in-ftse-100-20180308>

⁶For more information about the Everyday Sexism project: <https://everydaysexism.com/about>

⁷Madison Marriage (2018); Men Only: Inside the charity fundraiser where hostesses are put on show', *Financial Times*, 23/1/18 <https://www.ft.com/content/075d679e-0033-11e8-9650-9c0ad2d7c5b5>

⁸As called for by Precious Sithole in her introduction to *Beyond Suffrage: Building a leadership pipeline of women from ethnic minority backgrounds*, available here: <https://www.socialpractice.co.uk/beyondsuffragereport1>

⁹See, for example, Beth Breeze (2017) *The New Fundraisers: Who organises generosity in contemporary society?* Bristol: Policy Press

¹⁰Sarah Nathan and Eugene Temple (2017) *Fundraisers in the 21st century*. Lilly Family School of Philanthropy, Indiana University

¹¹See, for example, Babcock and Laschever (2009) *Women Don't Ask: Negotiation and the gender divide*. Princeton: Princeton University Press

¹²Statistically significant at $p < .05$

¹³Statistically significant at $p < .01$

¹⁴See p.11 of: Institute of Fundraising (2019) *Who Isn't In the Room? Equality, Diversity and Inclusion in the Fundraising Profession*. <https://www.institute-offundraising.org.uk/library/change-collective-who-isnt-in-the-room/>

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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