



2020 GRANTMAKER SALARY AND BENEFITS REPORT: KEY FINDINGS





COUNCIL *on* FOUNDATIONS

September 2020

The Council on Foundations exists to help philanthropy be a trusted partner in advancing the greater good. Building on our 70-year history, we are charting a course where funders earn and maintain the public's trust by advancing equity, operating with high integrity, collaborating on broad scale challenges and serving as ethical stewards.

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Letter from the President and CEO

Dear Colleagues,

The Council on Foundations is pleased to present the *2020 Grantmaker Salary and Benefits (GSB) Report*. This year marks the 40th anniversary of the Council's inaugural version of this report, designed to provide the field with comprehensive data on staffing, salaries, benefits and more.

As we were gathering data for this year's survey early in 2020, the United States was at the precipice of the twin crises of a global pandemic and a national reckoning on issues of race. While the data in this report do not reflect the impacts of these events on foundation operations, the Council is closely monitoring how philanthropy is responding while providing ongoing support and advocacy to help ensure that foundations can step up to the challenges and opportunities of this fraught moment.

We also are intent on using this moment to highlight how far philanthropy still needs to go when it comes to diversity, equity and inclusion (DEI). When the Council and other partners participated in the D5 Coalition to advance the field's commitments and actions on these issues in 2010, we all knew it would be a long journey to real and lasting progress. The 2020 Grantmaker Salary and Benefits Report reveals that we still have miles (and miles) to go.

Throughout the Key Findings section of this report, we spotlight the stubborn disparities that continue to show up in the data on foundation staffs and leadership, according to race, age, gender, sexual orientation, and disability status. Peer organizations like ABFE have long made it clear why many Black leaders [choose to leave careers in philanthropy](#). Despite an expressed commitment by many to create more broadly inclusive and diverse organizations, our GSB study shows very little has changed nationally over the past decade. Both data and lived experience described in ABFE's report suggest many foundation cultures make it hard for Black leaders to thrive. And yet, creating cultures where BIPOC leaders want to work is not merely the right thing to do, it's crucial for those grantmakers committed to creating equitable outcomes in the communities and on the issues they care about. This year's report offers a range of perspectives and ideas for shifting practices in an effort to eliminate disparities and build staff teams and organizational cultures that are more reflective of the communities that foundations serve.

As always, the GSB also provides timely salary data from 8,794 full-time paid professional and administrative staff members that will enable you to make institutional decisions about employee compensation. The report also includes in-depth questions on benefits, such as paid time off and medical and retirement benefits, to give you a broader view of what the industry provides employees.

I look forward to working with all of you to affirm, expand and realize philanthropy's commitment to always doing better for the people and communities at the center of our work.

Thank you,



Kathleen Enright

President & CEO

Council on Foundations

Introduction

The Council on Foundations' *2020 Grantmaker Salary and Benefits (GSB) Report* provides the most comprehensive information available on staffing and compensation among U.S. independent, family, operating, community, and public foundations, as well as corporate and "other" grantmakers.¹ Prepared in cooperation with Candid, which conducted the analysis, the GSB report offers an in-depth look at the field of philanthropy — including the demographics of foundation staff, how much they are paid, the employee benefits they receive, and levels of tenure, turnover and more.

As explored in the Key Findings section, this year's report reveals minimal change in the diversity of participating foundations' staffs on the basis of race, age, gender and ability, compared to the results of other recent GSB reports. *Despite the commitment of many foundations to the principles of diversity, equity and inclusion (DEI), the GSB survey and data from other sources suggest there is considerable work still to do when it comes to creating foundation staffs and organizational cultures that reflect and value those principles.* The 2020 GSB survey also found staff salaries rising in track with inflation among participating foundations, as well as a widespread commitment to providing a range of voluntary benefits.

It should be noted up front that this report reflects data on staffing, salaries and benefits as of February 1, 2020, so the data do not reflect any changes in foundation operations following the advent of the COVID-19 crisis early in 2020. Similarly, the survey preceded the uprisings for racial justice in the wake of the brutal murders of Ahmaud Arbery, George Floyd, Breonna Taylor and other Black Americans. The Council on Foundations continues to monitor the effects

of these events on philanthropy while supporting foundations striving to respond to the profound challenges confronting their communities in 2020.

A [September 2020 study](#) conducted jointly by Dalberg Advisors, the Council on Foundations and Philanthropy California found that foundations were making a number of significant shifts in their practices in response to the crises of 2020.² Approximately 60 percent of the 250 foundations surveyed said they were increasing giving beyond planned 2020 levels, with about a quarter of their giving (26 percent) dedicated to COVID-19 response and 16 percent going to racial equity, on average. Almost 30 percent of responding foundations indicated that the year's events were having a "profound" impact on their organizations, and significant percentages said they were struggling to navigate uncertainty, support the well-being of staff and grantees, and manage new funding requests.

Despite these findings, the majority of foundations responding to the survey (57 percent) said the crises had had no impact on their internal operations at the time. Among those reporting operational impacts, small percentages reported hiring freezes (13 percent), staff layoffs (4 percent) and cuts in compensation and benefits (3 percent each). Another 3 percent reported increased hiring.

Looking ahead, the Council's 2021 Grantmaker Salary and Benefits Report will paint a fuller picture of these impacts and how foundation operations are changing in response to the events of 2020.

For the latest information on philanthropy's response to the crises of 2020, please visit www.cof.org.

About the 2020 GSB Report

A total of 804 grantmakers responded to the Council's 2020 GSB survey, 781 of which provided 2020 position and salary information on 8,794 full-time paid professional and administrative staff members. Also, 768 respondents indicated some form of demographic information for 8,311 reported staff, with the data capturing age, disability, gender and race/ethnicity. Responding organizations' assets totaled over \$302 billion, and their annual giving amounted to over \$16 billion in 2019. The median asset size of respondents was \$96.7 million, while the median giving amount was \$4.7 million.

By grantmaker type, community foundations accounted for the largest share of the 804 respondents (36 percent), followed by independent (30 percent), family (21 percent), and public (10 percent) foundations. Respondents also included a small number of corporate grantmakers (2 percent), operating foundations (2 percent), and "other" grantmaker types (1 percent).

Regionally, the largest share of grantmaker respondents came from the Midwest (32 percent), followed by the South (27 percent), Northeast (24 percent), and West (17 percent).

In the following pages of the Key Findings section, we take a deeper look at some of the key issues raised by the data from 2020 and recent years.

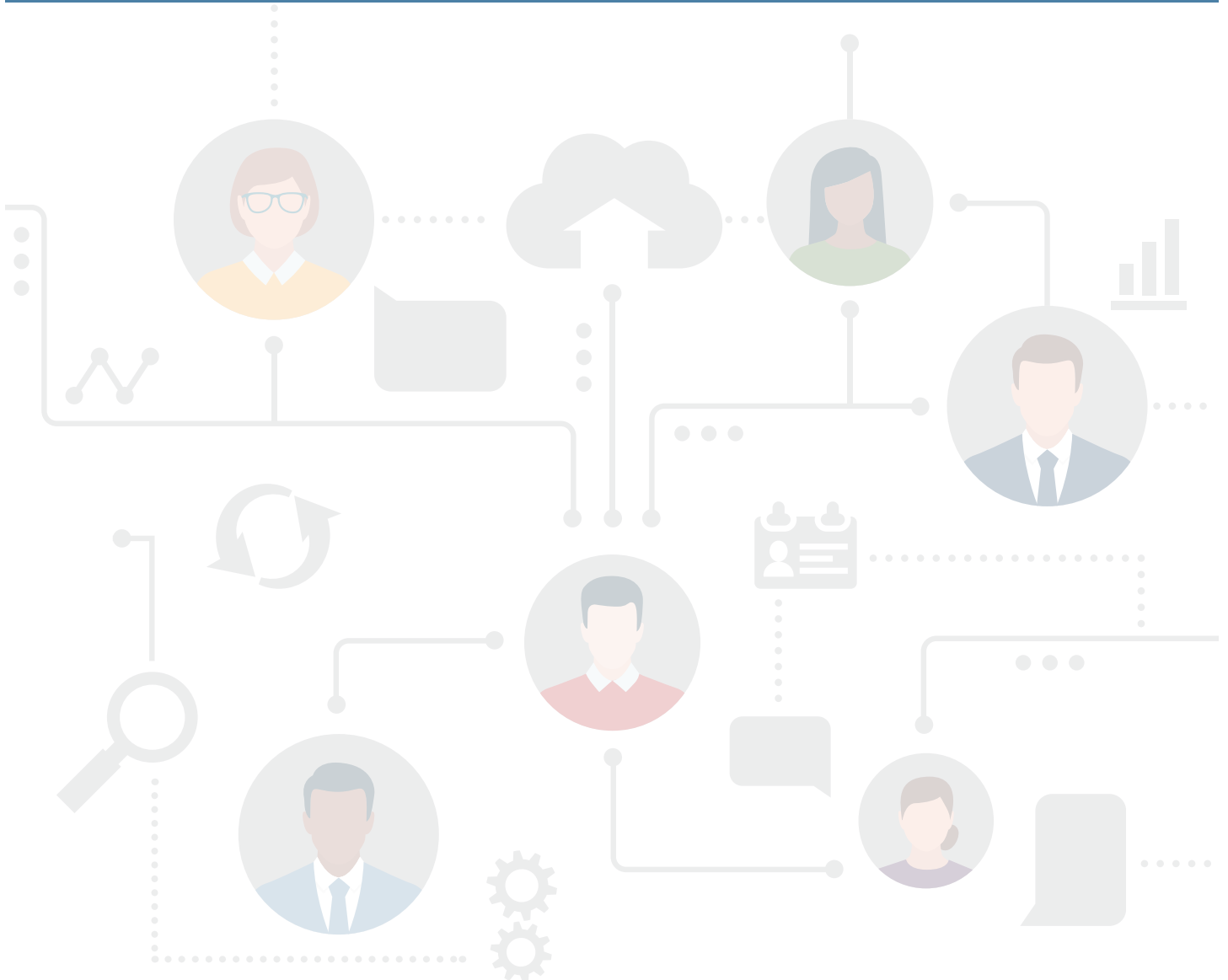
How to Use The Report

The *2020 Grantmaker Salary and Benefits Report* enables grantmakers to benchmark their compensation by grantmaker type, asset size, and geography across 36 paid professional and administrative staff positions. The report also offers extensive information for those seeking to benchmark their employee bonus programs, insurance practices, and retirement benefits. The benchmarking data should be used in conjunction with nonprofit and business compensation information at the local and national levels to maximize the value of this resource. To download the full report, which is free to Council members, please visit our website: www.cof.org/content/2020-grantmaker-salary-and-benefits-report

The GSB survey accepts responses from staffed foundations of all types. Because of the voluntary nature of the survey, it cannot be considered a random sample of all grantmakers. It is nonetheless the largest and most comprehensive sample available for understanding some of the demographics of those working in the field of philanthropy, as well as representative data on salaries and benefits offered by foundations.

In the Key Findings, we compare 2020 data with data from previous years' surveys to try and capture trends in foundation responses. Although we see repeat participation by many foundations from year to year, differences do exist in the foundations that have responded to the survey in any two years. We are therefore cautious in interpreting this information to be fully representative of changes that have occurred in the field as a whole.

STAFF COMPOSITION



A Field in Stasis

Like other recent versions of this report, the 2020 *Grantmaker Salary and Benefits Report* paints a picture of a philanthropic workforce that appears to be largely in stasis. Data from participating foundations show minimal change in the composition of their staffs when it comes to race, gender, age and ability, when compared to data from foundations participating in GSB surveys over the past five years.

Measured against the demographics of the broader society, staff at participating foundations are markedly less diverse on a number of core measures, especially at the leadership levels, when it comes to race, age and disability. And while women continue to dominate foundation staffs, their representation among CEOs significantly lags their proportion of overall foundation staffing.

Among the key demographic data surfaced in the report:

- People of color comprise 27 percent of the full-time staff at participating foundations, including 10 percent of those in CEO and leadership roles.
- More than three out of four staff members at participating foundations (77 percent) are women, while women hold 58 percent of CEO roles.
- Employees age 50 and over are 40 percent of staff and 77 percent of CEOs/CGOs, while employees under 30 are 10 percent of staff.
- Of 703 foundations responding, 7 percent reported employing full- and part-time staff members with disabilities.

Race

Data from the last five years of the GSB report indicate that philanthropy still has a ways to go when it comes to building staff and leadership teams that truly reflect the racial diversity of the communities foundations exist to serve.

At a time of growing awareness of the stark and systemic racial inequities embedded in American society, the data suggest that philanthropy faces a reckoning moment. Across the country, foundation leaders and staff, together with advocates and allies outside the field, are demanding that foundations devote more attention — and more action — to addressing the historic lack of racial diversity on foundation boards, leadership teams and staffs.

Foundations should make a commitment to “operationalizing racial equity,” advised Kerrien Suarez, executive director of Equity in the Center. Funded by a number of large U.S. foundations, the organization works with philanthropic and nonprofit groups to help them build organizational cultures that advance racial equity (what EIC calls building a [Race Equity Culture](#)). Although she sees growing interest in this work across philanthropy in the wake of the police murders of George Floyd, Breonna Taylor and other Black Americans in 2020, Suarez said the demographics of foundation staffs reflect a field that is still struggling to move past its origins in white power and wealth toward practices that truly dismantle racism.

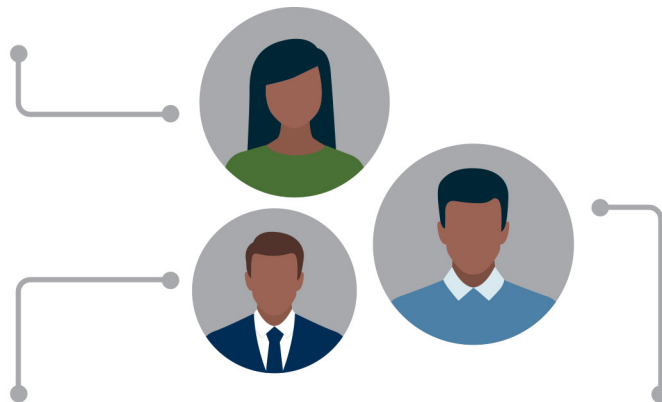
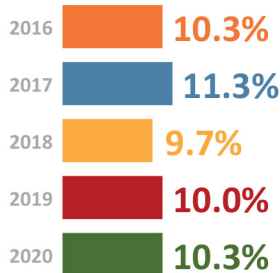
“It’s a learning process,” Suarez said of the journey to racial equity in philanthropy. “Funders need to learn more about and do more to reflect the lived experience and expertise of communities of color, and they need to unlearn the practices of white supremacy culture that have determined how money is given away for so long in this country.”

Limited Progress on Racial Diversity

Since 2016, the GSB data have suggested that foundations are achieving limited progress when it comes to expanding the racial diversity of their staffs and leadership. People of color in full-time staff roles grew slightly from 25.8 percent for all reporting foundations in 2016 to 27.3 percent in 2020. For comparison purposes, people of color are roughly 40 percent of the U.S. population in 2020.³

In addition to sharing racial data for all staff, foundations reported that people of color were 10.3 percent of those in Chief Executive Officer/President role 2020, the identical level reported by foundations participating in the 2016 survey. Meanwhile, people of color in program officer roles also was the same among reporting foundations in 2020 as it was among those reporting in 2016 (roughly 35 percent).

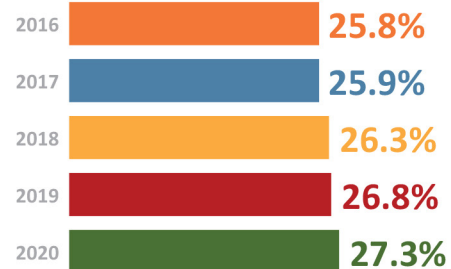
People of Color in CEOs/CGOs Role



People of Color in Program Officer Roles



People of Color in Full-Time Staff Roles



Looking further back in time, the GSB numbers indicate minimal progress on racial diversity among participating foundations over the past decade. For example, the 2010 GSB survey showed people of color were 25 percent of staff and 9 percent of foundation CEOs in 2010, not far from where those numbers are among 2020 respondents.

More recent data on philanthropy's DEI practices and commitments come from the 2020 survey by Dalberg Advisors, the Council on Foundations and Philanthropy California on how foundations are responding to the crises of 2020. That survey found that a small but notable minority (13 percent) of foundations are making commitments to increase the representation of Black, Indigenous People of Color (BIPOC) on their staff teams.

It's About Culture

Ana Marie Argilagos, president and CEO of Hispanics in Philanthropy (HIP), noted that the relative lack of people of color in the field often is referred to as a “pipeline problem.” In other words, too few young people of color are supported and encouraged to embark on careers in philanthropy. While advising that philanthropy should pay close attention to pipeline issues, she said a bigger problem is what happens when people of color join foundation staffs. Citing research from Emerging Practitioners in Philanthropy (see page 20), as well as her conversations with participants in HIP’s mid-career leadership development programs for Latinx professionals in the field, Argilagos said foundations are not doing enough to make diversity, equity and inclusion (DEI) an everyday priority inside their organizations.

“Foundations often will work on diversity but they forget the other parts of DEI, and so you have people of color in these jobs who say they feel alone, they experience microaggressions and unconscious bias on a daily basis, and they see an uneven playing field as others are promoted even though they have the same skill sets.”



.....
Ana Marie Argilagos
President and CEO of Hispanics in Philanthropy (HIP)

HIP is not alone in creating opportunities for professionals and leaders of color in philanthropy to find support to advance in their careers. Over the years, the Council on Foundations and other organizations have launched fellowships and other initiatives targeted at building community and skills among staff members of color in the field.

Karon Moody Harden, who oversees the Council’s [Career Pathways](#) program⁴, said she consistently hears participants speak to the value of meeting peers facing similar issues inside their organizations. “One of the main benefits of a program like this is that it gives people a safe space where they can raise issues and navigate through challenges,” Harden said.

Foundations seeking to build organizational cultures that advance diversity, equity and inclusion can find an array of resources on [the Council’s DEI page](#).⁵

Beyond a *Status Quo* Approach

Philanthropy, of course, is not alone in its failure to build staff and leadership teams that reflect the racial makeup of American society.

- The [Race to Lead Revisited survey](#)⁶ from Building Movement Project found that white people working for nonprofits reported receiving more support and facing fewer challenges to obtaining leadership positions than people of color.
- In another look at racial diversity in the nonprofit sector, a 2019 survey by the Center for Effective Philanthropy found that less than one in four nonprofit CEOs said their senior leadership teams reflected the populations they seek to serve “very well” or “extremely well.”⁷
- Looking to the private sector, “c-suite positions” in corporate America still are overwhelmingly dominated by white men.⁸

In the wake of the events of 2020, advocates for equity and racial justice say that no sector, including philanthropy, can or should be satisfied with a *status quo* approach to issues of race. Indeed, foundation leaders and staff across the country increasingly understand that their organizations are more effective when their staff teams truly reflect the diversity of the communities they care about.

Susan Taylor Batten, President and CEO of ABFE: A Philanthropic Partnership for Black Communities, said that in addition to focusing on staffing and culture, foundations should take steps to ensure that their grantmaking truly mirrors their values when it comes to equity and inclusion.

“We need to focus on our people, but we also need to focus on our work,” Batten said, advising that grantmakers consider what they can do in this moment to shift more funding to grassroots groups led by people of color.

“When our staffs and our communities see real alignment between the values we espouse and the work we do, then I think it will be that much easier to build organizations where equity is front and center.”

.....
Susan Taylor Batten
President and CEO of
ABFE: A Philanthropic Partnership for Black Communities



2020 GSB Results in Focus

A total of 7,811 of the full-time paid staff positions documented in the 2020 GSB survey included the incumbent’s race or ethnicity. Overall, 73 percent were white, 11 percent were black, 7 percent were Hispanic, 5 percent were Asian, and just under 2 percent were biracial or multiracial. Less than 1 percent were identified as each: American Indian, Pacific Islander/Hawaiian, Middle Eastern or North African and “Other.”

Share of All Full-Time Staff by Race/Ethnicity,¹ 2020

Race/Ethnicity	%	N
White	72.7	5,680
Black	11.3	884
Hispanic	6.9	537
Asian	5.2	409
Pacific Islander/Hawaiian	0.4	32
American Indian/AK Native	0.6	48
Middle Eastern or North African	0.4	34
Bi- or Multi-Racial	1.9	152
Other	0.4	35

Based on responses from 744 grantmakers.

¹Respondents were asked to classify individuals using by the following eight racial or ethnic categories: American Indian/Alaskan Native, Asian, black, Hispanic, Middle Eastern or North African, Pacific Islander/Hawaiian, white, bi- or multiracial, or other. Because the survey did not include a separate question for Hispanic ethnicity, respondents falling into any of the specified ‘racial’ groups may have chosen to privilege that identity over Hispanic ethnicity. Therefore, figures on the share of staff identifying as Hispanic may under-represent the actual share. Totals may not add up to 100 percent due to rounding.

Corporate and independent foundations were slightly more likely to have higher proportions of staff identified as people of color (36 percent each) than other types of foundations.⁹ Close behind were “other” grantmakers (35 percent) and operating and private foundations (33 percent each). Community foundations reported the lowest percent of staff identified as people of color (20 percent).

Larger organizations generally reported a greater share of staff of people of color compared to smaller and mid-sized grantmakers; grantmakers with \$2 billion or more in assets reported that people of color comprised 43 percent of their full-time paid staff positions. The smallest grantmakers—those with less than \$5 million in assets—reported that 34 percent of their staffs were people of color. Grantmakers toward the middle asset size ranges tended to have the fewest people of color among the listed positions; those reporting between \$50 and \$99.9 million in assets indicated 17 percent of reported paid full-time staff as people of color.

People of color comprised a significantly lower percentage of individuals at the CEO/CGO level, relative to their proportion of all full-time staff. They accounted for 10 percent of grantmaker chief executives overall, but that figure is notably higher among the largest grantmakers. Organizations with \$2 billion or more in assets reported 27 percent of their top executives as people of color, and those with 20 or more staff reported 15 percent. The percentage of people of color program officers was greater than the comparable number for all staff; 35 percent of reported full-time program officers were identified as people of color compared to 27 percent for all staff. Notably, only 357 grantmakers provided race/ethnicity data on full-time paid program officers, compared to 679 that provided data on full-time paid CEO/CGOs.

Share of Full-Time Paid CEO/CGOs by Race/Ethnicity,¹ 2020

Race/Ethnicity	%	N
White	89.7	612
Black	4.4	30
Hispanic	1.6	11
Asian	2.5	17
Pacific Islander/Hawaiian	0.3	2
American Indian/AK Native	0.4	3
Middle Eastern or North African	0	0
Bi- or Multi-Racial	0.7	5
Other	0.3	2

Based on responses from 679 grantmakers.

¹Respondents were asked to classify individuals using by the following eight racial or ethnic categories: American Indian/Alaskan Native, Asian, black, Hispanic, Middle Eastern or North African, Pacific Islander/Hawaiian, white, bi- or multiracial, or other. Because the survey did not include a separate question for Hispanic ethnicity, respondents falling into any of the specified 'racial' groups may have chosen to privilege that identity over Hispanic ethnicity. Therefore, figures on the share of staff identifying as Hispanic may under-represent the actual share. Totals may not add up to 100 percent due to rounding.

Share of Full-Time Paid Program Officers by Race/Ethnicity,¹ 2020

Race/Ethnicity	%	N
White	65.2	559
Black	15.3	131
Hispanic	8.4	72
Asian	4.4	38
Pacific Islander/Hawaiian	1.1	9
American Indian/AK Native	1.4	12
Middle Eastern or North African	0.6	5
Bi- or Multi-Racial	3.2	27
Other	0.5	4

Based on responses from 357 grantmakers.

¹Respondents were asked to classify individuals using by the following eight racial or ethnic categories: American Indian/Alaskan Native, Asian, black, Hispanic, Middle Eastern or North African, Pacific Islander/Hawaiian, white, bi- or multiracial, or other. Because the survey did not include a separate question for Hispanic ethnicity, respondents falling into any of the specified 'racial' groups may have chosen to privilege that identity over Hispanic ethnicity. Therefore, figures on the share of staff identifying as Hispanic may under-represent the actual share. Totals may not add up to 100 percent due to rounding.

Voices from the Field: Brennan Gould

When Brennan Gould joined the staff of the Charlottesville Area Community Foundation in Virginia in 2010, she was the organization's first employee of color. She said she "felt respected" in her role as director of programs. At the same time, however, she also understood her role was constrained. "I was there to assimilate and be a good professional," she said.



After a 2017 white supremacist and neo-Nazi rally in Charlottesville turned violent and made national headlines, the community foundation began a journey toward a more explicit commitment to advancing racial equity. With Gould heading the foundation's response, it experimented with new approaches to grantmaking as it sought to address the impacts of longstanding structural racism. Gould was appointed president and CEO in 2018, and has organized equity-focused skill-building and leadership opportunities for staff and board, and led the foundation to embrace a new commitment to center its work in equity.

Today, Gould has built a 12-member staff team with a majority of people of color. She recommended that foundations focus on three priorities when it comes to creating internal cultures that are truly inclusive for people of color.

First, it's important to create opportunities for self-care, wellness and spaces for safe conversations for staff, and particularly staff of color. "There are real costs to this work for people of color who experience daily microaggressions and trauma and the belief that they can't bring their full selves to work," she said. "Supporting them to take care of themselves, listening to their experiences and ideas for change, and ensuring time and space to find solidarity with one another is key."

Second, foundations need to build skills and competencies for advancing equity across entire staff teams—for example, helping white staff to identify and disrupt dominant culture norms and personal biases, interrogate how race and systems of oppression are operating in any situation, and speak openly and vulnerably about personal feelings of discomfort when they arise rather than merely acting out of those feelings.

Last but not least, Gould advised that foundations need to think differently about recruitment, hiring and retention. That means applying an equity lens to everything from compensation to organizational culture to ideas about who foundations want on their staff teams.

"When we talk about who's a 'good fit' for our foundations, we need to unpack what that means," Gould said. "The question shouldn't be how do we build a team of people who fit, which is often code for finding people who make us or our predominantly white stakeholders feel comfortable, but how will we find and support people with lived experiences and perspectives that will require us to become the organizations we want to be."

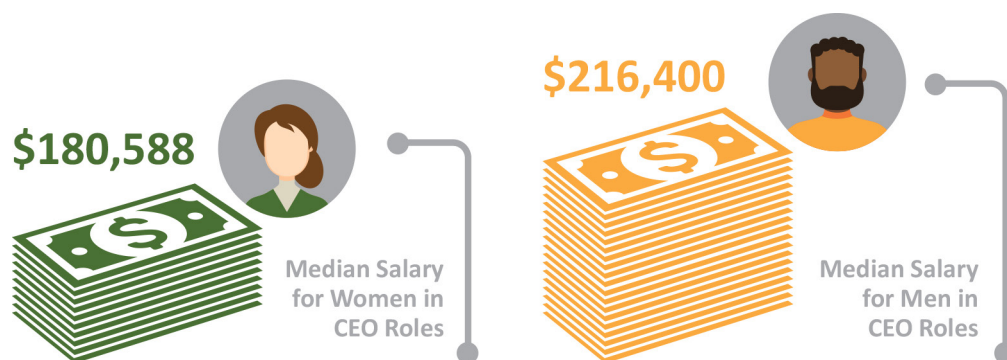
Resources

[ABFE: A Philanthropic Partnership for Black Communities.](#)
[Asian Americans/Pacific Islanders in Philanthropy.](#)
[Council on Foundations – Diversity, Equity and Inclusion resources.](#)
[D5 Coalition.](#)
[Equity in the Center.](#)
[Hispanics in Philanthropy.](#)
[Native Americans in Philanthropy.](#)

Women in Philanthropy

The Grantmaker Salary and Benefits survey indicates that philanthropy continues to be a field dominated by women. In 2020, 77 percent of full-time staff at foundations participating in the survey were identified as women. However, the data also reveal that the percentage of women in CEO and leadership roles at participating foundations is significantly lower (58 percent) than the comparable figure for all staff roles. This suggests that even in philanthropy women may face challenges moving into the senior-most positions in numbers that reflect their proportion of the broader philanthropic workforce.

Further evidence that philanthropy may still have work to do on issues of pay equity comes from the 2020 GSB data on the salaries of women in CEO positions. The median salary for women in these roles (\$180,588) is notably lower than the comparable figure for men in these roles (\$216,400).

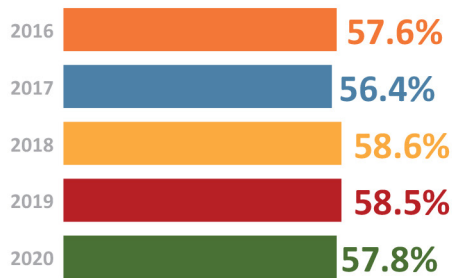


More Women in Administrative Roles

Since 2016, the GSB data have revealed little change in the proportion of women serving in all staff roles and in leadership positions at participating foundations. Women in full-time staff roles held steady at around 76 to 77 percent of staff over the past five years among participating foundations, while the portion of women in CEO and leadership roles remained in a tight range of 56 and 59 percent. Notably, data from the past five years show that women are significantly more likely to be working in administrative roles at participating foundations than in program officer or CEO roles. In 2020, 87 percent of administrative staff at reporting foundations were women, while 13 percent were men.

Looking back a decade, the GSB data on women in philanthropy remain remarkably consistent. In the 2010 survey, women were 75 percent of foundation staff and 56 percent of CEOs and CGOs, very close to the figures for 2020. The only notable changes from 2010 are in the proportion of women in administrative positions (down from 95 percent in 2010 to 87 percent in 2020) and program officer roles (up from 68 percent in 2010 to 75 percent in 2020). This suggests that participating foundations may be slowly moving women into positions of greater responsibility over time, even if the percentage of women in CEO roles is not advancing.

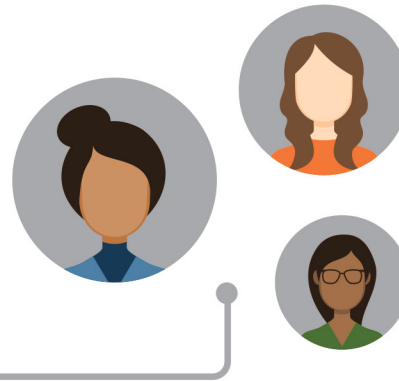
Women in CEO/Leadership Roles



Women in Full-Time Staff Roles



Women in Administrative Roles



The 2020 GSB data echo other research on women in philanthropy. The [2018 report](#) from Change Philanthropy, Emerging Practitioners in Philanthropy and Funders for LGBTQ Issues found that 70 percent of staff and board members at 36 participating foundations identified as female.¹⁰ Similarly, the GSB finding that women in CEO roles at foundations earn less on average than men is backed up by other surveys. For example, [Exponent Philanthropy's 2020 Foundation Operations and Management Report](#) found that the female CEOs and top administrators at 466 of the organization's members—mostly smaller family and independent foundations—earned 90 cents for every dollar earned by male CEOs in 2018. The “gender pay gap” for women in professional/grantmaking roles at the participating foundations was 3 cents, while it was 38 cents for women in administrative roles.¹¹

2020 GSB Results in Focus

Women comprised 77 percent of the 8,300 full-time positions for which gender was reported, with 74 percent of professional staff positions filled by women. Women represented 87 percent of administrative staff, 75 percent of program officers, and 58 percent of CEOs. Corporate grantmakers had the highest ratio of women among their staff (86 percent), followed by community foundations (80 percent). Operating foundations had the lowest ratio (72 percent). The percent of women on the staffs of participating foundations varies between 73 and 84 percent across grantmaker asset size ranges, though the figure tends to be slightly higher (80 percent or more) among the lower asset bands.

The proportions of women in CEO/CGO roles was higher at smaller grantmakers (measured by asset size and staff size) and lower at larger organizations. Grantmakers with less than \$10 million in assets reported 83 percent of their top executives as female, while organizations with \$1 billion or more in assets reported 44 percent of CEO/CGOs as female. Similarly, 64 percent of grantmakers with one or two paid staff said their CEOs/CGOs were female, compared to 43 percent of grantmakers with 20 or more paid staff (for more information, see Chapter 2).

Resources

[Women's Funding Network.](#)

Sexual Orientation

The Grantmaker Salary and Benefits survey asks how many staff are LGBTQ, although it is difficult to glean useful information from the responses. The reason: not enough foundations are tracking and reporting this information. Other surveys, including the [Diversity Among Philanthropic Professionals Report \(DAPP\)](#) conducted by CHANGE Philanthropy, Emerging Practitioners in Philanthropy and Funders for LGBTQ Issues, collects information on the sexual orientation, gender identity and gender expression of people in philanthropy. The Council is also considering how to better capture this information in future surveys.

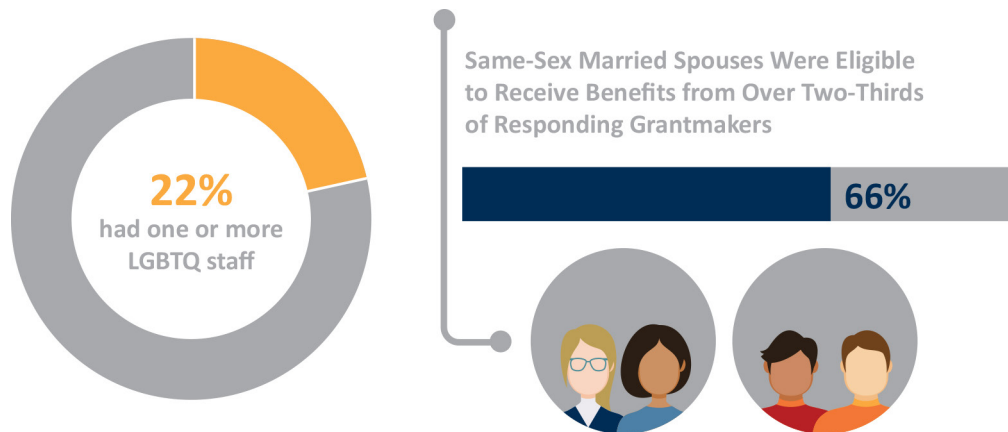
Visibilizing LGBTQ Staff

When it comes to the sexual orientation, gender identity and gender expression of people in philanthropy, a [2018 survey from Funders for LGBTQ Issues](#) indicates that philanthropy may not be as welcoming for LGBTQ people as other sectors.¹² According to that survey, the majority of LGBTQ people working at foundations (53.4 percent) are “in the closet” at work. Surprisingly, this is larger than comparable figures for other sectors. Across the country, 46 percent of LGBTQ workers are closeted at work, according to the Human Rights Campaign.¹³

“That was a surprising finding for us,” said Andrew Wallace, acting vice president for research and communications with Funders for LGBTQ Issues. “You think of philanthropy as being relatively progressive on these issues, but this is further evidence of the work that foundations still need to do to create more welcoming and inclusive cultures.”

Of 705 GSB respondents responding to a question on how many staff are LGBTQ, 22 percent indicated that they had one or more LGBTQ staff. Although the numbers reporting LGBTQ staff were small, family foundations with LGBTQ staff reported the highest median percentage of LGBTQ staff (18 percent), followed by independent and operating foundations (both 14 percent). Another notable pattern is that foundations in the smaller asset bands tended to report higher median percentages of LGBTQ staff.

The Funders for LGBTQ Issues report detailed numerous challenges for workers and their organizations tied to the high numbers of closeted LGBTQ employees. These include feelings of isolation, lower productivity, and higher levels of employee turnover. The report also offered several recommendations for foundations seeking to better support LGBTQ workers, such as: conducting targeted outreach to LGBTQ communities in hiring; providing training on LGBTQ issues; and making sure that human resources policies are “LGBTQ-friendly,” such as providing health coverage for LGBTQ families and transition-related healthcare costs for transgender employees.



Among foundations responding to the 2020 Grantmaker Salary and Benefits report, same-sex married spouses were eligible to receive benefits from over two-thirds (447 of 650) of responding grantmakers. Nearly half (312 of 652 respondents) indicated they extended benefits to the unmarried domestic partners of their employees in 2020. Most of these grantmakers (96 percent of 274 respondents) included both same-sex and opposite-sex domestic partners; 4 percent indicated that domestic partner benefits were for same-sex couples only (for more information on benefits, see Chapter 5). The GSB survey does not include any questions about whether foundations cover transition-related healthcare costs for transgender employees.

Voices from the Field: Jennifer Jaramillo

As chief talent officer with the Kresge Foundation in Detroit, Jennifer Jaramillo oversees recruiting, hiring and human resources for an organization with more than 100 staff. She joined the foundation in 2016 after working for more than a decade in consulting with Accenture. The daughter of Filipino immigrants and a native of Detroit, she says the most fulfilling part of her work has been helping to lead Kresge’s continuing journey on issues of equity.

The year Jaramillo joined the foundation was the year of the Philando Castile shooting and the Pulse Nightclub massacre — not to mention the divisive rhetoric of the 2016 election. “That was a tumultuous year, and it accelerated an organization-wide focus on racial equity,” she said.



By 2018, Kresge had adopted equity as a core value and engaged the consultants at Race Forward to do a racial equity “baseline survey” of the organization and conduct intensive training on the issue for all staff. Jaramillo was a member of the Kresge Operationalizing Racial Equity (KORE) workgroup charged with organizing pilot projects designed to embed racial equity more deeply into the internal processes and policies of the foundation.

“That process was enormously enriching for me, both professionally and personally,” Jaramillo said of her participation in the workgroup. “To be part of a team that was really taking a hard look at how to advance racial equity in genuine ways has been one of the highlights of my career.”

The equity work also has had a transformative impact on the work Jaramillo does every day. She says there is a new emphasis on tracking internal data to make sure the foundation is living up to its commitments when it comes to staff diversity, pay and other issues. Kresge also has changed its recruiting and hiring practices—for example, by using Textio software to make sure job descriptions are more inclusive and by working with search firms and consultants that prioritize diversity in recruiting, with a focus on identifying prospective employees of color.

Asked what foundations can do to make sure that young staff, women and people of color get the support they need to rise into senior positions in philanthropy, Jaramillo said it’s critical to provide people with early-career opportunities to grow in their skills and responsibilities. Kresge has a range of designated positions — including fellows, associate program officers, and special assistants — that were designed with those goals in mind.

At age 40, Jaramillo is happy she found her way to philanthropy and an organization that is having a positive impact on her hometown. Asked if she intends to stay in the field, she said it’s too soon to tell. “What I want to do is continue to have an impact,” she said. “If I can do that in philanthropy and maybe find more connection to work that’s happening on the ground in the community, then I’ll still be here.”

Resources

[Change Philanthropy.](#)

[Funders for LGBTQ Issues.](#)

Age

Over the past several years, the GSB survey consistently has identified a notable age gap among employees working at participating foundations. Leaders of these foundations overwhelmingly come from older generations (age 50 or above), while just one in 10 staff are under age 30. While small numbers of foundations responding to recent GSB surveys reported CEOs under age 30, no foundation reported having a CEO in that age cohort in 2020.

Over the years, observers inside and outside the field have highlighted a number of strategies for supporting more young people to enter philanthropy and move to positions of leadership. These include: reducing the field's traditional emphasis on graduate degrees (vs. lived experience) for many jobs; offering higher salaries so foundation jobs are more competitive with private-sector jobs; and exploring new sources for referrals and job applicants that might deliver more diverse young candidates.

Many say that philanthropy can also do a much better job on issues of retention and leadership development for younger staff. A [2018 study from Emerging Practitioners in Philanthropy](#) on the perceptions and perspectives of early and mid-career professionals in the field underscored the urgent need for foundations to focus more intently on building cultures that support younger staff to thrive.¹⁴

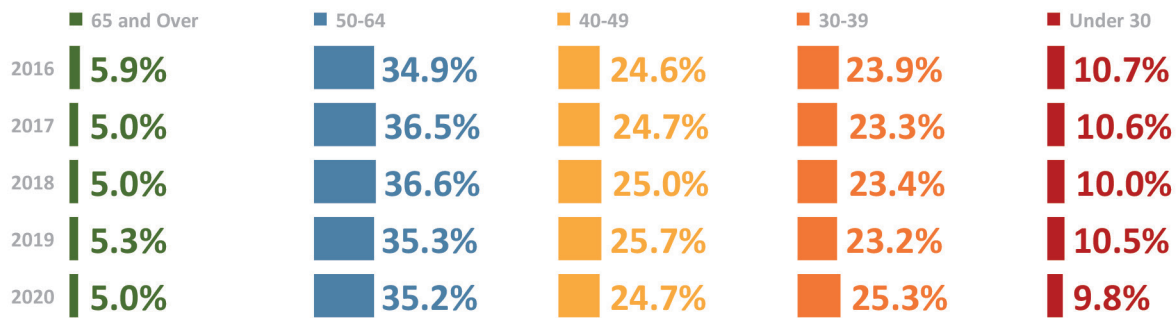
While most of the respondents expressed pride in their jobs, just 12 percent of practitioners at the associate level agreed with the statement: "I see a future for myself at my institution." Indeed, just over half of respondents (55 percent) said they see themselves leaving philanthropy within the next five years.

A Pronounced Age Gap

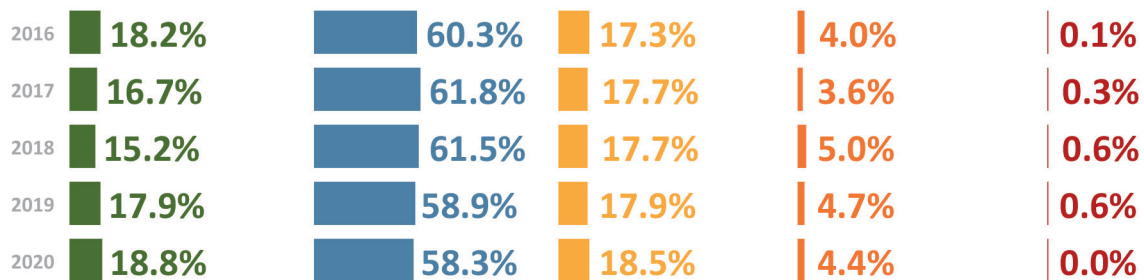
Data from the last five years show remarkable consistency in the age ranges of the leadership and staff at foundations participating in the GSB survey. The number of staff members age 50 and over has stayed within a percent or two of 40 percent, while those who are 40-49 has hovered around 25 percent, and the under-40 contingent has been about 33 percent.

The same consistency can be seen in the percentage of CEOs in the various age ranges, with the overwhelming majority of CEOs/CGOs (77 percent) being over 50 years old. Fully four times as many staff at participating foundations are over 50 than under 30. Looking back a decade, the numbers on the age of foundation staff and leadership show remarkably little change.

Age Range of Full-Time Staff



Age Range of Full-Time CEO/CGO



One likely factor in the continuing dominance of Baby Boomers and members of Generation X in leadership positions in philanthropy is that older workers today are showing a determination to continue working longer than those in prior generations.¹⁵ In the 2020 GSB survey, 43 percent of CEO/CGOs were reported as having held their position for 10 years or more.

Carly Hare, who serves as national director and coalition catalyst with CHANGE Philanthropy, said many people transitioning out of philanthropy may be leaving the field because they don't see clear pathways to higher levels of responsibility and leadership. "Traditional philanthropy is pretty rigid when it comes to hierarchy," Hare said. "People come into some of these organizations and they find it can be claustrophobic and limiting. It's hard to break through those systems and use your voice and power."

Storme Gray, executive director of Emerging Practitioners in Philanthropy, agreed. "The challenge for many of our members is the lack of a clearly identifiable career pathway or trajectory in philanthropy. It's difficult to see a clear path forward," she said. "Many are hungry to learn, expand their skillset and make a positive impact in the philanthropic sector and the world, but they feel as though they quickly hit a wall with limited opportunities for growth within their organizations, forcing them to look elsewhere. As a result, philanthropy loses out on a lot of passionate, dedicated and brilliant people."

What gives Gray hope is her sense that more and more foundations appear to be paying attention to these issues. Her advice to funders starts with the basics: ask younger staff what they need to feel supported and to advance in their development and leadership. Next, invest in professional development for all staff and consider giving staff "stretch projects" that allow them to apply new skills that may be outside their current roles. Lastly, Gray said foundations should take a top-to-bottom look at HR policies, including pay scales, recruitment practices, hiring processes and employee benefits to ensure more equitable practices throughout the employee life cycle.

“It is imperative to ensure we are adequately compensating all staff, in proportion to the value they bring to our organizations,” Gray said. She also advised funders to adopt stronger policies promoting work-life balance, from wellness and mental health support to more generous leave.

“It is the people who drive our missions day-to-day. How might institutions create healthier, more sustainable work cultures which allow for staff to bring the fullness of their experiences to the work, with adequate space for restoration and reflection?”



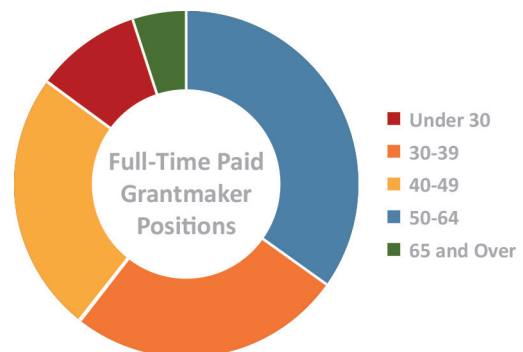
Storme Gray

Executive Director of Emerging Practitioners in Philanthropy

2020 GSB Results in Focus

Age information was provided for 6,312 out of the 8,794 full-time paid grantmaker positions that were reported. The largest proportion of full-time staff was in the 50 to 64 age range (35 percent), followed by the 30 to 39 (25.3 percent), 40 to 49 (24.7 percent), and under 30 (9.8 percent) ranges. Employees age 65 and over represent 5 percent of all reported salaried full-time staff.

Corporate foundations reported the highest percentage of employees over age 50 (42 percent), with other foundation types following closely behind. The types of foundations reporting the highest proportion of staff under 30 included community foundations (12 percent), operating foundations (11 percent) and family foundations (10 percent). Age differences among asset bands did not vary widely or follow a notable pattern.



The majority (58 percent) of grantmaker CEOs/CGOs fell in the 50 to 64 age bracket. Unlike previous years, no chief executives were identified as being under 30. Operating foundations were the only foundation type reporting no CEOs under 40 years old.¹⁶ Otherwise, no consistent or notable patterns emerged across foundation types on the age range of CEOs/CGOs.

Regarding organization size, again no consistent patterns emerged, but larger foundations tended to have older CEOs/CGOs. Ninety-three percent of foundations with assets of \$2 billion or more reported that their top executives were at least 50. Foundations reporting the lowest proportion of CEOs/CGOs over 50 were in the asset ranges of \$10-24.9 million (66.6 percent) and less than \$5 million (66.7 percent)

Despite two-fifths of reported full-time staff being older than 50, few grantmakers (5 percent) had staff at or above age 65. Operating foundations had the highest proportion of over-65 staff (9 percent), followed by corporate foundations (8 percent). The remaining grantmaker types reported around 5 percent of staff age 65 or over, except for “other” grantmakers which reported only one retirement-age employee. Smaller-staffed grantmakers – those with only one or two paid staff members – reported the highest percentage of full-time paid staff over 65 (15 percent), while grantmakers with 20 or more staff members reported the lowest (3.8 percent).

When looking solely at the age of full-time paid CEO/CGOs, the proportion generally increases for almost all groups in comparison to full-time staff. Overall, 19 percent of CEOs/ CGOs were reported as being 65 and over. This figure is generally higher for grantmakers in larger asset bands, topping off at 50 percent at organizations with assets between \$1 million and \$1.999 million (for more information, see Chapter 2).

Voices from the Field: Adam Ganuza

Adam Ganuza finished graduate school as the Great Recession was beginning to crater the economy in 2008. He had a master's in materials science and nowhere to put it to use. "I was unemployed along with everyone else I knew," Ganuza said.



Over the next four years, Ganuza strung together a series of part-time jobs in his hometown of Miami. He worked at a mental health clinic, on film sets, and as a tutor. In one of these jobs, he found himself writing grants for a performing arts organization, including successful applications for the Knight Arts Challenge administered by the Miami-based Knight Foundation. Today, Ganuza runs the Knight Arts Challenge as a program officer with the foundation.

Ganuza believes one of the strengths he brings to his job at the foundation is humility.

"I think people have a preconceived notion based on their past experiences dealing with philanthropy that we aren't actual people," he said. "When we bring our full selves to work and do things like speak in plain language and present ourselves in approachable ways, it's amazing how grantees react."

Ganuza learned about his current job from an online posting while he was participating in a National Urban Fellows program that supports young people of color to find careers in the public and nonprofit sectors. As part of the program, he completed a master's of public administration at Baruch College at City University of New York. Since joining the Knight Foundation, Ganuza took part in the Council's Career Pathways program.

He said working in philanthropy has been "an adjustment," but he has felt welcomed and supported from the start at the Knight Foundation. He noted that the staff of more than 70 are "more diverse than many of our counterparts."

Creating organizational cultures that are welcoming for diverse young people comes down to the basics, Ganuza said. "It's about creating good jobs for good people," he said. Ganuza advised that foundations consider author Malcolm Gladwell's observation about the three qualities of work that make it satisfying: autonomy, complexity and a relationship between effort and reward.¹⁷

He also advised that foundations consider recruiting in new and different places that are likely to deliver more diverse candidates, and that they take a close look at who is included in hiring committees so they reflect a variety of perspectives.

Ganuza, 36, is married with two young children. He said he feels lucky to have found his current job, especially following the uncertainty of his early career. “It is a privilege to be able to do mission-driven work and help deploy funds to worthy causes,” he said.

Resources

[Council on Foundations – Career Pathways Program.](#)
[Emerging Practitioners in Philanthropy.](#)

Disability

The 2020 GSB survey finds that participating foundations report very low levels of people with disabilities on staff, if the foundations report these numbers at all. This is true despite the fact that 61 million people in the U.S.—including one in four adults—are living with a disability (including physical, sensory, cognitive, mental health or other disabilities).¹⁸

Other sources affirm low levels of employment for people with disabilities in philanthropy, and advocates say foundations are not doing enough to create more inclusive, accessible work environments for this population.

“I see tremendous goodwill and an interest in doing better,” said Jennifer Mizrahi, president of the disability rights organization RespectAbility, of her interactions with foundations.

“But most foundations still haven’t made a real commitment to including people with disabilities and creating opportunities for them to participate fully in philanthropy.”

.....
Jennifer Mizrahi
President of RespectAbility



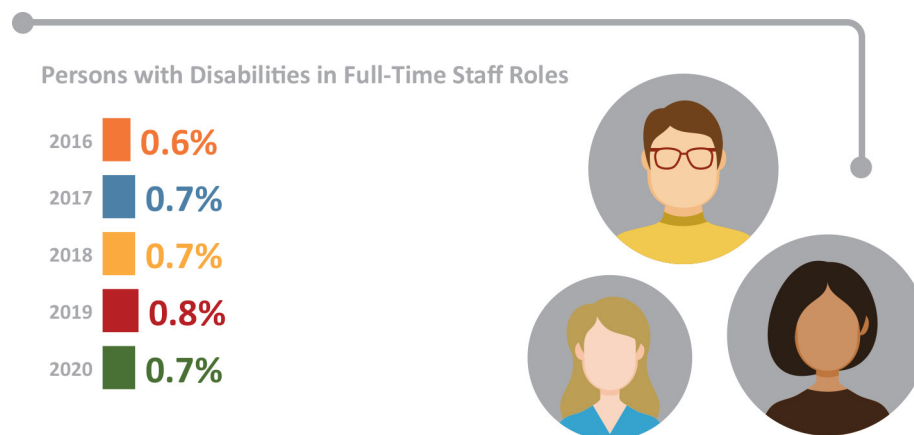
Insufficient Data Limits Field's Understanding

Over the last five years, a significant number of funders have not responded to the GSB survey question asking how many staff are persons with disabilities. (In 2020, 13 percent of respondents did not answer the question). Among those foundations providing any disability information for full-time staff, the percentage of staff reported as having a disability consistently has been less than 1 percent.

According to the 2018 *Diversity Among Philanthropic Professionals* (DAPP) report from CHANGE Philanthropy, Emerging Practitioners in Philanthropy and Funders for LGBTQ Issues, 6.3 percent of the board and staff of the 34 participating foundations were people with disabilities. It is worth noting that the DAPP survey was based on self-reporting by individual staff members, while the GSB survey asks grantmakers for information about their staffs

Among the likely explanations for the low numbers in the GSB survey are that: 1) staff may choose not to disclose their disabilities to their employers; and 2) organizations vary widely in their practice of collecting disability information from employees. Indeed, some organizations intentionally choose *not* to request this information from staff. As a result, the disability numbers in the Council's surveys are in all likelihood not a reliable gauge of the true number of people with disabilities in philanthropy.

Mizrahi said confusion about whether and how to collect information on employees with disabilities is a problem not just in philanthropy but in all sectors. The good news is that the answer is pretty simple: while you can never make an inquiry per se, you can give employees and applicants the opportunity to disclose, if that disclosure will be used either in support of legally mandated affirmative action programs, like the 7% requirement of hiring people with disabilities for federal contractors, or for some other internal purpose designed to benefit people with disabilities. The employer would simply explain the reason and then give the individual the option of voluntary self-identification. It is also important to make it clear to all employees that they can request disability accommodations in confidence from human resources.



Moving Toward Inclusion

In 2019, RespectAbility released a [major study of disability issues among foundations and nonprofits](#).¹⁹ Mizrahi said the study showed a widespread lack of attention to these issues in the nonprofit and philanthropic sectors. For example, just four in 10 (41 percent) foundation and nonprofit leaders in the survey said their organizations have a process in place so that employees, board members and volunteers with disabilities can request and get needed accommodations so they can succeed in their roles. An equal percentage (41 percent) said they don't always hold events in physically accessible spaces for people with disabilities.

In addition to confusion related to whether and how to collect disability information, Mizrahi said CEOs and other leaders don't understand the range of disabilities that can affect their employees, including non-visible disabilities such as learning disabilities, mental health and reduced vision and hearing as team members get older. This is likely another reason why disability data generally undercounts the actual numbers, Mizrahi said. Employers also don't understand how racism and "able-ism" can intersect so that people of color who have disabilities do not get the support they need to help them succeed in school and beyond.

The RespectAbility survey provided a number of specific pointers on accommodations that will make foundations more welcoming and inclusive for employees with disabilities (see below).

Recently, two major foundations made headlines by adopting strategies to address the needs, concerns and priorities of people with disabilities. The Ford Foundation in 2017 stated that it would be applying a "disability lens" across all of its work,²⁰ and the MacArthur Foundation made accessibility and inclusion for people with disabilities a key consideration in a \$100 million grant program designed to unlock solutions to urgent global problems.²¹

In addition, the presidents of the Ford and Robert Wood Johnson Foundations convened 16 foundation presidents in 2019 to make a five-year commitment to work together as the Presidents' Council on Disability Inclusion in Philanthropy.²² Among the goals of the council: increasing the percentage of employees in philanthropy who self-identify with disabilities, building towards a goal for philanthropy based on the U.S. Department of Labor's disability inclusion goal for federal contractors of at least 7 percent across all job categories.

Mizrahi said she hopes more foundations will begin to adopt similar goals, including explicit plans to create more inclusive workplaces for people with disabilities.

2020 GSB Results in Focus

As noted above, it's likely that the GSB numbers on people with disabilities do not reflect the actual number of foundation employees with disabilities because of various reporting and tracking issues. Of the 703 grantmakers that responded to the 2020 broad survey question on the total number of both full- and part-time staff with disabilities, 7 percent reported employing persons with disabilities. Among organizations reporting that they had staff members with disabilities, the median percentage of staff with disabilities was 6.5 percent.

In addition to requesting the total number of staff with disabilities, the GSB survey asked respondents to indicate if full-time staff members had disabilities along with other demographic information like gender, race/ethnicity and age. Respondents

Persons with Disabilities in Full-Time Staff Roles Less Than

1%



reported whether or not 6,684 paid full-time staff were persons with disabilities. Of those staff members, less than 1 percent were reported as people with disabilities. By asset size, region and staff size, the percent of reported persons with disabilities generally hovered around 1 percent with few exceptions; the smallest grantmakers by staff size – 1 to 2 employees – reported 2 percent of staff as people with disabilities, and the number was 2.6 percent for grantmakers with assets between \$10 million and \$24.9 million.

Once again, these numbers are likely to undercount the true number of people with disabilities in philanthropy.

Creating a Culture of Inclusion

Here are some suggestions from RespectAbility and other sources for foundations seeking to do more to include people with disabilities:

1. Commit publicly to inclusion of people with disabilities by sending a strong message from leadership.
2. Reach out to the disability community in your local area to find prospective hires and to learn more.
3. Be aware of intersectional issues affecting people with disabilities—such as “double discrimination” against people of color with disabilities.
4. Foster an inclusive environment by using “person first” language and adopting an accommodation policy.
5. Appoint a person or group to develop ideas and solutions for becoming more inclusive of people with disabilities.
6. Ensure that your office and events are physically accessible.
7. Ensure that your website and online resources are accessible for use by screen readers and people who rely on captions for videos.

For more information: <https://www.respectability.org/inclusive-philanthropy/>

Voices from the Field: Ryan Easterly

Ryan Easterly is executive director of the With Foundation, which promotes comprehensive healthcare for people with developmental disabilities. He said philanthropy has a historic tendency to overlook the disability community when it comes to hiring and leadership.



“Foundations tend to view people with disabilities as the beneficiaries of services they fund, rather than as contributing members of their teams who are capable of making their philanthropy more effective,” Easterly said.

Easterly speaks from his own experience as a Black gay man with cerebral palsy and a mental health diagnosis. Easterly said his first job in philanthropy was assisting on an initiative at a DC-based healthcare foundation that supported young people with disabilities in their transition to employment and adulthood. From the beginning, Easterly recognized that his background and disability status were rare, even among funders and groups working on disability issues. “Not a lot of people looked like me or came to this work with my perspective and experience,” he said.

Now is his role at the With Foundation, Easterly believes that smaller foundations also have a responsibility in creating opportunities for people with disabilities. “Larger funders must champion the need for inclusion, but I also see more opportunities with smaller funders to advance disability inclusion in philanthropy,” he said. His feelings that philanthropy has a lot of work to do on issues of inclusion were affirmed when he was working with the staff of a funder collaborative to try and identify Black individuals with disabilities working in decision making positions in grantmaking; they came up with two.

“We just aren’t reflecting society when it comes to staffing and leadership, and that’s got to change,” Easterly said of philanthropy.

Among Easterly’s advice to other philanthropic organizations is to create cultures where people are comfortable disclosing their disabilities. “Foundations should be asking the questions to ourselves that we ask our grantees regarding demographics and access, both so we can get better data and, more importantly, so we can make sure that all employees have support and accommodations to do their jobs as effectively as possible,” he said.

Easterly added that foundations can reach out to disability organizations in their communities for help with training and education for staff, as well as candidate referrals for jobs. If a foundation doesn’t have open positions, Easterly suggested creating an advisory committee to make sure the foundation’s work is guided by a wide diversity of community voices. He also said foundations should be intentional about including “multi-marginalized” people with disabilities in their recruitment and community outreach, including people of color and LGBTQ+ people.

“Diversity, equity and inclusion are critical to make sure our field is reflective of our communities,” Easterly said. “But we haven’t seen much true intentionality to make sure disability is part of those conversations and work. That has to change.”

Resources

[Disability and Philanthropy Forum, President’s Council on Disability Inclusion in Philanthropy. RespectAbility.](#)

Staff Compensation

Over the last five years, the Grantmaker Salary and Benefits survey has shown slight year-over-year increases in median salaries for all staff at participating foundations. While median compensation for all staff has remained approximately in line with the Consumer Price Index rate of inflation between 2016 and 2020, the degree to which this is true varies by position. As in past years, median salaries among participating foundations vary by foundation size and location, with larger foundations and those located in the Northeast and West generally reporting higher median salaries than their peers.

2020 GSB Results in Focus

The median full-time salary for the 36 requested positions in 2020 was \$85,000, based on 8,794 staff members reported by 781 grantmakers. Independent and family foundations reported the highest median salaries (\$106,696 and \$105,918, respectively), while the median was notably lower among community foundations (\$68,616). Perhaps reflecting higher regional costs of living, grantmakers in the Northeast and West divisions continued to report higher median salaries (\$94,683 and \$92,000, respectively) compared to the South (\$80,000) and Midwest (\$77,131).

The highest median salary among Census Divisions was reported in the Pacific (comprised of California, Oregon and Washington) at \$100,000, followed closely by the Middle Atlantic (New Jersey, New York and Pennsylvania) with \$98,000. The lowest median salaries could be found in the East North Central (Illinois, Indiana, Michigan, Ohio and Wisconsin), East South Central (Alabama, Kentucky, Mississippi, and Tennessee) and West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota) divisions (\$78,384, \$78,000 and \$74,765, respectively).

Median Grantmaker Salaries by Region,¹ 2020

Census Region - Census Division		Median
West	Pacific	100,000
Northeast	Middle Atlantic	98,000
Northeast	New England	87,310
All		85,000
West	Mountain	80,150
South	South Atlantic	80,000
South	West South Central	80,000
Midwest	East North Central	78,384
South	East South Central	78,000
Midwest	West North Central	74,765

Based on responses from 781 grantmakers.

¹One responding organization is located outside of U.S. Census regions.

Not surprisingly, large grantmakers generally reported higher median salaries than smaller grantmakers. However, the smallest asset group—reporting less than \$5 million in assets—indicated a median salary of \$86,687; this was larger than that of the next five assets groups and commensurate with organizations reporting \$250 million to \$499.9 million in assets (\$87,000). Grantmakers with \$2 billion or more in assets predictably had the highest median full-time staff salary: \$109,521.

Looking at salaries by position, the median salary for CEOs/CGOs/Presidents was \$194,853, while for program officers it was \$90,015. Chief investment officer was the position with the highest reported median (\$361,932), and receptionist had the lowest (\$43,938) (for more information, see Chapters 2 and 6).

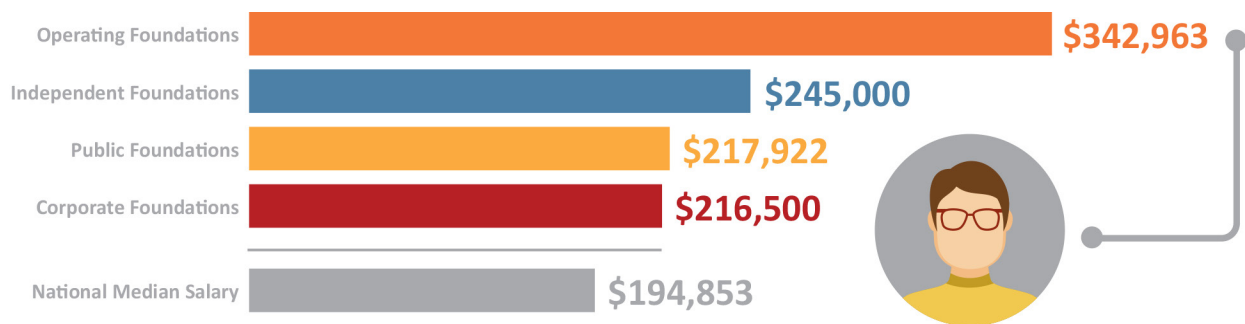
Median Grantmaker Salaries by Assets Group for Selected Staff, 2020

Asset Group (in Millions)	All Positions	CEO/CGO/President	Program Officer
\$2,000 or More	109,521	650,000	139,428
\$1,000 to \$1,999.9	95,439	494,000	97,850
\$750 to \$999.9	83,077	415,000	74,710
\$500 to \$749.9	85,807	371,315	91,388
\$250 to \$499.9	87,000	300,746	86,568
\$100 to \$249.9	80,224	217,161	77,263
\$50 to \$99.9	74,865	173,000	65,900
\$25 to \$49.9	70,150	125,000	60,000
\$10 to \$24.9	75,120	111,000	79,300
\$5 to \$9.9	65,889	84,000	48,936
Less than \$5	86,687	109,230	94,146
All	85,000	194,853	90,015

Based on responses from 781 grantmakers.

CEOs/CGOs

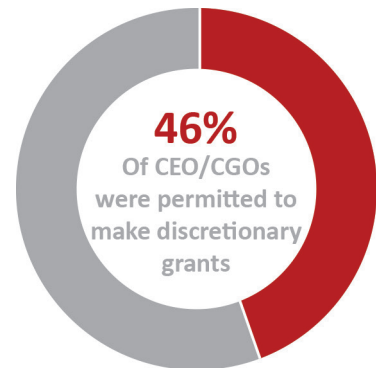
Respondents provided 2020 base salary information for 717 CEO/CGOs. Operating foundations reported the highest median chief executive salary (\$342,963), followed by independent, public, and corporate foundations (\$245,000, \$217,922 and \$216,500, respectively) – all of which had values larger than the national median of \$194,853. Lower median CEO salaries were reported by “other” grantmakers (\$190,235) and community foundations (\$150,000).



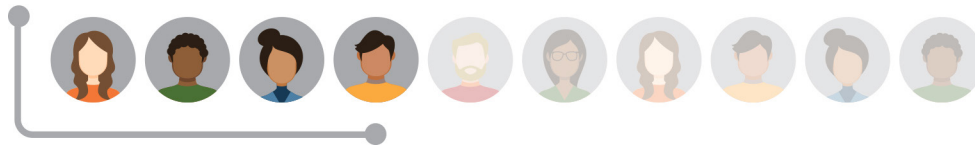
By region, respondents with the highest median CEO/CGO salaries were located in the Northeast (\$226,547), followed by the West (\$217,922). The median salary of CEO/CGOs for grantmakers located in the South (\$198,250) was just above the reported national median. Grantmakers in the Midwest reported significantly lower median chief executive salaries (\$157,350).

Unsurprisingly, the largest grantmakers in terms of both assets and total staff reported the highest median salaries for CEOs/CGOs, and the values decreased fairly consistently among the smaller ranges. The largest group by assets—those with assets of \$2 billion or more—reported far higher median CEO/CGO compensation (\$650,000) than those in smaller asset bands, with the smallest assets group (less than \$5 million) reporting a median of \$109,230. Organizations with 20 or more staff reported a median chief executive salary of \$398,730; the comparable figure was \$124,707 for those with just one or two total staff members.

Most grantmakers with full-time CEOs (92 percent) had a written position description, and just under half (49 percent) had written contracts or letters of agreement for their CEOs. Forty-six percent of CEO/CGOs were permitted to make discretionary grants; the median limit per grant was \$10,000, and the median limit per year was \$50,000. Nearly four in 10 CEO/CGOs (39 percent) were offered a bonus in 2019; the median bonus amount was \$12,000. Additionally, 21 percent of CEO/CGOs received deferred compensation in 2019, with a median amount of \$19,000.

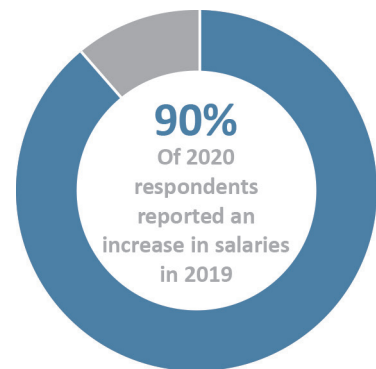


Nearly Four in 10 CEO/CGOs Were Offered a Bonus in 2019

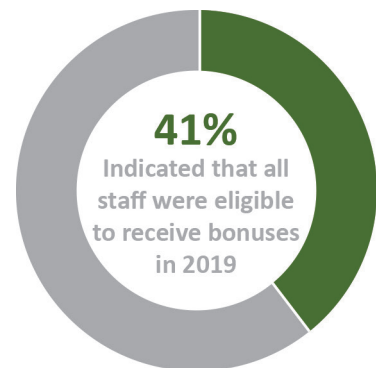


Salary Increases and Bonuses

Nine-tenths of 2020 respondents (90 percent) reported an increase in salaries for 2019; the median salary increase across these grantmakers was 3.5 percent. By type, operating foundations and “other” grantmakers had the highest proportion of respondents granting an increase (100 percent), followed by public foundations (96 percent) and community foundations and independent foundations (94 percent and 88 percent respectively). Family foundations were least likely to have indicated granting a salary increase in 2019, but 81 percent still reported doing so.



Of the 793 organizations responding to the questions on bonuses, 41 percent indicated that all staff were eligible to receive bonuses in 2019. Of responding organizations where staff were eligible, more than nine-tenths (91 percent) awarded bonuses in 2019. Almost half (49 percent) of grantmakers awarding bonuses awarded them to all staff. Most grantmakers (78 percent) based the bonus amount on employee performance or merit. The majority awarded a flat dollar amount (60 percent), with 24 percent awarding bonuses as a percent of salary. Of the grantmakers that indicated no staff were eligible for bonuses, nearly all (93 percent) indicated that this was standard practice.



For 2020, a smaller share of funders (71 percent) expected to or had already increased staff salaries compared to 2019. The median implemented, or planned increase, came in just below the 2019 median at three percent. While this could be an early indication of the effects of market fluctuations and fiscal uncertainty, past GSB data reveal that current-year salary increases (real and projected) are often a little lower than those reported for the prior year.

For those foundations not planning on increasing salaries in 2020, more than half (56 percent) indicated this was a change from past practice (for more information, see Chapter 4).

Finally, based on a sample of 474 grantmakers that responded to the last five surveys, median grantmaker salaries have risen 9.9 percent before inflation since 2016. Across all sample foundations, program officers saw a slower rate of growth in their reported median salaries before inflation between 2016 and 2020 (6.7 percent), and CEO/CGOs saw a higher rate (13.6 percent). Taking inflation into account, the growth is much more modest or negative; between 2016 and 2020, all sample foundations reported an increase of 4.2 percent in median CEO/CGOs salary and a decrease of 2.2 percent for median program officer salaries in constant 2016 dollars (for more information, see Chapter 2).

Reported and Real¹ Change in Median Base Salaries For All CEO/CGO/President and Program Officer, 2016-2020²

CEO/CGO/President			
Year	Adjusted	Dollars	Percent Change
2016	Reported Dollars	185,408	
	Constant Dollars	185,408	
2017	Reported Dollars	190,000	2.5
	Constant Dollars	184,937	-0.3
2018	Reported Dollars	195,793	3.0
	Constant Dollars	186,451	0.8
2019	Reported Dollars	206,400	5.4
	Constant Dollars	193,609	3.8
2020	Reported Dollars	210,678	2.1
	Constant Dollars	193,113	-0.3
Program Officer			
Year	Adjusted	Dollars	Percent Change
2016	Reported Dollars	85,700	
	Constant Dollars	85,700	
2017	Reported Dollars	85,000	-0.8
	Constant Dollars	82,735	-3.5
2018	Reported Dollars	89,095	4.8
	Constant Dollars	84,844	2.5
2019	Reported Dollars	90,000	1.0
	Constant Dollars	84,423	-0.5
2020	Reported Dollars	91,450	1.6
	Constant Dollars	83,825	-0.7

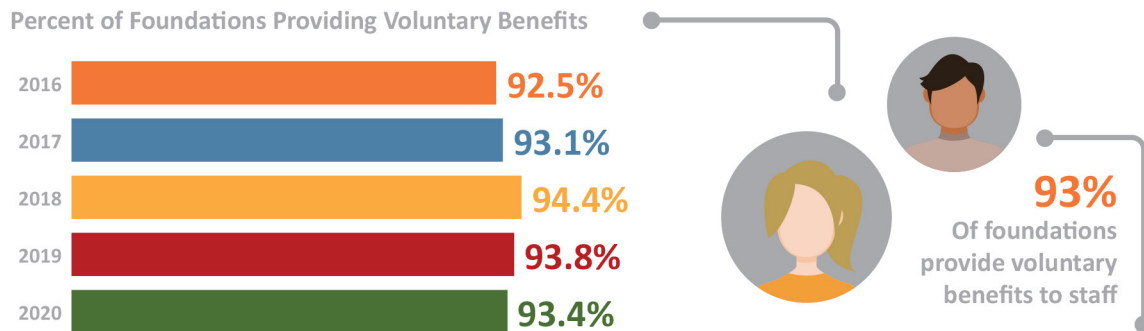
¹Real change based on constant 2016 dollars.

²Data from a panel of 474 foundations that responded to the Grantmaker Salary and Benefits Survey for five consecutive years and reported at least one CEO or program officer salary.

*Insufficient data.

Staff Benefits

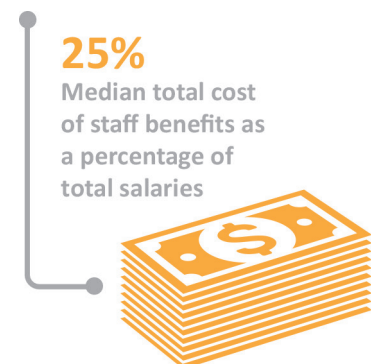
The 2020 Grantmaker Salary and Benefits survey shows that an overwhelming majority of participating foundations (93 percent) provide voluntary benefits to staff. This number has ranged from 92 percent to 94 percent over the last five years. Similarly, the percentage of participating foundations providing specific benefits (medical, dental, retirement, etc.) has experienced minimal change since 2016, with medical benefits leading the way as the most popular form of benefit offered each year.



2020 GSB Results in Focus

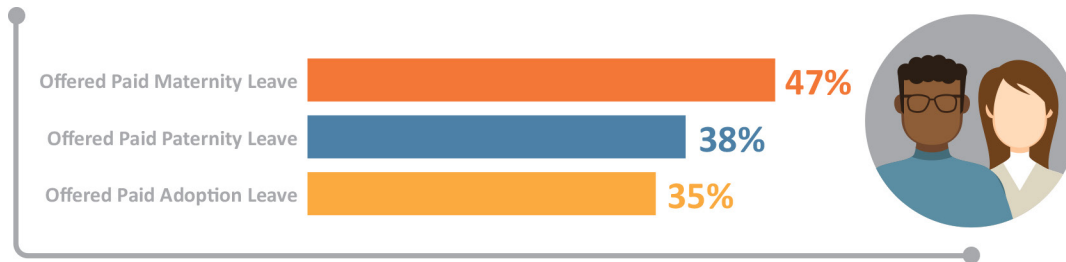
Ninety-three percent of respondents offered voluntary benefits¹ to staff beyond those traditionally required by the government (e.g., FICA); 94 percent offered paid leave; and 91 percent reported offering both voluntary benefits and paid leave. By type, 100 percent of operating foundations and “other” grantmakers offered voluntary benefits, followed by community foundations and public foundations (both 96 percent) and independent foundations (93 percent), with the small sample of corporate foundations providing the lowest proportion of voluntary benefits (86 percent).

Among all respondents, the median total cost of staff benefits (required and voluntary) as a percentage of total salaries was 25 percent. This figure was highest for “other” foundations (43 percent), followed by corporate foundations (32 percent), operating foundations (31 percent), independent foundations (28 percent), and family foundations (27 percent). Public and community foundations had the lowest ratios, at 25 percent and 22 percent, respectively. The biggest foundations, both in terms of staff size and assets, tended to report the highest benefit cost as a percentage of staff salaries.



Nearly all respondents with full-time staff (94 percent) reported offering paid time off including holidays for these employees. A majority also included paid time off for bereavement (75 percent), jury duty (72 percent), vacation (64 percent) and illness (60 percent). Less than half of respondents offered paid family leave in various categories to full-time staff: 47 percent offered paid maternity leave, 38 percent offered paid paternity leave and 35 percent offered paid adoption leave. Few responding foundations offered compensatory time for exempt employees and wellness leave for full-time employees (7 percent and 4 percent, respectively).

¹ For purposes of the survey, voluntary benefits do include medical, as well as retirement, severance and other benefits such as professional membership dues, tuition assistance, etc. Voluntary benefits do not include FICA, SUI, and worker's compensation—which are required by law. benefits to staff



The median number of days reported for vacation/annual leave was 15 and 10 for sick leave. The median number of reported paid holidays was 10. Maternity, paternity and adoption leave had medians of 40, 30 and 40 days, respectively. Foundations offering personal time off reported a median of 20 base days.

Just under half of respondents (49 percent) indicated they had part-time employees. Most grantmakers that had part-time employees and offered paid time off to these employees included paid holidays (78 percent). A majority of these foundations also included paid leave for jury duty (53 percent), compassionate/bereavement leave (53 percent), vacation/annual leave (52 percent) and sick leave (52 percent) for their part-time employees. Smaller percentages of grantmakers reported offering their part-time employees personal/discretionary leave (24 percent).

For part-time employees growing their families, 29 percent of respondents reported offering paid maternity leave, 26 percent reported offering paid paternity leave and 24 percent reported offering adoption leave. The voluntary benefits offered to part-time employees by the highest numbers of responding foundations were retirement or pension plans (86 percent) and medical insurance (42 percent).

Of the respondents answering a question about whether they had retired employees, 42 percent indicated that they did. Only a small number of respondents (69, or 10 percent of respondents) specified that they have a policy providing benefits to retired employees. Among those, the most common benefits offered were medical insurance (88 percent) and dental benefits (42 percent). Just over a third (35 percent) of grantmakers that responded to a question asking if retired employees were required to contribute to benefits costs said yes.

Same-sex married spouses were eligible to receive benefits from over two-thirds (447 of 650) of responding grantmakers. Nearly half (312 of 652) indicated that they extended benefits to the unmarried domestic partners of employees in 2020. Most of these grantmakers (96 percent of 274 respondents) included both same-sex and opposite-sex domestic partners; four percent indicated that domestic partner benefits were for same-sex couples only (for more information on benefits, see Chapter 5).

Medical Benefits

Between 29 and 40 percent of respondents that offered medical benefits covered the full cost of single-coverage benefits, with the percentage varying by plan type. When coverage was expanded beyond the employee (single+1 or family), the proportion of respondents that covered all premium costs varied between 6 and 20 percent, depending on the type of plan and coverage. Eight percent of respondents offering dependent-only coverage paid all premium costs for HMO plans, 12 percent for PPO plans, 10 percent for POS plans and 8 percent for HDH plans.

For organizations that did not cover the entire cost of medical benefits (a majority of grantmakers, regardless of plan type and coverage), the median share of costs to the employee for single person (employee) coverage was 20 percent for all plan types. That figure rises slightly for single+1, family and dependent-only coverage to between 23 and 30 percent for all plan types.

Median Average Monthly Plan Premiums Paid, 2020

Plan Type	Employee/Single	Employee/Single+1	Family	Dependent Only
HMO	666	1,339	1,735	1,260
PPO	776	1,472	2,169	1,319
POS	765	1,666	2,301	1,519
HDH	650	1,323	1,782	1,245

Based on responses from 633 grantmakers that indicated they offer one of the plans listed.

Community foundations, public foundations and corporate grantmakers in many instances paid lower premium amounts than their private counterparts. Independent and family foundations often paid higher amounts, with some exceptions. Larger grantmakers frequently paid higher premiums depending on the plan type and coverage, but there is no consistent pattern, likely due to actuarial and coverage differences among respondents for which this survey cannot account.

More than two-thirds (68 percent) of grantmakers offering voluntary benefits indicated that dental coverage was separate from medical. For those respondents with freestanding dental plans, under half (47 percent) reported covering all premium costs. At foundations where the employee contributes to those costs, the median proportion covered is 25 percent.

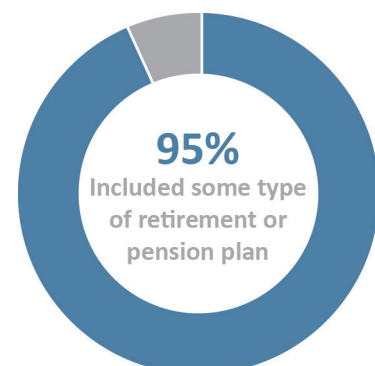
A smaller proportion (47 percent) of respondents offering voluntary benefits indicated that vision coverage was separate from general medical coverage. As with separate dental plans, less than half (48 percent) of employers offering standalone vision plans reported covering all premiums. At foundations where the employee covers at least some of the cost, the median proportion covered by employees is 100 percent.

A small proportion—7 percent—of foundations offering voluntary benefits indicated they also offer a wellness stipend for preventative activities and nontraditional medical interventions such as acupuncture and chiropractic care. The reported dollar amount for the stipend at these organizations ranged from \$75 to just over \$10,000; the median was \$500.

Finally, 13 percent of respondents offering voluntary benefits to staff reported providing compensation for opting out of medical coverage. The median dollar amount of that compensation was \$2,750 (for more information on medical benefits, see Chapter 5).

Retirement Benefits

Most respondents that offered voluntary benefits included some type of retirement or pension plan for their full- or part-time employees (95 percent). While only a small number of “other” grantmakers responded to this question, 100 percent reported providing retirement benefits to their full-time paid staff. The foundation type offering the lowest share of retirement benefits were corporate grantmakers (83 percent), although the small sample size in this category makes this data unreliable. Generally, fewer smaller grantmakers (in terms of both assets and staff) offered retirement or pension plans.



Of the respondents that specified the type of retirement plan they offered, 94 percent provided only a defined-contribution plan, about two percent offered only a defined-benefit plan and four percent offered both. The most common defined-contribution plans offered were Section 403(b) plans (40 percent) and Section 401(k) plans (39 percent). The median reported default employer contributions for retirement plans were between 3 and 8 percent depending on the type of plan (for more information, see Chapter 5).

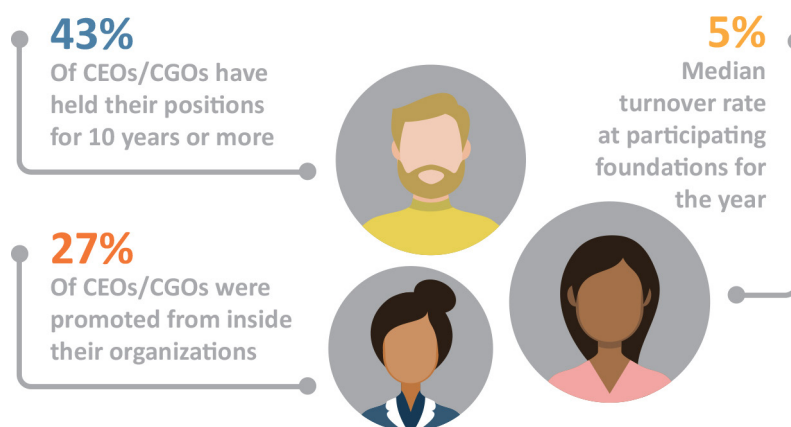
Severance

Twenty-three percent of grantmakers responding to the question reported having a written severance or separation policy. “Other” grantmakers and corporate foundations were most likely to have a written policy (57 and 55 percent, respectively); independent and family foundations were least likely (around 20 percent each). Larger grantmakers by staff size were more likely to have a written policy, but there is no clear trend by asset size.

Most funders specifying severance policy options indicated that they included severance pay (87 percent). Additionally, 43 percent had a policy that included continued medical benefits, and 23 percent offered outplacement services. Most severance payments were made based on specific agreements (54 percent) and/or in a lump sum (46 percent); 22 percent made payments on their usual payroll schedule (for more information, see Chapter 5).

Employment, Tenure and Turnover

Overall, responses regarding employment, tenure and turnover on the 2020 survey remained fairly consistent with those from the previous year. The median number of full-time staff at participating foundations was six, with operating, public and community foundations reporting higher median numbers than others. The survey shows that a significant percentage of CEOs/CGOs (43 percent) have held their positions for 10 years or more, and that one-quarter (27 percent) were promoted from inside their organizations. The median turnover rate at participating foundations for the year was 5 percent.



Tenure

Information on employee tenure was available for all 36 staff positions reported on the survey. Consistent with prior years, librarians had the longest median position tenure: 12 years. CEO/CGOs were next in line with 8 years. More than two-fifths of chief executives (43 percent) have held their positions for 10 years or more. The other positions with more than a five-year median tenure included: chief investment officer and chief financial officer (6 years each); and associate director/executive vice president, vice president (administration), controller, assistant treasurer and director of human resources (5 years each).

Of the CEOs tracked in the survey, more than one-quarter (27 percent) were promoted from within their organizations, as indicated by the length of their tenure with the funder relative to their tenure as CEO. This is consistent with an internal promotion rate of 24 percent for all positions. The positions with the lowest proportion of internal promotions were administrative assistant (9 percent) and receptionist (6 percent). Vice president (programs), vice president (administration) and associate director/executive vice president had the highest reported rates of internal promotion (45 percent, 44 percent and 41 percent, respectively).

Paid Staff Employment and Turnover

Respondents were asked to account for all full-time paid staff at the beginning of 2020. Of the 10,557 full-time paid professional and administrative staff reported in the survey, the largest grantmakers—those with \$2 billion or more in assets—represented more than one-quarter (27 percent) of the total full-time employees reported.

Overall, the median reported number of full-time staff was six. Operating, public and community foundations had the highest median levels of reported full-time staff (17, 8 and 7, respectively). The remaining foundation types were all below the median staff size of 6, with family foundations reporting the smallest median staff size of 4.

More than half (55 percent) of respondents reported that there had been staff departures during the year. Family foundations saw the highest retention of all staff among respondents with 55 percent reporting no departures; close behind were independent and corporate foundations (51 and 50 percent, respectively). The overall median staff turnover rate for all respondents (including those without departures or unfilled positions) is 5 percent.

Median Number of Full-Time Paid Staff by Grantmaker Type, 2020¹

Grantmaker Type		Total Reported Full-Time Staff
Community	\$2,000 or More	75
	All Foundations	7
Corporate	\$2,000 or More	*
	All Foundations	5
Private	\$2,000 or More	100
	All Foundations	5
Family	\$2,000 or More	106
	All Foundations	4
Independent	\$2,000 or More	95
	All Foundations	5
Operating	\$2,000 or More	17
	All Foundations	17
Public	\$2,000 or More	15
	All Foundations	8
Other	\$2,000 or More	*
	All Foundations	5
All	\$2,000 or More	82
	All Foundations	6

¹Staffing figures as of 1/1/2020.

Based on responses from 781 grantmakers that reported full-time paid staff. Figures do not include full-time paid staff who are shared or loaned.

*Insufficient data.

Median Number of Full-Time Paid Staff by Assets Group, 2020¹

Asset Group (in Millions)	Total Reported Full-Time Staff
\$2,000 or More	82
\$1,000 to \$1,999.9	38
\$750 to \$999.9	46
\$500 to \$749.9	18
\$250 to \$499.9	12
\$100 to \$249.9	7
\$50 to \$99.9	4
\$25 to \$49.9	3
\$10 to \$24.9	2
\$5 to \$9.9	2
Less than \$5	2
All	6

¹Staffing figures as of 1/1/2020.

Based on responses from 781 grantmakers that reported full-time paid staff. Figures do not include full-time paid staff who are shared or loaned.

*Insufficient data.

Median Number of Full-Time Paid Staff by Grants Group, 2020¹

Grants Group (in Millions)	Total Reported Full-Time Staff
\$250 or More	117
\$100 to \$249.9	55
\$50 to \$99.9	32
\$25 to \$49.9	18
\$10 to \$24.9	10
\$5 to \$9.9	6
\$2 to \$4.9	4
\$1 to \$2	3
\$0.5 to \$0.99	2
\$0.25 to \$0.49	2
Less than \$0.25	1
All	6

¹Staffing figures as of 1/1/2020.

Based on responses from 781 grantmakers that reported full-time paid staff. Figures do not include full-time paid staff who are shared or loaned.

*Insufficient data.

Conclusion

As philanthropy continues to respond to the challenges of Covid-19 and racial injustice, the Council on Foundations is tracking the actions and commitments of foundations across the country. The 2021 Grantmaker Salary and Benefits Report will provide a fuller picture of the impact of 2020's crises on foundation operations, and the Council is also conducting special surveys and other research in an effort to gather this information in real time. (For the latest, please visit www.cof.org). The Council believes the 2020 survey data presented in these pages provides a wealth of good and comprehensive information to support decision making and inspire and guide fieldwide action right now.

Endnotes

- 1 Grantmakers were asked to self-identify as one of the following grantmaker types: community foundation, corporate grantmaker, family foundation, independent foundation, public foundation, operating foundation, or “other,” which includes federated and other institutional giving programs. For a full description of these grantmaker types, see Chapter 1.
- 2 Shifting Practices, Sharing Power? How U.S. Philanthropy is Responding to the 2020 Crises. <https://www.cof.org/content/shifting-practices-sharing-power-how-us-philanthropy-responding-2020-crises>
- 3 See the U.S. Census Bureau for more information. <https://www.census.gov/quickfacts/fact/table/US/IPE120218>
- 4 Career Pathways: A Talent Pipeline Expansion Program. <https://www.cof.org/career-pathways>
- 5 See the Council's Diversity, Equity, and Inclusion page for more information. <https://www.cof.org/topic/diversity-equity-inclusion>
- 6 Learn more about Race to Lead Revisited. <https://racetolead.org/race-to-lead-revisited/>
- 7 Reflecting on Leadership Diversity in Today's Nonprofit Sector. <https://cep.org/reflecting-on-leadership-diversity-in-todays-nonprofit-sector/>
- 8 The Number of Black CEOs in the Fortune 500 Remains Very Low. <https://fortune.com/2020/06/01/black-ceos-fortune-500-2020-african-american-business-leaders/>
- 9 Note that fewer than 20 corporate foundations responded to the 2020 survey, so these numbers reflect the demographics of only a small share of U.S. corporate foundations.
- 10 Change Philanthropy, Emerging Practitioners in Philanthropy and Funders for LGBTQ Issues. The 2018 Diversity Among Philanthropic Professionals Report: A Tale of Two Sectors. 2018. <https://lgbtfunders.org/research-item/2018-dapp-report/>
- 11 Exponent Philanthropy, Foundation Operation and Management Report (paid access only). <https://www.exponentphilanthropy.org/publication/foundation-operations-and-management-report/>
- 12 Funders for LGBTQ Issues. The Philanthropic Closet, LGBTQ People in Philanthropy. <https://lgbtfunders.org/research-item/the-philanthropic-closet-lgbtq-people-in-philanthropy/>
- 13 A Workplace Divided: Understanding the Climate for LGBTQ Workers Nationwide (June 2018) Washington, D.C.: Human Rights Campaign Foundation hrc.org/resources/a-workplace-divided-understanding-the-climate-for-lgbtq-workers-nationwide
- 14 Emerging Practitioners in Philanthropy, Dissonance and Disconnects: How entry- and mid-level foundation staff see their futures, their institutions and their field. 2018. https://www.epip.org/dissonance_disconnects.
- 15 See, for example, Pew Research Center. “Baby Boomers Are Staying in the Labor Force at Rates Not Seen in Generations for People Their Age.”, July 24, 2019. <https://www.pewresearch.org/fact-tank/2019/07/24/baby-boomers-us-labor-force/>
- 16 Only 10 employees’ age range were reported in the CEO position for operating foundations.
- 17 Malcolm Gladwell, Outliers: The Story of Success. 2008. Little Brown & Co.
- 18 U.S. Centers for Disease Control and Prevention. “Disability Impacts All of Us.” <https://www.cdc.gov/ncbddd/disabilityandhealth/infographic-disability-impacts-all.html#:~:text=61%20million%20adults%20in%20the,is%20highest%20in%20the%20South>.
- 19 RespectAbility. “Philanthropists and Nonprofits Exclude People with Disabilities.” 2019. <https://www.respectability.org/2019/04/new-study-philanthropists-and-nonprofits-exclude-people-with-disabilities/>
- 20 Noorain Khan, “Why Disability Rights Are Central to Social Justice Work—and What We’re Doing About It,” Ford Foundation blog, November 1, 2017. <https://www.fordfoundation.org/ideas/equals-change-blog/posts/why-disability-rights-are-central-to-social-justice-work-and-what-we-re-doing-about-it>
- 21 Marca Bristo, President and CEO of Access Living, “Nothing About Us Without Us,” MacArthur Foundation, October 17, 2017. <https://www.macfound.org/press/perspectives/nothing-about-us-without-us/>
- 22 <https://disabilityphilanthropy.org/>