

Pay and equalities survey 2025 ▶



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Welcome

The role of charity leaders has never mattered more, for our organisations, our communities and for civil society itself. Each year, together with our partners, ACEVO produces this report to give voice to the realities of those at the helm of our sector and to provide deeper insight into charity leadership. Each year I make no secret of the fact that I find the lack of real shift in the areas that matter most deeply frustrating, and sadly this year is no different.

Leadership is deeply rewarding, but also undeniably demanding. This report once again highlights the challenges, dedication and resilience that CEOs across our sector bring to their roles every day.

The median CEO salary has dipped slightly and whilst many leaders continue to see increases, disparities remain. Of particular concern to me is the gender pay gap. At 10.6%, it has narrowed compared to last year but is still far too wide. And this is not only about pay structures. It reflects wider patterns across the sector, with women disproportionately leading smaller charities and men being more prominently found at the helm of larger organisations.

Professional development and structural support are also unevenly distributed. Leaders, particularly those in smaller organisations, report limited access to salary reviews,

appraisals and budget and time for their own learning and development. These are not luxuries. They are the foundations of effective leadership and without them, individuals, organisations and communities in turn are all held back.

Once again, I find the findings on diversity particularly sobering. The proportion of leaders from Black, Asian and Minoritised Ethnic background has stalled, with no representation this year from Black CEOs. The proportion



Jane Ide OBE chief executive, ACEVO

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of CEOs identifying as having a disability, learning difference, impairment or health condition has dropped to its lowest level since 2021. And at board level, diversity continues to be inconsistent, with too few leaders taking tangible steps



to improve it. Each of these points represents a setback to diversity and inclusion efforts and to the richness of perspectives our sector urgently needs. It seems the road to genuine equity and representation remains long.

Despite this disappointing picture, there are of course some points of light. I am pleased that most CEOs report feeling satisfied with their job and feel empowered to make important decisions without being second guessed. Many expect to remain in the charity sector in five years' time, despite the pressures on demand, resources, governance and funding. This speaks to the extraordinary commitment and passion that defines charity leadership.

But satisfaction and commitment alone cannot offset structural inequities. It is deeply concerning that leaders of smaller organisations struggle to find time and resources for strategic planning, or that only half of leaders feel satisfied with their wellbeing and work-life balance. These are not peripheral issues; they cut to the heart of how sustainable and effective our sector's leadership can be.

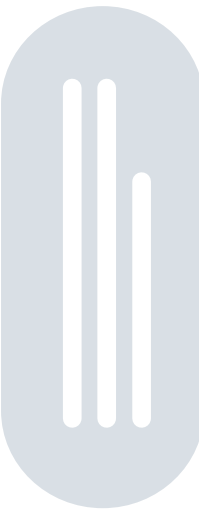
At ACEVO, we see it as our responsibility to act on these insights. This means working with boards, policymakers and funders to close the gaps in pay, equity, diversity, development and wellbeing. It means challenging the assumption that

leaders of small charities should have fewer opportunities than their peers at larger organisations. It means holding ourselves collectively accountable for building the conditions in which leadership can truly thrive.

Our sector is built on the conviction that we achieve more together than alone. The findings in this year's report make clear that if we want charities to remain strong, effective and transformative, we must do better at supporting those who lead them.

Our sector is built on the conviction that we achieve more together than alone. The findings in this year's report make clear that if we want charities to remain strong, effective and transformative, we must do better at supporting those who lead them. We cannot afford to ignore the evidence and it is long overdue that we see real shifts in the right direction. If we fail to act, we risk weakening the very fabric of civil society. But if we succeed, we will unleash the full potential of our sector's leaders.

Jane Ide OBE, chief executive, ACEVO



Foreword



Bernice Rook, Deputy CEO,
Eastside People

Eastside People is proud to support this vital research, which continues to shine a light on the realities of charity leadership across the UK. The 2025 findings reveal a sector rich in commitment but still facing persistent challenges, particularly around equity, wellbeing, and access to development.

While it's encouraging to see the gender pay gap narrowing (though there is still work to do) and most CEOs reporting job satisfaction, the lack of progress on board diversity and the drop in representation from disabled and Black leaders are deeply concerning. These gaps are not just statistical; they reflect missed opportunities for inclusive leadership and richer decision-making.

We are especially struck by the disparities between small and large charities, particularly given that small charities form the bulk of the sector. Leaders of smaller organisations continue to report lower access to salary reviews, appraisals, and development support. These are not optional extras, they are essential tools for sustainable leadership.

In reintroducing salary quartiles and expanding the scope of analysis, this year's survey provides a more meaningful benchmark for leaders, boards, and policymakers alike.

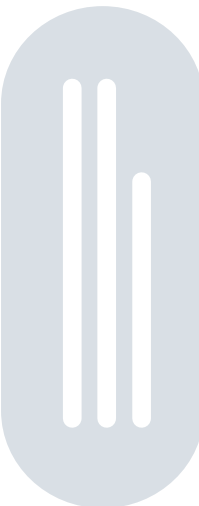
This report is a call to action: to challenge assumptions, close gaps, and create the conditions where every leader can thrive, regardless of the size of their organisation.

It equips us with evidence not only to understand the current landscape but also to make better decisions, whether that is setting pay fairly, strengthening governance, or improving the wellbeing and sustainability of those at the helm.

At Eastside People, we work with boards and leaders to build impactful, resilient organisations. This report is a call to action: to challenge assumptions, close gaps, and create the conditions where every leader can thrive, regardless of the size of their organisation.

Let's use these insights to drive real change. Because when leadership is supported, the whole sector benefits.

Bernice Rook, Deputy CEO, Eastside People

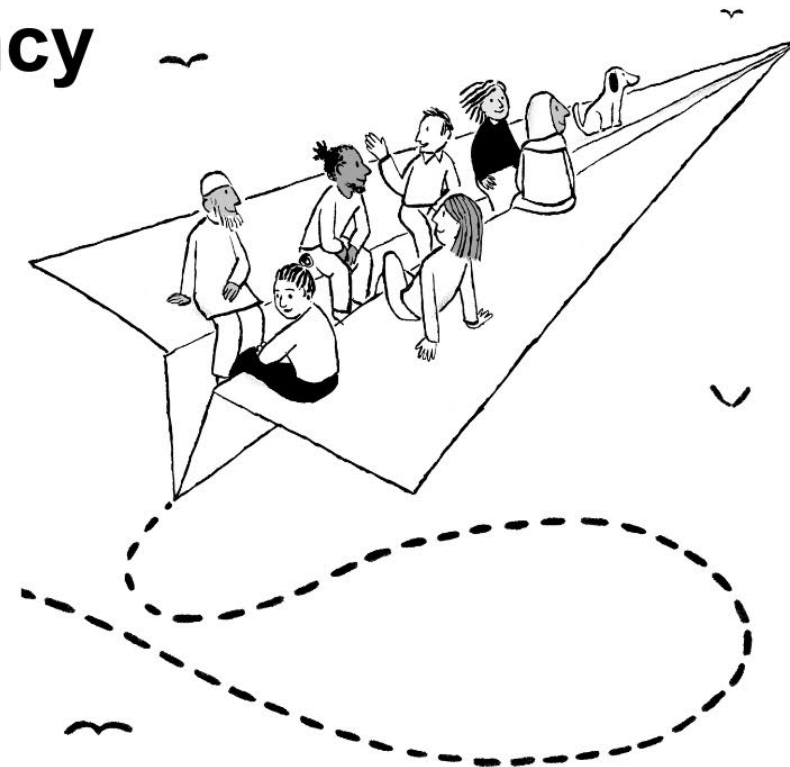


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Eastside People



sarahc@eastsidepeople.org



0203 821 6174



Executive summary

The 2025 Pay and Equalities survey gathered responses from 703 charity CEOs. The proportion of respondents from England decreased to 63% this year, while rising in Scotland to 26% and remaining at 9% for Northern Ireland. Three in five respondents (59%) were leading small charities, those from medium organisations made up 27%, and CEOs from larger charities made up 13%. The sample remains a reliable snapshot of CEO pay and processes, working conditions, diversity and levels of satisfaction across UK charities and leadership. This year's report has reintroduced lower and upper quartile salary medians to enable more relevant benchmarking.

CEO pay, processes and benefits

The median annual basic salary reported by sector leaders in early summer 2025 was £59,850, a slight decrease from £60,000 last year. The data suggests median salaries rose in Northern Ireland and in North England and the East and Midlands, while dropping in Scotland and Southern England.

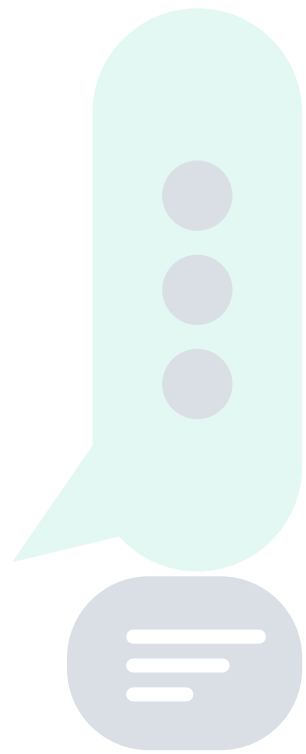
The larger proportion of small charities in this year's sample has also influenced the slight decline in the overall median.

Three quarters of CEOs (76%) had received a salary increase in their current role, up from 68% last year. However, the prevalence of regular salary reviews this year remains static, with over a third of respondents continuing to report no formal salary review on a regular basis, and regular review least likely to occur in smaller charities.

Almost half of respondents reported that they received a pay rise specifically to cover the increase in cost-of-living (42%), while a similar proportion said they received their rise as a standard inflationary pay-rise (47%).¹

The overall pay gap between male and female CEOs was 10.6% in 2025, dropping from 14.4% last year, with male CEOs earning a median salary of £64,067 and female CEOs earning £57,250. Women continue to be overrepresented in the leadership of smaller charities while a larger proportion of male CEOs are leading larger organisations.

¹ Respondents who reported they had received a recent salary increase were asked what, if any, reasons for the pay rise were given, selecting from any of the following: to cover the increase in cost-of-living/for good performance/standard inflationary pay-rise/other/no reason given.



The most common benefit CEOs have available to them at work continues to be flexible working hours, reported by 71% for the second year in a row, with coaching, training and leadership development the second most widely noted option at 40%. The availability of both mental health support and wellness programmes as benefits saw a drop this year, at 38% (down from 44%) and 25% (down from 32%) respectively. Access to job benefits and career development opportunities continues to be more restricted for CEOs of small charities than peers at larger organisations.

Equality and diversity

While the survey continues to see strong representation from leaders who identify themselves as having a disability, learning difference or health condition, this figure dropped to 17% in 2025, down from 20% in 2024.

The proportion of CEO respondents from Black, Asian and Minoritised Ethnic backgrounds meanwhile remains static at 6%, with no responses this year from Black CEOs.

Looking into board diversity, only a third of CEOs are currently satisfied with the ethnic diversity of their boards and while 30% plan to address the issue in the next year, 27% are dissatisfied but without any formal plans to change things. Disability remains the area where CEOs are least likely to say they are satisfied with

the diversity of their boards (31%) and likeliest to say they are dissatisfied but have no formal plans to address it (31%).

Almost a third [30%] of respondents said they have experienced barriers or discrimination during their time in the voluntary sector, consistent with last year.

This year the highest levels of satisfaction regarding board diversity were for variety of general views/outlook at 73%, followed by experience/knowledge at 71%, and gender at 69%.

Almost four out of five CEO respondents in 2024 (79%) attended state-run or state-funded schools during their secondary education, with 12% attending independent or fee-paying schools. Almost a fifth (18%) of respondents, consistent with earlier years, were eligible for free school meals at some point during their school years.

Almost a third (30%) of respondents said they have experienced barriers or discrimination during their time in the voluntary sector, consistent with last year. As found in last year's survey, a third of female CEOs (34%) had experienced such barriers, compared with a fifth (21%) of male peers. Younger respondents were again likelier to say they have experienced barriers than those later in their careers.





Leadership and governance

More than four in five respondents (82%) felt clear about their role and the direction their board of trustees wanted them to take with it. Yet there continues to be a lack of clarity shown in transparent role and development plans, with just two in five (40%) reporting that they have a current appraisal of their performance and similar proportions having a current set of objectives (43%) or statement of authorities delegated to them (41%). The gap remains wide on job clarity documents between CEOs at small charities and those leading larger organisations.

Satisfaction with access to personal development and learning found the same divide, with declines in the proportion of CEOs satisfied with the amount of time they were able to spend on personal learning and development (38% down from 41%) and with the budget they had to spend on this (37% down from 43%). For both measures, those leading smaller charities were less satisfied than peers at larger organisations.

Respondents shared that 75% of CEOs' time is still spent on solving day-to-day, immediate problems, while 25% is spent on more strategic thinking and planning. Less than a third of CEOs (31%) reported that they were satisfied with this balance. Yet respondents continue to be satisfied in their roles overall, with four in five (79%) reporting satisfaction with their job – and the same proportion (82%) satisfied with how empowered they feel to make important decisions without being second guessed.

Wellbeing and work-life balance show a more ambivalent picture, with just half (49%) feeling satisfied with the degree to which their board ensures their wellbeing and only 53% satisfied with their work-life balance. Across both measures, lower satisfaction was reported among CEOs of small charities but tends to rise with organisational income band, revealing the need for greater support in this part of the voluntary sector.

In keeping with resilient levels of overall job satisfaction in the research, seven in 10 (69%) CEOs feel it is likely they will still be working in the charity sector in five years' time, a slight decrease from 72% in recent years.

At a sector-wide level, this year's survey found that seven in 10 (71%) CEO respondents think charities are effectively regulated in 2025. Regulation continues to be viewed more positively in Scotland and Northern Ireland than in England, whilst those leading smaller organisations are likelier to believe regulation is effective than peers running larger charities.

The 2025 research continues to highlight the strength of CEOs' commitment to the voluntary sector, together with strong professional satisfaction and confidence in their own autonomy. However, the data also reveals ongoing deficits in the job clarity, processes, and development and wellbeing support available to charity leaders, with challenges particularly evident among small charities.





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Part one Who responded

This year's ACEVO Pay and Equalities Survey ran from 6 May to 9 June 2025 and received responses from 703 charity CEOs

As in previous years the survey link was distributed widely via ACEVO, Charity Leadership Scotland [formerly ACOSVO] and CO3 memberships and via CAF's networks.

In 2025

over a quarter of CEO respondents, 28%, held memberships with NCVO

9% were members of the Institute of Fundraising

CharityComms, 4%

Institute of Directors, 3%

Association of Charitable Foundations, 2%

Charity Finance Group, 5%

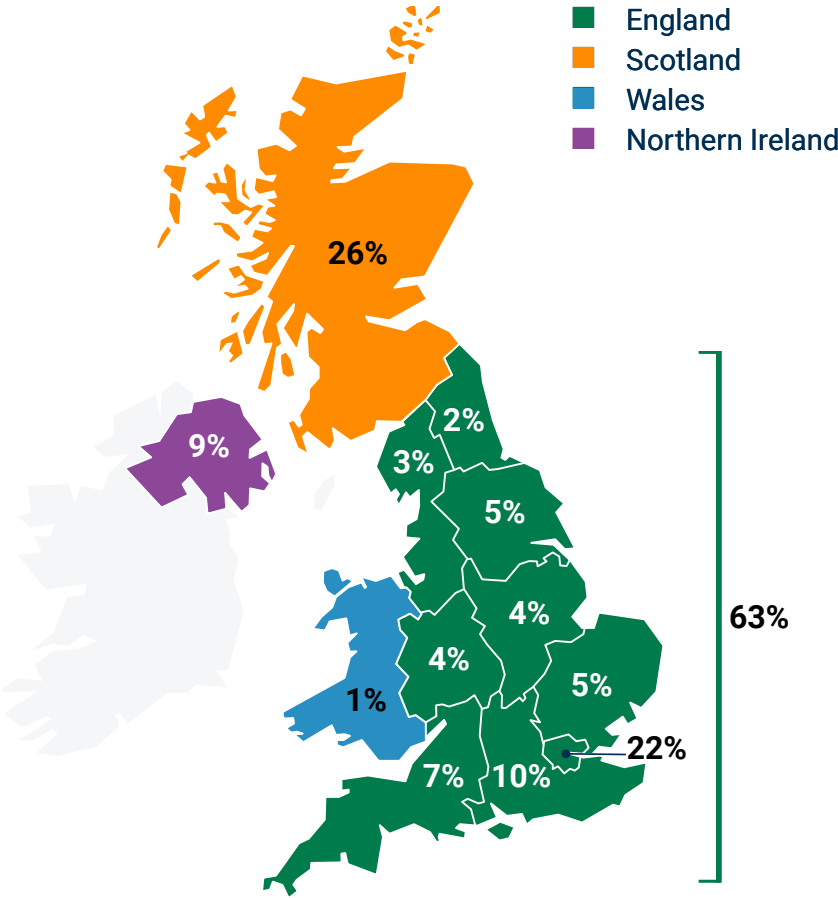
About the organisations represented

In 2025 three out of five of respondents (63%) were from organisations based in England, down from 76% last year and the lowest level since 2021. The proportion of respondents from head offices in Scotland rose to 26% (up from 15%

last year), while Northern Ireland-based responses were 9%, a similar proportion over the last few years. The response from CEOs based in Wales was 1%.

All English regions were represented, with the London response rate constituting over a fifth (22%) of the overall

Respondents by head office location				
Head office location	2025	2024	2023	2022
England	63%	76%	68%	75%
Scotland	26%	15%	22%	16%
Wales	1%	2%	2%	4%
Northern Ireland	9%	7%	6%	4%
North East	2%	2%	2%	3%
North West	3%	7%	6%	7%
Yorkshire and Humber	5%	5%	5%	5%
East Midlands	4%	5%	4%	5%
West Midlands	4%	5%	4%	4%
Eastern Region	5%	9%	5%	4%
London	22%	24%	24%	23%
South West	7%	11%	6%	8%
South East	10%	9%	12%	16%





sample. Responses from the South overall (including London) made up over a third (39%) of the sample, with the Midlands and East at 13% and the North at 10%.

In 2025 the sample leaned more heavily towards small organisations bringing in less than £1m annually, with slightly smaller proportions of medium and large income charities.

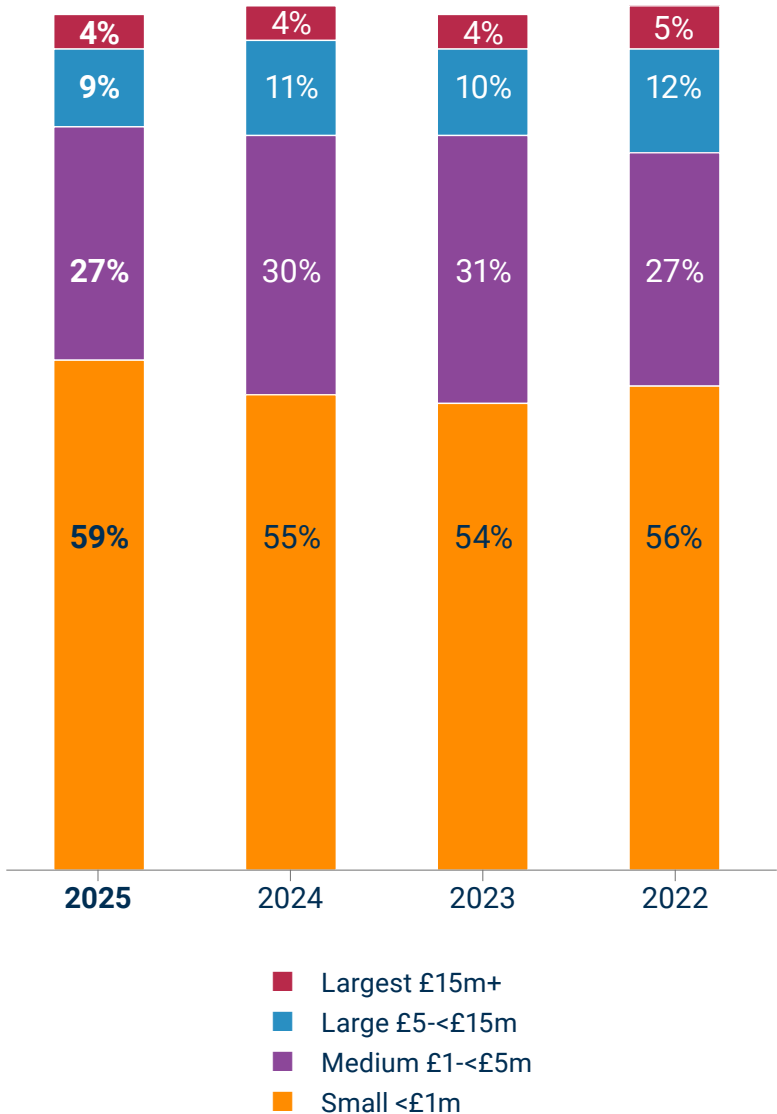
Three in five respondents (59%) were leading small charities with under £1m in income per year. Medium-sized organisations with an income between £1m and £5m made up 27%, while larger charities bringing in £5m or more made up 13%.

Altogether, respondents from the smallest charities (an income of less than £500k), constituted two in four respondents (42%), compared with just over a third (35%) of the sample last year. At the other end of the spectrum the largest charities with an income of £15m+ composed 4% of respondents, which has remained largely consistent over recent years.

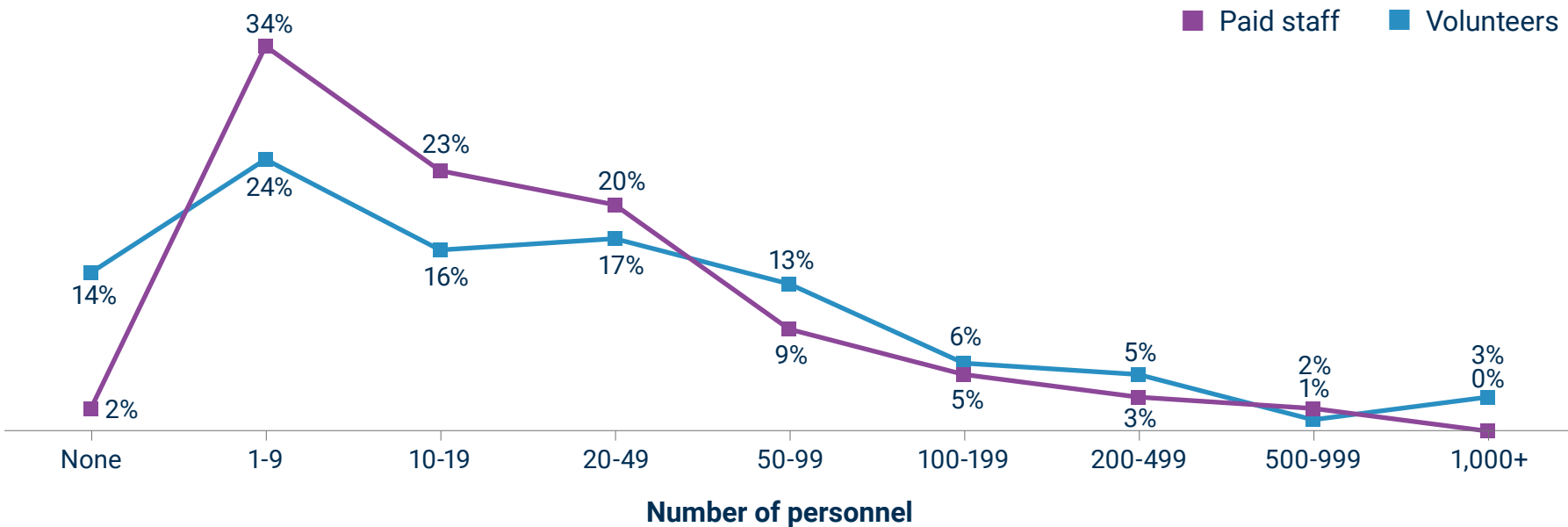
The balance across organisational income remains broadly stable year on year, despite fluctuations, offering a wide overview of the working experiences of charity CEOs in organisations of all income brackets.

In 2025, four out of five CEOs (80%) came from organisations with fewer than 50 paid employees, up from 76% last year and reflecting the larger proportion of small charities in the sample. Over half of all respondents (58%, up from 51%) had 1-19 employees, while **2% of respondents came from organisations with no paid employees at all.**

Organisational size, measured by annual income



Staffing and volunteer numbers 2025



Reflecting the small number of the largest charities, **only 5% had 200 or more employees.**²

The volunteer levels reported in the survey continue to remain consistent year on year and are less closely correlated with organisational size. **Seven in 10 respondent organisations (71%) had fewer than 50 volunteers this year.** Altogether 40% had 1-19 volunteers, 36% had 20-199 and 9% reported a volunteer force of 200 or more. **This year 14%, up from 11% in 2024, had no volunteers at all.**

Organisations with larger numbers of paid staff remain more likely than average to work in service provision – and are overrepresented in trading or the provision of buildings, facilities or open spaces. They are likeliest to work on health or disability causes. Meanwhile, respondent charities with the biggest proportion of volunteers (200+) are likelier than average to be providing services and to work in health but are also overrepresented in educational causes. Those with no volunteers were meanwhile more likely than

² Please note that throughout this report, net figures which combine other data points are calculated as an accurate overall proportion within the sample. Due to the rounding of percentage points for clarity in the report, some totals presented may therefore differ by up to one percentage point to the combined total of rounded figures for smaller data points.

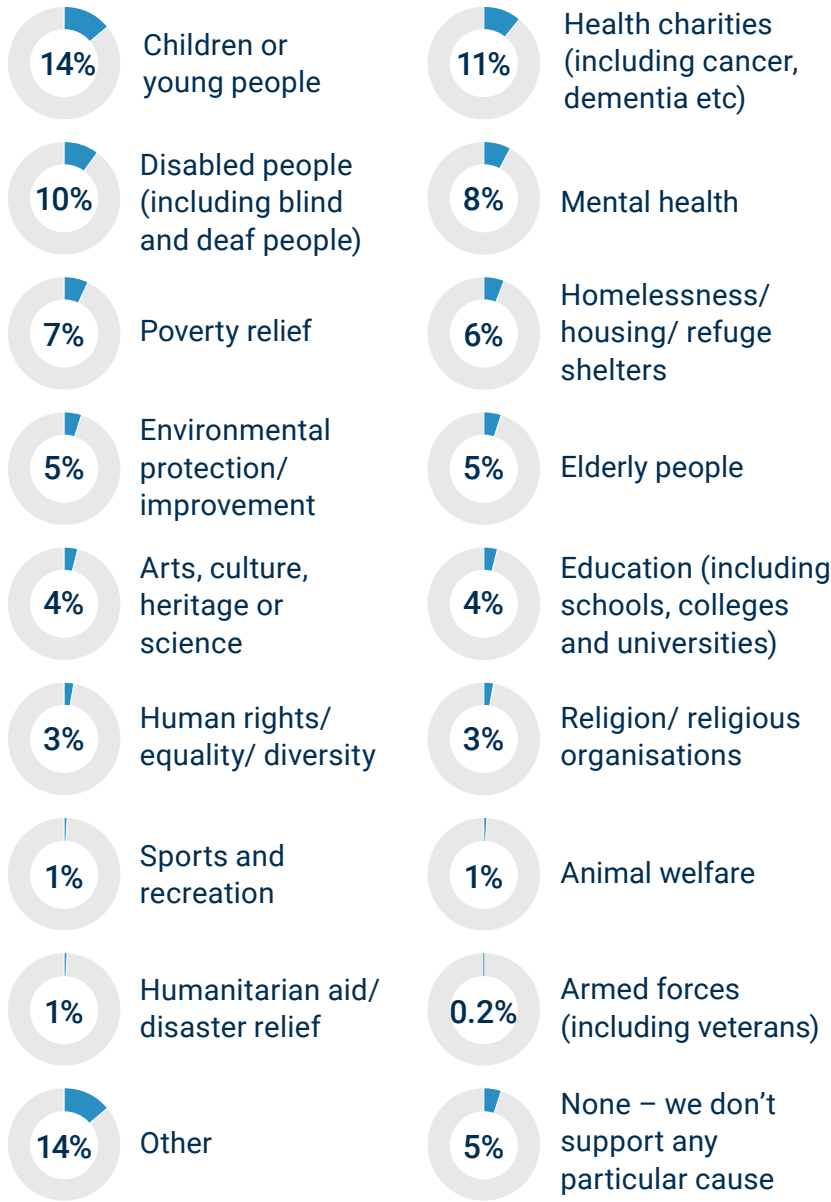


other organisations to work in organisational grant-giving or research institutes.

Respondent charities continue to work on a wide range of causes and issues and the survey revised its prompted list in 2025 to better understand this context. **Children and young people (14%), health charities (11%) and organisations supporting disabled people (10%) remain the leading sectors found within the sample** – with over a third (35%) of CEO respondents leading charities in these spaces.

The primary operating method of organisations surveyed continues to be service provision at 72% in 2025. The dominance of service-providing charities is consistent with last year and remains well above the level found in earlier years of the survey, which has usually seen six in 10 respondents (for example, 59% in 2023) from organisations operating this way. The second most common model was campaigning/advocacy at 27%, followed by membership bodies/associations and umbrella/support bodies, both on 17%. Those working for charities involved in grant-making to organisations and providing building/facilities/open-spaces both made up 14%, while 13% were trading organisations. Smaller proportions of respondents, at 10% or under, worked within charitable models including sponsoring/undertaking research, individual grant-making, research institutes and several other methods.

Cause areas supported by CEO respondents



About CEO respondents themselves

This year **63%** of CEOs who shared this information were female and **36%** were male, consistent with recent years.

The proportion of CEO respondents from Black, Asian and Minoritised Ethnic (BAME) backgrounds in 2025 was 6%, consistent over the last five years, while 93% of CEO respondents were from white ethnic backgrounds.

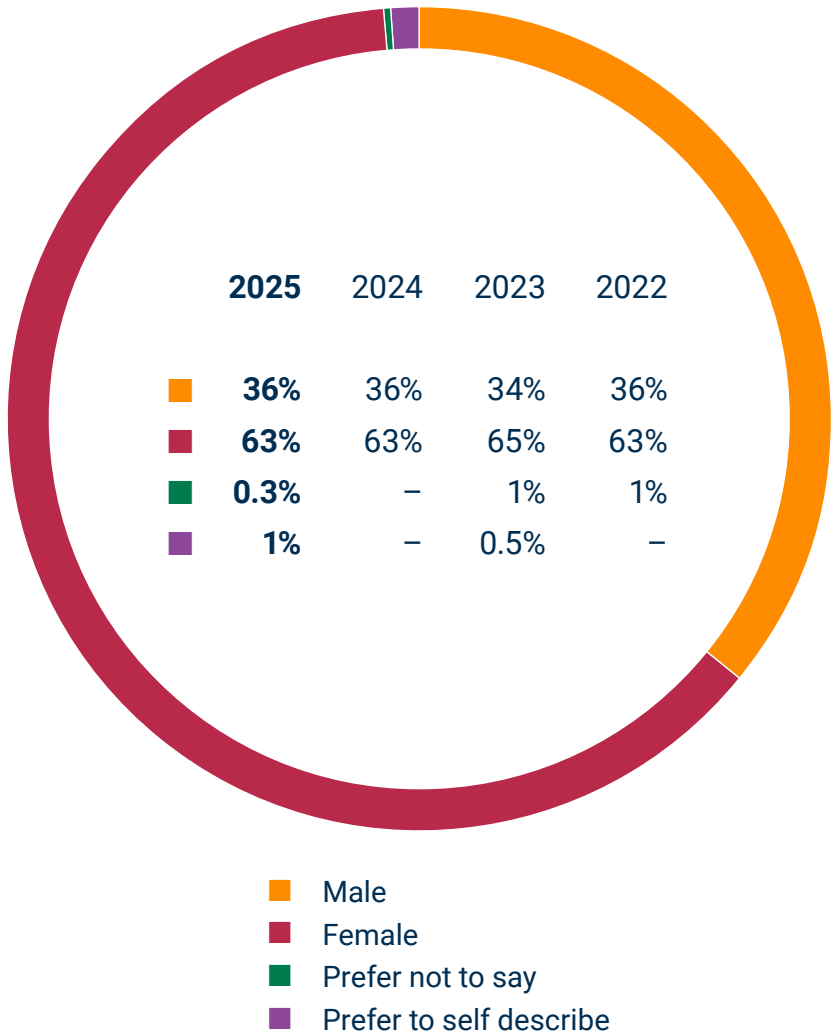
This year less than a fifth (17%) of CEO respondents considered themselves to have a disability, learning difference, impairment or health condition, the lowest proportion since 2021.

While most CEOs (72%) held full-time contracts, this proportion has declined in recent years, down from 76% last year, 82% in 2023 and 84% in 2022. Notably, even at the height of the pandemic during the 2021 survey, the figure stood at 78%.

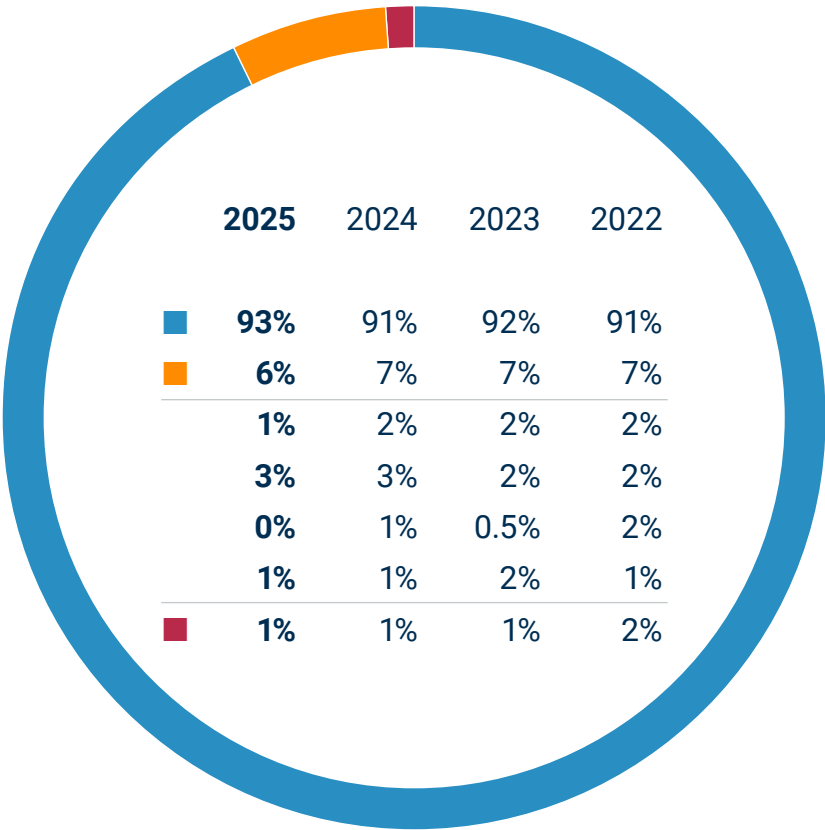
In 2025 17% of CEO respondents were on part-time contracts (including job-shares), up from 14% last year. **One in 10 (11%) reported that they do not have a contract**, in keeping with last year but up from just 4% in 2023.

Further information on personal characteristics and professional backgrounds can be found in Parts 3 and 4 respectively.

Gender

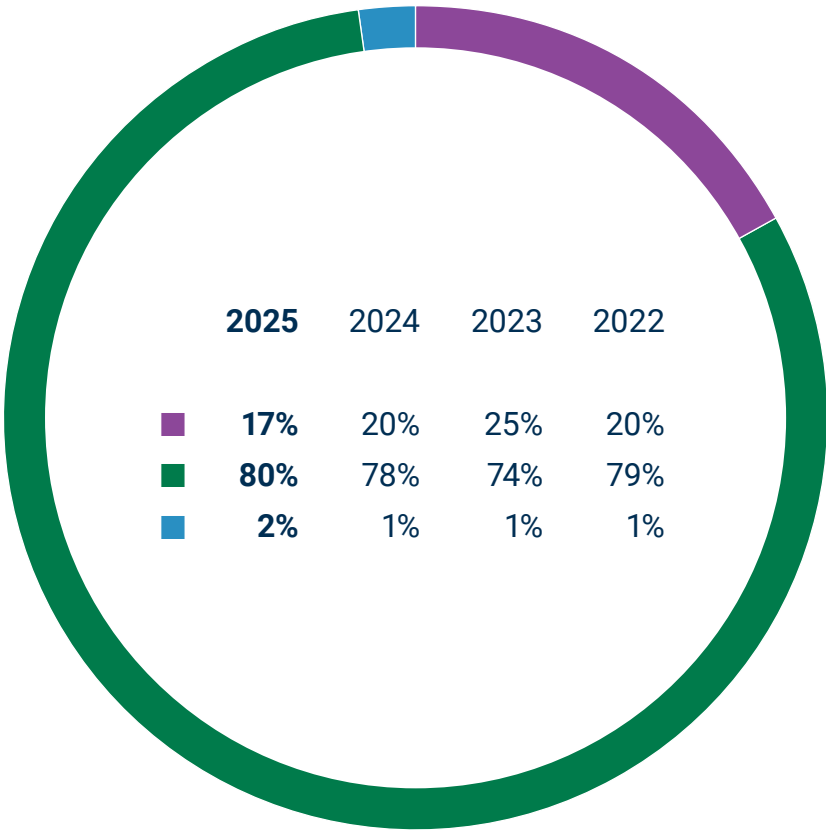


Ethnicity³



- White ethnic backgrounds
- BAME backgrounds (NET)
 - Mixed/Multiple ethnic groups
 - Asian/Asian British
 - Black/African/Caribbean/Black British
 - Other ethnic group
- Prefer not to say

Disability, learning difference or health condition



- Yes
- No
- Prefer not to say

³ Please note that throughout this report, net figures which combine other data points are calculated as an accurate overall proportion within the sample. Due to the rounding of percentage points for clarity, some totals presented may therefore differ by up to one percentage point to the combined total of rounded figures for smaller data points.





Part Two CEO pay, processes and benefits⁴

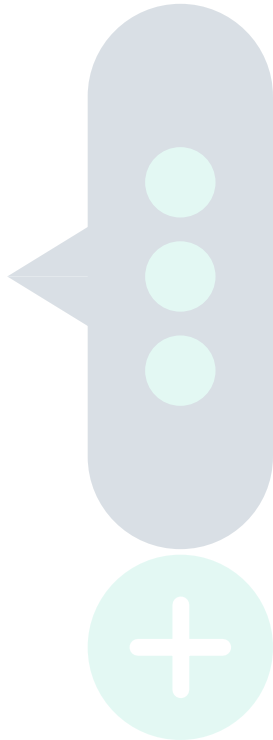
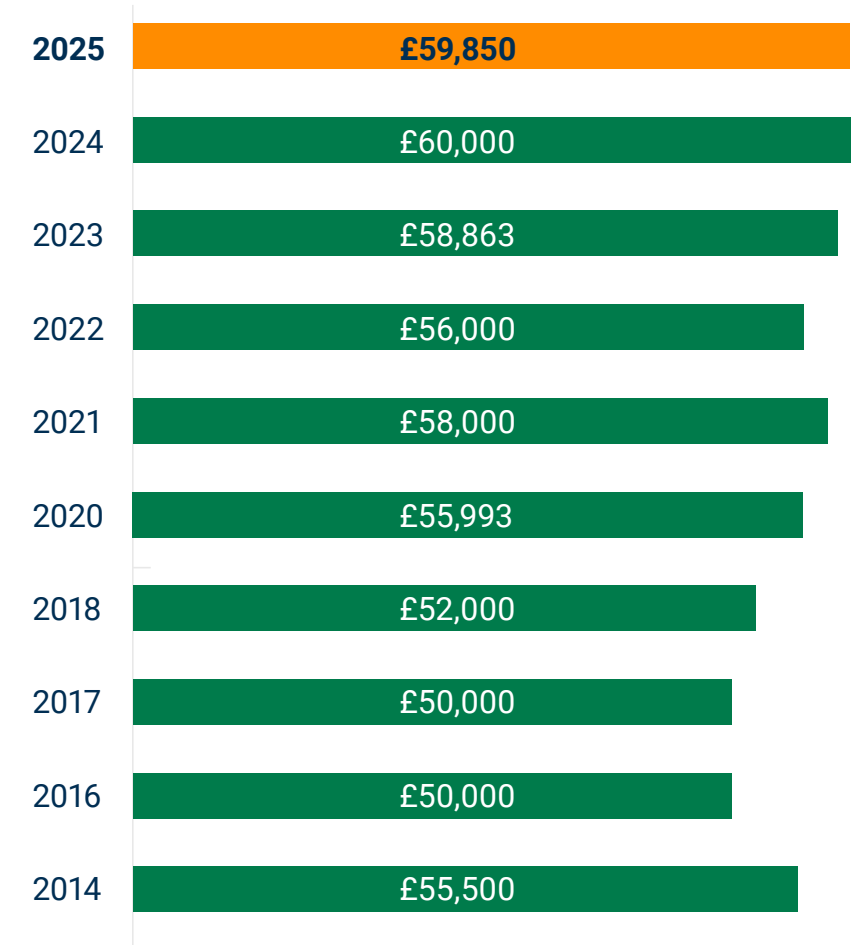
The **median annual basic salary** reported by voluntary sector CEOs in early summer 2025 was **£59,850**, a slight dip in absolute terms from £60,000 in 2024. Considered against last year’s reported median, this places voluntary sector CEO pay behind the rate of inflation over the last 12 months.⁵ However, when contextualising this year-on-year change, it may be relevant to note both the smaller proportion of respondents with head offices in England this year, where median salaries are typically higher, as well as the larger proportion leading smaller charities in this year’s sample.

Changes in median salary differ by organisational size (measured by reported income), as shown in the graph on page 20 and in more detailed organisational income bands on page 30. There was a £2k increase in median salaries for CEOs at some of the smallest charities bringing in £250k-£500k annually but a very slight decrease of less than £100 in medians for small charities of £500k-£1m income. Medium-sized organisations (£1m-5m) saw a decrease

⁴ Please note that median salary figures presented throughout this report have been rounded up to the nearest pound, consistent with all trend data included from previous years.

⁵ For reference: ons.gov.uk/economy/inflationandpriceindices and bankofengland.co.uk/monetary-policy/inflation/inflation-calculator

Median CEO salaries 2014–2025





Median basic salary of voluntary sector CEO respondents

CEO respondents	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
All	£20,000	£48,500	£59,850	£76,500	£185,600	£64,349	593	£60,000

of just over £600, while large charities (£5m-15m) saw the biggest drop in median salary of over £9k. Those leading

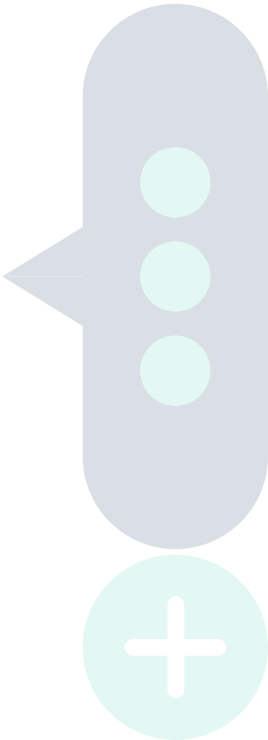
the largest organisations of £15m+ income saw an increase of just over £1k.

NOTE: The overall sample size achieved relative to the size of the UK voluntary sector is sufficient for a confidence level of 95%, within a 5% margin of error, and its composition across organisational size and UK regions remains comparable within most waves of research.

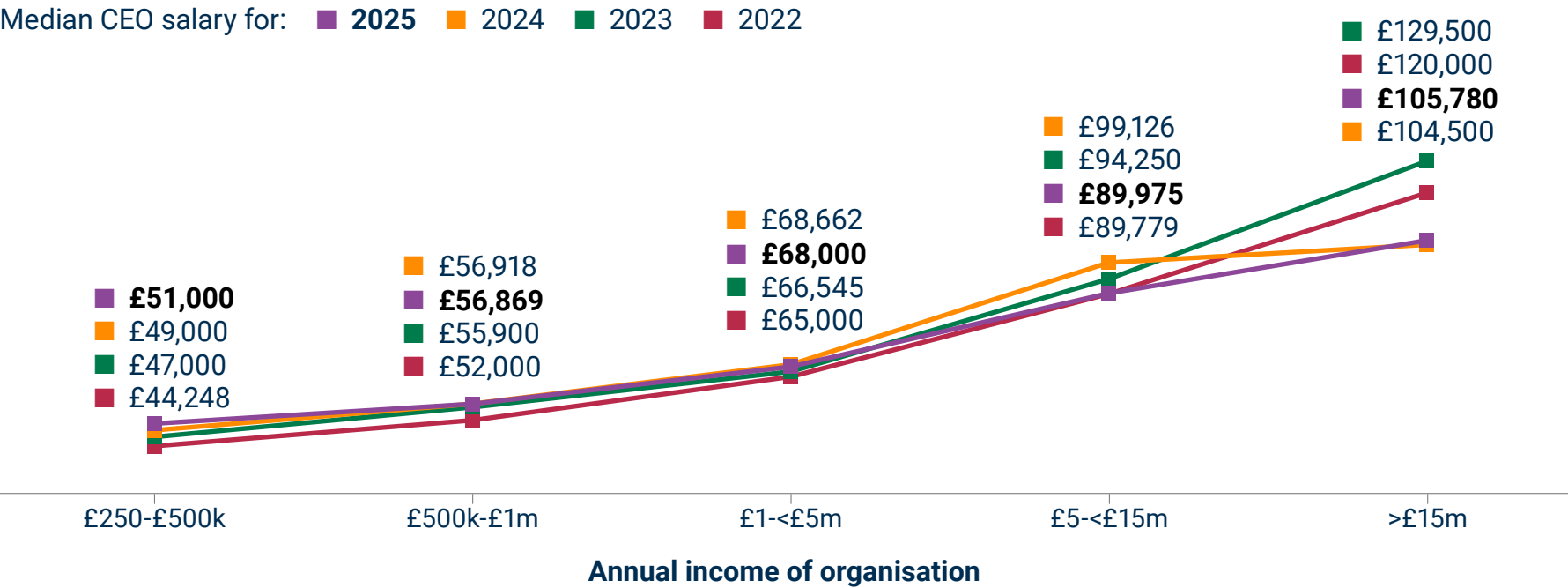
However, caution should be exercised when interpreting median salary trend data since the sample is not achieved via representative quotas against the shape of the charity sector as a whole but by self-selecting respondent participation. Fluctuations in the sample year on year are likely to influence some findings and trends over time, particularly for overall median salary. Slight changes from year to year in the relative proportions responding from

different UK nations and regions, as well as from different organisational income bands, offer necessary context for understanding changes in reported median salaries.

As a result of small sub-samples for some questions and demographics, anywhere that respondents numbered 10 or fewer (for example those answering from a particular type of organisation or income bracket), their median salary data is not shown in the tables. This is both to protect respondent anonymity and to guard against over-interpretation where the bases are particularly small. Fewer than 10 responses are indicated by an asterisk (*) throughout. All responses, however, are included in the calculation of overall salary medians with the exception of zero-salary respondents.

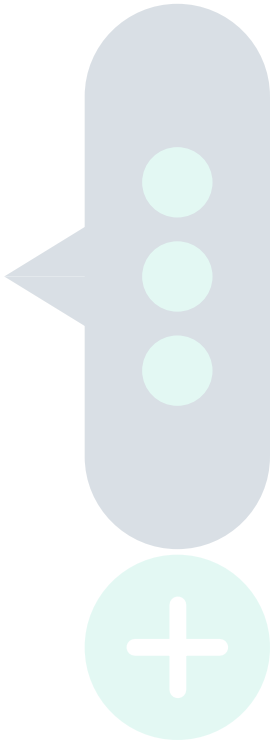


Median CEO salaries by annual income of organisation



The **country or region** of organisational headquarters continues to inform median CEO salary levels. In 2025, the **median salary for charity CEOs responding from England-based organisations was £65,000**, rising for the third year in a row (from £62,400 last year and £62,007 in 2023). **In Scotland,**

the median dropped by £2.5k to £52,000, while **in Northern Ireland there was a rise of just over £3k, to £58,000**. The difference between the median CEO salary reported by respondents in Scotland and those in England in 2025 was £13k, reversing the trend towards a narrowing gap in recent

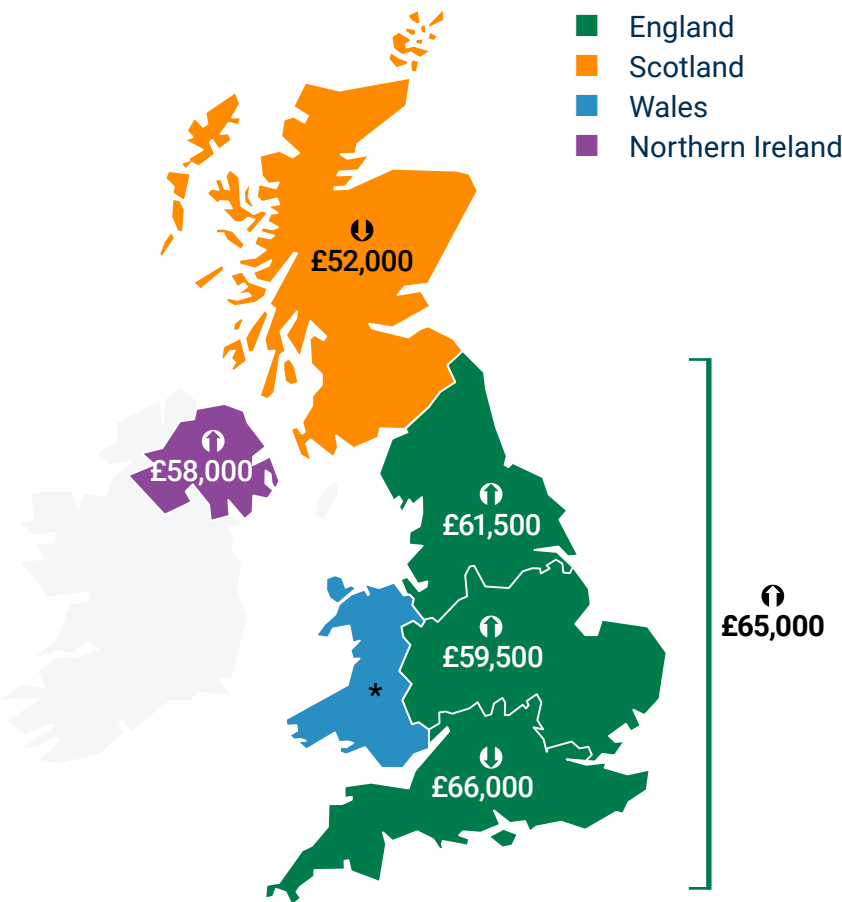


years (from £7,904 last year, £9,632 in 2023 and £10,582 in 2022). CEO salary medians declined in Southern England this year, to £66,000. However, the median rose in the North to £61,500 and in the Midlands and East to £59,500.

The overall pay gap between reported male and female CEO respondents was 10.6% in 2025, decreased from 14.4% in 2024. While male CEOs reported a median salary of £64,067 in 2025, female CEOs were being paid a median of £57,250.

Median CEO salary by head office location				
Head office location	2025	2024	2023	2022
England	£65,000	£62,400	£62,007	£58,582
Scotland	£52,000	£54,496	£52,375	£48,000
Wales	*	*	£55,000	£44,923
Northern Ireland	£58,000	£54,853	£53,081	£56,000
South England	£66,000	£67,350	£67,000	£62,500
Midlands and East	£59,500	£57,500	£54,590	£56,825
North England	£61,500	£54,000	£56,000	£50,364

* Sample size too small to publish a median figure.



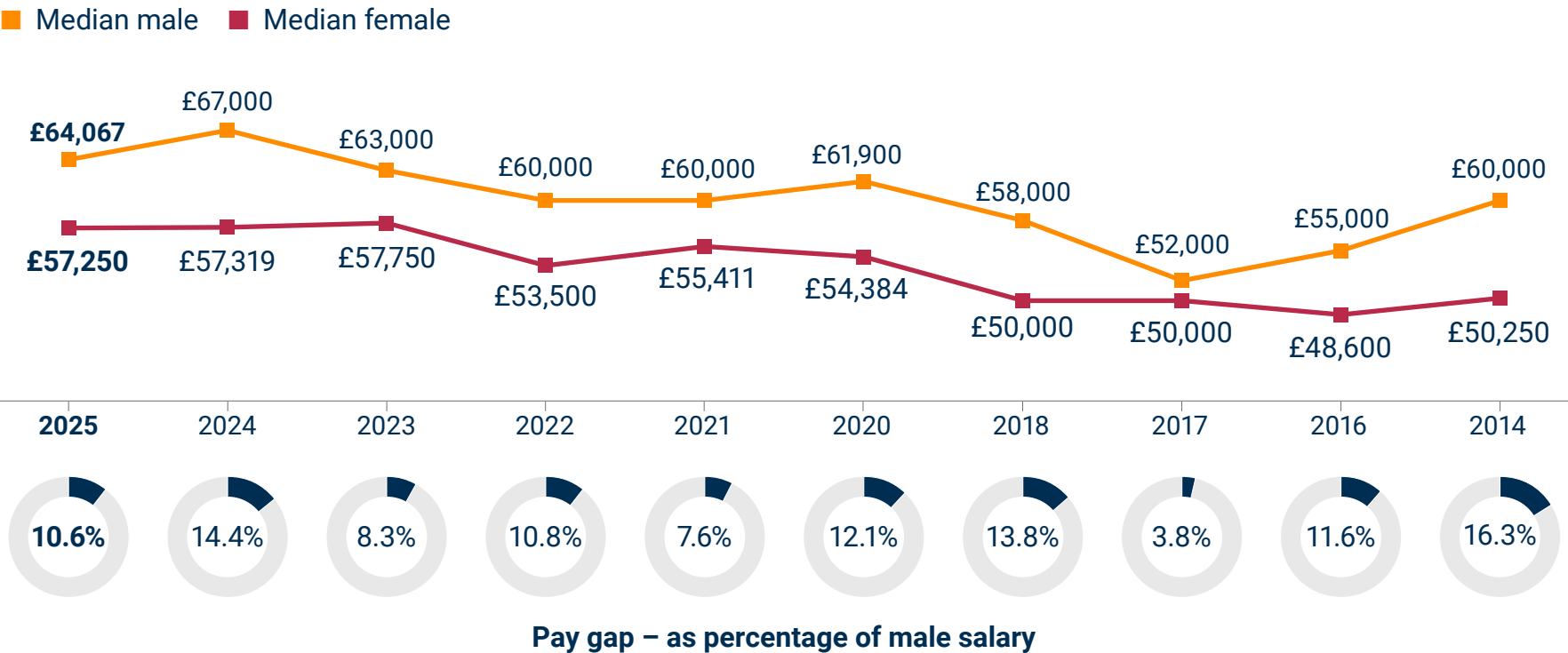


Median CEO salary by head office location (detail)

Head office location (detail)	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
London	£33,000	£58,460	£70,000	£88,178	£185,600	£76,315	116	£80,000
South East	£25,000	£49,000	£59,846	£80,000	£108,000	£63,796	50	£60,000
South West	£31,000	£54,121	£63,414	£86,955	£145,000	£72,569	32	£56,325
East Midlands	£22,000	£47,000	£57,000	£78,000	£124,000	£62,638	22	£52,912
East of England	£39,000	£50,000	£59,750	£85,000	£115,000	£66,461	26	£57,000
West Midlands	£30,000	£43,368	£58,460	£79,000	£107,100	£62,511	23	£62,766
North East	£44,000	£47,000	£66,927	£89,250	£135,000	£72,044	11	£52,000
North West	£30,000	£40,000	£52,000	£78,958	£106,000	£59,607	17	£62,500
Yorkshire	£20,000	£43,260	£65,777	£73,723	£94,500	£59,794	22	£52,500
England (NET)	£20,000	£51,155	£65,000	£82,000	£185,600	£69,058	319	£62,400
Scotland	£30,000	£45,267	£52,000	£62,188	£117,000	£55,517	136	£54,496
Northern Ireland	£38,000	£51,000	£58,000	£68,200	£99,928	£61,542	51	£54,853
Wales	*	*	*	*	*	*	*	*



Male/female CEO pay gap 2014-2025

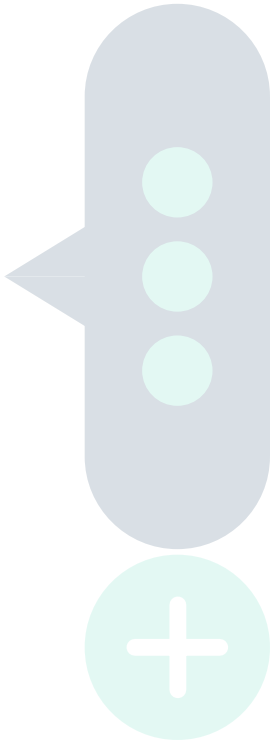


The median salary for female respondents dipped slightly for the second year running, while the median male salary dropped by almost £3k.

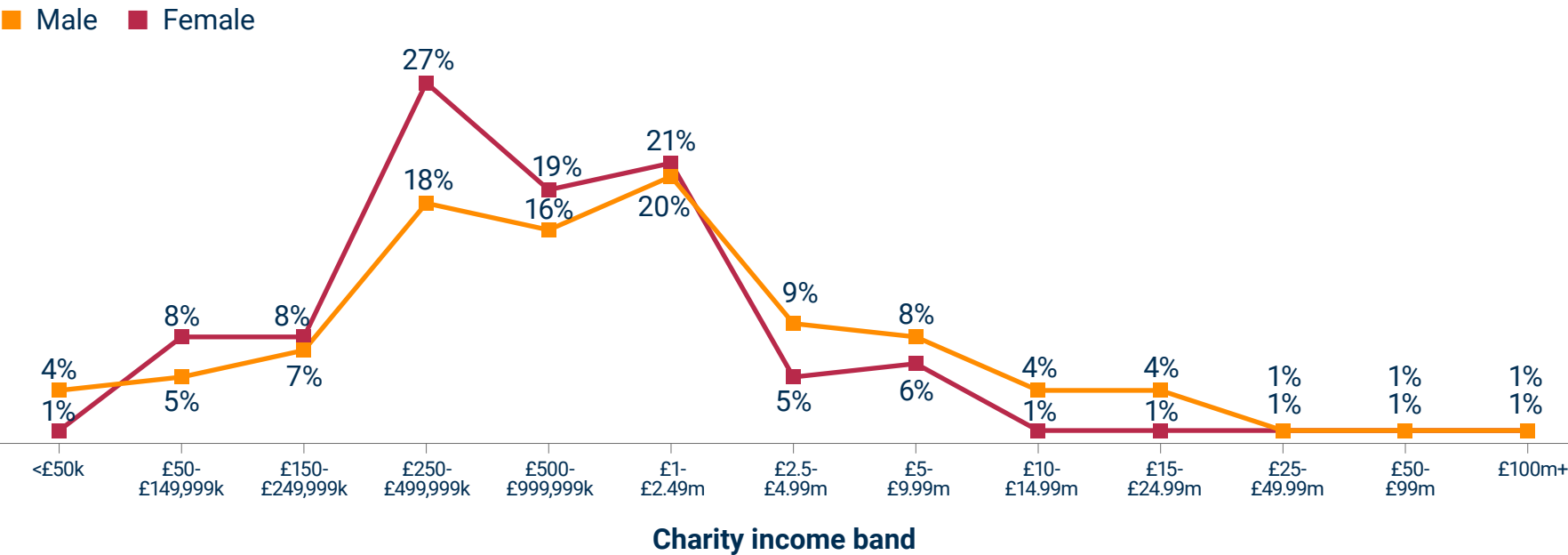
The distribution of male/female CEOs across different sizes of voluntary organisation continues to inform the persistent gender pay gap each year. In the 2025 sample, women are still likelier to be running smaller to medium-sized organisations

while a higher relative proportion of male CEOs are found leading larger organisations, as shown below.

This year **three in five (63%) women in the sample were leading small organisations with an income under £1m, compared with half (51%) of male respondents**. Just over a third (35%) of male respondents were leading the smallest charities with an income of up to £500k, compared with



Charity income band in 2025, by male/female CEOs



44% of women in the sample. Within medium sized charities (£1m-£5m) there was more gender parity among CEOs, 30% of male respondents and 26% of female CEOs in charge this year. Over the £5m organisational income mark, the gender balance within the sample shifts more decisively, **with a fifth (19%) of male respondents leading large charities, compared with just 11% of female respondents.** In 2025, consistent with last year, the most notable gap appeared in the £250k-£1m

income brackets, where 46% of the female sample and 34% of male respondents are working.

Overall, the data continues to indicate that **organisational size informs relative median salaries across male and female CEOs, since the latter are more strongly represented at the helm of smaller charities** (up to an organisational income band of £1m) while a larger proportion of male CEOs who respond to the survey are leading larger organisations (this





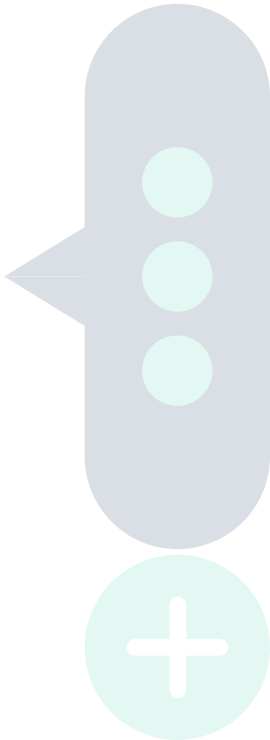
Median salaries by disability status								
Disability status	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
Yes	£30,000	£46,125	£54,485	£72,775	£148,000	£62,587	79	£58,336
No	£20,000	£49,925	£60,000	£75,000	£185,600	£64,633	376	£60,956

year more prevalent within charities with an income of £1m+). While this informs the persistent pay gap found in the survey, it is unlikely the difference is solely attributable to organisational size since it has been evident even in years where the sample showed greater parity. As in other industries – and despite the voluntary sector employing a greater proportion of women than men overall⁶ – complex structural factors are likely to be in play that show charities cannot afford to be complacent about their gender equality practices.

Disability, learning differences and health conditions

Respondents who identify themselves as having a disability, learning difference or health condition continue to report a lower median salary than those who do not. In 2025 this was a gap of just over £5.5k, between those reporting a disability at £54,485 and a median of £60,000 among those who did not.

6 NCVO Civil Society Almanac 2024: Women continue to make up the majority (68%) of the UK voluntary sector workforce.





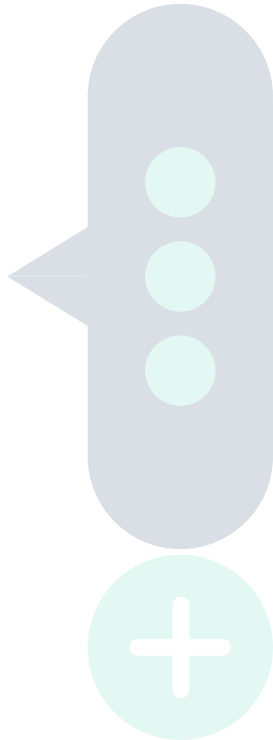
Median salaries by caring status								
Caring status	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
Yes (children under 18 at home)	£25,000	£50,000	£58,250	£72,775	£185,600	£63,706	174	£62,500
Yes (caring responsibility for someone else)	£22,000	£50,421	£61,827	£78,000	£148,000	£68,654	63	£60,000
Neither	£20,000	£46,790	£60,000	£77,000	£140,000	£64,117	202	£58,850

Caring status

The survey continues to monitor the type of caring responsibilities held by charity CEOs and any salary differentials that emerge along these lines. While these are complex areas to unpack, survey questions relating to care duties have been simplified in recent years to make a distinction between parenting a child under 18 at home and caring in any other capacity. These methodological changes, from a more complex question in previous years

that differentiated, for example, between elder care, care for someone with a disability, and primary and secondary care, mean longer term trend data is excluded from this table.

In 2025 the median for CEOs with children under 18 at home was £58,250 (down from £62,500), while the median for those caring for someone else (whether at home or elsewhere) was £61,827 (up from £60,000). The median for those with no such responsibilities was £60,000 (up from £58,850).





Median salaries by ethnicity

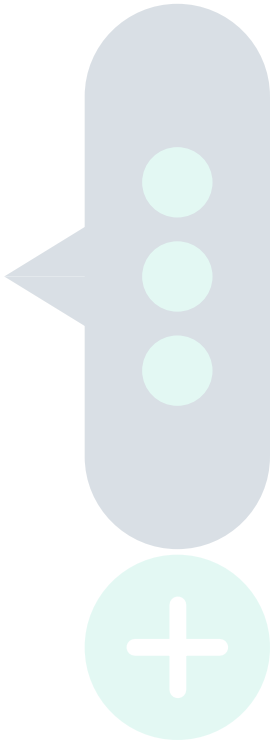
Ethnicity	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
BAME ethnicities (NET)	£37,000	£50,664	£59,925	£73,525	£100,000	£62,408	24	£62,000
White ethnicities (combined)	£20,000	£48,668	£59,820	£75,000	£185,600	£64,599	438	£60,000

Ethnicity

Over the last five years the survey data has suggested that CEO respondents who indicate they are from Black, Asian and Minoritised Ethnic (BAME) backgrounds reported higher median salaries than respondents who indicate white backgrounds. This year the differential was marginal at just over £100 between a median of £59,925 for CEOs of BAME heritage and £59,820 for leaders of white ethnicity. This compares with a difference of £2k last year and a gap of £3k-£4k in earlier years. Overall, however, the small number

of CEO respondents from BAME backgrounds in the sample each year (6-7% consistently for the last four years) continues to limit a substantive understanding of median income by ethnicity. With a small sample, salary medians are unable to tell us much about broader trends but offer a snapshot of typical pay within limited demographics.⁷ A number of factors are likely to influence the trend towards a higher median, with geographic location, charity size, gender and cause all playing a role.

⁷ In order to arrive at a number appropriate for calculating median salary (however small), this sub-sample combines responses from all CEOs who report being from Black, Asian and Minoritised Ethnic backgrounds in an ethnicity demographic question. We acknowledge this involves combining different individual ethnic backgrounds which may have limited shared experience. However, this offers a starting point for monitoring salary equality across ethnicity which would not be possible within more detailed demographic categories at this stage due to sample size and may pave the way for more detailed understandings in future. Please see our 2020 report Home Truths for more in-depth research and discussion of the experiences of people from BAME backgrounds working in the charity sector.





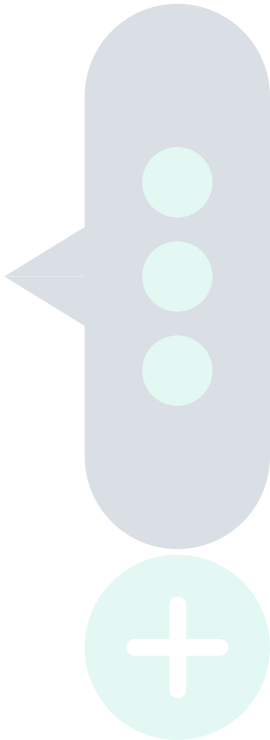
Median salaries by sexual orientation								
Sexual orientation	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
Heterosexual	£20,000	£48,977	£59,999	£74,003	£185,600	£64,045	371	£60,000
LGBTQIA+ (NET)	£30,000	£50,000	£60,299	£78,500	£148,000	£67,601	58	£66,000

Sexual orientation

In 2025 CEOs who identify as LGBTQIA+ reported a median salary of £60,299 – £300 higher than those who identify as heterosexual at £59,999. This gap is considerably smaller than

in previous years, which saw a difference of £6k-£7k. As with all small samples, these figures should be treated with caution and are presented as illustrative rather than representative of wider trends.⁸

⁸ As noted above, several categories of sexual orientation have been combined in this analysis in order to begin monitoring salary equality in this area and we acknowledge the generalisation this entails. It should also be noted that the survey does not capture whether orientation is known within the context of respondents’ professional lives and therefore whether it presents a visible site for potential bias, whether conscious or unconscious.



Charity CEO salaries in more detail

CEO salaries by organisational size								
Organisational size	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
Small <£1m	£20,000	£44,625	£51,250	£60,000	£135,000	£53,238	295	£50,000
Medium £1-<£5m	£43,023	£59,997	£68,000	£81,873	£134,900	£72,422	146	£68,662
Large <£5-£15m	£46,790	£78,087	£89,975	£103,000	£144,000	£91,398	48	£99,126
Largest >£15m	£46,000	£88,500	£105,780	£131,750	£185,600	£109,619	20	£104,500



From the respondents, the CEO median salary in small organisations with under £1m, have seen salary increases for the last four years.



CEO salaries by detailed organisational income band

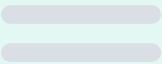
Organisational income band	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
<£50k	*	*	*	*	*	*	*	*
£50-£149,999k	£20,000	£31,650	£37,309	£46,188	£67,000	£40,390	32	£36,728
£150-£249,999k	£30,000	£39,024	£43,184	£52,000	£75,000	£46,454	38	£44,000
£250-£499,999k	£30,000	£46,000	£51,000	£58,800	£90,020	£53,064	127	£49,000
£500-£999,999k	£37,000	£50,154	£56,869	£68,150	£135,000	£60,307	96	£56,918
£1-£2.49m	£43,023	£57,000	£65,000	£78,727	£134,900	£70,115	110	£64,900
£2.5-£4.99m	£43,264	£66,453	£77,250	£88,727	£130,000	£79,472	36	£78,271
£5-£9.99m	£46,790	£73,723	£89,365	£98,000	£120,000	£86,526	35	£94,352
£10-£14.99m	£70,000	£89,250	£103,000	£115,000	£144,000	£104,513	13	£103,000
£15-£24.99m	£83,000	£94,500	£105,559	£112,000	£132,000	£105,735	11	£102,000
£25-£49.99m	*	*	*	*	*	*	*	*
£50-£99.99m	*	*	*	*	*	*	*	*
£100m+	*	*	*	*	*	*	*	*





CEO salaries by detailed age bands

Age band	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
16-34	£30,000	£40,000	£46,000	£51,250	£63,700	£46,231	22	£49,000
35-44	£30,000	£48,852	£58,000	£72,000	£132,000	£61,503	147	£58,000
45-54	£25,000	£51,150	£60,294	£78,166	£185,600	£65,734	212	£64,500
55-64	£22,000	£48,000	£63,058	£83,000	£148,000	£68,696	178	£60,859
65+	£20,000	£45,000	£51,524	£67,667	£117,000	£56,846	33	£52,000



From the respondents, the highest median salary was in the 55-64 age band with £63,058, compared with 2024, when it was the 45-54 age band with £64,500



CEO salaries by number of paid employees (both full and part time)

Paid employees	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
1-19	£20,000	£45,000	£52,000	£65,000	£134,900	£56,140	291	£51,670
20-199	£37,000	£56,189	£66,200	£82,000	£185,600	£71,404	183	£68,000
200+	£67,700	£83,000	£95,000	£113,825	£148,000	£99,673	27	£99,500

CEO salaries by number of volunteers

Volunteers	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
None	£20,000	£51,277	£68,500	£79,998	£134,900	£68,527	68	£67,500
1-19	£30,000	£48,000	£57,500	£70,000	£144,000	£60,699	201	£57,000
20-199	£30,000	£47,500	£56,000	£70,000	£185,600	£61,951	184	£58,372
200+	£40,000	£60,000	£77,000	£104,000	£148,000	£80,503	47	£78,500





CEO salaries by operational model**

Operational model	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N	Median 2024
Campaigner or advocate	£30,000	£53,208	£64,000	£78,500	£148,000	£68,524	145	£65,000
Provides services	£20,000	£48,500	£59,100	£74,865	£185,600	£64,093	381	£59,850
Umbrella or support body	£30,373	£50,000	£57,900	£75,000	£115,000	£63,210	89	£60,329
Grant-making organisations	£22,000	£59,051	£70,000	£90,000	£145,000	£75,761	73	£82,400
Membership body	£33,820	£52,500	£65,705	£78,000	£130,000	£68,688	86	£65,625
Provides buildings/facilities/open space	£30,000	£46,000	£57,000	£74,000	£148,000	£65,259	71	£62,500
Grant-making Individuals	£30,000	£52,000	£75,500	£97,500	£140,000	£76,675	37	£71,438
Trading	£30,000	£52,500	£61,162	£81,873	£148,000	£69,525	70	£65,000
Research Institute or 'Think tank'	£40,000	£52,000	£75,500	£100,000	£134,900	£77,558	17	£75,000
Sponsors/undertakes research	£40,000	£56,956	£72,158	£95,000	£148,000	£78,989	52	–

** Please note that categories of data for operational models and charity causes represented in the sample are not exhaustive but are presented in this report only where there were ten or more respondents in the category, in order to protect anonymity.





CEO salaries by cause***

Cause	Minimum	Lower quartile	Median	Upper quartile	Maximum	Mean	N
Children or young people	£30,000	£45,685	£56,845	£75,500	£130,579	£62,854	78
Health charities (including cancer, dementia etc)	£34,385	£55,000	£70,126	£90,000	£121,000	£73,246	54
Disabled people (including blind and deaf people)	£38,500	£51,000	£58,000	£78,000	£113,825	£62,725	53
Mental health	£20,000	£43,725	£55,750	£67,625	£135,000	£58,500	44
Poverty relief	£39,000	£52,500	£60,343	£72,074	£140,000	£65,916	37
Homelessness/housing/refuge shelters	£30,000	£49,000	£60,500	£89,365	£185,600	£73,526	29
Environmental protection/improvement	£37,955	£53,000	£62,880	£78,500	£145,000	£66,776	25
Arts, culture, heritage or science	£22,000	£44,000	£48,250	£64,134	£115,000	£54,544	18
Elderly people	£36,225	£53,000	£64,000	£80,800	£134,900	£70,172	23
Education (including schools, colleges and universities)	£25,000	£56,000	£74,865	£85,000	£104,000	£71,715	21
Human rights/equality/diversity	£42,963	£47,500	£55,000	£61,800	£125,000	£58,831	19
None – we don't support any particular cause	£32,892	£51,100	£60,060	£76,500	£112,000	£64,023	23

*** Due to changes in the wording of this question in order to simplify the survey experience, earlier trend data on salary medians is no longer comparable.

Pay rises and salary reviews

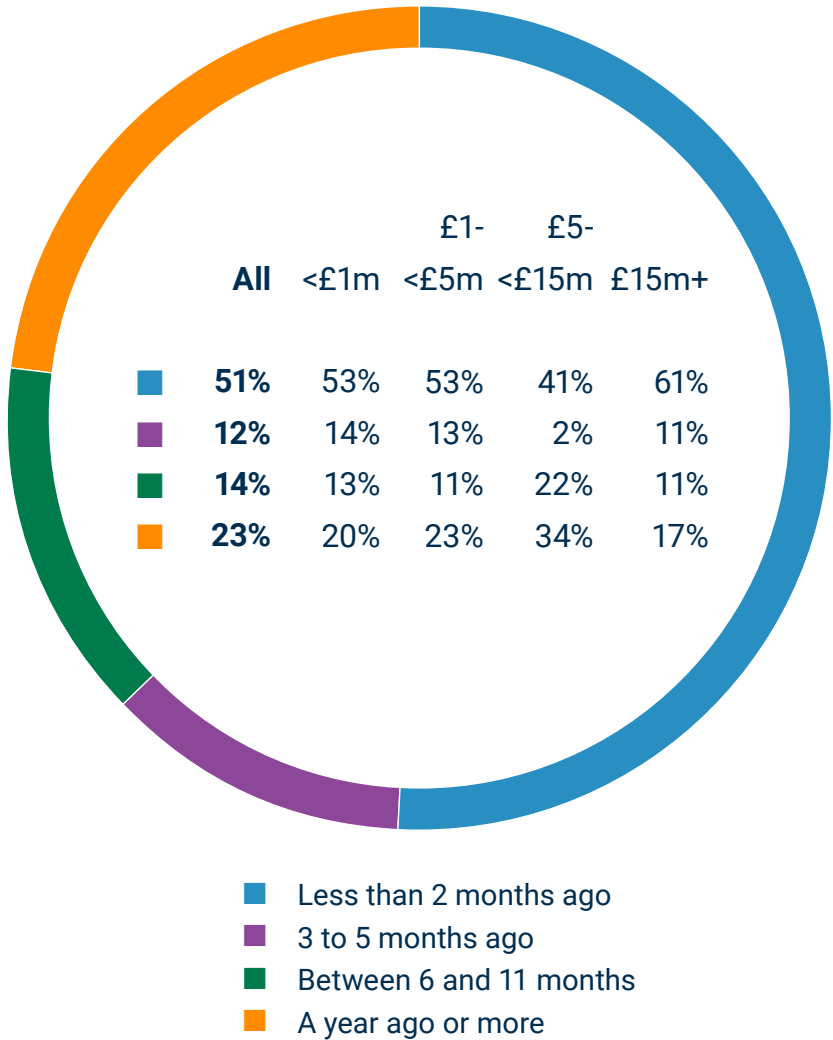
This year **three quarters of CEOs (76%) had received a salary increase in their current role**, up from 68% last year. Just over a fifth (22%) had seen no change to their salary, while 2% had a salary decrease.

Among those who had an increase, the median pay rise was £2,145, with two thirds (65%) receiving an increase under £3,000. Three in five (63%) of those receiving a rise had received this within the last six months, while 14% had an increase between 6 and 11 months before and 23% had their salary increase a year ago or more.

The most common reasons given to CEOs for their most recent pay rise were a standard inflationary pay-rise (47%) and to cover the increase in cost-of-living (42%). A further fifth of respondents (19%) received a raise for good performance, while for 2% no reason was given. Over a fifth (23%) cited other reasons, including benchmarking exercises and wider pay reviews, correcting for previous underpayment, previous bringing salaries into line with other CEOs in the sector, and organisational growth or a changing role and responsibilities.

This year **8% of CEOs had received a bonus in their current role**, consistent with the last few years. Among this small group, 60% had received it within the last year. A further 15% had a bonus between one and two years ago, while a quarter (25%) had received it more than two years ago. The median bonus received was £2,000, with over half (54%) receiving less

Last salary increase (those who received a raise in their current role)



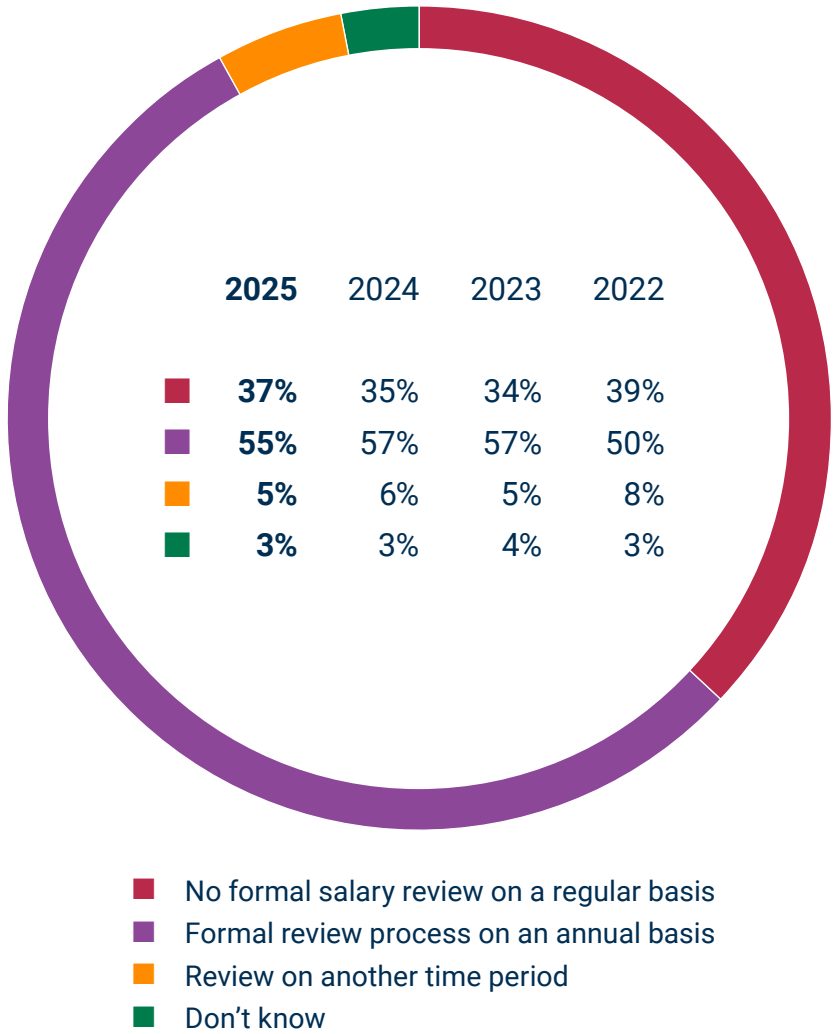
than £3,000. A small minority 15% had seen a bonus of more than £10k within their current role.

Looking at salary review more broadly, **in 2025, over a third (37%) of CEO respondents continue to report having no formal salary review on a regular basis.** This shows a very slight rise on last year's figure of 35%, while remaining below the level seen in 2022 (39%) and 2021 (49%). **Over half (55%) say they have a formal review process on an annual basis,** slightly down from 57% in the last two years but maintaining progress from 50% in 2022 and 41% in 2021. A further 5% have a review on another time period. As in the past, regular review is least likely at small charities, where 39% of respondents say they have no formal regular review, compared with 26% at medium organisations and 33% of large organisations. This continues to be an improvement on the pandemic and immediate post-pandemic period but has shown no progress across the last few years.

Use of comparative data in determining salary

This year, **almost half of respondents (48%) said external salary scales or other resources were used** in determining their salaries or salary increases, a slight drop from 52% last year, 50% in 2023, 52% in 2022 and 55% in 2021. The most commonly used benchmarks were the ACEVO pay survey at 18% (dipping slightly from 20% in 2024), Croner salary surveys

Regular salary review





and Scottish Joint Council (SJC) pay scales (9%), the NJC3 for Local Government services (4%) and the JNC Pay scales for local Government NI (3%). Others mentioned by smaller numbers at 2-3% include the NCVO UK Civil Society Almanac, the NHS Agenda for Change, the Civil service pay guidance, the JNC2 for Chief Executives of Local Authorities and teaching salary scales.

Overall, over a third (35%) still say that no benchmarking was used at all to determine their salary or any increase.

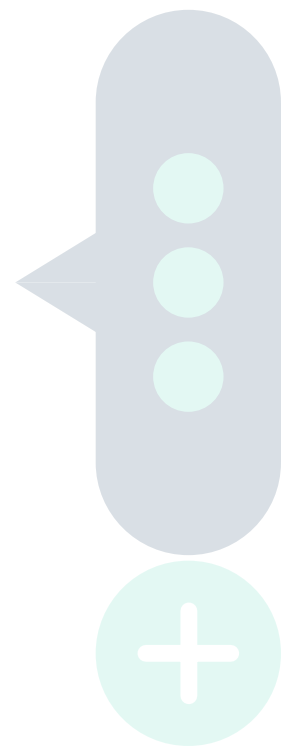
This figure is a slight increase on 31% last year, with a further 17% uncertain whether any benchmarking data had been used. External salary scales are still least likely to be used at small charities, with 35% continuing to answer 'none', dropping gradually to 26% at medium organisations, 25% at large charities and 14% even at the largest income organisations.

Working benefits

The most common benefit CEOs have available to them at work remains flexible working hours, reported by seven in 10 respondents (71%) in 2025 and 2024. The list of benefits prompted in the survey was edited down in 2024 to ensure clarity and relevance for respondents, so direct comparison with earlier data is no longer possible. However, flexible working has long been cited as the top benefit (74% in 2023), showing that work-from-home flexibility, compressed hour options and hybrid work patterns remain strong within the voluntary sector.

In keeping with last year, other prompted benefits all come in at under half of the sample, with coaching, training and leadership development opportunities the second most noted option (40%), followed closely by mental health support at 38% (down from 44%), followed by enhanced pension contributions (static at 31%), and wellness programmes (25% down from 32%). Caring leave at 23%, enhanced maternity and paternity pay (22%) and cycle to work schemes at 21% (down from 26%), were all reported as available by more than a fifth of respondents. It may be concerning to note that both mental health support and wellness programmes saw a drop this year.

The benefits available to CEO respondents continue to vary by organisational size and are frequently much scarcer at the smallest charities. The availability of substantial working culture shifts such as flexible hours rise from 73% among small charities and 74% among medium organisations to 83% of larger organisations. Similarly, the opportunity for coaching, training and other leadership development plans is just 33% for CEOs of small organisations but rises to 62% of those running the very largest organisations. Meanwhile mental health support and wellness programmes are available to just 28% and 15% of small charity CEOs, respectively, but increase to 73% and 48% of those running large charities. Everyday financial packages such as enhanced parental leave and pay packages, caring leave, childcare assistance and enhanced pension contributions are much harder to come by among those working for smaller organisations. Reinforcing this point, a separate question introduced this year found respondents





Working benefits available to CEOs

Working benefits	All (2025)	All (2024)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Flexible working hours	71%	71%	73%	74%	83%	71%
Coaching, training, e-learning, leadership development/plan	40%	–	33%	56%	52%	62%
Mental health support	38%	44%	28%	55%	73%	67%
Enhanced pension contributions	31%	31%	25%	39%	58%	52%
Wellness programmes	25%	32%	15%	40%	48%	57%
Caring leave	23%	25%	17%	31%	44%	48%
Enhanced maternity/paternity pay	22%	23%	16%	29%	48%	48%
Cycle to work scheme	21%	26%	10%	30%	58%	57%
Life insurance	16%	17%	9%	19%	48%	52%
Retirement/pension advice	11%	14%	7%	11%	23%	33%
Private health insurance	9%	12%	6%	11%	23%	14%
Child-care assistance	3%	3%	1%	3%	8%	24%
Income protection cover	3%	3%	1%	2%	10%	14%
Company car contribution/provision	2%	3%	1%	3%	2%	24%
None of the above	15%	15%	15%	7%	0%	0%





also shared that their median employer pension contribution was 5%, a figure rising to 8% at large charities.

Overall, 15% of the total sample said none of the prompted benefits were available in 2025, consistent with the last two years. Among CEOs of small charities 15% cited none of these benefits, dropping significantly to just 7% of those at medium charities and none leading large charities. While scarcer resources and gaps in provision may be unsurprising at smaller organisations, this continues to raise concern around career support and retention at small charities, as well as ensuring basic statutory benefits are in place.

It should be noted that these findings do not conclusively show which benefits organisations are providing⁹ but the benefits that CEO respondents report as being available to them. Nevertheless, since charity heads may be expected to have stronger clarity on these than many of their wider staff, the data continues to show at best a low level of visibility and take-up around certain benefits available within the sector.

This year for the first time, the survey asked respondents whether any benefits had been withdrawn in the last year. For the vast majority of respondents (98%) none had been withdrawn but for a small number, some benefits were no longer being offered – with wellness programmes the likeliest to be withdrawn at 0.8% and retirement/pensions advice at 0.3%.

⁹ Particularly relevant to bear in mind with regard to benefits which have a statutory basis.

Holidays and unpaid hours

CEO respondents continue to take less than their full holiday entitlement. The median holiday entitlement in 2025 was 29 days but the median take-up remained just 25 days.

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Further to this, almost a fifth (19%) of respondents had taken 19 or fewer holiday days. In addition to this holiday deficit, CEOs continued to work extra unpaid hours, with a median of six unpaid hours per week reported by respondents in this and only 9% (down from 13% last year) reporting no additional hours. A new question this year also asked leaders how many well-being days, or days off due to stress they had taken in the last year. While the majority (84%) of CEOs had taken none, more than one in 10 (12%) had taken between one and five days, 2% had taken 6-15 days and an additional 2% had taken more than 16 days. Those at small charities were the likeliest to have taken wellbeing or stress-related days off at 18%, compared with 14% at medium charities and just 10% at large charities.



Part Three Equality and diversity

At a glance: respondent profiles

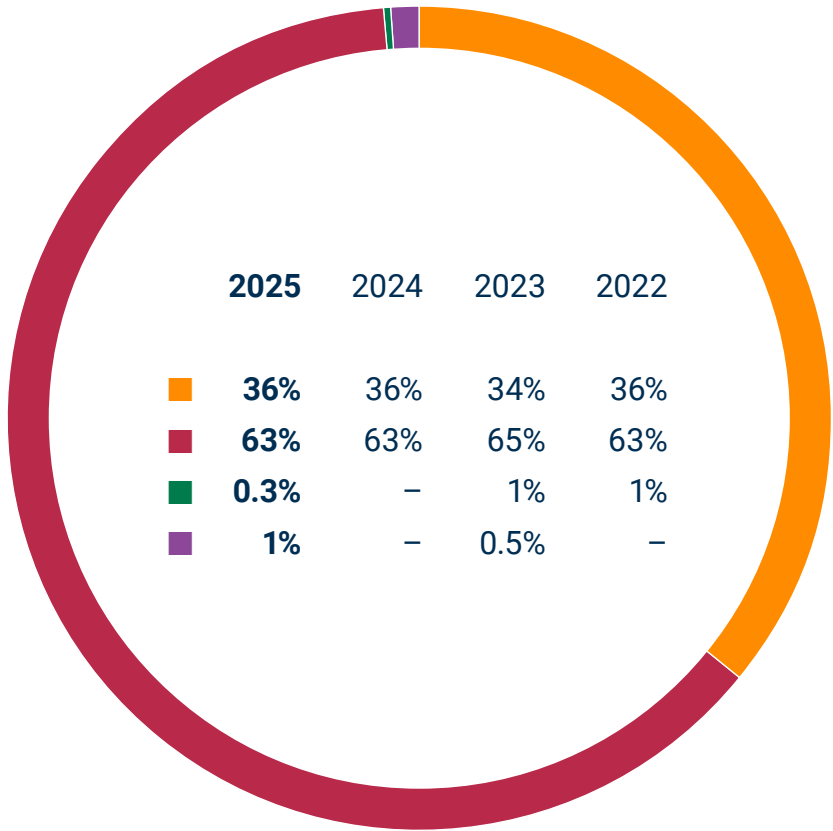
This year **63%** of CEOs who shared this information were female and **36%** were male, consistent with recent years. As context, ACEVO’s own membership (from which most England-based CEO respondents are drawn) is similarly composed, with 63.9% female members and 33.5% male as of 31 March 2025.

The survey also invites respondents to share whether they identify as trans if they wish to. In 2025, 0.4% answered yes, 98% answered no, and a further 2% preferred not to answer.¹⁰ National demographic data collection on gender identity was collected for the first time in the 2021 census data, with the research finding that 0.2% of the national population identified as trans.¹¹ While the question was worded differently and so can’t be compared directly, this does offer a wider national context.

¹⁰ Please note that here, as elsewhere in the report, figures are rounded to the nearest whole number and results may therefore add up to slightly more or less than 100% for some questions.

¹¹ ONS (2023) **Gender identity, England and Wales: Census 2021**, 6 January. The relevant question wording in the 2021 Census asked, “Is the gender you identify with the same as your sex registered at birth?” The proportion answering ‘No’ was 0.5% nationally and respondents were offered a space to write in their own gender identity. Among this group of respondents 0.2% shared that they identify as trans.

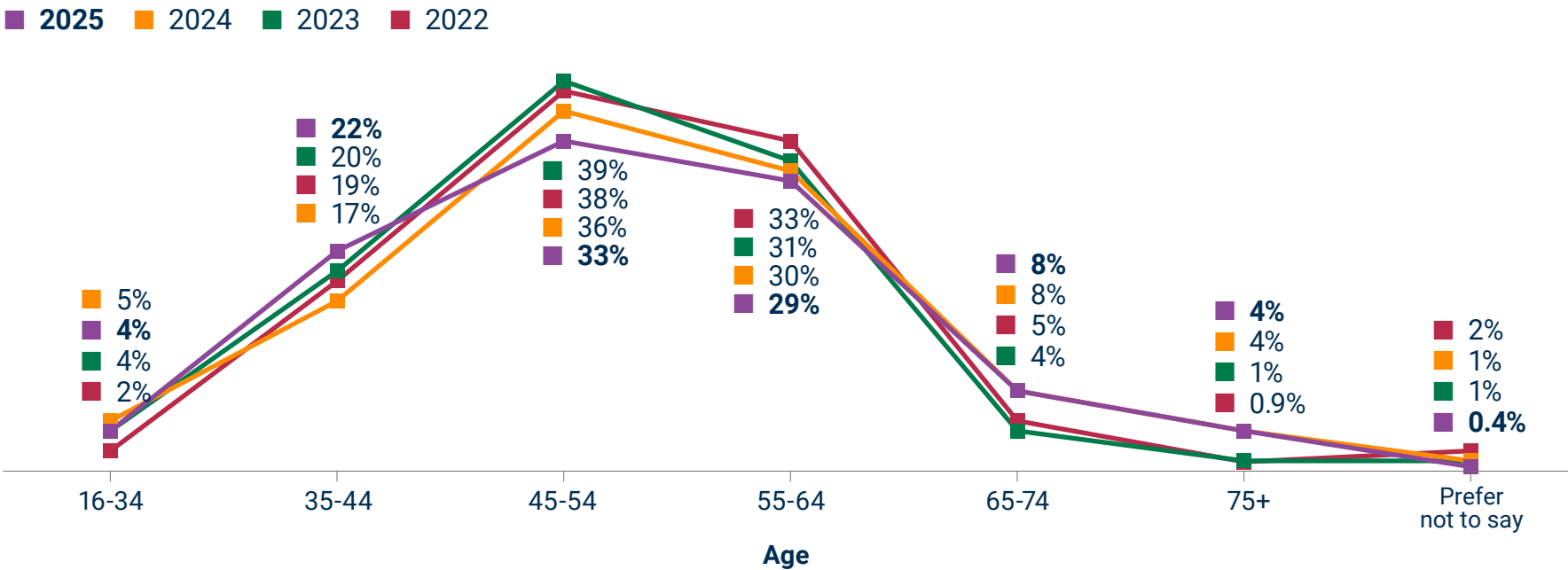
Respondent profiles



- Male
- Female
- Prefer not to say
- Prefer to self describe



Age



Age

This year the sample continued to show a varied age range among respondents. While just 4% of CEOs participating in the survey were under 35, in keeping with recent years, a quarter were under the age of 45 at 26%, up from 22% – the largest proportion since 2020. The largest concentration

of respondents continues to be in the 45-64 age groups but at a lower proportion than found in previous years. At the same time, 12% of respondents in 2025 were aged 65+, in keeping with last year and maintaining a stronger showing among older CEOs than was found in earlier years.



Ethnicity

The ethnic diversity of respondents remains low, with 93% of CEO respondents reporting that they are from White ethnic backgrounds in 2025. **The proportion of CEO respondents from Black, Asian and Minoritised Ethnic (BAME) backgrounds in 2025 was 6%.** These numbers have remained low throughout the survey’s history, with this year’s research receiving no responses from Black CEOs.

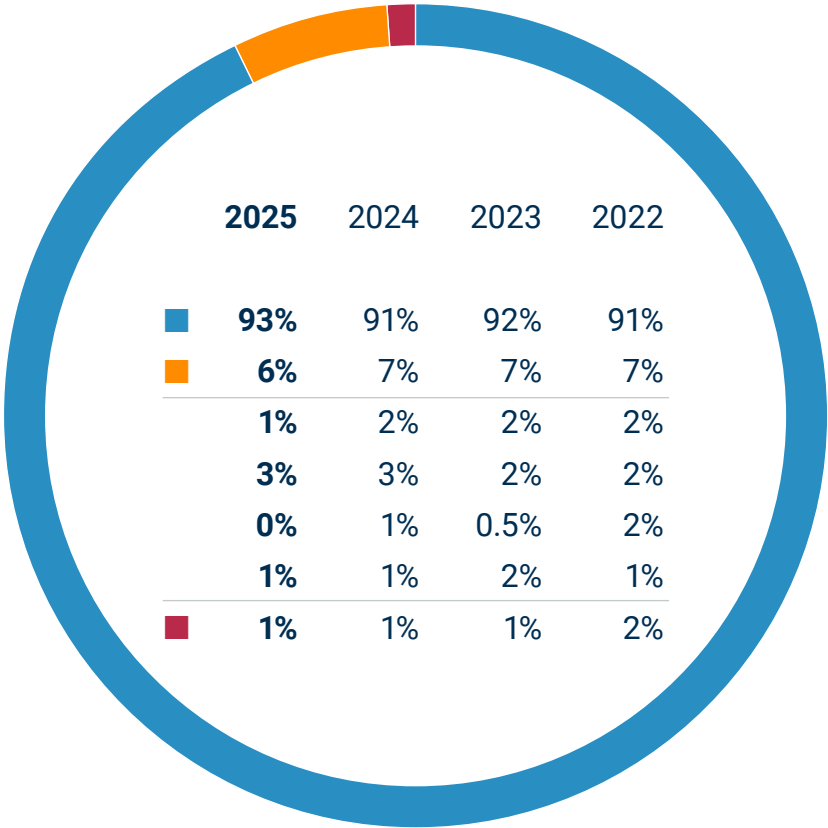
While we continue to see sufficient research participation to allow for tentative salary benchmarking, there continues to be a clear need for improved representation at CEO level and to ensure diverse experiences are being captured within research and monitoring in the sector.

In 2025, 7% (down from 8%) of respondents in England, 4% (consistent with last year) in Scotland, and no respondents in Wales or Northern Ireland identified themselves as coming from BAME ethnicity backgrounds. For further context, the White ethnicity populations of UK nations based on 2021 Census results was 82% across England and Wales, 93% in Scotland and 97% in Northern Ireland.¹²

12 ONS (2022) [Ethnic group, England and Wales: Census 2021](#), 29 November; [ScotPHO Ethnic minorities: population composition 2024](#), 21 June; NISRA (2022) [Census 2021 main statistics ethnicity tables](#). 22 September.

13 Please note that throughout this report, net figures which combine other data points are calculated as an accurate overall proportion within the sample. Due to the rounding of percentage points for clarity, some totals presented may therefore differ by up to one percentage point to the combined total of rounded figures for smaller data points.

Ethnicity¹³



- White ethnic backgrounds
- BAME backgrounds (NET)
 - Mixed/Multiple ethnic groups
 - Asian/Asian British
 - Black/African/Caribbean/Black British
 - Other ethnic group
- Prefer not to say

Religion

This year’s sample shows that over half (55%) continue to report that they are of no religion.

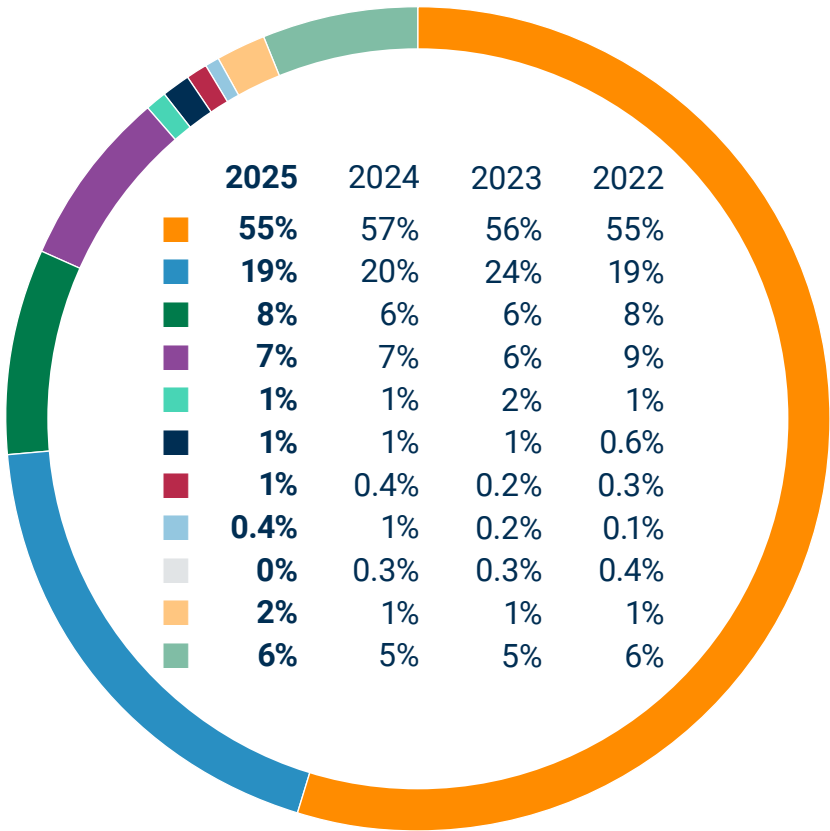
Protestant respondents made up a fifth of the sample (19%), consistent with last year, while Roman Catholic respondents continued to make up 8% of respondents.

Disability, learning differences and health conditions

In 2025 less than a fifth (17%) of CEO respondents considered themselves to have a disability, learning difference or health condition, the lowest proportion of the survey since 2021. This places representation behind the wider proportion of working-age adults within the UK who currently identify as having a disability, which stands at 24% in 2023-24 (having risen from 23% in 2021/22, 21% in 2020/21 and 19% the previous year).¹⁴

¹⁴ Respondents are included within this ONS measure when they indicate that they have a physical or mental impairment that has ‘substantial’ and ‘long term’ negative effects on their ability to do normal daily activities. While this does not map precisely onto the question asked in this survey, it offers valuable context for considering how representative voluntary sector CEOs may be against the wider national picture: Office for National Statistics (2024), **Family Resources Survey 2023/24**, 27 March.

Religion



- No religion

Protestant

Roman Catholic

Other Christian (please state)

Jewish
- Muslim

Hindu

Sikh

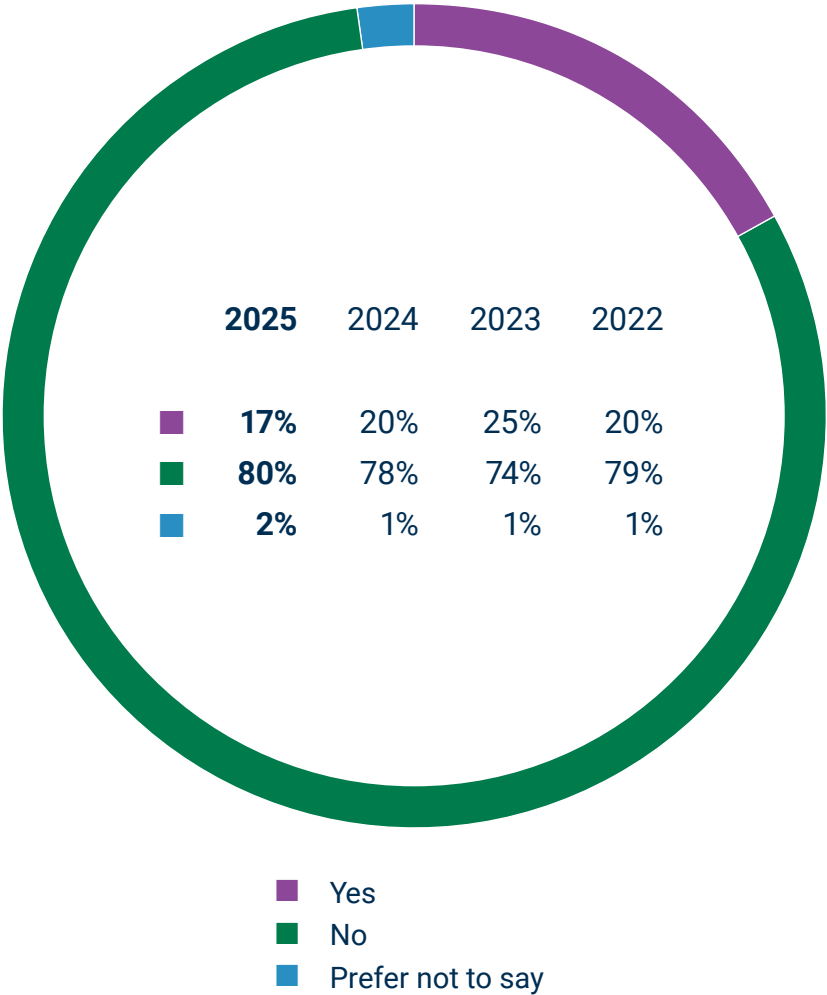
Buddhist

Any other religion

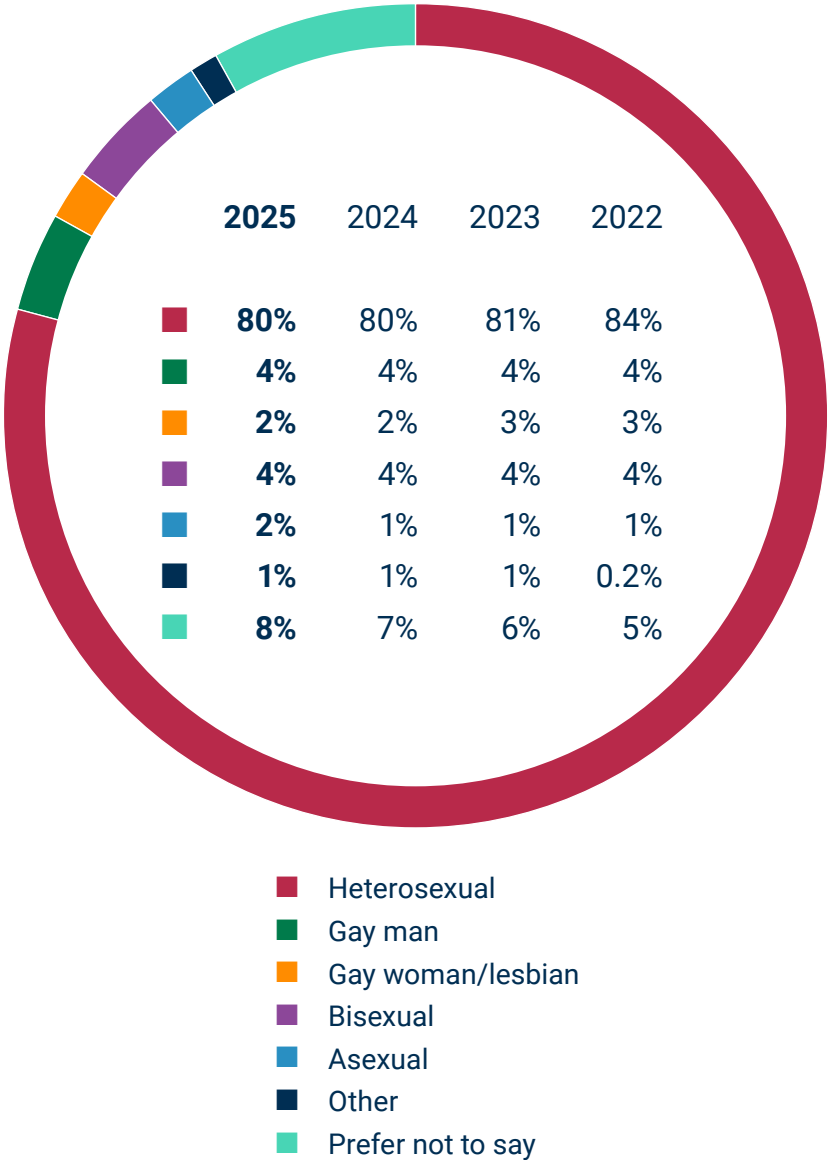
Prefer not to say



Disability, learning differences and health conditions



Sexual orientation





Sexual orientation

The sexual orientation indicated by respondents in 2025 was consistent with last year, with four in five respondents (80%) identifying as heterosexual. This year 4% of CEOs identified as gay men, 4% as bisexual, 2% as gay women/lesbian and 2% as asexual. 1% identified with other orientations while 8% preferred not to share this information.

For context, the 2021 Census found that 89% of people aged 16+ in England and Wales currently identify as straight or heterosexual, while 3% identified with another sexual orientation. A further 8% in the Census chose not to answer.¹⁵

Socio-economic background

Just under a third of CEOs (31%) reported that one or both of their parents attended university and gained a degree by the time the respondent was 18. **Two thirds (67%) said neither parent had attended university.** A further 1% were unsure and 1% preferred not to say. These proportions have remained consistent over the last few years.

Almost four out of five CEO respondents in 2024 (79%), attended state-run or state-funded schools during their secondary education up from 75% last year and consistent with 2023 data. A further 12% (down from 16% last year) attended independent or fee-paying schools and smaller numbers attended fee-paying schools where they received a means-tested bursary covering 90%+ of their costs (3%) or school outside the UK (5%). These measures have also stayed within a consistent range over the last few years, however there was no clear pattern discernible this year regarding organisational size, with high proportions of state educated CEOs across the board.

A total of 18% of respondents, consistent with the last two years, indicated that they were eligible for free school meals at some point during their school years, while 61% (up from 56% last year) were not. The question was not applicable for 17% (down from 20%) of the sample (who either finished school before 1980 when free school meals ceased to be a statutory duty or went to school overseas). While 4% did not know, 1% preferred not to say.

¹⁵ Office for National Statistics (2023), **Sexual orientation, England and Wales: Census 2021.**



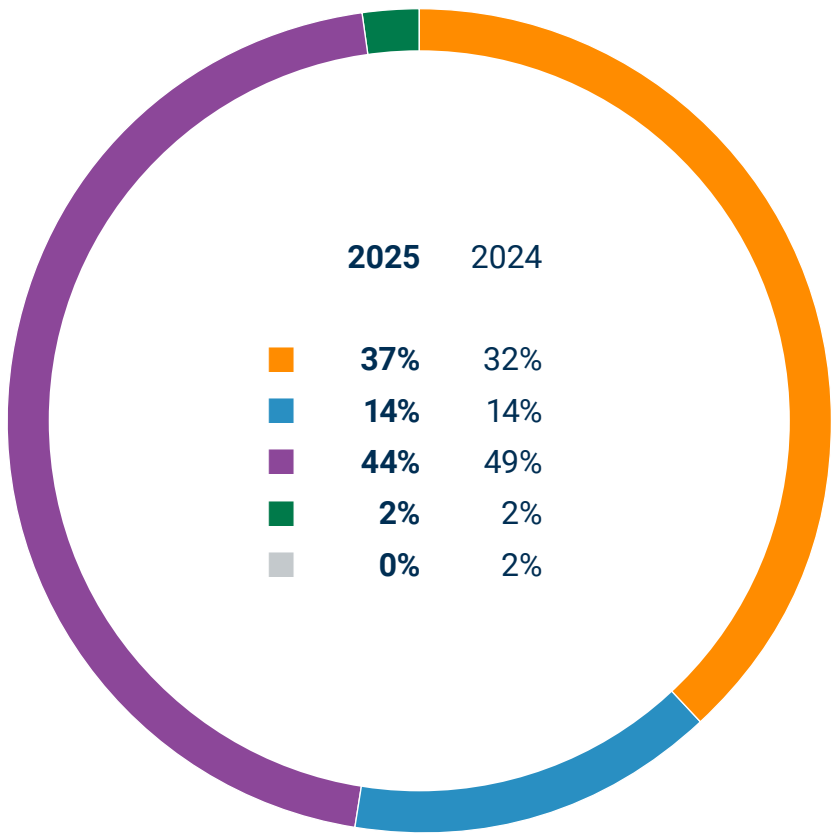
Caring responsibilities

In order to understand the care obligations that sector leaders are balancing alongside their work, our survey questions in previous years sought to differentiate between different dimensions of care (such as parenting responsibilities, care for an older person and care for adults or children with additional needs). From last year these questions were streamlined to ask in more simple terms about parenting of children under 18 at home and responsibility for caring for another person, whether they live with respondents or not.

Over a third of respondents at 37% (up from 32%) reported that they have children under 18 living at home, while 14% (consistent with last year) have caring responsibilities for someone else. Meanwhile 44% (down from 49%) said they have neither of these obligations and 2% preferred not to say. A small minority of 4% had both children under 18 at home and an additional caring responsibility. While the different question format limits direct comparability with earlier years, the proportion reporting parenting responsibilities remains well in range with past research.

Geographically, non-parenting care responsibilities continue to be the highest among Scotland-based CEOs at 16% (down from 22%), consistent across previous years. This compares with 13% in England and 7% in Northern Ireland. Female respondents were also likelier this year, as last, to have additional care responsibilities at 15% compared with 11% of male respondents, and those aged 55-64 were likeliest to cite care obligations.

Caring responsibilities in CEOs personal life



- I have children under 18 living at home
- I have responsibility for caring for someone (either who lives with you or lives elsewhere)
- Neither
- Prefer not to say
- Both





Experience of barriers/discrimination in the voluntary sector							
Experience of barriers/ discrimination	All (2025)	All (2024)	All (2023)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Yes	30%	30%	27%	28%	34%	30%	22%
No	63%	65%	69%	68%	59%	49%	72%
Prefer not to say	7%	6%	5%	5%	7%	21%	6%

Experience of barriers or discrimination

For the last three years the survey has been tracking CEOs experience of barriers within the sector. **In 2025, almost a third (30%) of respondents had experienced barriers or discrimination during their time in the voluntary sector, consistent with last year.** Altogether 63% had not and a further 7% preferred not to say. In this year’s sample those in London and the West Midlands were more likely than those in other regions to say they had experienced such barriers.

Notably, **a third (34%) of female CEOs agreed they had experienced barriers or discrimination, compared with just a fifth (21%) of male peers**, a similar gap to last year. Younger respondents (16-34-year-olds) continue to be likelier to say they have experienced barriers than those later in their careers at 47%, followed by a third of those aged 35-44 (34%) and 45-54 (33%). The incidence drops to just 26% of those aged 55-64 and 14% of those over 65.





Policy and monitoring

Our Pay and Equalities research annually explores organisational equality policies, as reported by their CEOs, to understand the monitoring information that respondent organisations regularly collect and how this information is used in practice.

The proportion of **organisations with an equalities policy in place remained stable at 93% in 2025**. A further 4% reported that they do not have an equalities policy and 3% do not know. **This year 57% report that their organisation has a standard equality monitoring system in place across all staff**. This represents a small dip from 61% last year after a rise on previous surveys. Almost a third (31%) say they do not have such a system, consistent with last year, while 2% have a system in place across some staff, and 10% do not know.

The likelihood of a policy and system of data collection have long been informed by organisational size, with 90% of small charities reporting an equalities policy in place, rising to 98-99% of larger organisations. Reporting a standard equality monitoring system across all staff is significantly less likely among small organisations with an income under £1m. Less than half of these charities at 48% (down from 53%) had a standard system across all staff this year, rising to 65% of medium charities, 77% at large charities and 89% at the largest organisations. The prevalence of data collection across all demographics also increases with organisational income across small, medium and large charities, as in previous years.

However strong the influence of organisational size, there is still much room to improve systematic collection even at the top. Among larger, better resourced charities the data still shows gaps in the collection of equality and diversity data. This year

When we look into how collected diversity data is actually being used, CEOs report a large drop in use for recruitment in 2025 – from 81% last year to just over half the sample at 54%

one in 10 (11%) CEOs from charities bringing in £15m+ annually, and 16% from £5m-£15m income organisations said they had no standard equality monitoring system across staff. The most common areas of data collection continue to be age, gender, disability and ethnicity, all monitored by seven or more out of 10 participating organisations. Marital status data is collected by six out of 10 charities, while sexual orientation data is monitored by 57%, religion by 56% and social class by 24%.

When we look into how collected diversity data is actually being used, CEOs report a large drop in use for recruitment in 2025 – from 81% last year to just over half the sample at 54%. This decrease has been influenced by the larger proportion of small charities in the survey overall, of whom a smaller proportion report data being used in a recruitment context (just 46% this year, compared with 74% last year). While minor





Organisations with equality policies/monitoring/collecting diversity data, by organisation size

Equality policies/monitoring/ collecting diversity data	All (2025)	All (2024)	All (2023)	All (2022)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Equality policy in place	93%	94%	94%	93%	90%	99%	98%	94%
Standard equality monitoring system across all staff	57%	61%	54%	51%	48%	65%	77%	89%
Collecting employee data: Age	83%	85%	79%	79%	78%	88%	93%	94%
Collecting employee data: Gender	83%	83%	78%	79%	77%	88%	93%	94%
Collecting employee data: Disability	73%	77%	73%	71%	65%	80%	91%	89%
Collecting employee data: Ethnicity	71%	73%	68%	69%	63%	78%	88%	94%
Collecting employee data: Marital status	60%	64%	56%	55%	54%	67%	74%	72%
Collecting employee data: Sexual orientation	57%	62%	54%	54%	46%	67%	84%	89%
Collecting employee data: Religion	56%	60%	54%	52%	47%	64%	79%	83%
Collecting employee data: Social class	24%	24%	20%	14%	21%	27%	33%	39%



How organisations use collected diversity data								
Collected diversity data	All (2025)	All (2024)	All (2023)	All (2022)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
HR policies	56%	57%	46%	53%	49%	63%	56%	81%
Recruitment	54%	81%	91%	89%	46%	63%	56%	81%
Training and development	26%	33%	26%	26%	22%	31%	24%	44%
Internal selection and promotion	16%	24%	28%	31%	14%	17%	12%	38%
None	19%	9%	6%	6%	25%	11%	21%	0%

wording changes in 2025 may also have played a role,¹⁶ it remains curious that similarly large decreases have not been reported in the use of such data for other purposes and we will continue to monitor this shift. Use within HR policies stayed stable at 56%, maintaining a rise last year. Diversity data continues to be underused in internal selection and promotion (such as preparing staff to apply for roles) or training and development. This year training and development dipped back

down to 26% after a rise last year, while internal selection and promotion dropped to 16%. **This year saw a substantial rise in the proportion of CEOs who report their organisation used none of their collected diversity data, rising from just 9% last year to a fifth (19%) of leaders in 2025.** It is likely that hands-on knowledge around the precise usage of monitoring data varies among CEOs completing the survey and may not always fully capture organisational practice.

¹⁶ The survey question wording has changed from ‘In which, if any, of the following contexts is the information collected from the equality monitoring system used in your organisation?’ (pre-2025) to the more direct ‘How does your organisation use the information collected from the equality monitoring system used in your organisation?’. Prompt wording has been amended from e.g. ‘Recruitment (e.g. where and how to advertise, selection methods used)’ to ‘For recruitment (e.g. where and how to advertise, selection methods used)’ (2025).





However, as shown in other questions, diversity data usage tends to show a greater incidence among larger charities than small or medium organisations. Despite this, patterns by organisational size are often uneven and all organisations are under-utilising their collected data to some extent, most evidently in crucial internal selection/promotion and training/development contexts, which even among larger organisations are used by well under half of the sample. This suggests much work remains to be done across the sector to ensure diversity monitoring does not become an empty exercise but that valuable insights into organisations' workforces are actively applied to foster more inclusive working cultures.

CEO satisfaction with board diversity

The survey continues to track CEO satisfaction with the diversity of their board across a range of demographic characteristics, as well as the professional dimensions trustees bring to the role, such as their experience and skill sets.

In 2025 a third (34%) of CEOs are satisfied with the ethnic diversity of their boards and almost a third (31%) with the representation of disability.

This year **the top three areas of satisfaction were with variety of general views/outlook at 73%, followed by experience/knowledge at 71%, and gender at 69%.** These measures were followed by satisfaction with skill set (62%) and age (60%), both reported by three in five respondents.

CEOs continue to report the lowest satisfaction on board diversity in disability (31%). Satisfaction with the diversity of religion and sexual orientation (both on 33%) also continued to run low, followed by ethnicity (34%) and social class (37%).

While little forward progress is seen this year, it is positive to note that recent gradual increases in satisfaction with ethnic diversity and disability on boards have been maintained

Most measures stayed consistent with the last year of research, but slight rises were seen for variety of general views/outlook (+7 percentage points), skill set (+6 percentage points), age (+4 percentage points), and religion (+2 percentage points). There was also a slight drop in satisfaction with diversity of sexual orientation (-3 percentage points).

While little forward progress is seen this year, it is positive to note that recent gradual increases in satisfaction with ethnic diversity and disability on boards have been maintained, with both measures rising from a quarter of CEO respondents in 2021 to around a third of participants in 2024 and 2025.

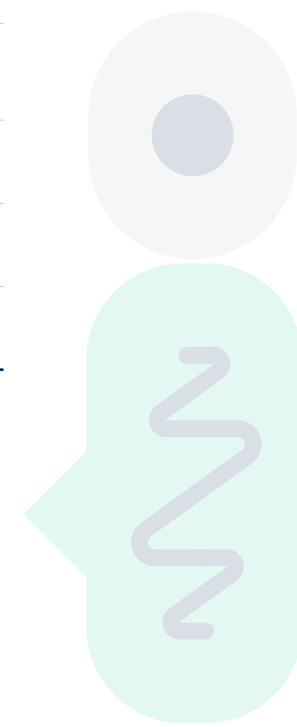
As this question benchmarks CEOs own subjective evaluation of the diversity seen on their boards, rather than reflecting the objective range of lived experience, it remains important to note that stalled satisfaction may not always signify





CEO satisfaction with board diversity

Satisfaction with board diversity	Skill set	Vareity of general views/ outlook	Ethnicity	Disability	Age	Experience/ knowledge	Sexual orientation	Religion	Gender	Social class
Satisfied (2025)	62%	73%	34%	31%	60%	71%	33%	33%	69%	37%
Satisfied (2024)	56%	66%	34%	30%	56%	72%	36%	31%	68%	35%
Satisfied (2023)	56%	67%	33%	28%	55%	66%	36%	33%	70%	37%
Satisfied (2022)	54%	62%	29%	25%	51%	67%	31%	31%	67%	31%
Not satisfied, plans to address within 12 months	30%	17%	30%	21%	16%	21%	8%	8%	13%	16%
Not satisfied, no formal plan to address	6%	7%	27%	31%	17%	6%	11%	8%	5%	19%
Not important	0%	1%	3%	3%	2%	0%	9%	11%	4%	5%
Not relevant	1%	1%	4%	7%	4%	0%	21%	21%	8%	9%
Don't know	1%	1%	1%	7%	2%	1%	18%	19%	1%	14%





CEOs biggest challenges around recruiting senior leaders

Challenges	All (2025)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Finding candidates with the right skills and experience	61%	57%	64%	77%	67%
Not being able to match their salary expectations	47%	41%	53%	74%	28%
Attracting diverse talent	29%	26%	29%	44%	39%
Cost of recruitment	28%	26%	30%	33%	28%
Finding candidates aligned with our values and mission	22%	25%	20%	19%	17%
Lack of access to high-quality candidates	19%	16%	22%	37%	11%
N/A – I've not been part of recruitment for senior leaders during my time here	19%	24%	12%	7%	17%

homogenous board composition. In some instances, higher dissatisfaction may be a sign of rising aspirations among CEOs for their boards and a push for greater diversity. Yet even with this caveat, many key measures continue to score poorly on CEO satisfaction each year, with only very gradual progression, and high ongoing levels of 'Don't know' and 'Not relevant' responses in several areas (diversity of sexual orientation, religion and social class).

Active dissatisfaction, with plans to address board diversity within the next year, was again highest on skillset and ethnicity at 30%, followed by disability and experience/knowledge, both on 21%. Both these figures have decreased from last year. Small proportions were keen to address general views/outlook (17%), age or social class (both on 16%) and gender (13%). Just 8%, respectively, were planning to address diversity of sexual orientation or religion, respectively.





While satisfaction levels on board diversity of ethnicity and disability remain concerningly low compared with other characteristics, they also remain the areas where dissatisfaction is likeliest to be combined with no plans to address. **Disability is the area CEOs are likeliest to report dissatisfaction with no formal plans to address it (31%, up from 28% last year), followed by ethnicity (27%, up from 25%).** The survey therefore continues to expose real gaps between where leaders currently believe their boards to be and their stated objectives, despite some limited year-to-year improvements in stated CEO commitments to increase representation. On disability and ethnicity, there is a strong and continuing clash between the low levels of satisfaction with board representation reported by CEOs each year and the apparent lack of progress in addressing them.

Looking into how trustees are being recruited to charity boards, 17% of respondents (up from 12% last year) had experience of recruiting trustees using an executive search firm in 2025. The majority of CEOs (78%) had not used this method, while 4% plan to in the next year. A new question this year explored how satisfied those with experience of these search firms have been, with both the diversity and the quality of candidates on the shortlist. **Overall, three in four (75%)**

CEOs have been satisfied with the quality of shortlisted candidates via executive search firms but just over half (54%) were satisfied with their diversity.

A new question this year explored how satisfied those with experience of these [executive] search firms have been, with both the diversity and the quality of candidates on the shortlist

Overall, the biggest challenges CEOs report in recruiting senior leaders to their organisations are finding candidates with the right skills and experience, a problem for three in five respondents (61%), and not being able to match their salary expectations, a challenge for almost half (47%) the sample. Attracting diverse talent (29%) and the cost of recruitment (28%) are also key issues for more than a quarter of CEOs, while finding candidates aligned with organisational values and mission (22%) and lack of access to high-quality candidates (19%) are also noteworthy problems. Around a fifth (19%) have not yet been involved in recruiting for senior leaders while in post.





Part Four Leadership and governance

CEO as leader: career backgrounds, role management, personal development

Educational and professional backgrounds

This year **over half of CEO respondents (59%), had been in post for five years or fewer years.** Meanwhile 41% had been in their current role for six or more years. Almost a fifth (18%) had been in their job for 10 years or more, while 10% were in their first year. Over half (53%) were educated to postgraduate level (holding a higher university degree, doctorate, MBA or NVQ level 5). Over a third (39%) held a university degree or equivalent professional qualification as their highest level of academic attainment and over half (55%) had a professional qualification of some kind. The sample continues to represent a wide range of experience and qualifications, which remains largely consistent year to year.

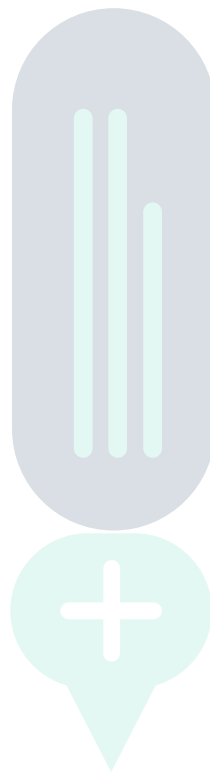
Clarity of role, objectives and development plans

To support sector-wide understandings of work cultures and professional development opportunities, this research

continues to monitor the clarity of roles, expectations and objectives reported by voluntary sector CEOs, as well as their clarity regarding the direction set by their board.

The majority of respondents at 82% felt clear about their role and the direction their board of trustees wanted them to take with it – with half (50%) feeling ‘Very clear’ and 32% ‘Mostly clear’. This was a slight drop from 85% last year but, encouragingly, only 3% felt actively unclear about their role and its direction. A minority of 15% felt clear in some areas but unclear in others. As found last year, this clarity appears to increase with organisational size, ranging from less than half (45%) of small charity leaders feeling ‘Very clear’, to 58% of those at medium charities, 54% at larger organisations and 71% of those leading charities of over £15m income. Conversely, almost a fifth (18%) of small charity CEOs reported feeling clear in some areas but unclear in others, compared with a range of 6-10% at larger organisations.

The most common key agreement held by CEOs remains an up-to-date job description, held by three in five (61%) respondents, consistent with last year. Less than half (43%) reported that they have a current set of objectives, while 41% reported that they have a current statement of delegated authorities. Far fewer CEO respondents have a personal development plan, indicated by only 12% (down from 14%)



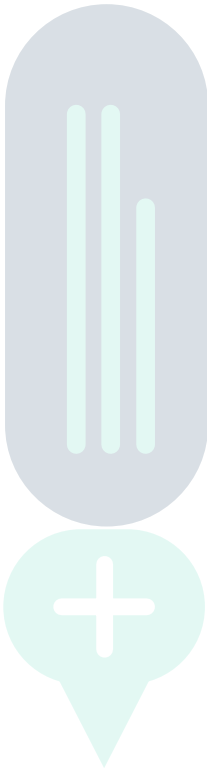


CEOs clarity about their role and the direction their board wishes them to take with it						
Clarity about their role and the direction	All (2025)	All (2024)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Very clear	50%	52%	45%	58%	54%	71%
Mostly clear	32%	34%	32%	34%	40%	19%
Clear in some areas, unclear in others	15%	12%	18%	7%	6%	10%
Mostly unclear	2%	2%	3%	1%	0%	0%
Very unclear	1%	1%	1%	0%	0%	0%

of respondents overall and more common among those heading large organisations than small or medium charities. One in five (19%) continue to report that none of these documents are in place.

The likelihood of possessing up to date job clarity documents continue to correlate strongly with organisational size, with one in four small charity CEOs reporting no key agreements

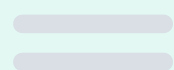
over the last few years, compared with fewer than one in 10 organisations bringing in more than £1m annually. However, the data also continues to show the need for improved clarity and support across income bands. This year at even the largest organisations with an income over £15m report, three in 10 respondents have no current set of objectives for their role, and less than half have a personal development plan.





CEO role descriptions, objectives, delegations and development plans, by annual income

Proportion of CEOs who have...	All (2025)	All (2024)	All (2023)	All (2022)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
An up-to-date description of your role	61%	61%	68%	67%	58%	62%	65%	86%
A current statement of authorities delegated to you	43%	43%	46%	48%	36%	54%	67%	81%
A current set of objectives for your role	41%	42%	47%	48%	30%	56%	71%	71%
An appraisal of your performance	40%	41%	–	–	32%	56%	65%	62%
A personal development plan	12%	14%	17%	17%	9%	13%	27%	43%
None of these	19%	19%	20%	19%	24%	9%	8%	5%



From the respondents, there has been a year-on-year decrease since 2022, for a CEO having a current set of objectives for their role



Feedback cultures at CEOs organisations

Feedback cultures	Weekly	Monthly	Quarterly	Every half year	Annual	Has never happened
You receive feedback from one or more members of the board	5%	27%	28%	3%	19%	16%
You receive feedback from colleagues	22%	20%	9%	5%	19%	25%
You give feedback to one or more members of the board	7%	24%	23%	4%	13%	29%
You give feedback to colleagues	37%	34%	12%	4%	11%	3%

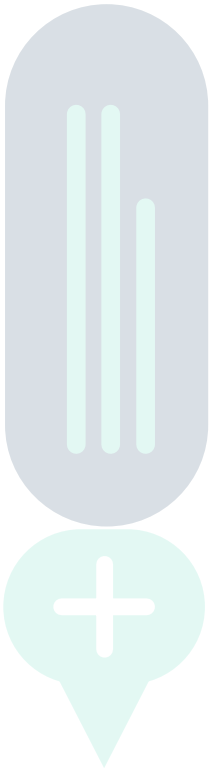
Appraisal and feedback

In 2025, only two in five (40%) CEO respondents reported that they have an appraisal of their performance. This is consistent with last year’s data¹⁷ and suggests that **three in five (60%) have no current appraisal of their performance.** In keeping with other job process measures, the situation is more marked at smaller organisations, with over two thirds

(68%) of respondents appearing to have no appraisal of their performance, just under half (44%) among medium charities and over a third of CEOs (38%) at the largest charities.

Looking beyond formal appraisals to wider cultures of feedback and evaluation, the survey has historically explored cultures of feedback between CEOs, their boards and teams.

¹⁷ This question was asked differently until 2024, making longer term trend data no longer comparable. The earlier iteration was previously stand-alone and asked whether respondents received a regular appraisal of their performance, with options for frequency. However this was simplified in 2024 and incorporated within the key role documents question.





Research from earlier years often found that while likely to hear feedback from their board chairs, there was little progress year on year, and as with most development tools and processes, feedback of all forms was less embedded at smaller organisations. The data suggested a clear need to improve cultures of mutual feedback around senior leadership, performance and development, with a fifth of CEOs typically receiving no substantial feedback on their own leadership – or being invited to share such feedback with others.

From 2024, the survey has built on this insight to explore the frequency of different feedback channels between CEOs, their colleagues and their boards. Respondents were asked about giving and receiving feedback on leadership, performance and/or personal development and how often different exchanges typically happen. **When it comes to relationships with the board, three in five CEOs (61%, up from 58%) were receiving feedback on at least a quarterly basis in 2025**, with 27% hearing monthly and 28% quarterly. However, a fifth (19%) are receiving annual feedback and a minority of 16% have never had feedback, figures which are consistent with last year's data. **In terms of giving feedback to the board, over half (54%, up from 52%) are offering input at least quarterly**, with 24% feeding back monthly and 23% quarterly. Annual feedback was offered by 13%, while the largest proportion of 29% reported they have never given feedback, again consistent with last year's findings.

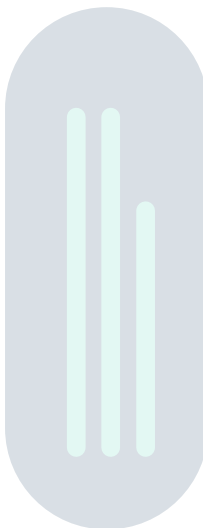
Looking at exchanges with colleagues, half (51%) received feedback at least quarterly, consistent with last year.

The data suggested a clear need to improve cultures of mutual feedback around senior leadership, performance and development

A fifth received this on a monthly basis (20%) and a similar proportion (22%) on a weekly basis. A quarter (25%) had never received such feedback from colleagues. **Giving feedback to colleagues was more prevalent, with 82% offering input at least quarterly**, also consistent with last year, and over a third of respondents, respectively, giving feedback weekly (37%) or monthly (34%). It was rare for no such feedback to have been given (3%), although one in 10 (11%) had only done so annually. Overall, this suggests a slight increase from last year in the frequency of CEO-board feedback but little shift in leaders' feedback culture with their colleagues.

Personal development

Each year we ask CEOs about learning and development activities they engaged in over the previous year to understand the opportunities available to them and participation levels.



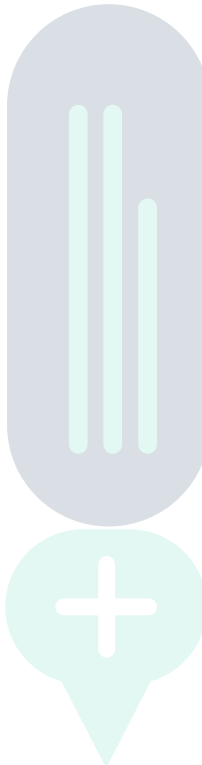


Frequency of personal learning/development activities for CEOs in the last year						
Frequency	All (2025)	All (2024)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
None	13%	18%	15%	11%	4%	0%
1-2 (i.e. every six months or so)	41%	44%	43%	41%	35%	38%
3-4 (i.e. every quarter or so)	28%	23%	25%	29%	38%	38%
5-10 (i.e. most months)	15%	11%	14%	15%	17%	24%
More than 10 (i.e. every month or more)	4%	3%	3%	3%	6%	0%

Historically, the survey asked about engagement with specific activities ranging from conferences, coaching and mentoring activities through to more substantive commitments such as secondments or job shadowing. Workshops or seminars, online learning and conferences/forums were always the most reported formats, with infrequent change seen in most activities from year to year. From 2024 we built on this by beginning to track the frequency of CEOs participation in development activities.

Overall, there was a tentative improvement in the frequency of learning and development activities this year, with an uptick in the proportions taking part either quarterly or most

months (46%, up from 38%), and a corresponding decrease in the numbers reporting just one or two learning activities or none at all (54%, down from 62%). One in four (41%, down from 44%) had undertaken activities once or twice (e.g. every six months or so) in the last year, while over a quarter (28%, up from 23%) were participating more frequently at 3-4 activities (e.g. every quarter). Almost a fifth (19%) respondents, consistent with last year, had taken part in five or more personal learning activities – with 4% reporting more than 10, equivalent to monthly. Just over one in 10 (13%, down from 18%) of respondents reported that they had taken part in no such activities.





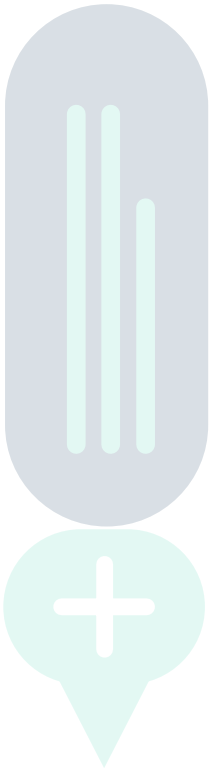
Time and budget spent on personal learning and development

Time and budget	Overall satisfaction	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not applicable
Amount of time you're able to spend on personal learning and development	38%	10%	28%	21%	28%	10%	2%
Budget you have to spend on your personal learning and development	37%	11%	26%	28%	17%	11%	7%

A gap persists between participation by CEOs at small charities and those at larger organisations, with respondents from the former likelier to report no personal learning activities (15%) than peers at either medium (11%) or large charities (4%). CEOs satisfaction with both the time and budget available to spend on personal learning reveals the same issues by organisational size and satisfaction, with both aspects having slightly declined on last year. **Just 38% of respondents (down from 41%) were satisfied with the amount of time they were able to spend on personal learning and development,** with one in 10 (10%) feeling very satisfied and just under a third (28%) satisfied.¹⁸ Just over a fifth (21%) were neutral

while over third (39%, up from 34%) felt actively dissatisfied. This was starkest at small charities, of whom 35% were satisfied, compared with 39% at medium organisations, 46% of CEOs at large charities and 52% at the largest organisations. These figures were mirrored by satisfaction with available budget, which also saw a decrease: **Just 37% of CEOs (down from 43%) were satisfied with the budget available for their learning and development,** with 11% reporting they were very satisfied and 26% were satisfied, while 29% were actively dissatisfied. In terms of budget just 31% of CEOs at small organisations were satisfied, perhaps unsurprisingly, against 47% at medium charities and 42% at large organisations.

18 Please note that throughout this chapter, net 'satisfaction' figures are calculated as an overall proportion of the total number of respondents indicating they were 'very' or 'fairly' satisfied on each measure. Due to the rounding up of percentage points in the report, net satisfaction scores presented may therefore differ by up to one percentage point from the combined rounded figures for those indicating they were 'very' or 'fairly' satisfied.





Time spent on immediate operational problem-solving vs strategic future planning (median response)						
Time spent	All (2025)	All (2024)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Solving day-to-day, immediate problems that ensure we can keep operating	75%	75%	75%	70%	70%	70%
Thinking and planning more strategically and making connections for the longer-term	25%	25%	25%	30%	30%	30%

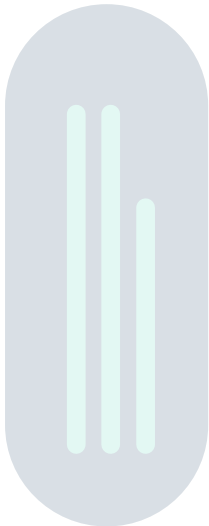
Job and sector satisfaction

Alongside monitoring material aspects of CEOs salaries, working conditions and benefits, this research continues to explore leaders’ job satisfaction, well-being, and how well-supported leaders feel themselves to be.

To understand the context CEOs are working within, median responses from the sample suggested that **75% of leaders’ time is spent on solving day-to-day, immediate problems that ensure they keep operating, while 25% is spent on more strategic thinking and planning.** This balance is consistent with CEOs perspective last year and particularly reflects the skew towards day-to-day troubleshooting among

CEOs of small charities, while those leading medium or larger organisations appeared able to spend closer to a third of their time on more strategic, long-term planning and connections.

Looking at wider measures of satisfaction with their roles, the survey discovered that **less than a third of CEOs (31%) were satisfied with their current balance of day-to-day versus strategic thinking time, while over half (54%) were dissatisfied.** Unsurprisingly, this was felt most strongly among leaders of small organisations, with 24% satisfied, rising to 40% of respondents from medium charities and 38% of those at large organisations.



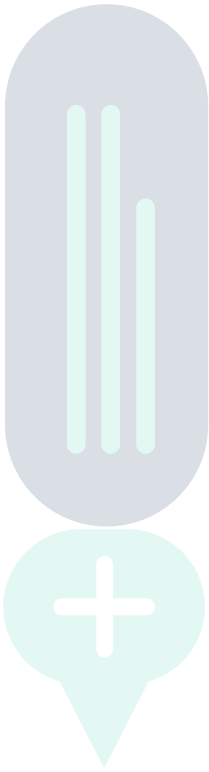


Balance of time, feelings of empowerment and overall level of job satisfaction

Balance of time and feelings of empowerment	Overall satisfaction	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Balance of day-to-day vs strategic thinking from the previous question	31%	7%	24%	14%	35%	19%
How empowered you feel to make important decisions without being second guessed	82%	42%	40%	6%	8%	4%
Overall level of satisfaction with your job	79%	30%	49%	10%	8%	3%

As we found last year, these areas of challenge don't appear to translate to low satisfaction with CEOs sense of professional autonomy or their job satisfaction overall. **Four out of five of respondents felt satisfied with how empowered they were to make important decisions without being second guessed (82%) and the same proportion felt overall satisfaction with their job (79%).** Meanwhile, despite lower satisfaction

felt by leaders running small organisations, 79% still felt generally empowered on decision-making, (85% at medium charities, and 90% at large charities). Three in four (76%) of those running small charities were satisfied with their job, while 84% running medium charities and 88% of large charity CEOs felt the same.





Wellbeing and work-life balance satisfaction

Wellbeing and work-life balance	Overall satisfaction	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Degree to which your board ensures your wellbeing	49%	17%	33%	21%	18%	11%
Your work-life balance	53%	12%	41%	16%	22%	8%

Wellbeing and work-life balance

While overall job satisfaction measures appear resilient, previous surveys have shown that CEOs feel ambivalence about how far their wellbeing is prioritised by their board of trustees and 2025 was no different. **Only half (49%) of respondents are satisfied with the degree to which their board ensures their well-being, consistent with last year,** with 17% feeling very satisfied and a third (33%) satisfied. One in five were neutral (21%). Meanwhile almost three in 10 (28%) reported net dissatisfaction, with one in 10 (11%) reporting themselves as very dissatisfied.

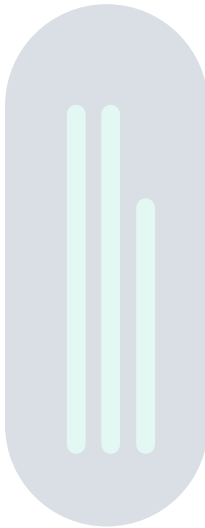
The data also suggests limited satisfaction with board well-being support stretches across organisational income bands, with only medium charity CEOs reporting higher satisfaction levels at 56%, compared with both small charity leaders (47%) and those leading large organisations (42%).

Just over half (53%) of CEOs surveyed felt satisfied with their work-life balance, with 12% very satisfied and 41% satisfied, while three in 10 (30%) were dissatisfied.

This mirrored charity income size, rising from 49% satisfied among small charities, 57% in medium and 60% of those leading large organisations.

In 2025, seven in 10 (69%) CEOs feel it is likely they will still be working in the charity sector in five years' time.

This represents a slight drop on recent years, after consistently holding at 72% from 2022-24. Over time, this measure has declined from 80% in 2018, to 75% in 2020-21. A proportion of 42% viewed it as 'very likely', accompanied by 26% who thought it 'fairly likely'. Meanwhile **one in five (20%) think it unlikely they will be in the voluntary sector in five years' time,** up from 17% last year. There has rarely been a consistent





Succession planning, by organisation size								
Succession plan (informal or formal) in place for....	All (2025)	All (2024)	All (2023)	All (2022)	Small <£1m	Medium £1-<£5m	Large £5-<£15m	Largest >£15m
Chair	42%	45%	43%	44%	35%	51%	56%	53%
CEO	25%	25%	27%	26%	17%	35%	40%	32%
Most senior finance professional	23%	27%	21%	22%	17%	28%	40%	47%

pattern shown by organisational size, however this year’s data suggests 68% of those at small charities believe it likely they will stay in the sector, compared with 73% of peers at medium and large organisations.

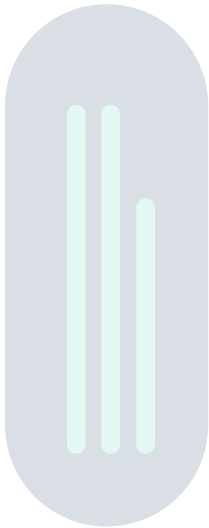
Succession planning, structural change and charity regulation

Succession planning (whether informal or formal) for key senior leadership roles remained within the typical data range for this question, with planning for chair succession dropping slightly to 42% and CEO succession planning static at 25%. Succession planning for the most senior finance professional dropped back down to 23% after witnessing a slight rise last year.

Planning for succession in most roles remains substantially lower in small charities than larger organisations, across all three roles. The data also continues to show even larger income charities have quite limited planning in place.

Building on new questions introduced last year, we also explored any structural and financial measures charities had undertaken recently or plan to take over the coming year.

Respondents shared that half (48%) have collaborated or partnered with a private sector organisation last year, while a third (35%) have restructured, consistent with last year. A smaller proportion have slimmed down their workforces (18%, up from 15%), sold some assets (7%) or arranged a financial loan (6%). **Looking forward, a fifth (19%) plan to restructure over the coming year, 15% will collaborate with a private sector organisation and 13% will slim down their workforce.**





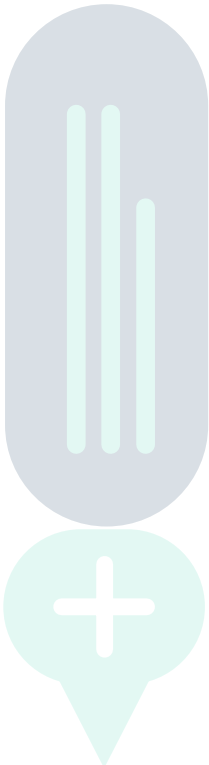
Structural and financial measures taken

Measures taken	Collaborate/partner with a private sector organisation	Restructure	Slim down our workforce	Sell some assets	Arrange a financial loan
Done this in last 12 months	48%	35%	18%	7%	6%
Not done but plan to do this in next 12 months	15%	19%	13%	4%	4%
Not done and don't plan to in last/next 12 months	28%	38%	65%	87%	88%
Done this and plan to do it again in the next 12 months	9%	8%	5%	3%	2%

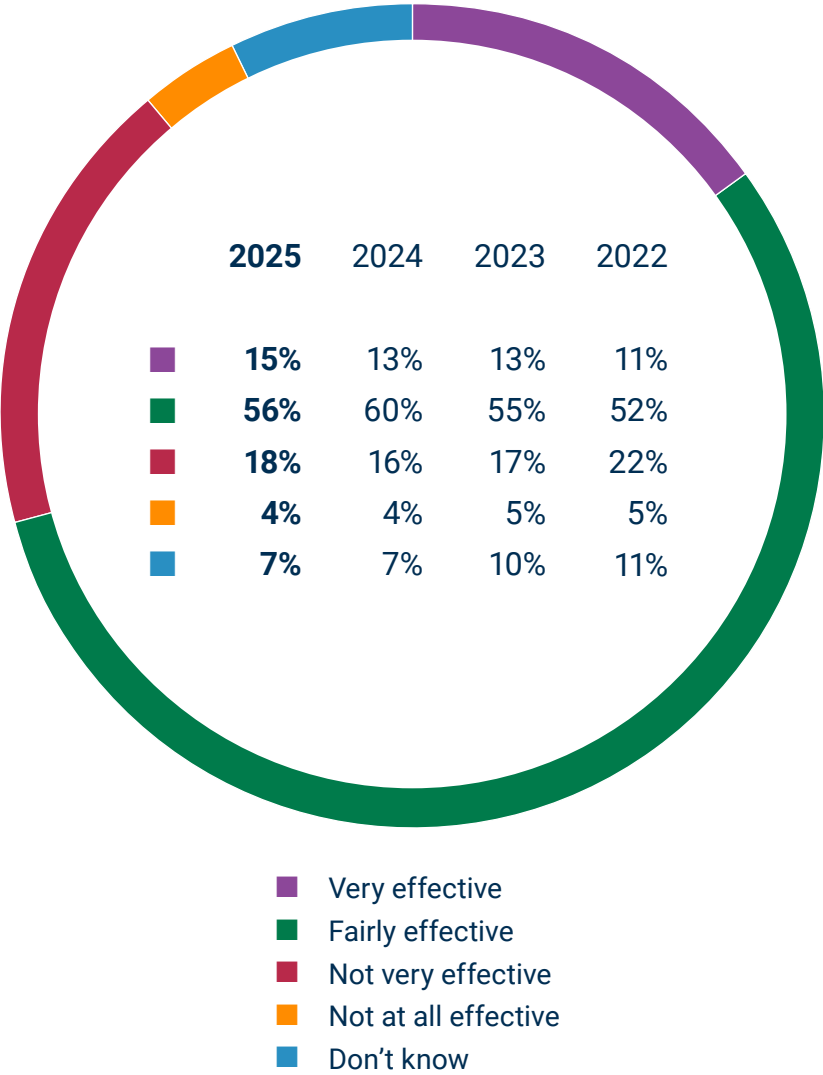
Overall, 71% of CEO respondents think charities are effectively regulated in 2024. This represents a very slight dip from 73% last year but maintains the ongoing rise in perceived effectiveness from 68% in 2023 and 63% in 2022. In 2025 15% of CEOs thought charities are regulated very effectively and over half (56%) think regulation is fairly effective. Over a fifth (22%) do not think regulation is effective, while a further 7% don't know.

While confidence in regulation effectiveness does not always follow a notable pattern by organisational size, smaller organisations were likelier to believe regulation was effective this year than larger peers (73% at the smallest charities,

compared with 68% at medium organisations and 65% at larger charities). Similarly, smaller organisations were less likely to view regulation as ineffective at 19%, rising to 27% at medium organisations and 26% at large charities. Regulation effectiveness continues to be viewed substantially more positively in Scotland and Northern Ireland than in England. In 2025 CEOs in Scotland were the likeliest to feel regulation was effective at 87%, followed by Northern Ireland at 80% but dropping down to 63% in England. Scotland-based leaders were also the least likely to view regulation as ineffective at 10%, compared with 13% in Northern Ireland and 28% in England.



Effectiveness of charity regulation in UK nation

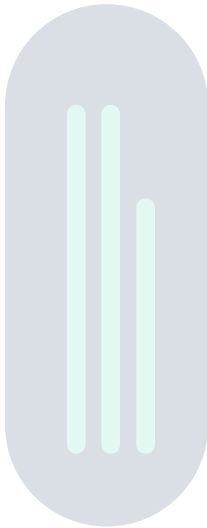


Conclusion

The median annual basic salary for voluntary sector CEOs saw a slight dip to £59,850 in 2025, down from £60,000 last year. This decrease is contextualised by a smaller proportion of respondents from England this year, where median salaries are typically higher, and a larger proportion leading small charities. Nevertheless, three quarters of CEOs had received a salary increase in their current role, with four in 10 receiving it partially in response to the increased cost-of-living.

Reported work processes and benefits remained largely consistent with previous research, with some promising findings. The overall pay gap between male and female CEO respondents decreased to 10.6%, down from 14.4% last year. At a process level over half (55%) say they have a formal review process on an annual basis. Four in five CEOs are satisfied with their job and a similar proportion are satisfied with how empowered they are to make important decisions. More than four in five respondents continue to feel clear about their role and the direction their board of trustees wants them to take. At a sector-wide level, seven in 10 (71%) respondents view charities as effectively regulated.

Yet there remain clear challenges. Over a third of respondents continue to report no regular salary review and three in five have no current appraisal of their performance. Meanwhile, despite the resilience of broader job satisfaction measures, only half of CEO respondents are satisfied by the degree



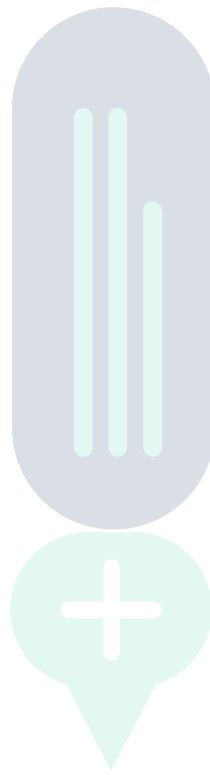


to which their board ensures their wellbeing and a similar proportion are satisfied by their work-life balance. More broadly, CEOs shared starkly how much of their time is bound up in day-to-day problem-solving to ensure survival (75%) versus strategic thinking and planning for the long term (25%) and over half of respondents are dissatisfied with the current balance. There was also a slight decline this year in the proportion of CEOs who expect to still be working in the sector in five years' time.

Long-term difficulties around CEO support and professional development appear to remain embedded, with many figures persistent from year to year, such as the one in five CEOs who continue to note that they have no up-to-date job clarity documents (including a current job description). There was a tentative improvement in the frequency of learning and development activities this year, with an increased proportion

engaging either quarterly or most months. However there continues to be a clear challenge in this area, as fewer than two in five CEOs were satisfied with either the time or the budget they have to spend on their professional development.

We continue to see a strong ongoing commitment to the voluntary sector among CEOs in this research, together with a resilient professional satisfaction and confidence in their own autonomy. However, the data also continue to highlight deficits in job clarity, processes, and the development and wellbeing support available to charity leaders. Clear disparities across most of these measures remain evident between small organisations and larger charities, where basic job clarity documents, support levels and access to learning and development opportunities continue to lag behind the experience of peers in higher income organisations from year to year.

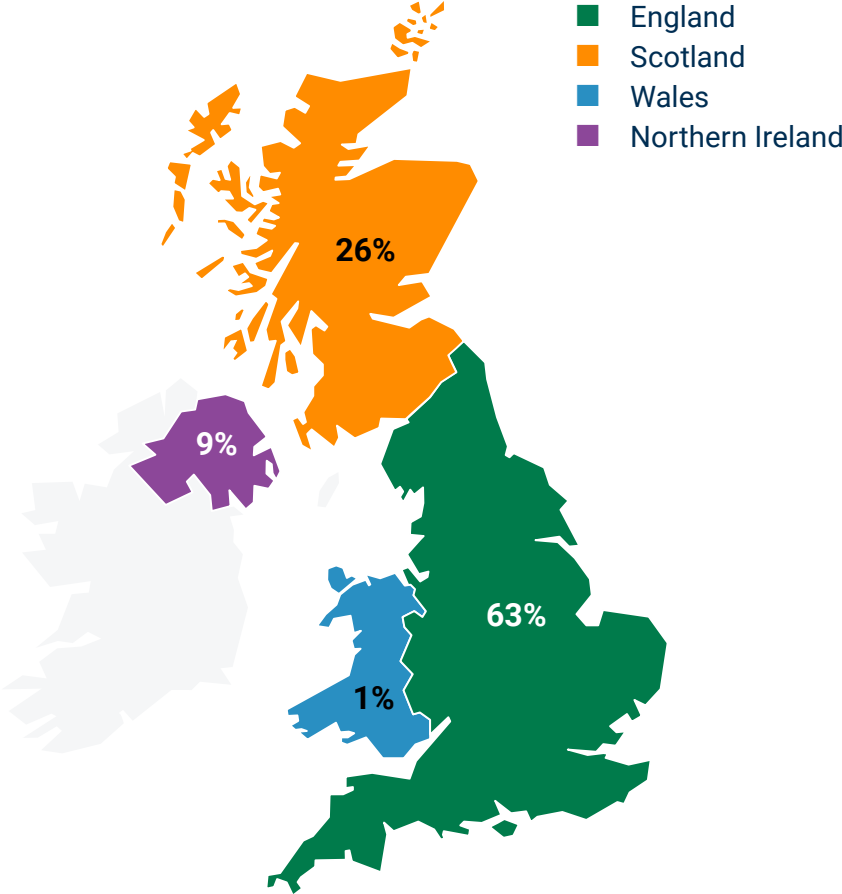


The picture in Scotland

In 2025, the response rate to the ACEVO-led Pay and Equalities Survey from Scotland-based charities made up 26% of the sample, the highest proportion since 2020.¹⁹

This Scottish Executive Summary highlights noteworthy points of difference that emerge from the national results outlined in the main report. In range with previous years, four in five (79%) of Scotland based respondents were members of Charity Leadership Scotland.

Respondents by head office location				
Head office location	2025	2024	2023	2022
England	63%	76%	68%	75%
Scotland	26%	15%	22%	16%
Wales	1%	2%	2%	4%
Northern Ireland	9%	7%	6%	4%



¹⁹ A Scotland-specific briefing for the ACEVO Pay and Equalities report is produced in any year where the sample of Scotland-based respondents is sufficiently high. This briefing therefore references 2023 data as the last year in which a separate report was published.

Scotland CO as individuals

- This year seven in ten (70%) CO responding from Scotland were female, an increase from 2023 (61%) and higher than in either England or Northern Ireland (both at 65%). Just under a third (30%) were male, compared with 35% in England and Northern Ireland.
- Almost a third (30%) of CO were under the age of 45, skewing slightly younger than in England (27%).
- Just over a third (35%) of Scotland-based CO report having children under 18 living at home, consistent with those in England (36%) and fewer than in Northern Ireland (47%). However, a slightly higher proportion have a further caring responsibility for someone living either with them or elsewhere at 16%, compared with 13% in England and 7% in Northern Ireland.
- In 2025 96% of Scotland-based CO respondents were from a white ethnic background, while 4% were from Black, Asian and Minoritised Ethnic (BAME) backgrounds.
- In 2025 14% (down from 20% in 2023) of respondents shared that they have a disability, health condition or impairment; a lower level than in England (20%) but well above that in Northern Ireland (5%).
- This year 83% of Scotland respondents identify as heterosexual, compared with 77% in England.
- The majority of Scotland based CO (60%) were of no religion or belief, consistent with previous surveys and a higher level than found in England (56%) or Northern Ireland (28%).

A further 16% were Protestant, 10% Catholic and 6% another Christian denomination, while 1%, respectively, were Muslim and Hindu.

This year seven in ten (70%) CO responding from Scotland were female, an increase from 2023 (61%)

- Over half of Scottish CO in this year's sample were educated to postgraduate level at 53%, up from 47% in 2023. A further 44% were educated to university degree or equivalent professional qualification. Three in five (61%) have a professional qualification, up from 50% in 2023, and compared with 53% in England and 56% in Northern Ireland.
- As found in previous years, Scotland-based CO were likeliest to have attended a state school at 87%, a higher rate than CEO in England (75%) but at the same level as Northern Ireland (86%). A further 6% attended an independent or fee-paying school. They were also likelier to have been eligible for free school meals at some point in their school years at 20%, compared with 16% in England.
- A third (34%) of respondents in Scotland had parents who attended university and gained a degree by the time they were 18, in keeping with the UK average. Meanwhile 63% of Scotland-based CO said neither parent had attended university.

- While three in five (61%) of leaders in the Scotland sample had been in their current post for five years or less, consistent with peers in England and Northern Ireland, a smaller proportion had been in their role for more than 10 years at 11%, compared with 19% in England and 22% in Northern Ireland.

- In 2025 fewer respondents in Scotland were on full-time contracts than in previous years at 79%, compared with 89% in 2023 and 93% back in 2018. In comparison, 76% of CEOs in England and 92% in Northern Ireland were on full-time contracts.



In 2025 fewer respondents in Scotland were on full-time contracts than in previous years at 79%, compared with 89% in 2023 and 93% back in 2018

As organisations

- The survey response in Scotland was weighted heavily towards small charities, as in many previous years. While the UK-wide figure was 59% leading charities with an income under £1m, in Scotland this proportion was 69%, compared with 55% in both England and Northern Ireland.
- A further 23% had an income of £1m-£5m, compared with 27% UK-wide. Meanwhile 8% led large charities with an income of £5m or more, compared with 13% UK-wide. This year 3% of Scotland-based respondents were leading organisations of £15m or more, consistent with the UK average of 4%.
- A wide spread of sectors was represented, with a fifth of Scotland respondents working on issues for children and young people (21%), 11% on causes related to disability or impairment, 9% for health charities and 8% for poverty relief.
- The majority (74%) of Scottish organisations were service provision charities, a slightly higher proportion than in England at 70%. A further 27% were campaigning/advocacy charities, 24% were membership bodies/ associations and 17% were umbrella/support bodies, while smaller proportions represented other operating models.

Salary and processes

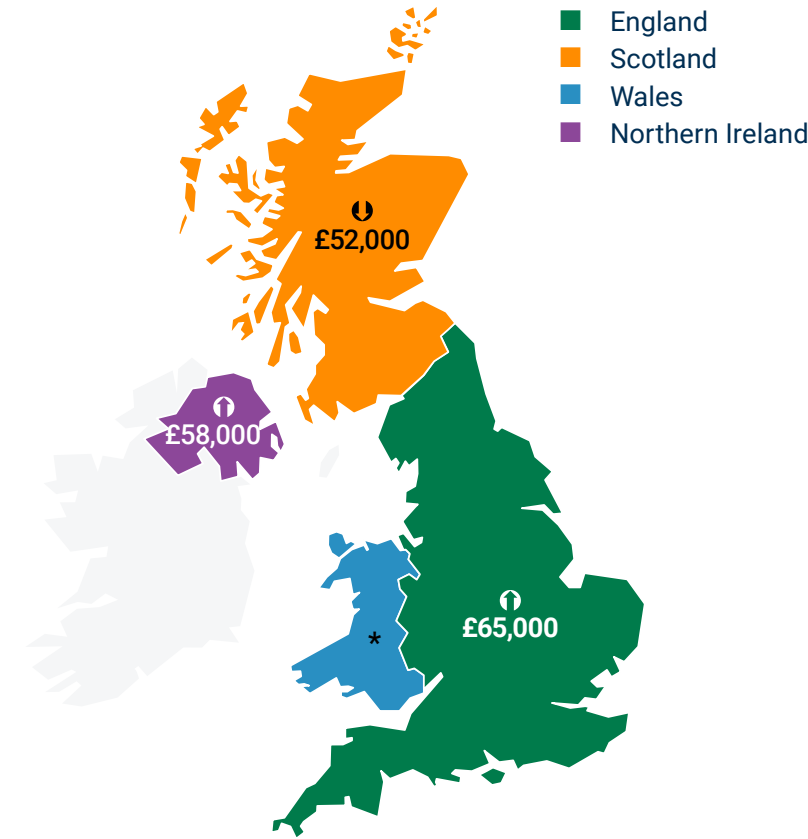
The median salary among CO respondents in Scotland in 2025 was £52,000. This represents a decrease over the last two years and is likely influenced by the high proportion of small charities within the Scotland-based sample. It compares with a UK median of £59,850 and is set against increases of £2.6k in England, and £3.1k in Northern Ireland.

Overall, the difference between the median in Scotland and that in England was £13,000 this year, re-opening a gap which had previously been diminishing; from £7,904 last year, £9,632 in 2023, £10,582 in 2022, £18,069 in 2021 and over £25k in 2020.

- Four in five Scotland-based CO (81%) said they'd had a pay rise within their current role. Of these, 60% had received it within the last 2 months, (compared with 50% in England), 8% in the last 3-5 months ago, 7% in the last 6-11 months and 25% a year ago or more (compared with 19% in England). Just under half (46%, compared with 49% in England) said they had received the increase as a standard inflationary pay rise and 47% (compared with 41% in England) to compensate for increased cost-of-living. Scotland-based respondents were less likely to report the rise as performance-based at 12%, compared with 23% in England.
- Receiving a bonus was much rarer in Scotland, with just 1% having had one in their current role, compared with 11% in England and 14% in Northern Ireland.

Median CEO salary by head office location				
Head office location	2025	2024	2023	2022
England	£65,000	£62,400	£62,007	£58,582
Scotland	£52,000	£54,496	£52,375	£48,000
Wales	*	*	£55,000	£44,923
Northern Ireland	£58,000	£54,853	£53,081	£56,000

* Sample size too small to publish a median figure.





- This year 18% reported the Croner Salary Surveys and Scottish Joint Council (SJC) pay scales had been used for benchmarking their salary. A further 11% said the ACEVO pay survey was used. Just over a third (36%) say no external benchmarking scales were being used, while 16% don't know.
- In 2025 charity CO in Scotland are still likelier to have the option of flexible working hours (84%, consistent with previous surveys) than those in England (71%) or Northern Ireland (63%). They were also more likely to report coaching/training/ leadership development opportunities (45%, compared with 40% in England), enhanced pension contributions (37%, compared with 31% in England) and caring leave (33%, compared with 22%). Around one in ten (10%) said none of the prompted benefits were available to them.
- Just half (50%) of Scotland-based COs report having their salary formally reviewed on an annual basis (compared with 65% in England). As found in earlier surveys, CO in Scotland also remain less likely to receive a regular appraisal of their performance than those in England: just over a third (36%) in 2025 said they currently had such an appraisal, compared with 48% of peers in England.

In 2025 charity CO in Scotland are still likelier to have the option of flexible working hours (84%, consistent with previous surveys) than those in England (71%) or Northern Ireland (63%)

- Most respondents in Scotland were exchanging feedback with their boards at the same level as peers UK-wide. In total, 62% were hearing from boards on leadership and performance at least quarterly, and 52% were giving such feedback at least quarterly, both consistent with the national picture. However a fifth (21%) had never received this feedback from their board, compared with just 13% in England, while a third (33%) had never given this feedback, compared with 29% in England.
- Feedback to and from colleagues was more similar to the national picture, with just under half (47%) of CO receiving input at least quarterly and a quarter (26%) having had no feedback. However, respondents were giving feedback to colleagues at a higher frequency, with 89% doing so at least quarterly compared with 80% of those in England.



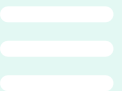


Equalities monitoring

- This year 93% of respondents said they had an equalities policy, consistent with the UK average. This level has remained similar over the last five years but remains down from the 2018 and 2017 Scotland figures of 98% and 100% respectively.
- There remain slight variations in the extent to which CO reported having a standard equality monitoring system in place across all staff: in Scotland it was likelier to be in place (59%) than in England (54%) but both nations remained less likely than respondents in Northern Ireland (67%).
- When it comes to collection and use of equalities information CO in Scotland remain likelier than the UK average to report use in HR policies at 63% this year (compared with 56%). Respondents were using this data for recruitment similarly to other nations (51%, compared with 54% UK-wide). It was meanwhile used for training and development by 24% (compared with 26%) and for internal selection and promotion by 13% (compared with 16%).

In terms of satisfaction with board diversity, COs were often less satisfied than peers in England.

- In terms of satisfaction with board diversity, COs were often less satisfied than peers in England. This was most significant on their boards diversity of: ethnicity (26% compared with 40%), gender (62% compared with 72%), skillset (59% compared with 66%), religion/faith (25% compared with 35%) and sexual orientation (26% compared with 36%). A small group of Scotland-based CO had used an executive search firm to recruit senior leaders in the last year at 16%, compared with 18% in England. However, among those who had, there was slightly lower satisfaction with both the diversity of shortlisted candidates at 50% (compared with 57%), and the quality at 73% (compared with 78%).



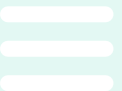


Leadership challenges, wellbeing and satisfaction

- Scotland-based CO were slightly less likely to feel clear on their role and the direction their board of trustees wants them to take with it, than those leading charities in England. Four in five (80%) felt clear about this, compared with 85% in England, while 43% (compared with 54%) felt very clear.
- While respondents were as likely to have an up to date job description as peers in England (63%, compared with 62%), they were less likely to report having other job clarity documents such as a current set of objectives (33% compared with 51%), a statement of authorities delegated to them (37% compared with 46%) or a personal development plan (8% compared with 15%).
- While Scotland-based respondents reported the same balance between the proportion of their time spent solving day-to-day problems versus working on longer-term strategic planning (75%/25% respectively), they were much less satisfied with this balance than peers in England, at just 20%, compared with 33%. Almost two thirds (65%) were actively dissatisfied, compared with 51% in England.
- In terms of personal learning and development, they were significantly less satisfied with the amount of time they were able to spend on this at 30%, compared with 41%, and to a lesser extent, satisfaction was also lower with the budget available to spend on their learning and development at 30%, compared with 38%.

Looking at wellbeing and balance, CO in Scotland had lower satisfaction with their work-life balance than those in England

- Looking at wellbeing and balance, CO in Scotland had lower satisfaction with their work-life balance than those in England, at 45%, compared with 56%. They were also likelier to say they were actively dissatisfied at 35% (compared with 27%). They also had slightly lower satisfaction with the degree to which their Board ensures their wellbeing (48%, compared with 51%).
- Despite these challenges, Scotland CO continue to report high levels of overall satisfaction with their jobs at 78%, in keeping with 80% in England. They (79%) also reported high levels of satisfaction with how empowered they felt to make important decisions without being second-guessed (compared with 84% in England).
- Looking towards the future, however, fewer CO in Scotland (63%) think it likely they will be working in the charity sector in five years' time than those in England (71%). Meanwhile a quarter (26%) think it unlikely (compared with 18%), and a further 11% are neutral.



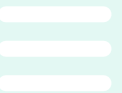


Regulation

- As found in previous surveys, confidence in the regulation of charities varies across the UK, with regulation continuing to be viewed more positively than average in Scotland.
- In 2025 COs in Scotland were the likeliest to feel regulation was effective in their region at 87%, followed by Northern Ireland at 80% but dropping to 63% in England. This represents a boost from the 2023 research where 78% viewed it as effective, compared with 66% in England, and is the highest level of confidence seen since 2021 (88%).
- Respondents in Scotland were also the likeliest to think charities were regulated 'very effectively' at 23% this year, compared to 11% in England and 22% in Northern Ireland.

Respondents in Scotland were also the likeliest to think charities were regulated 'very effectively' [compared to England and Northern Ireland]

- Finally, Scotland-based leaders were also the least likely to view regulation as ineffective at 10%, compared with 13% in Northern Ireland and 28% in England.





About the Pay and Equalities Survey

Methodology, analysis and presentation of data

The 2025 survey ran online from 6th May to 9th June 2025 and received responses from 703 voluntary sector CEOs altogether.

Where a sub-section of respondents to a question numbered 10 or fewer (for example, respondents from a particular region or type of organisation) the data has been omitted from publication here to protect respondent anonymity. Fewer than 10 responses are indicated throughout by an asterisk (*).

In all cases figures above 1% are rounded to the nearest whole number; in some cases, percentage breakdowns therefore add up to slightly greater or less than 100%. Please note that from 2021 percentages under 1% have been reported to one decimal place. This is a clarification that a 0% figure is not equivalent to nil but to a proportion of respondents that constitute less than 1% of the sample.

Acknowledgements

Respondents

This report is entirely dependent on the contributions of members of ACEVO, Charity Leadership Scotland and CO3, and customers of CAF Bank, the Charities Aid Foundation's banking subsidiary, who spared time and thought to complete the survey. We are extremely grateful to everyone who took part, and to Eastside People for sponsoring this report.

Survey design, online set and management

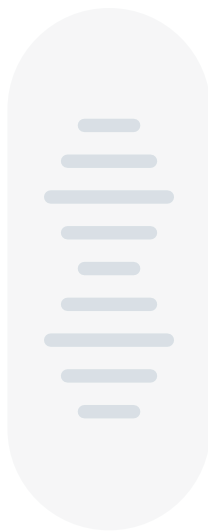
The survey was designed by ACEVO and CAF, then set up and run as an online survey by CAF. Particular thanks are due to Catherine Mahoney and Alex Plumb at CAF.

Report writing

Mhairi Guild

Report design and artwork

Bowley Design – [bowleydesign.com](https://www.bowleydesign.com)





About the partners and sponsor

ACEVO, Charity Leadership Scotland and CO3 represent civil society leaders in England and Wales, Scotland, and Northern Ireland respectively. The organisations work together annually to survey members and non-members to achieve a national picture of pay conditions and equality demographics across the UK.



About ACEVO

ACEVO's vision is to see civil society leaders making the biggest possible difference. Together with our network, we inspire and support civil society leaders by providing connections, advocacy and skills.

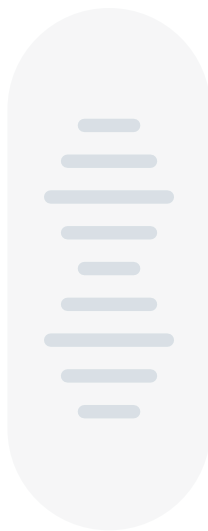
Our leaders drive positive change in their organisations and in their communities, and our peer-to-peer network supports and encourages them at every step of their career.

We offer our members exclusive access to leadership development opportunities and mentoring; peer-to-peer networking and learning events; helplines for immediate expert advice; discounted professional services delivered by our partners and advice and support when it is needed most.

Through our advocacy and influencing work, we represent our members' interests in key areas of importance to civil society and our members' work.

Membership is open to charity and social enterprise chief executives and to ambitious senior directors.

acevo.org.uk



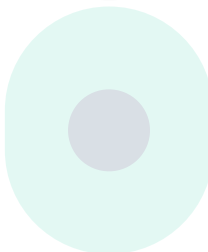
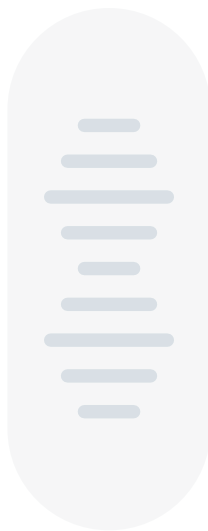


About Charity Leadership Scotland

At Charity Leadership Scotland, we bring together the people leading change across Scotland's voluntary sector. Formerly known as ACOSVO, we've spent 25 years supporting, connecting, and celebrating those who dedicate their work to strengthening communities. Today, our growing network of around 700 leaders represents every corner of the sector — from small, community-based organisations to national charities.

Here, leaders find space to connect, reflect, and grow. Through leadership development opportunities, peer networks, events, and tailored support, we help leaders share experiences, find new ideas, and build lasting relationships with others who understand the challenges and rewards of leadership. We believe great leadership thrives in community. Together, we create space for honest conversations, shared learning, and collective strength — building confidence, resilience, and inspiration for the road ahead.

charityleadership.scot





About CAF

The Charities Aid Foundation (CAF) exists to accelerate progress in society towards a fair and sustainable future for all. Over the last 100 years, we have led the way in developing innovative approaches to giving. Annually, we distribute over £1 billion to social purpose organisations around the globe. As a leading charity operating from the UK, US and Canada, alongside an international network of partners, CAF works at the centre of the giving world. We collaborate with corporate and individual donors to enable them to give more effectively, strategically and impactfully.

We help social purpose organisations to strengthen their resilience and do more of their life changing work, through strategic advisory services from our Impact Accelerator, tools to support charities' fundraising activities, and charity financial services from CAF Bank Limited and CAF Financial Solutions Limited. Using our research, policy and campaigns work, we understand and influence the wider environment for charities and donors.

cafonline.org

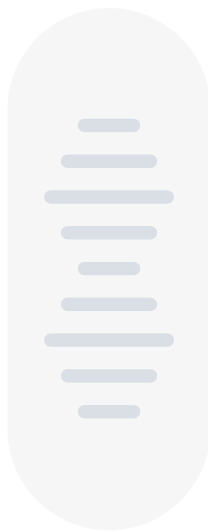


About CO3

Established in 1985 by a group of chief officers who started meeting to share good practice, information and peer support to help them be more effective, CO3 (Chief Officers 3rd Sector) is a leading membership-based organisation that focuses on supporting, developing and connecting third sector leaders in Northern Ireland.

CO3 has a niche role focusing on individuals in leadership positions in third sector organisations, rather than with the organisations themselves. CO3's unique selling point is that it supports the individual leader. CO3 has a growing membership base of 890 third sector leaders. This includes leaders of some of the largest charities and social enterprises through to small community and faith-based groups.

co3.org.uk





About Eastside People

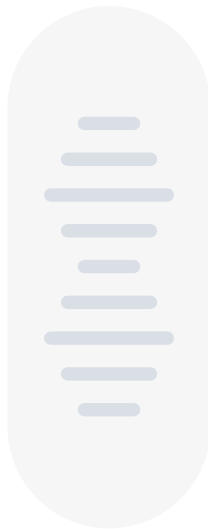
Eastside People is an award-winning consultancy and recruiter dedicated to strengthening the charity and wider not-for-profit sector.

They provide flexible leadership resources on a permanent, interim, board and consultancy basis. Dedicated to supporting charities and social enterprises, they connect organisations with the best people at a senior level, thereby strengthening leadership teams and enhancing the capacity and effectiveness of the sector, enhancing the capacity and effectiveness of the social sector.

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- Supported 1,250 charities and not for profits with advice and expertise
- Successfully delivered more than 550 recruitment projects
- Achieved an outstanding 9.2 out of 10 rating for skills and know how.

eastsidepeople.org



Further information

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Eastside People

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