

***Who's***  
doing the asking?

# **Diversity** in the fundraising profession



# Diversity in the fundraising profession

## FOREWORD

**T**he publication of this report makes an important contribution to our overall understanding of how key equality issues play out in employment patterns in our sector. The survey results are an extremely timely reminder that the charitable sector has by no means yet created level playing fields in employment opportunities. As a strategically key work force responsible for generating resources for social action, people choosing a career in fundraising should be nurtured, supported and respected. It seems to me that until now rather too little priority has been placed on understanding either the ideal or the actual make up of this workforce. We hope the publication of this report will stimulate more thinking and dialogue, not just about equality of access as a matter of good governance and fair practice, but also as a means to strengthening creativity in the fundraising field through greater diversity of actors and approaches. In short, the dynamism and imagination of a diverse work force has been shown over and over again to be a business asset. In hard times, we cannot afford to be complacent about how we maximise incoming resources and stimulate a giving culture.

Among the key results of the survey we find that the (paid) fundraising workforce is less diverse than that of the sector in general; notably, there are fewer fundraisers from BAME backgrounds than in our overall workforce demographic and, while there are more women than men, they are concentrated in the more junior roles. The headline findings are that there are invisible barriers both to getting in and getting on – with BAME respondents reporting their entry to the profession being more difficult and with more senior roles still disproportionately filled by white men.

This, of course, is not a unique or surprising finding, but it does illustrate a collective lack of imagination and disregard for talent which would now be recognised as short sighted in the corporate world. Indeed, the private sector has picked up our baton and run with it. There was a time when equality and diversity were key concerns of our sector and the corporates were slower to catch on. What changed? The business case changed. Major corporates worked out that more varied workforces had a greater pool of ideas and perspectives on which to draw and potentially a more accessible interface with stakeholders too. Fundraisers themselves know this. Those surveyed told us they value diversity, even though as a sample they are already ‘diversity lite’.

The Barrow Cadbury Trust has a longstanding and deep commitment to the equalities agenda, which is a key part of our values base. We also seek to strengthen the hand of civil society and its very important role in the democratic ecology. This report opens a new conversation about how the composition of the fundraising workforce can and must contribute to both these issues and we are pleased to have been able to support it.

**Sara Llewellyn**

Chief Executive, Barrow Cadbury Trust  
December 2013

# Introduction

**The Institute of Fundraising (IoF) carried out this piece of research to get a better understanding of the make-up of the fundraising workforce and gain an insight into the diversity of the profession. It is also something which we hope will be of interest to our members and the wider charitable sector to encourage them to think about the diversity of their fundraising teams.**

While the *Voluntary Sector Workforce Almanac* provides some headline figures on the diversity of the voluntary sector generally, we had very little information specific to fundraising. As the professional membership body for fundraisers in the UK we wanted to find out more about the people that work as fundraisers and attempt to identify whether there are some groups that are under-represented or may be experiencing barriers to career progression.

We want fundraising to be as accessible a profession as it can be for existing and potential members. The results of our survey suggest that there is some way to go for us yet as a sector to achieve this – our findings indicate that men are more likely to be in senior roles than women, that people with disabilities are under-represented in fundraising, and that people from ethnic minority backgrounds find it harder and have to do more to get a job as a fundraiser.

This research is only a first step. Based on the findings we set out some recommendations on how we can better identify and remove barriers that some groups and individuals may face. We also need to promote fundraising as a career, and use training and qualifications to create a level playing field within the wider fundraising community in order to create a more diverse workforce. It is not something that one organisation can do alone but we hope that the high level of support for diversity and the benefit it brings to organisations – as demonstrated in the results – show that there is a desire amongst fundraisers for their profession to do better and a will to work towards achieving this. We look forward to working with others to continue the work in this area.

**We would like to take this opportunity to thank the Barrow Cadbury Trust for supporting this work.**

## About the survey

**The research was conducted via an online survey and we received 1,492 responses. The list of questions asked are available on request from the Institute of Fundraising. The survey was open from 7th June 2013 until 2nd August and was promoted to the Institute of Fundraising's 5,500 Individual members, our 350 Organisational members, and more widely to fundraisers through our emails and marketing channels. Respondents are therefore more likely to be fundraisers who have had some kind of engagement with the IoF, whether through membership, or attending conferences and training. However the survey was open to all fundraisers (not just IoF members).**

The percentage results have been rounded up or down to the nearest whole percent – therefore some tables and charts may have figures that add up to 99 or 101%.

A key question is whether these results are representative of the wider fundraising community. We have good reason to believe that they are. Firstly the numbers of responses is very high for a survey of this kind, which means the band within which the whole population of fundraisers would lie were it sampled is quite narrow.

Typically for a sample of this size 95% of the whole population would be within 2%. So if for example 50% of the sample agree with an answer the actual figure would lie between 48%-52% if every single person in the fundraising community were surveyed.

That is not to deny the difficulty of trying to measure the diversity of a community of fundraisers whose exact numbers, location or roles is not known. Our belief is that this survey is by some margin the most robust survey of the fundraising community in recent years and the results should be treated as such.

## Key findings

### Characteristics of fundraisers

- A profession that is less diverse than the general workforce of the voluntary sector with fewer people from ethnic minorities and fewer people with disabilities working as fundraisers.
- Fundraisers tended to be younger than the average of people working in the voluntary sector, and we found a higher proportion of women working as fundraisers than men. Of the 1,492 fundraisers who completed the diversity survey 74% were female compared to 22% male.
- 5% of fundraisers identified themselves as disabled.
- 87% of fundraisers identified themselves as white, 2% black, 3% Asian, 2% mixed ethnicity, and 5% no particular ethnicity.
- The average age of the fundraisers who undertook this survey was 40.1 years old.

### Seniority, entry in fundraising, and career progression

- Men are more likely than women to be working at senior levels in fundraising. Almost a fifth (19%) of males were working as Director/CEOs compared to just under a tenth (9%) of women.
- 40% of white respondents volunteered or worked in an unpaid fundraising role early in their careers, compared to 47% mixed ethnicity, 48% of black respondents, and 53% of Asian respondents.
- 56% of white respondents said they found it easy to get their first job in fundraising, a higher percentage than any other ethnic group.
- There is a propensity for fundraisers from ethnic minority backgrounds to be fundraising for causes/organisations that work with people of a particular ethnic, racial or religious origin.
- Fundraisers who consider themselves to have a disability are more likely to work for a charity with a disabled beneficiary group than any other charitable area.

### Fundraisers views about diversity

- 71% of respondents think that there are significant benefits to their organisation in employing a diverse workforce.
- Fundraisers from white backgrounds are more likely to think that their organisation employs a diverse fundraising workforce than fundraisers from ethnic minorities.
- Every ethnic group in our survey thinks that their fundraising teams are less diverse than the workforce of their whole organisation.

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71% of respondents think that there are significant benefits to their organisation in employing a diverse workforce.

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# The **characteristics** of fundraisers

## PART ONE

**R**espondents were asked about their personal characteristics, including gender, age, ethnic background, sexuality.

### Gender

74% of the 1492 respondents to the survey were female, compared to 22% who were male, while 4% did not answer (this compares with the membership records from the Institute's database of 70% female and 30% male). Having a higher proportion of women in the workforce than men is largely representative of the voluntary and community sector as a whole. The *Voluntary Sector Workforce Almanac*<sup>1</sup> reported that 68% of the sector's employees were women.

### Disability

90% of fundraisers did not consider themselves to have a disability, 5% considered themselves as having a disability and another 5% chose not to answer.

This is a lower ratio than the findings reported in comparison to the findings of the *Voluntary Sector Almanac* which found that almost one-fifth (18%) of the voluntary sector workforce had a disability, suggesting that people who consider themselves to have a disability are under-represented within the fundraising profession compared to the charity sector more widely. The number of fundraisers with a disability is also lower than the number of people with a disability employed within the public sector (16%) and private sector (14%)<sup>2</sup>.

### Ethnicity

87% of respondents to the survey were white, 2% black, 3% Asian, 2% mixed ethnicity, and 5% chose 'no particular ethnicity'. Out of 1,492 responses 1303 were white, 32 mixed ethnicity, 35 black, 38 Asian, 5 Arab, and 77 chose not to answer. The small sample size for non-white fundraisers means that throughout the survey the results should not be treated as conclusive.

The ethnic diversity of the responses seems to be generally reflective of the population of England and Wales as reported in the 2011 Census which found 86% identifying as white, 3.3% black and 7.5% Asian and 2.2% mixed (although this is the whole population not just those of working age).

7% of respondents to our survey identified themselves as black, Asian, or from mixed ethnicity – a lower percentage than the proportion of the workforce from ethnic minority groups across the private, public, and voluntary sector (10%)<sup>3</sup>.

| Ethnicity | Diversity in Fundraising survey | 2011 Census |
|-----------|---------------------------------|-------------|
| White     | 87%                             | 86%         |
| Black     | 2%                              | 3.3%        |
| Asian     | 3%                              | 7.5%        |
| Mixed     | 2%                              | 2.2%        |



### Sexuality

84% of fundraisers identified as heterosexual/straight and 6% identified as Lesbian, Gay or Bisexual. This percentage was outweighed by the 11% who gave 'no answer' or 'prefer not to say'. Figures from the Office of National Statistics show 1.5% of adults in the UK identified as Gay, Lesbian, or Bisexual, with another 4.5% saying 'other', 'don't know', or provided no answer<sup>4</sup>. To this extent gay or lesbian individuals may be over-represented in the fundraising profession compared to the population as a whole.

### Religion

Results indicated that 50% of fundraisers consider themselves to have 'no religion', 43.8% are Christian with other religions ranging from 0.4%-1.5%.

In the UK Census 2011 71.7% of people identified as Christian, 14.8% identified having no religion, and 3% as Muslim.

| Religion       | Diversity in Fundraising survey | 2011 Census |
|----------------|---------------------------------|-------------|
| No religion    | 50.4%                           | 25.1%       |
| Christian      | 43.8%                           | 59.3%       |
| Muslim         | 0.8%                            | 4.8%        |
| Hindu          | 0.8%                            | 1.5%        |
| Sikh           | 0.4%                            | 0.8%        |
| Jewish         | 1.5%                            | 0.5%        |
| Buddhist       | 0.7%                            | 0.4%        |
| Other religion | 1.5%                            | 0.4%        |

### Age

Half of the people who responded to this question were under 40 years old. 20% were under 30, and 30% between the ages of 30-39 (the single largest age group).

Comparing these figures to the data in the *Voluntary Sector Workforce Almanac* we can see that from our sample, fundraisers tend to be younger than the average across the voluntary sector more generally.

With the respondents tending to be at more senior levels (see part three below), it could have been expected that the ages would be correspondingly older, rather than younger, to that of the voluntary sector. This indicates that the overall age profile of fundraisers is probably younger than the results this survey suggests. An area that may be worth looking at further would be to explore whether the findings of a relatively young workforce amongst fundraisers is indicative of barriers existing for older people to become fundraisers, or a trend of individuals moving on to other sectors or careers after having been a fundraiser earlier on in their career.

| Age   | Fundraising diversity survey* | Voluntary Sector Workforce Almanac* | UK Census 2011† |
|-------|-------------------------------|-------------------------------------|-----------------|
| 16-29 | 20%                           | 16%<br>(nb 15-29)                   | 19.9%           |
| 30-39 | 30%                           | 19%                                 | 13.1%           |
| 40-49 | 22%                           | 26%                                 | 14.6%           |
| 50-59 | 17%                           | 27%                                 | 12.2%           |
| 60-69 | 5%                            | 10%                                 | 10.8%           |
| 70+   | 1%                            | 2%                                  | 11.8%           |

1 UK Voluntary Sector Workforce Almanac 2013 <http://www.3rdsectorworkforce.org.uk/>

2 UK Voluntary Sector Workforce Almanac 2013 <http://www.3rdsectorworkforce.org.uk/who-works-in-the-voluntary-sector/>

3 UK Voluntary Sector Workforce Almanac 2013 <http://www.3rdsectorworkforce.org.uk/who-works-in-the-voluntary-sector/>

4 Integrated Household Survey [http://www.ons.gov.uk/ons/dcp171778\\_280451.pdf](http://www.ons.gov.uk/ons/dcp171778_280451.pdf)

\* (% of workforce by age bracket) † (% of population)

# Working **patterns** of fundraisers

## PART TWO

### Where in the country are fundraisers based?

39.6% of fundraisers worked in London, and a further 15% in the south east. Around 10% of respondents were based in both Scotland and the south west with the remaining fundraisers spread relatively evenly.

With a concentration of large charities in London and the south east it naturally follows that a significant proportion of the workforce are in those areas. The UK Voluntary Sector Workforce Almanac reports that 36% of people working in the voluntary sector lived in London or the south east in 2011, and that the workforce of other sectors were also concentrated in these regions (28% private and 24% public sector). One reason our survey has a higher combined percentage (54%) in London and the south east than the wider charity workforce may be explained by our question asking respondents where they work, rather than where they live, which would include people commuting into London.

The majority of respondents from an ethnic minority background were based in London (ranging between 71-79% for different ethnic groups). This is not surprising, given that London is the most diverse region of the country with 40.2% of the population non-white according to the 2011 Census<sup>5</sup>.

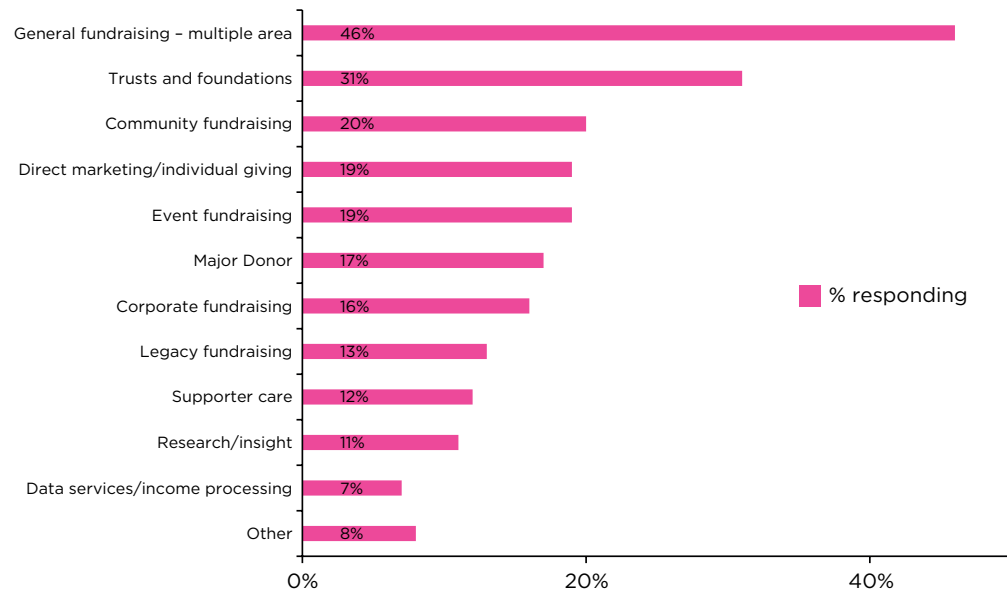
| Region                   | Percentage of fundraisers based in that region |
|--------------------------|--|
| North East               | 1.7  |
| North West               | 5.1  |
| Yorkshire and the Humber | 3.2  |
| East Midlands            | 4.2  |
| West Midlands            | 5.5  |
| East of England          | 3.8  |
| London                   | 39.6   |
| South East               | 15   |
| South West               | 9.5  |
| Wales                    | 1.6  |
| Northern Ireland         | 1.3  |
| Scotland                 | 9.6  |

### Do people of a certain demographic tend to work for organisations that serve that group?

There does seem to be a higher proportion of fundraisers from ethnic minority groups who work for organisations that serve beneficiaries from a particular ethnic, racial or religious origin. Furthermore, over a third of the respondents who consider themselves to have a disability work for organisations that serve beneficiaries with disabilities.

20% of people who identify as black work with people of a particular ethnic, racial or religious origin (compared to 3% of white

Chart 1: What fundraising roles do people do?



NB:

Respondents were able to select more than one category

Base:

1492 respondents - There was no particular variation between the different roles according to gender or ethnicity



CHART 1

respondents working in this area). 2% of white fundraisers work for female beneficiaries compared to 11% of black and Asian fundraisers.

Fundraisers who consider themselves to have a disability are twice as likely to work for a charity that has a disabled beneficiary group than those who do not consider themselves to have a disability:

- Fundraisers who consider themselves to have a disability and working for a charity with a disabled beneficiary group - 37%
- Fundraisers who do not consider themselves to have a disability and working for a charity with a disabled beneficiary group - 19%

When this is put together with the other figures in the survey it seems that fundraising workforces need to do more to encourage a diverse workforce in relation to people with disabilities. A small proportion (5%) of our respondents considered themselves to have a disability, and those that do work in fundraising are more likely to work for charities that work for a disabled beneficiary group.

According to our results, the proportion of fundraisers that are disabled and are employed by charities who do not work for

a disability beneficiary group is around 3%, much lower than the figure of people with disabilities who work more widely in the voluntary sector (18%).

The numbers of respondents for ethnic minority fundraisers, and those who consider themselves to have a disability, are of a small sample size and so definitive conclusions need to be drawn with care. We would like to explore this area further to find out whether ethnic minority fundraisers, and those who consider themselves to have a disability, may prefer to work for organisations which have causes they have a personal connection with.

The recruitment practices of some organisations could be looked at in more detail to explore whether some are contributing to a more diverse workforce (for example through the places they advertise jobs) or if some are inadvertently hindering the development of greater diversity in fundraising teams - for example, the requirement to have a degree.

# Working **patterns** of fundraisers continued...

## How many fundraisers work part-time?

Around three quarters of respondents reported that they work full time. The Voluntary Sector Workforce Almanac reported in 2011 that 40% of people working in the voluntary sector were doing so part-time, compared with 17% that responded to our survey. This suggests that some employment areas of the voluntary sector offer more part-time opportunities than within fundraising.

We do not know why fundraising seems to have fewer part-time roles than other areas of employment within the charity sector and we would be keen to explore this further. It is interesting that for a female dominated workforce there is relatively little part time working.

When asked the reason for working part-time, almost a third of people said they did not want a full-time job, while 50% said it was for parental or family commitments (while 3% said they were studying, 6% said they had a disability or health problems, 10% said they could not find a full time role, and 29% said they did not want a full time role). The survey found that women are less likely than men to be working full time, and more likely to work part time.

| Gender | % Working full time | % Working part time |
|--------|---------------------|---------------------|
| Men    | 82                  | 13                  |
| Women  | 77                  | 19                  |

Across seniority levels there were similar results for the percentage of fundraisers working part time ranging from 16-18% for all levels (from assistant to Director/CEO).

Given that the majority of those working part time due to family commitments are likely to be women, it is possible that this is be a contributing factor for women being less likely than men to progress to more senior positions.

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Around three quarters  
of fundraisers  
work full-time.

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# Seniority

## PART THREE

**T**he survey asked that participants indicate what level of seniority they are currently working at. Given that fundraising may not be the only part of someone's role we asked that respondents should spend at least 50% of their time fundraising in whatever role they are in.

Respondents to the survey were more likely to be at a senior level in their careers than at an Assistant or Officer level. Almost a quarter of respondents (24%) were from the Officer level, compared with 66% who were at Manager/Senior Officer or above. This means that the survey is over-representative of the views and characteristics of fundraisers at a higher level in their career – a look at any fundraising team will demonstrate that there is a higher proportion of Officers and Assistant/Administrators than senior level staff. This is probably an indication of two things. Firstly that Individual members of the Institute are less likely to be Administrators or Assistants and that Administrator and Assistants may not see them as fundraisers even if they work in a fundraising team.

The higher response rate at senior levels will be likely to have raised up the average age of respondents to 40.1. However, as noted above, this is still a younger age than the average for the voluntary sector indicating that fundraising is a profession which allows a relatively quick progression to senior roles in their fundraising career.

### Gender and seniority

39% of male respondents are working at more senior levels (either in Senior Management, Head of, or Director/CEO level), with 31% of women occupying roles at the same level. The difference is most marked at the most senior level where men are around two times more likely than women to be Directors/CEOs – almost a fifth (19%) of males were working as Director/CEOs compared to just under a tenth (9%) of women.

As chart 2 opposite shows, this is mirrored in the less senior roles, where 31% of women were working at Assistants/Administrator or Officer level, compared with 23% of men.

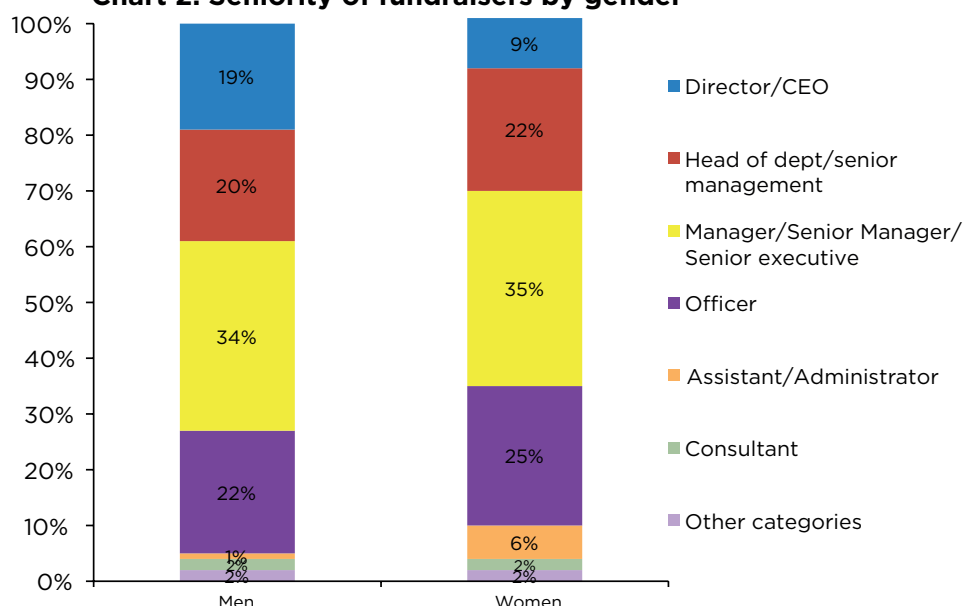
The higher likelihood of men working at senior roles compared to women found in this survey is less marked in the findings of *Fundraising* magazine's 'Directors of fundraising at the top 100 charities by voluntary income' from January 2013. This showed that out of the top 100 organisations by voluntary income, 55 men were employed as fundraising directors, 41 were women and 4 had vacant positions. This is a more unequal split than when the survey was run in 2011 which showed a split of 51% male and 49% female at fundraising director level. The research also showed that female fundraising directors were on average paid £5,000 less than males<sup>6</sup>.

Base:  
1106 female and  
329 male respondents



## CHART 2

**Chart 2: Seniority of fundraisers by gender**



### Ethnicity and seniority

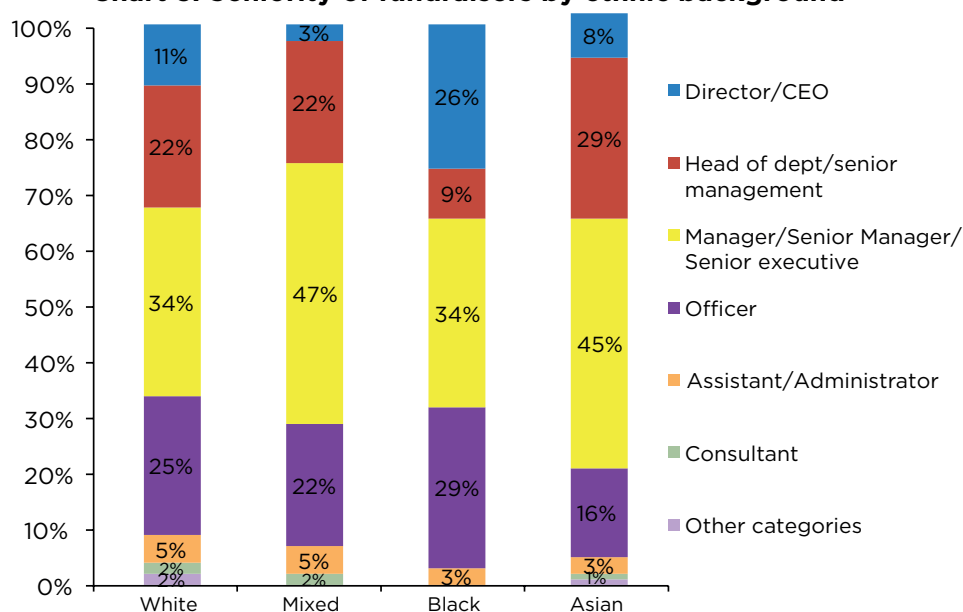
There is a less clear correlation between ethnicity and seniority than seen for gender (see chart 3). From the figures gathered in the survey it would seem that, in the main, fundraisers from black and minority ethnic groups are equally represented at more senior levels. This is a very encouraging statistic (though the small sample should be noted).

The results of the Directors of Fundraising survey from the *Fundraising* magazine's top 100 charities by fundraised income which reported that 96% of fundraising directors classed themselves as white<sup>7</sup> suggests that the largest organisations may not be as diverse as the sector as a whole.

**Disability** – 31% of those who identify as disabled are in Director/CEO/Senior Management/Head of positions within their organisation compared to 33% of those who did not identify as disabled who hold these job titles again indicating that there is a relatively even distribution of disabled people across the seniority bands.

**Sexuality** – 8% of those in Director or CEO positions identified as Gay, Lesbian or Bisexual. There is no significant change to this figure across different levels of seniority indicating that there is a relatively even distribution of people who are gay, lesbian, or bisexual across seniority bands.

**Chart 3: Seniority of fundraisers by ethnic background**



Base:  
1303 white respondents,  
32 mixed respondents,  
35 black respondents and  
38 Asian respondents



## CHART 3

<sup>6</sup> Directors of fundraising survey: Who's the boss?, Fundraising magazine, January 2013 [http://www.civilsociety.co.uk/fundraising/research/surveys/content/14020/directors\\_of\\_fundraising\\_survey](http://www.civilsociety.co.uk/fundraising/research/surveys/content/14020/directors_of_fundraising_survey)

<sup>7</sup> Directors of fundraising survey: Who's the boss?, Fundraising magazine, January 2013 [http://www.civilsociety.co.uk/fundraising/research/surveys/content/14020/directors\\_of\\_fundraising\\_survey](http://www.civilsociety.co.uk/fundraising/research/surveys/content/14020/directors_of_fundraising_survey)

# Seniority

## continued...

### Age and Seniority

As can be seen by the table below showing the percentage of respondents at different seniority levels according to their age, people who are older are more likely to be at working at a more senior level. However, age does not seem to be a barrier for progression to senior roles in fundraising, with 41% of those aged 35-44 being director/CEO or Senior Management/Head of level, and over half of those 25-34 (59%) being at Manager/Senior Officer level and above.

| AR    | D/C | SM/H | M/SO | O   | A/A |
|-------|-----|------|------|-----|-----|
| <25   |     |      | 16%  | 59% | 22% |
| 25-34 | 4%  | 13%  | 42%  | 34% | 6%  |
| 35-44 | 11% | 30%  | 35%  | 19% | 2%  |
| 45-54 | 21% | 28%  | 30%  | 14% | 3%  |
| 55-64 | 20% | 27%  | 29%  | 16% | 2%  |
| 65+   | 33% | 20%  | 13%  | 7%  | 3%  |

The area of seniority is another which we would like to explore in more depth, looking particularly at the size of organisation so that we can gain a better understanding of diversity-related issues to barriers and career progression in smaller and larger organisations.

AR: Age range  
D/C: Director/CEO level  
SM/H: Senior Manager/Head of  
M/SO: Manager/Senior Officer  
O: Officer  
A/A: Assistant/Administrator



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Men are around two times  
more likely than women  
to be Directors/CEOs.

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# Getting into fundraising

## PART FOUR

### How do people become fundraisers?

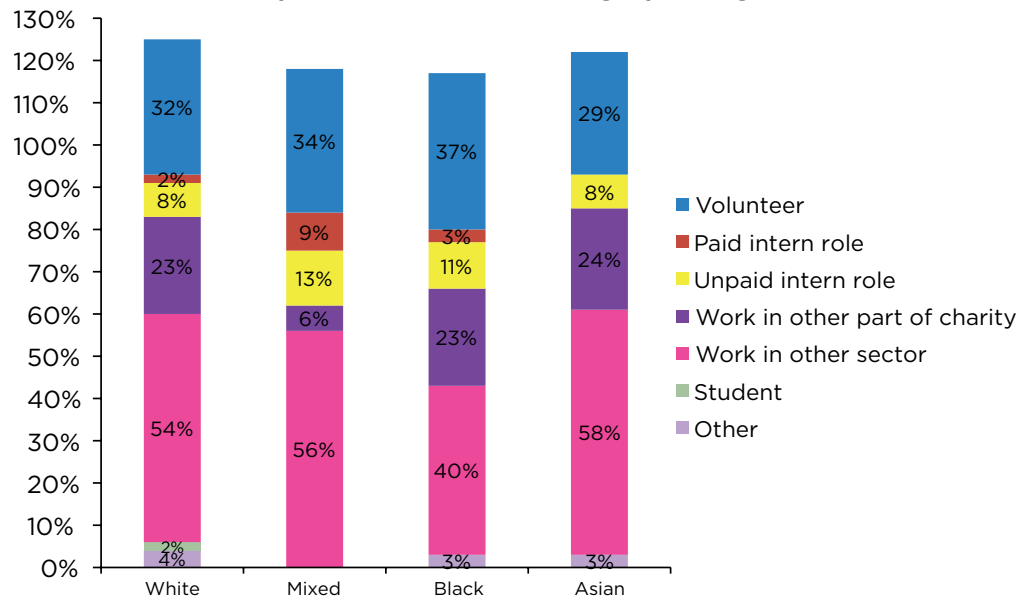
As well as gathering information on personal characteristics of individuals, questions were also asked to gather information on people's experience on aspects of their fundraising career. Over half of respondents (52%) said that before their first fundraising job they worked in another sector, while only just over a fifth (22%) said that they had worked in a charity previously but in a non-fundraising role.

31% said that they had volunteered prior to their first fundraising job while 10% of people had undertaken an internship (paid 2%/unpaid 8%). It may be that for those who have the time and financial means fundraising can be an accessible career. However, for those who are less able to volunteer or undertake internships fundraising may be more difficult to break into. Given that people from ethnic minority backgrounds and people with disabilities have been found to be under-represented within fundraising, it would be interesting to investigate a link between these groups, or those from less affluent families, are less able to undertake unpaid work or volunteer placements which could be their route through to a fundraising job.

At the same time, non-white fundraisers are more likely to have volunteered or worked in an unpaid role prior to their first fundraising job. 40% of white respondents volunteered or worked in an unpaid fundraising role, compared to 47% mixed ethnicity, 48% of black respondents, and 53% of Asian respondents. The fact that a higher proportion of fundraisers from ethnic minorities are undertaking unpaid work placements or volunteering in some capacity compared to respondents who are white indicates that there maybe more barriers for non-white people to becoming fundraisers. Equally respondents from Asian background were less likely to volunteer than white respondents, so the picture is not clear-cut.

Some further investigation into how people from different backgrounds enter into fundraising and progress their careers, for example through a process of interviews and case studies, is needed to dig deeper into the experiences of a range of people and would be likely to illuminate the issue further in a way that a more quantitative survey cannot.

Chart 4: Entry routes into fundraising by background

**Base:**

1303 white respondents,  
32 mixed respondents,  
35 black respondents and  
38 Asian respondents

Some respondents picked  
more than one route

**Is fundraising hard to break into?**

We asked respondents (see chart 5) to tell us what they thought about getting their first job and career progression by selecting how much they agreed or disagreed with the statements:

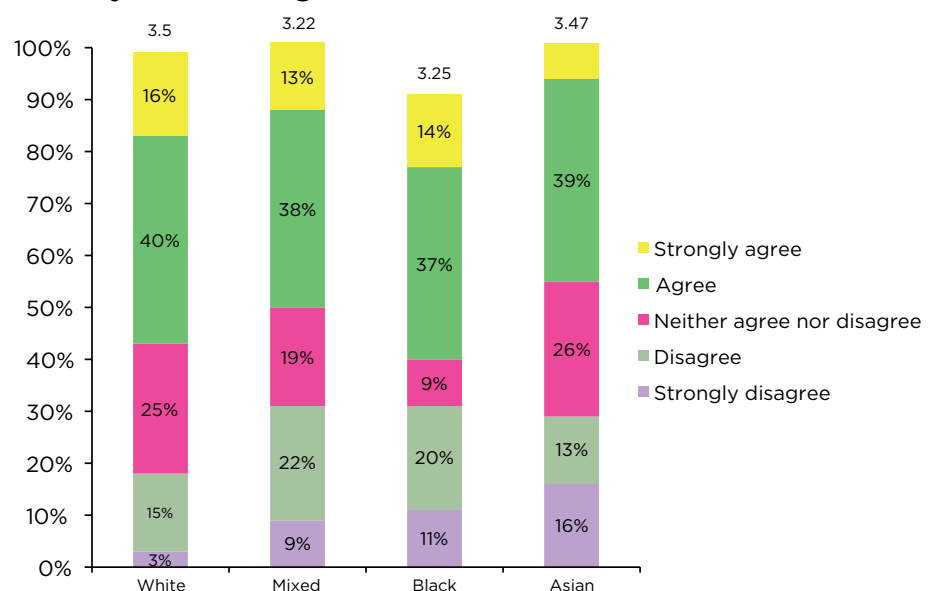
*"I found it easy to get my first job in fundraising"*  
and *"I have found it easy to progress to more senior roles in fundraising"*.

Respondents were given the option of strongly disagree / disagree / neither agree or disagree / agree / strongly agree.

Overall, just over half (53%) of the respondents said that they agreed with the statement *"I found it easy to get my first job in fundraising"* (with 15% saying they strongly agreed and 37% agreeing) compared with 3% who strongly disagreed and 15% who disagreed, giving a mean score of 3.5.

Respondents gave a slightly lower mean score (3.2) to the statement *"I have found it easy to progress to more senior roles in fundraising"* with more people disagreeing (4% strongly disagreeing and 20% disagreeing), and fewer people agreeing (8% strongly agreeing and 31% agreeing – see chart 6).

Chart 5: How easy was it to get first job in fundraising by ethnic background

**Base:**

1303 white respondents,  
32 mixed respondents,  
35 black respondents and  
38 Asian respondents

**Question:**

Please indicate how much  
you agree or disagree with  
the statement – I found it  
easy to get my first  
job in fundraising



# Getting into fundraising continued...

Of course, this question has only been answered by people who have been successful in entering into the fundraising profession and so does not give the complete picture – people who have tried to become fundraisers and not been successful would be much more likely to say it is harder to break into than those that have become fundraisers.

## Is fundraising harder to break into for some groups of people?

### Gender

The mean score for men for “I found it easy to get my first job in fundraising” was 3.47, whereas for women it was 3.5. When asked “I have found it easy to progress to more senior roles in fundraising” women gave a mean score of 3.20 and men 3.22. So there is little difference between the genders.

### Ethnicity

There is slightly more variation in the mean scores when these two questions are looked at by ethnicity. While the difference in mean scores may not be hugely different, they do indicate that people from non-white backgrounds tend to find it harder to get their first job in fundraising and progress to senior roles. Taken together with the findings that fundraisers from some ethnic minority backgrounds are more likely to have volunteered or undertaken unpaid work prior to getting their job in fundraising it indicates that people from non-white backgrounds find it harder, and have to do more, to get into fundraising. The other possibility to consider is whether volunteering and internships provide a pathway into fundraising – for example, it may be the placements undertaken up fundraising as a career path to people who had not considered it so before.

## Do people need a degree to get a job in fundraising?

80% of respondents said that they did hold a degree. Interestingly, when looked at by ethnic group, non-white respondents were more likely to have a degree than white respondents.

| Ethnicity | % who hold a degree |
|-----------|---------------------|
| White     | 82                  |
| Mixed     | 100                 |
| Black     | 91                  |
| Asian     | 97                  |

A clear majority – 65% – of people believe that holding a university degree is not necessary to fulfil their role compared to 31% that said that they did feel it is necessary.

Not surprisingly the higher the seniority level of the respondent, the more likely that they would say that a degree was necessary. However, the difference between seniority levels is perhaps less marked than would have been expected and it is interesting that around two thirds of those at manager level and above thought that a degree was not necessary to fulfil their role. This is an area that needs further exploration to better understand the reasons behind why people think a degree is or isn't necessary.

| Level of seniority      | degree nec | degree not nec |
|-------------------------|------------|----------------|
| CEO/Director            | 35         | 64             |
| Senior Manager          | 36         | 63             |
| Manager                 | 32         | 66             |
| Officer                 | 30         | 70             |
| Administrator/Assistant | 22         | 78             |

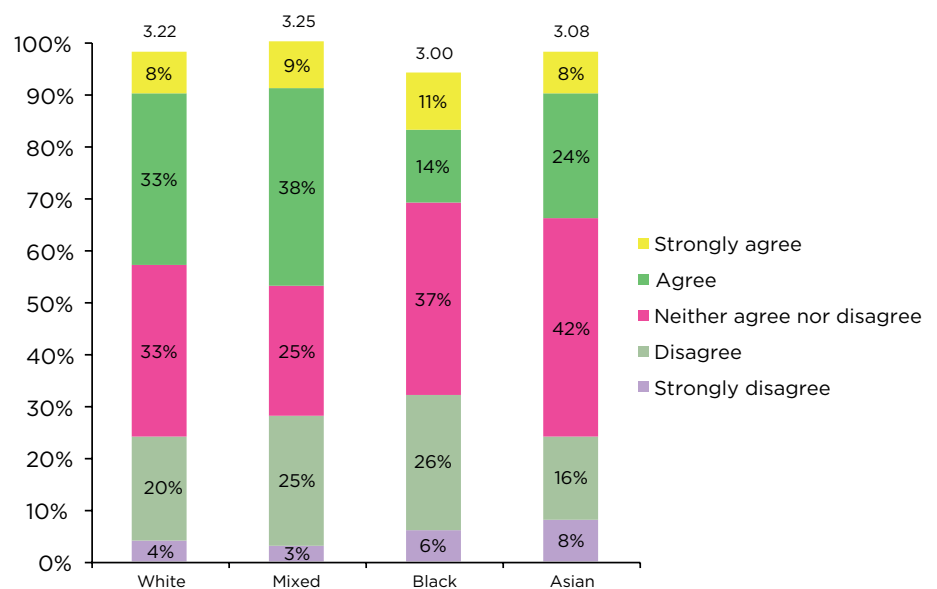
degree nec: % that thought degree necessary to fulfil role

degree not nec: % who thought degree not necessary to fulfil role

While under a third of respondents (31%) thought that a degree was necessary to fulfil their role, almost half (47%) reported that a degree was required by their employer. Degree level qualifications are a standard in many job descriptions and often used as a part of the recruitment criteria and at the same time, more people are going to university. However, the evidence of this survey shows that at every level of fundraising a majority of people thought that a degree was not necessary to fulfil their role.

We hope that organisations carefully consider whether asking for a degree as a standard part of person specifications for fundraising roles may be unnecessarily excluding potential fundraisers who have not gone to university but may be able to offer alternative skills and experience. Basing job descriptions and establishing recruitment processes based around competencies rather than qualifications may help to encourage a wider range of applicants. Also, different entry routes to the fundraising profession could be considered, such as apprentice-type schemes, which could open up fundraising roles to people who have not gone to university.

**Chart 6: How easy was it to progress to more senior roles in fundraising by ethnic background**



**Base:**

1303 white respondents,  
32 mixed respondents,  
35 black respondents and  
38 Asian respondents

**Question:**

Please indicate how much  
you agree or disagree with  
the statement – I found it  
easy to progress to more  
senior roles in fundraising



CHART 6

# What do fundraisers **think** about diversity?

## PART FIVE

**A**s well as trying to capture a snapshot of the diversity of the fundraising profession, we also wanted to find out respondents' views on diversity issues to provide further insight into some of the areas that we were exploring.

There is strong support among fundraisers for the benefits that diversity can bring, with 71% of fundraisers either agreeing or agreeing strongly with the statement *"There are significant benefits to my organisation in having a diverse fundraising workforce"*.

There was a higher mean score (4.05) for the statement that *"There are significant benefits to my organisation in having a diverse fundraising workforce"* than there were for either of the questions asking whether respondents thought that their organisation employed a diverse fundraising workforce (3.05), or employed a diverse workforce beyond fundraising (3.58). So, fundraisers think that diverse teams are beneficial, but in reality are less likely to agree that their teams and their organisations are employing a diverse workforce.

Interestingly, respondents thought that their fundraising workforce was less diverse than the rest of their organisations (see chart 7). Fundraising teams, and the organisations they work in, would seem to have more work to do to get their fundraising teams more diverse. With 66% of respondents to the survey working at manager/ head of/CEO it would seem that the benefits of diversity in fundraising team are recognised at a senior level - it is hoped that the will to engage with and address these issues follows.

Fundraisers from white backgrounds are more likely to consider their fundraising teams, and organisations, as being more diverse than people from non-white backgrounds. The highest mean score by any ethnic group to the statement 'my organisation employs a diverse fundraising workforce' was from white respondents.

The answers given by men and women displayed very similar levels of agreement - the largest difference was a mean score variation of 0.15 where more men thought that their organisation employed a diverse fundraising workforce (3.16) compared with women who gave a score of 3.01 as chart 8 shows.

Of course, individuals will have different perceptions and ideas of what 'a diverse workforce' means so, although not conclusive, it does offer an insight into what fundraisers think.

Interestingly, respondents thought that their fundraising workforce was less diverse than the rest of their organisation - which is a finding that is supported in the results of this survey. Fundraising teams, and the organisations they work in, would seem to have more work to do to get their fundraising teams more diverse. With 66% of respondents to the survey working at manager/head of/ CEO it would seem that the benefits of diversity in fundraising team are recognised at a senior level - it is hoped that the will to engage with and address these issues will follow.

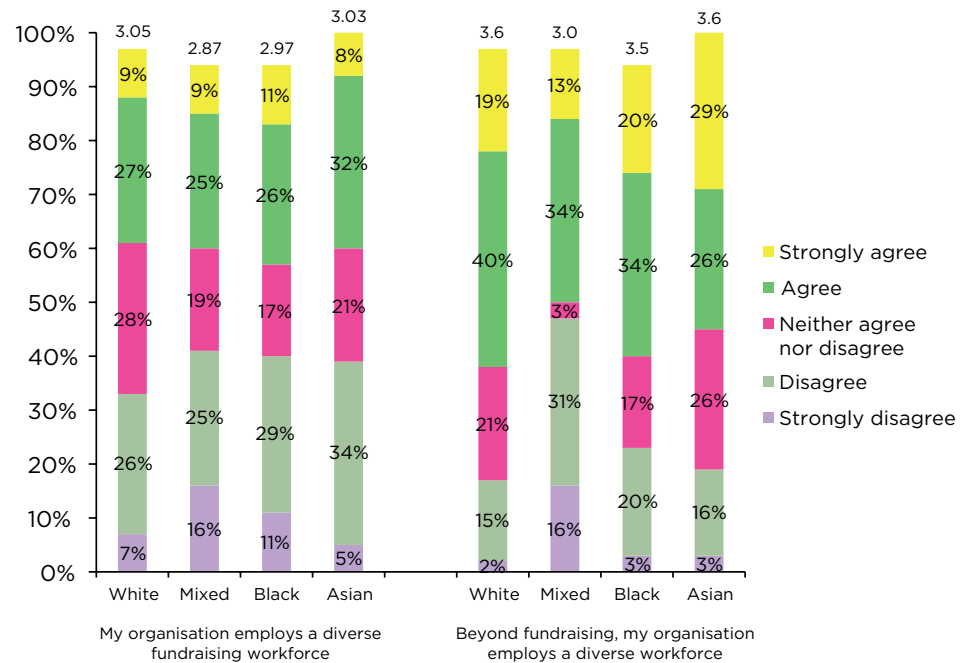
**Base:**  
As before

**Question:**  
Please indicate how much you agree or disagree with the statement - I found it easy to progress to more senior roles in fundraising



## CHART 7

**Chart 7: Views on the diversity of the respondent's fundraising and organisational workforce by ethnic origin**

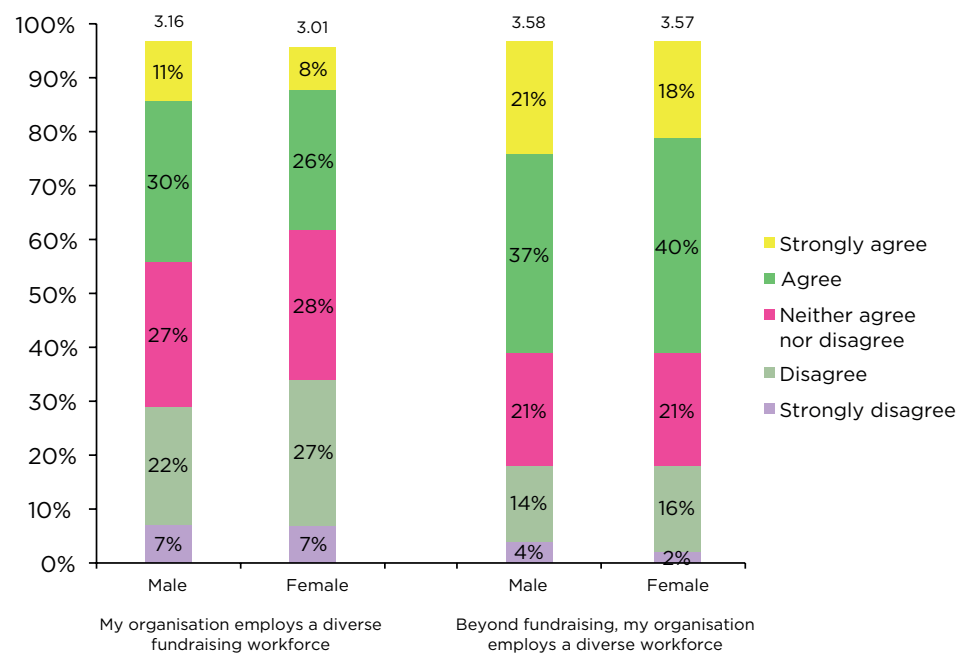


**Chart 8: Views on the diversity of the respondent's fundraising and organisational workforce by gender**

**Base:**  
1106 female and 329 male respondents



## CHART 8



# Conclusions and recommendations

## PART SIX

**This research paints a mixed picture of diversity in fundraising. There are many findings which are positive: particularly the high levels of people agreeing that there are significant benefits to their organisation in having a diverse workforce. Equally there is much work to be done: the bias towards men in senior positions in fundraising, and the indication that people from ethnic minorities need to be better qualified in order to get a job in fundraising.**

The Institute of Fundraising, as the representative body of fundraising individuals and organisations is committed to ensuring that fundraising is the best profession that it can be for all people who want to work raising money for good causes.

*So how do we take forward the results to create a more diverse fundraising base?*  
Here are our suggestions:

### **Recommendation 1: establish a 'diversity in fundraising' task group**

Improving the diversity of the fundraising workforce, identifying and working to remove barriers to groups to break into the profession or progress their careers, and better understanding the benefits to organisations of having a diverse workforce are all desirable goals. However, they cannot be achieved by one organisation alone. The Institute of Fundraising will establish a 'diversity in fundraising working group' from our members who can help to direct and steer the future work that we do in this area. Potential work projects could include more in-depth work on identifying and working to remove barriers to recruitment and

career progression for some groups, as well as developing future research projects. It could also include a programme of work to produce guidance and resources to help fundraising teams and organisations ensure that they best support and recruit fundraisers from different backgrounds – sourcing and sharing examples of best practice from and amongst our Organisational members.

### **Recommendation 2: Keep building the evidence base with qualitative research and ongoing monitoring**

A survey can establish who people are, their experiences and views, and what they think about specific issues. However it can rarely uncover why people think what they think, nor can it provide detailed case histories. To do this qualitative research is needed. So a further research area to consider would be to conduct some qualitative interviews with fundraisers, particularly those who represent some of the groups who are under-represented in fundraising, to find out more about their views on diversity and career paths/progression.

As part of building a better evidence base, the Institute of Fundraising will start to collect information on diversity from our Individual members so we are better able to monitor our membership and review how diverse our membership is.

Identified within this report is the need for more information, evidence, and knowledge about how people become fundraisers and progress their careers. We will look at how we can undertake further research, such as case studies and interviews, to explore some of the issues and barriers further and to gain a better understanding of fundraisers.



### **Recommendation 3: Address gender imbalance at senior levels**

Gender imbalance at more senior levels is an issue across nearly all sectors and organisations. The ratio for fundraising is less unequal than in other walks of life, but more could be done to work towards a more equitable balance. The Institute of Fundraising, working with its members as identified in recommendation 1, will consider how it can best facilitate or help an improved gender balance. This may include introducing a mentoring scheme for female fundraisers who are ambitious to be directors, as well as seeking to collaborate and learn from other sectors and initiatives such as the Clore Social Leadership Programme.

### **Recommendation 4: Reduce barriers to job entry and career progression**

Job descriptions, person specifications and recruitment processes may be inadvertently making it harder for some people to get into fundraising. Indications are that, proportionally, more people from non-white backgrounds have to volunteer or complete internships suggesting that they are finding it harder to break into the profession. A standard question of needing a degree qualification should be reviewed by organisations to ensure that they are using the requirement proportionally, not as an automatic standard, to avoid unnecessarily excluding people who have not been to university. Organisations could consider offering apprentice-style entry points for fundraising which may be more accessible avenues for people who have not gone to university, or are less able to volunteer or undertake internships.

### **Recommendation 5: Promoting fundraising as a career**

While there is much work to be done, there is also much that fundraising can be proud about. Fundraising is a career which has a much more diverse profile than many areas of the commercial sector at senior levels. So the Institute of Fundraising will go on promoting fundraising as a career. We will look to see how we can best promote fundraising to all ethnicities and groups, including targeting our marketing and communications work to reach a wider audience e.g., specialist media, publications, and websites which have an ethnic minority audience or are aimed at people with disabilities.

### **Finally...**

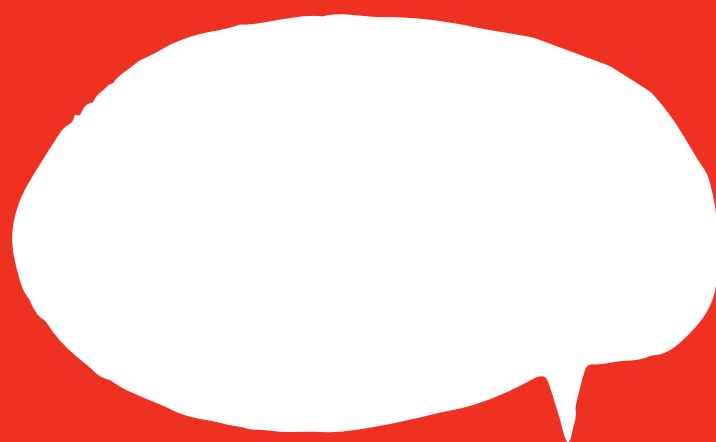
These findings have given us a starting point from which we have identified some potential future areas of work and recommendations for our members. This survey will be shared with our Organisational members and Individual members and recommendations discussed with them to identify what next steps can be taken by the Institute of Fundraising and charities, as well as their fundraising teams in relation to the diversity of the fundraising profession.

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