



Council on
Foundations

2022

Grantmaker Salary and Benefits Report:

Key Findings





November 2022

The Council on Foundations is a nonprofit membership association that serves as a guide for philanthropies as they advance the greater good. Building on our almost 75-year history, the Council supports over 800 member organizations in the United States and around the world to build trust in philanthropy, expand pathways to giving, engage broader perspectives, and co-create solutions that will lead to a better future for all.

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Introduction

Letter from the President and CEO

Dear Colleagues,

The Council on Foundations is pleased to bring you the 2022 Grantmaker Salary and Benefits Report: Key Findings, a free resource drawing out the headlines from our comprehensive annual survey of the field. Conducted in spring 2022, this year's survey includes data on 10,304 full-time staff from 1,003 grantmaking organizations.

There's lots to celebrate in the data. Racial diversity continues to increase in our sector, both overall and in CEO positions. Over time, survey results will more accurately reflect nonbinary staff (this is the second year the option appeared, and the number reported doubled). And while women remain overrepresented in administrative roles, they are also gaining ground in chief executive positions.

These are clear markers of progress. And yet leadership in philanthropy still doesn't mirror the rich diversity inherent in the places and fields we intend to support. The Council will continue to push for and support progress toward that goal in the years ahead through our advocacy, trainings and resources.

We're heartened by stories from foundation leaders, sprinkled throughout this report, that highlight ways philanthropy is adapting to support its workforce: recognizing the disproportionate effects of the enduring COVID-19 crisis on older adults, who make up a large proportion of foundation leadership. Updating human resources policies with more inclusive definitions of family. Continuing to step up staff benefits, like Healthcare Flexible Spending Accounts and payment for professional development. And wrestling with how to ensure that staffers with disabilities are represented and supported.

The Council's 2022 Grantmaker Salary and Benefits Report is an essential resource to help inform grantmaker decision-making around budgets, salaries, and benchmarking personnel policies and practices. We hope the stories from your peers and positive trends represented in the report will inspire you to act.

Sincerely,



Kathleen Enright

President & CEO

Council on Foundations

The Council on Foundations' *2022 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 report offers an in-depth look at the field of philanthropy including the demographics of foundation staff, how much they're paid, the employee benefits they receive, levels of tenure and turnover, and more.

As explored in the Key Findings section, this year's report reveals slight if notable changes in the diversity of foundations' staffs and leadership on the basis of race and gender, compared with the results of other recent GSB reports. These findings suggest that foundations across the country continue to grapple with the imperative to build staff teams that more fully reflect the demographics of the communities philanthropy serves, especially after the movements for racial justice and gender equity gained wider attention and support in recent years. For example:

- Recent years have seen a slow rise in the proportion of foundations reporting women in CEO/CGO roles; the percentage reached 62 percent in 2022, up from 58 percent in 2020 and 60 percent in 2021.
- People of color accounted for 31 percent of reported full-time foundation staff in 2022, up from 29 percent in 2021 and 27 percent in 2020.
- People of color represented 14 percent of foundation CEOs among responding organizations, up from 12 percent in 2021.

Despite these gains, the GSB survey suggests there is considerable work still to do when it comes to creating foundation staffs and organizational cultures that truly value and support the goals of diversity, equity, and inclusion. For example, while more women are moving into positions of leadership, women continue to be dramatically overrepresented in administrative roles at responding foundations. The survey also shows that women in CEO/CGO roles are paid just 84 percent of what their male counterparts earn. In addition, people of color comprised a lower percentage of individuals at the CEO/CGO level, relative to their proportion of all full-time foundation staff, as well as their numbers in the broader U.S. population.

Meanwhile, the GSB results continue to suggest that philanthropy is struggling to attract younger workers to the field. Over the past several years, the GSB survey consistently has identified that most employees working at participating foundations are over the age of 40. Leaders of these foundations are overwhelmingly aged 50 or above, while just one in 10 staff are under age 30.

Accurately representing the composition of the philanthropic workforce through improved employee disclosure practices is a critical opportunity for the field to reflect its true diversity. This is the second year that this survey has included a "nonbinary" gender option. While the number of foundations reporting non-binary staff was quite low, our hope is that by asking the question grantmakers will seek to provide more inclusive options for staff members to self-identify.

Similarly, this report also shows a likely underreported number of people with disabilities working in the philanthropic sector. Compared with [CHANGE Philanthropy's 2020 Diversity Among Philanthropic Professionals Report](#), which shows that 12.6 percent of individual respondents identify as a person with a disability, the employer-provided data in the GSB indicates just over 1 percent of philanthropic staff reported having a disability. As noted below, the reason for this discrepancy is likely the result of staff either choosing not to disclose their disability to their employers or organizations not having a practice in place for employees to confidently disclose their disability.

When it comes to staff salaries, the GSB survey shows a continuing trend of slight, year-over-year increases in median compensation for all staff, with median CEO/CGO salaries rising at a faster rate than others. Indeed, data from a review panel of foundations completing the past five surveys shows the median CEO/CGO salary rose by 6 percent in inflation-adjusted dollars over that time, while the median program officer salary actually *declined* in constant 2018 dollars.

While the number of foundations providing voluntary benefits (including medical, dental, retirement, etc.) to staff has remained steady at 93-95 percent over the last five years, the 2022 GSB survey found an increase in the median percentage of responding foundations offering "other" voluntary benefits, including professional membership dues and professional development, Healthcare Flexible Spending Accounts, and more.

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.

About the 2022 Report

A total of 1,003 grantmakers responded to the survey, 978 of which provided 2022 position and salary information on 10,304 full-time paid professional and administrative staff members. Also, 961 respondents indicated some form of demographic information for the reported staff.

Responding organizations' assets totaled over \$380 billion, and their annual giving amounted to nearly \$20 billion in 2021. The median asset size of respondents was \$102.5 million while the median giving amount was \$4.6 million.

By grantmaker type, community foundations accounted for the largest share of respondents (37 percent), followed by independent (28 percent), family (21 percent) and public (9 percent) foundations. Respondents also included a small number of operating foundations (2 percent), corporate grantmakers (1 percent), and "other" grantmaker types (2 percent).

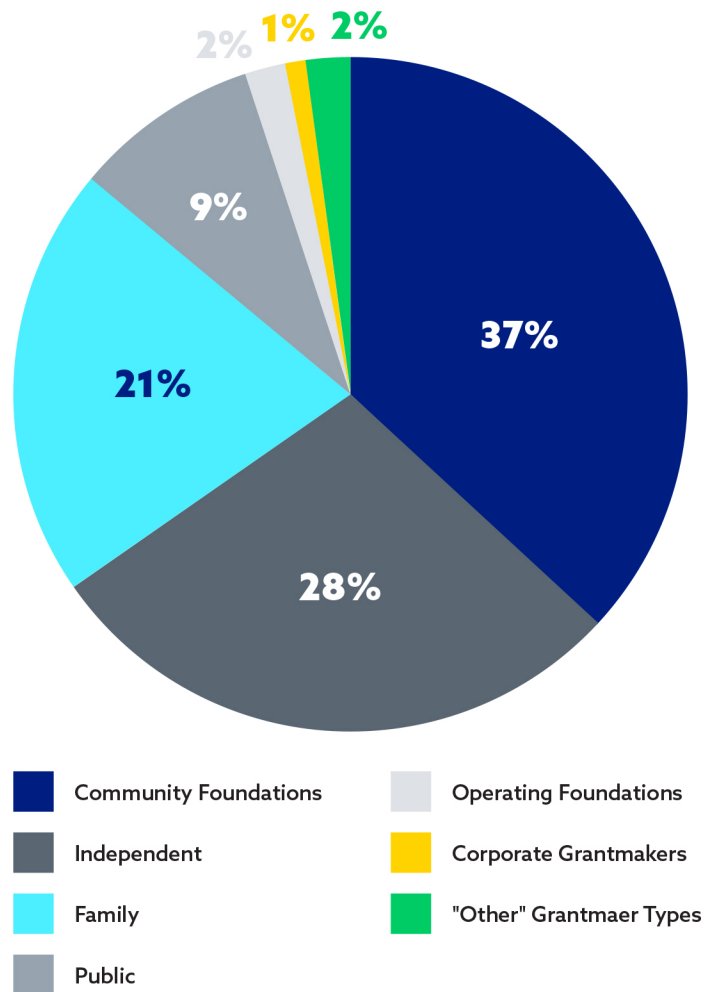
Regionally, the largest share of grantmaker respondents came from the Midwest (33 percent), followed by the South (27 percent), Northeast (23 percent), and West (17 percent). The East North Central Division—which includes Illinois, Indiana, Michigan, Ohio, and Wisconsin—had the largest number of respondents with just under one-quarter of total survey participants.

How to Use This Report

The 2022 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 and survey respondents, please visit our website: www.cof.org.

The GSB survey accepts responses from staffed foundations of all types. Because of the voluntary nature of the survey, it

Respondents by Grantmaker Type



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 sometimes compare 2022 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.



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Staff Composition

Staff Composition

Results from the 2022 survey suggest that while age and gender ratios are static across responding foundations, there continues to be a slight year-over-year increase in employees who are people of color. The proportion of people of color in the CEO/CGO/President position (14 percent) also has risen slightly in recent years, although the percentage is far lower than the figure for all foundation staff (31 percent).

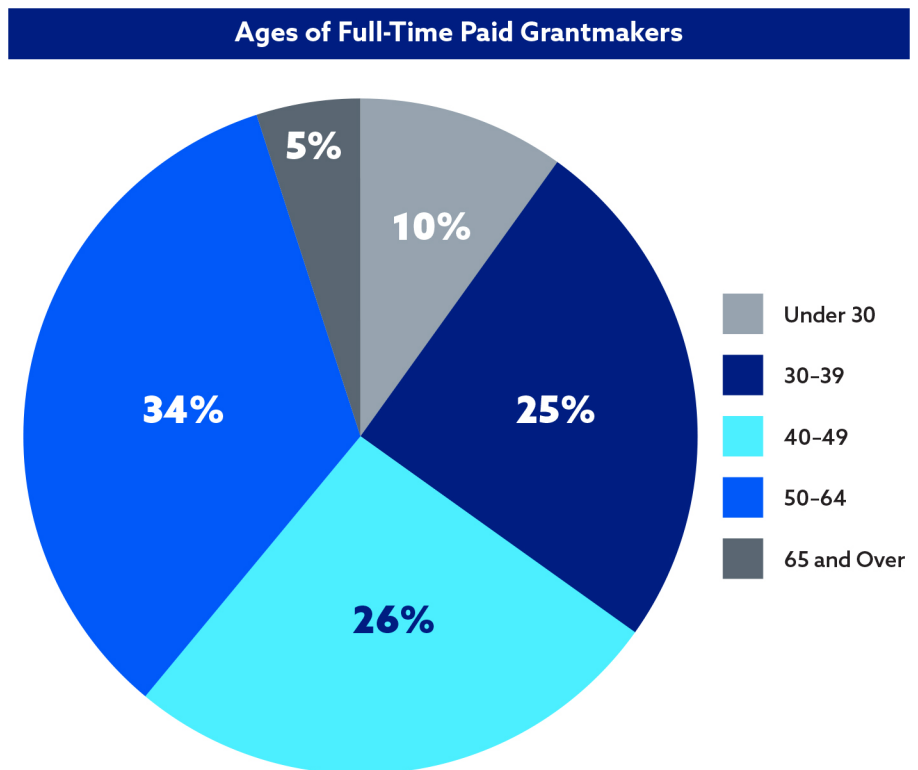
Age

- Over one-third of full-time staff were 50 to 64 years old.
- Five percent of full-time staff were at or above retirement age.
- About one in ten reported full-time staff were under 30.

Over the past several years, the GSB survey consistently has identified that most employees working at participating foundations are over the age of 40. Leaders of these foundations are overwhelmingly age 50 or above, while just one in 10 staff are under age 30. In recent years, small numbers of foundations have indicated in their GSB surveys that they had CEOs under age 30. In 2022, one community foundation CEO was reported in that age cohort.

Data from the last five years show remarkable consistency in the age ranges of the leadership and staff of foundations participating in the GSB survey. The number of staff members aged 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 35 percent. The same consistency can be seen in the percentage of CEOs in the various age ranges, although the percentage of CEOs/CGOs over age 50 appears to be trending downward (for example, dropping from 77 percent in 2021 to 72 percent in 2022).

Overall, 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.



Voices from the Field

Mary O'Donnell

President, RRF Foundation for Aging



The U.S. Census Bureau projects that by the end of this decade, one in five people in the United States will be over age 65, and the number will continue to rise. Mary O'Donnell, president of RRF Foundation for Aging, sees these numbers as a calling for philanthropy. "In our grantmaking and operations, it is incumbent on all of us to be thinking about how to make sure cross-generational issues, and inclusive approaches to aging are top-of-mind concerns for philanthropy," she said.

They certainly are top-of-mind concerns at RRF Foundation for Aging, which was endowed by John D. MacArthur to support "projects that enhance and improve the quality of life for older people." Today, the foundation focuses its grantmaking on four areas where it sees the potential for addressing the most urgent needs of older adults nationwide: affordable and supportive housing; social and intergenerational connectedness; economic security; and support for family caregivers. All of these areas saw increased attention during the Covid-19 crisis as older adults faced disproportionate impacts from the pandemic.

"I think Covid really opened people's eyes to the needs of older adults," said O'Donnell. "The crisis also showed how older people contribute to our economy, society, and communities in such an enormous way."

Judging from the GSB survey results for 2022, older people also are contributing in an enormous way to philanthropy. With 5 percent of full-time staff at participating foundations at or above the retirement age of 65, including 16 percent of CEOs, O'Donnell said grantmakers would be wise to weigh how to create workplaces that appeal to all generations, especially in today's tight labor market

"Successful employers really pay attention to tapping the shared strength of people of all ages," O'Donnell said. And at a time when foundations and other employers increasingly are focused on hiring and supporting employees from historically marginalized populations, she said older adults fall squarely into that category. "Philanthropy is thinking seriously about race, gender, sexual orientation and gender identity, which are critically important to how we function as a sector. But we also need to think about age, and recognize that aging issues intersect with many of these inter-related issues." At RRF Foundation for Aging, O'Donnell said a key focus for her is putting together a staff team that will have the most significant impact across the foundation's priority areas. And for her, that means building and maintaining what she calls "a diverse, cross-generational, age-inclusive workforce."

"Philanthropy is thinking seriously about race, gender, sexual orientation and gender identity, which are critically important to how we function as a sector. But we also need to think about age and recognize that aging issues intersect with many of these inter-related issues."

"The more we can do to include all voices at the table when we are making decisions, the better," O'Donnell said.

2022 GSB Results in Focus

Age information was provided for 7,584 out of the 10,304 full-time paid grantmaker positions that were reported. The largest proportion of full-time staff was in the 50-to-64 age range (34 percent), followed by the 40-to-49 (26 percent), 30-to-39 (25 percent), and under-30 (10 percent) ranges. Employees of the current legal retirement age (65 and over) represent five percent of all reported salaried full-time staff. The GSB survey shows little change over the past five years in the proportions of staff across all age groups.

Independent foundations reported the highest percentage of employees over 50 (42 percent), followed closely by community, public, family and operating foundations (40 percent, 38 percent, 38 percent and 35 percent, respectively). The types of foundations reporting the lowest percentage of employees over 50 were “other” and corporate foundations (26 percent and 23 percent, respectively). Independent foundations and operating foundations had the highest proportion of retirement-age staff (around 6 percent each). Corporate grantmakers reported zero retirement-age employees, although it is hard to make any generalizations based on the small sample size in that category. Smaller-staffed grantmakers – those with only one or two paid staff members – reported the highest percentage of retirement age full-time paid staff (13 percent), while grantmakers with 10-19 staff members reported the lowest (4 percent).

The types of foundations reporting the highest proportion of staff under 30 included “other” foundations and operating foundations (13 percent each); corporate foundations reported the smallest proportion of staff under 30 (8 percent). Age differences among asset bands did not vary widely or follow a notable pattern. The highest proportion of staff under 30 was reported by grantmakers with between \$5 and \$9.9 million in assets (25 percent); no asset group reported less than 7 percent of staff as under 30. When considered by staff size, foundations with fewer staff appeared to trend toward having older staff, while staff of larger foundations were the most evenly distributed across age groups.

The majority (56 percent) of grantmaker chief executive officers (CEOs/CGOs) fell in the 50-to-64 age bracket, although this figure was down from 60 percent in 2021 and 58 percent in 2020. Only one chief executive—at a community foundation—was identified as being under 30. Larger foundations tended to have older CEOs/CGOs. In the top two asset bands (foundations with assets of \$2 billion or more), responding foundations reported no CEOs under age 50.

Overall, 16 percent of CEOs/CGOs were reported as being of retirement age. This figure climbs to one-fifth or more for CEOs/CGOs at foundations in larger asset bands. Organizations with assets between \$2 and \$499.9 billion reported the most CEOs/CGOs of retirement age (36 percent).



Learn more about Staff Composition in Chapter 2 of the 2022 Grantmaker Salary and Benefits Report

Gender

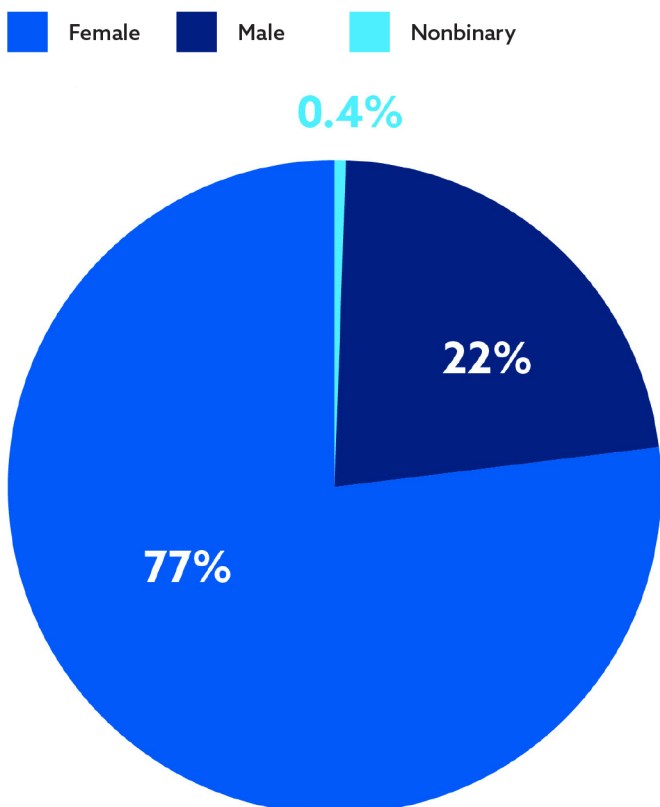
- In 2022, women represented over three-quarters of reported grantmaker staff.
- Recent years have seen a slow rise in the proportion of foundations reporting women in CEO/CGO roles; the percentage reached 62 percent in 2022.
- Women are notably overrepresented in administrative roles at responding foundations.
- 2021 was the first year the GSB offered “nonbinary” as a response option, and 0.2 percent of respondents identified as nonbinary; in 2022 that number doubled to 0.4

Over many years now, the GSB survey has affirmed that philanthropy continues to be a field dominated by women. For the past five years, women have consistently comprised roughly three-quarters of full-time staff for participating foundations, while holding a smaller proportion of the top leadership roles. Recent years have seen gains in the share of foundations reporting women in the CEO/CGO role, with 62 percent of foundations reporting that their CEO was a woman in 2022, a new all-time high. Among corporate foundations, the figure rises to a notable 89 percent.

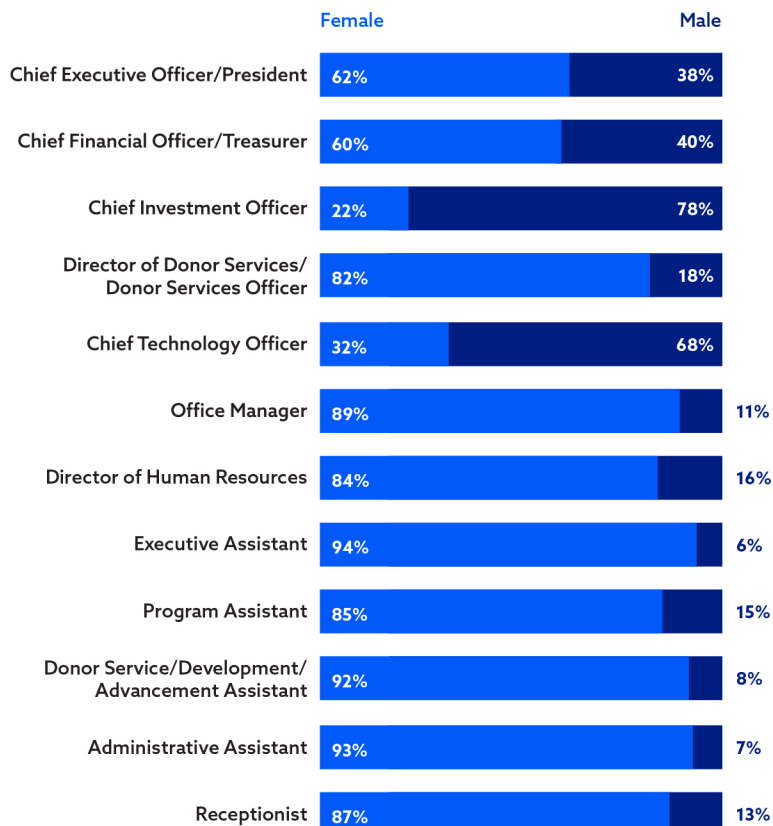
Despite the data from the survey showing that women occupy the majority of executive leadership roles, there is some evidence that philanthropy may still have work to do on issues of gender pay equity. The median salary for women in CEO roles (\$180,300) is just 84 percent of male CEO’s salaries (\$215,780). This is consistent with the gender pay gap of 83 percent for all U.S. workers.

Women Overrepresented, Underrepresented

Average for All Positions Measured:



Breakdown by Positions:



2022 GSB Results in Focus

Women comprised 77 percent of the 9,935 full-time positions for which gender was reported, with 74 percent of professional staff positions filled by women. Women represented 86 percent of administrative staff, 77 percent of program officers, and 62 percent of CEOs. Corporate grantmakers had the highest ratio of women among their staff (84 percent), followed by community foundations (79 percent). Operating foundations had the lowest ratio (though not far below at 74 percent). The percent of women on the staff of foundations participating the survey varied between 70 and 82 percent across grantmaker asset size ranges, although the figure is slightly higher (76 percent or more) among the lower asset bands.

Despite accounting for the majority of foundation staffs, women represented a smaller proportion of the top leadership positions. That said, the percentage of women serving as CEOs/CGOs/Presidents of foundations participating in the GSB survey has shown a steady increase in recent years, from 58 percent in 2020 to 60 percent in 2021 and 62 percent in 2022. In the 2022 survey, the percent of women serving in top leadership roles was higher at smaller grantmakers (measured both by staff and asset size) and lower at larger organizations. Among grantmakers with less than \$5 million in assets, 85 percent of top executives were reported as female; for grantmakers with only 1 or 2 paid staff the figure was 71 percent. On the other end, organizations with \$5 billion or more in assets reported 60 percent of CEO/CGOs as female; for foundations with 20 or more paid staff the figure was 46 percent.

In leadership positions beyond the CEO role, women are notably *overrepresented* in the positions of director of donor services (82 percent) and director of human resources (84 percent) and particularly *underrepresented* in the positions of chief investment officer (22 percent) and chief technology officer (32 percent). Women also are notably overrepresented in administrative roles such as executive assistant (94 percent), administrative assistant (93 percent) and receptionist (87 percent).

For the second time in its history, the GSB survey offered “nonbinary” as a gender option in 2022. Grantmakers reported 44 people among 9,935 staff positions for whom gender was reported as nonbinary (0.4 percent). It is important to note that the GSB survey is completed by a staff member on behalf of the entire organization. Therefore, foundations must rely on information self-reported by staff. While there is no census data on Americans who identify as nonbinary, the 2020 Diversity Among Philanthropic Professionals Report cites that 2.3% of philanthropic professionals self-identified as genderqueer, gender nonconforming, or nonbinary in 2020.



Learn more about Staff Composition in Chapter 2 of the 2022 Grantmaker Salary and Benefits Report

Race/Ethnicity

- People of color accounted for 31 percent of reported full-time staff in 2022, up from 29 percent in 2021 and 27 percent in 2020
- The largest grantmakers – measured both by assets and staffing – have a higher reported percentage of positions filled by people of color compared to smaller foundations. But grantmakers in the smallest category by assets (less than \$5 million) showed a relatively high percentage of people of color on staff (39 percent).
- People of color are 14 percent of foundation CEOs among responding organizations, up from 12 percent in 2021.

Staff Composition

While for many years GSB survey data showed staffing and leadership by people of color in the philanthropic sector to be stagnant, a positive trend has emerged since 2020. People of color comprise 31 percent of foundation staff (up from 29 percent in 2021 and 27 percent in 2020) while program officers who are people of color increased to 44 percent (up from 35 percent in 2020). The most notable change came in the top leadership role. While the percentage of people of color in the CEO/CGO remained at 10 percent for several years through 2020, that number increased to 12 percent in 2021 and 14 percent in 2022, a hopeful sign that grantmakers are beginning to make progress in truly reflecting the racial diversity of the populations they serve and support.

To Light an Equity Path for Others, Barr Foundation Shines a Light Inward



Like many foundations, the [Barr Foundation](#) has been on a years-long journey to center its work [on racial equity](#). Unlike many foundations, however, it has shared not just its grantmaking changes – including a focus on local organizations serving Black communities – but also [its process for shifting internal practices and culture](#).

Case in point: In 2021, Barr announced [several changes](#) to its employee leave policies to “underscore trust and flexibility” after a look at long-standing practices through the equity lens led to an uncomfortable realization.

“Our policies, while good-intentioned, reflected a Western, Christian, patriarchal, heteronormative society,” members of a staff-led task force wrote. “This was apparent in how our policies defined family, what holidays we celebrated, and how we differentiated maternity and paternity leave.”

New policies include an expanded definition of family and a gender-inclusive parental leave policy, more flexibility with work time, and added emphasis on mental health for sick leave use.

“One change I see is in all of the decision-making now – it goes back to the values,” said Denise Gillespie, Barr’s vice president of human resources and a member of the task force. “Being more explicit, more transparent... that has carried over from that whole process.”

That 18-month process, from research to some very difficult conversations, led to key lessons that Barr also [shares with the field](#):

1. Ensure your board reflects diversity in voices, perspectives, and life experiences.
2. Don’t delegate diversity, equity, and inclusion work.
3. Commit to authenticity and vulnerability as well as to engaging in challenging and uncomfortable conversations.

Along the way, Barr has built trust, said another task force member, Lynn Harwell, vice president for administration – in each other and in the institution. Seeing Foundation leaders shift their perspectives helped people feel heard, she said, and “helped shift some of the positional power that people just got accustomed to.”

“Our policies, while good-intentioned, reflected a Western, Christian, patriarchal, heteronormative society. This was apparent in how our policies defined family, what holidays we celebrated, and how we differentiated maternity and paternity leave.”

2022 GSB Results in Focus

A total of 9,389 of the full-time paid staff positions documented in the 2022 survey included the incumbent's race or ethnicity. Overall, 69 percent were white, 12 percent were Black, 8 percent were Hispanic, 5 percent were Asian, and 3 percent were biracial or multiracial. Less than 1 percent were identified as each of the following: American Indian, Pacific Islander/Hawaiian, Middle Eastern or North African. One percent were identified as "Other." Overall, 31 percent of reported staff were people of color, up from 29 percent in 2021 and 27 percent in 2020.

Operating foundations and foundations identified as "other" were slightly more likely to have staff identified as people of color (38 percent) than other grantmaker types. Close behind were independent foundations (37 percent), followed by private grantmakers (36 percent), public foundations (35 percent), and family and corporate foundations (33 percent each). Community foundations (23 percent) reported the lowest percentage of people of color on staff.

Larger organizations generally reported a greater share of staff of people of color compared to smaller and mid-sized foundations; grantmakers with \$5 billion or more in assets reported that people of color were 43 percent of their full-time paid staff positions. However, the smallest grantmakers—those with less than \$5 million in assets—were not far off; their organizations reported that 39 percent of staff were people of color on average. Grantmakers toward the middle asset ranges tended to have the fewest people of color among the listed positions; those reporting between \$50 and \$99.9 million in assets indicated 18 percent of reported paid full-time staff as non-white.

Grantmakers with 20 or more staff were more racially diverse with 38 percent of staff members reported as people of color. The smaller the staff size, the lower the proportion of people of color on staff. Foundations with 6-9 paid full-time staff reported 23 percent of the team was people of color, while the figure was 17 percent for grantmakers with 3-5 staff and 10 percent for grantmakers with 1-2 staff members.

Grantmakers located in the Northeast and Western United States reported the highest percentage of staff who were people of color (37 and 36 percent, respectively), followed by the the South (27 percent) and the Midwest (24 percent).

People of color comprised a lower percentage of individuals at the CEO/CGO level, relative to their proportion of all full-time staff. They accounted for 14 percent of grantmaker chief executives overall, up from 12 percent in the 2021 survey and 10 percent in 2020.

Larger organizations were the most likely to be led by people of color compared with other asset groups. Organizations with \$1 billion to \$1,999 billion in assets reported 31 percent of their top executives as people of color, and organizations with \$5 billion or more in assets reported 30 percent of their top executives as people of color. Just 6 percent of organizations with assets between \$50 and \$99 million were led by people of color.

The percentage of people of color who were program officers was greater than the comparable number for all staff; 44 percent of reported full-time program officers were identified as people of color compared to 31 percent for all staff. 28 percent of professional positions were held by people of color while 36 percent of fulltime administrative roles were held by people of color.



Learn more about Staff Composition in Chapter 2 of the 2022 Grantmaker Salary and Benefits Report

Disability

- Eight percent of respondents indicated having at least one full- or part-time staff member with a disability
- Foundations reported 1.5 percent of staff members as having a disability.
- Like past year's surveys, the 2022 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 US](#) (one in four adults) are living with a disability including physical, sensory, cognitive, mental health or other disabilities.

Over the last five years, a significant number of funders have not responded to the GSB survey questions asking how many staff are persons with disabilities. (In 2022, 10 percent of respondents did not answer the question.) This year, among those foundations providing disability information for full-time staff, the percentage of staff reported as having a disability was 1.5 percent—a small increase over past years when the number hovered closer to 1 percent. In contrast, Change Philanthropy's Diversity Among Philanthropic Professionals [report](#) calculated the proportion of persons with disabilities among foundation staffs at 12.6 percent.

Among the likely explanations for the low numbers reflected in the GSB survey is that either staff choose not to disclose their disabilities to their employers or that 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, many of the people with disabilities in philanthropy go uncounted.

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 903 grantmakers that responded to the 2022 broad survey question on the total number of both full- and part-time staff with disabilities, eight percent reported employing persons with disabilities, and three percent reported employing two or more persons with disabilities. The median number of reported staff with a disability was one; 29 of these respondents (about three percent) indicated they employed more than one person with a disability.

Resources:

- [Moving the Needle on Employing People with Disabilities: What you Need to Know About Collecting Disability Data](#)
- [The 2020 Diversity Among Philanthropic Professionals Report](#)

Voices from the Field

Emily Harris

Executive Director, Disability and Philanthropy Forum



When it comes to including and supporting people with disabilities, Emily Harris says philanthropy has “a ton of room to grow.”

As executive director of the Disability and Philanthropy Forum, Harris worked with the Council last year to revise how the Grantmaker Salary and Benefits survey defines people with disabilities. Compared to prior surveys, the GSB now provides foundation respondents with a broader definition of disability (including chronic health and mental health conditions) to help them consider how many of their staff members are living and working with disabilities.

Even with this expanded understanding of what constitutes a disability, however, the GSB continues to undercount the true numbers of people with disabilities in philanthropy. The reason: foundations don’t have the information they need to accurately report how many employees have disabilities.

“There continues to be reluctance among employees to disclose their disabilities, and employers are afraid to ask, and also may not be creating a disability-welcoming work environment,” Harris said. “And the result is a continuing lack of real understanding.”

For employees, the reluctance to disclose can deprive them of important benefits that will help them in their jobs and their lives. And Harris said employers should know employees tend to self-disclose when the work environment clearly values disability as a component of diversity. She said it is perfectly legal to ask employees to voluntarily disclose any disabilities, as long as that information is kept confidential and it is collected for the purposes of increasing employment of persons with disabilities and supporting those employees more effectively in their work.

Change Philanthropy, in its 2020 Diversity Among Philanthropic Professionals report, found the percentage of people with disabilities working at foundations grew from 6.3 percent in 2018 to 12.6 percent in 2020. Harris attributes the significant jump to the fact that Change Philanthropy worked with her organization to develop a longer checklist for survey respondents of what constitutes a disability.

“It’s really all about giving people the right definition,” Harris said.

And how to explain the divergence between the GSB results and Change Philanthropy’s numbers? Change Philanthropy is surveying foundation staff directly rather than relying on foundations to report their numbers.

Going forward, Harris encourages foundations not to be afraid to ask employees about their disabilities and any accommodations they might need. She also said philanthropy needs to step up recruitment of people with disabilities — for example, by building relationships with disability groups and disability support offices at local universities.

“There’s a huge talent pool philanthropy is missing,” Harris said. “We just have to make this more of a priority.”

“It’s really all about giving people the right definition,” Harris said.

“There’s a huge talent pool philanthropy is missing,” Harris said. “We just have to make this more of a priority.”



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Staff Compensation

All Staff Positions

- The median reported salary for all full-time positions was \$90,108 in 2022, up from \$87,866 in the 2021 survey.
- Respondents in Middle Atlantic, Pacific, West South Central and New England Census divisions reported higher median salaries.

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 in line with the Consumer Price Index rate of inflation, the degree to which this is true varies by position. Data from a review panel of foundations completing the past five surveys, for example, shows a decrease in median program officer salaries from 2018 to 2022 in constant 2018 dollars; by comparison, the median CEO/CGO salary rose by 6 percent in inflation-adjusted dollars over that time.

Median Grantmaker Salaries by Region,¹ 2022

Census Region	Census Division	Median
Northeast	Middle Atlantic	108,498
West	Pacific	104,900
Northeast	New England	90,500
South	South Atlantic	86,520
West	Mountain	85,909
South	West South Central	85,320
Midwest	East North Central	81,734
Midwest	West North Central	75,190
South	East South Central	73,867
All		90,108

Based on responses from 978 grantmakers.

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

Median Grantmaker Salaries by Assets Group for Selected Staff, 2022

Asset Group (in Millions)	All Positions	CEO/ CGO/ President	Program Officer
\$5,000 or More	128,836	821,711	153,503
\$2,000 to \$4,999.9	110,000	684,000	124,800
\$1,000 to \$1,999.9	93,150	508,240	100,882
\$750 to \$999.9	91,572	400,779	97,500
\$500 to \$749.9	91,389	353,138	89,538
\$250 to \$499.9	91,261	280,000	90,000
\$100 to \$249.9	85,000	225,000	83,650
\$50 to \$99.9	75,000	163,800	66,950
\$25 to \$49.9	80,125	130,000	73,882
\$10 to \$24.9	80,981	111,500	75,500
\$5 to \$9.9	88,159	117,525	20,885
Less than \$5	90,000	119,358	97,440
All	90,108	200,000	94,000

Based on responses from 978 grantmakers.

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.

2022 GSB Results in Focus

The median full-time salary for the 36 requested positions in 2022 was \$90,108, based on 10,304 staff members reported by 978 grantmakers. Independent, corporate, and family foundations reported the highest median salaries (all in the \$115,000 range), while the median was notably lower among community foundations (\$74,000). Perhaps reflecting differences in regional costs of living, grantmakers in the Northeast and West continued to report higher median salaries (\$101,915 and \$97,500, respectively) than the South (\$85,284) and Midwest (\$80,000).

The highest median salary among Census Divisions was reported in the Middle Atlantic (New Jersey, New York, and Pennsylvania) at \$108,498, followed closely by the Pacific division (California, Oregon, and Washington) at \$104,900. The lowest median salaries could be found in the East South Central (Alabama, Kentucky, Mississippi, and Tennessee) and West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota) divisions (\$73,867 and \$75,190, respectively).

Not surprisingly, large grantmakers generally reported higher median salaries than smaller grantmakers. Grantmakers with \$5 billion or more in assets had the highest median full-time staff salary: \$128,836. Still, foundations in the smallest asset group—reporting less than \$5 million in assets—reported a relatively high median salary of \$90,000; this is larger than the median salary of the next five largest asset groups and commensurate with the median for organizations reporting \$500 to \$750 million in assets (\$91,261).

Looking at salaries by position, the median salary for CEOs/CGOs/Presidents was \$200,000, while for program officers it was \$94,000. Chief investment officer was the position with the highest reported median (\$345,000), and receptionist had the lowest (\$47,000)



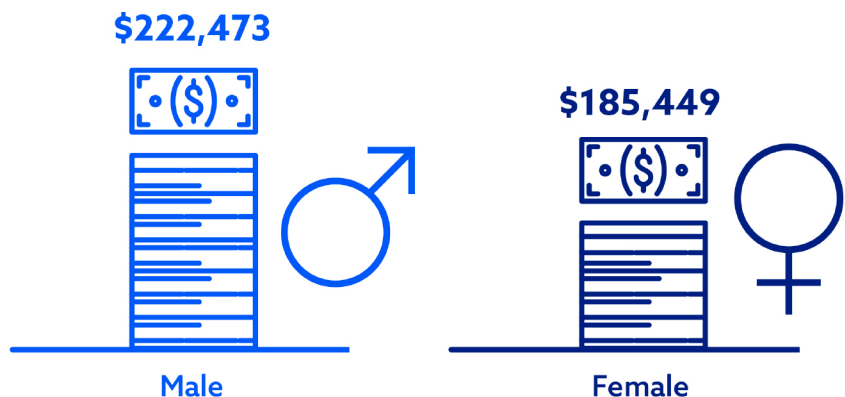
Learn more about Staff Compensation in Chapters 2 and 6 of the 2022 Grantmaker Salary and Benefits Report

CEOs/Chief Gift Officers

- The median reported salary for full-time CEO/CGOs was \$200,000 in 2022.
- Four in 10 CEO/CGOs (42 percent) were offered bonuses in 2022.
- Almost half of CEO/CGOs were permitted to make discretionary grants.

Respondents provided 2022 base salary information for 895 CEO/CGOs, which accounted for 9 percent of all reported full-time staff and 17 percent of salary dollars. Operating foundations reported the highest median chief executive salary (\$345,000), followed by independent, public, and private foundations (\$249,000; \$247,300; and \$235,000, respectively) – all of which had values larger than the national median of \$200,000. Lower median salaries were reported by “other” grantmakers (\$193,960), community foundations (\$153,541), and corporate grantmakers (\$142,500).

Median Salary for Women in CEO Roles / Median Salary for Men in CEO Roles



Staff Compensation

By region, respondents with the highest median CEO/CGO salaries were in the Northeast (\$236,300), followed by the West (\$218,025). The median salary of CEO/CGOs at grantmakers located in the South (\$202,650) was also just above the reported national median. Grantmakers in the Midwest reported significantly lower median chief executive salaries (\$154,528).

Unsurprisingly, the largest grantmakers in terms of both assets and total staff reported the highest median salaries for CEOs/CGOs, and the values tended to decline among the smaller ranges. The largest group by assets—those with assets of \$5 billion or more—reported far higher median CEO/CGO compensation (\$821,711) than those in smaller asset bands, with the smallest assets group (less than \$5 million) reporting a median of \$119,358. Organizations with 20 or more staff reported a median chief executive salary of \$370,014; the comparable figure was \$131,127 for those with just one or two total staff members.

Most grantmakers with full-time CEOs (91 percent) had a written position description, and just over half (53 percent) had written contracts or letters of agreement for their CEOs. Forty-seven 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. More than four in 10 CEO/CGOs (42 percent) were offered a bonus in 2021; the median bonus amount was \$10,000. Additionally, 18 percent of CEO/CGOs received deferred compensation in 2021, with a median of \$19,084.

All participating foundations reported offering CEO-exclusive benefits; the most common benefits were car allowance, supplemental retirement, membership to a social club, supplemental vacation and supplemental life insurance.

Among corporate grantmakers, all but one of the 11 respondents that reported having a chief giving officer indicated they were full-time paid staff. Twenty-two percent of these executives had the title of “Executive Director.” Slightly more than one-fifth (22 percent) reported to a Vice President, and about a third each to a chair of the company’s board or a corporate president/CEO (33 percent each). Only 11 percent of CGOs had additional duties outside of their grantmaking organization and/or corporate giving program.



Learn more about Staff Compensation in Chapter 3 of the 2022 Grantmaker Salary and Benefits Report

Small Grantmakers

A total of 78 respondents reported having one paid staff member; 52 of them reported salary information for that sole staff member in the CEO/CGO position. The median reported salary for these CEO/CGOs was \$130,564, with a minimum of \$62,500 and a maximum of \$276,583. Single-staffed community foundations reported the lowest median CEO/CGO salary (\$75,000); single-staffed family foundations reported the highest CEO/CGO salary (\$154,125).

Among the remaining survey respondents, 108 reported two staff members; and 91 of these indicated that at least one of the staff members was the CEO/CGO. These chief executives had a median salary of \$132,000 and a range from \$36,000 to \$350,000.

Salary Increases and Bonuses

- Four-fifths (80 percent) of grantmakers increased salaries in 2021, and a similar proportion planned salary increases for 2022.
- The median salary increase for 2021 was 5.0 percent, and the median anticipated 2022 increase was the same.
- Six in 10 respondents reported that staff were eligible for bonuses in 2021.
- About nine-tenths (91 percent) of grantmakers with staff eligible for bonuses awarded them.
- Since 2018, median full-time staff salaries have risen 11 percent before factoring in inflation.

Four-fifths of 2022 respondents (80 percent) reported an increase in salaries during 2021. The median salary increase for the entire staff across these grantmakers was 5 percent. By type, “other” grantmakers (88 percent), operating foundations (87 percent) and community foundations (83 percent) had the highest proportion of respondents reporting an increase in salaries, followed by public foundations (81 percent). While significant majorities of all foundation types reported increasing salaries, those that were less likely to report an increase were family (70 percent), corporate (77 percent) and independent (79 percent) foundations.

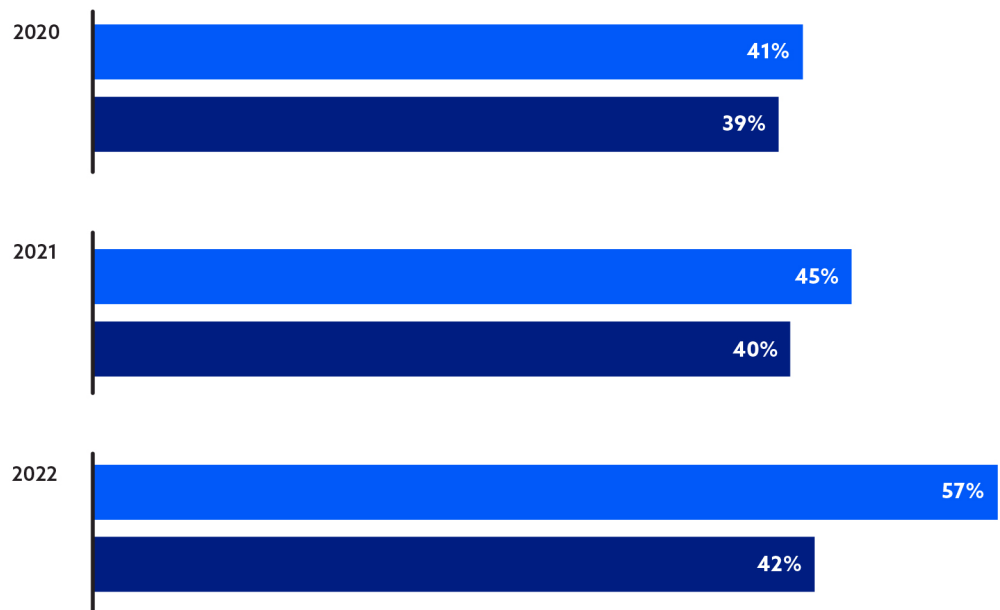
Bonuses

Of the 980 organizations responding to the questions on bonuses, 60 percent indicated that staff were eligible to receive bonuses in 2021; more than two-fifths (44 percent) indicated that all staff were eligible. Of responding organizations where staff were eligible, 91 percent awarded bonuses during the year. More than half (57 percent) of grantmakers awarding bonuses awarded them to all staff. Most grantmakers (77 percent) based the bonus amount on employee performance or merit. The majority awarded bonuses as a flat dollar amount (63 percent).

Comparing bonus info 2020-2022

% of all staff who received bonus

% of all foundations who awarded bonuses



For 2022, a smaller share of funders (80 percent) expected to or had already increased staff salaries compared to GSB respondents in 2021, when the comparable figure was 89 percent. The median implemented or planned increase came in roughly equal to the 2021 figure at 5 percent. For those that were not planning on increasing salaries in 2022, nearly four in 10 (39 percent) indicated this was a change from past practice; the remaining 61 percent reported that this was consistent with their practice of boosting salaries infrequently or irregularly.

Finally, based on a sample of 482 grantmakers that responded to the last five GSB surveys, median employee salaries have risen 11 percent before inflation since 2018. The median CEO/CGO salary increase over the five-year period (pre-inflation) among these grantmakers was 14 percent, while program officers saw a relatively slower rate of salary growth (9 percent). Taking inflation into account, median salaries among these grantmakers grew very modestly or declined. In constant 2018 dollars, for example, all sample foundations reported an *increase* of 6 percent in median CEO/CGO salaries and a *decrease* of 4 percent in median program officer salaries from 2018 to 2022.



Learn more about Staff Compensation in Chapter 4 of the 2022 Grantmaker Salary and Benefits Report

Staff Benefits

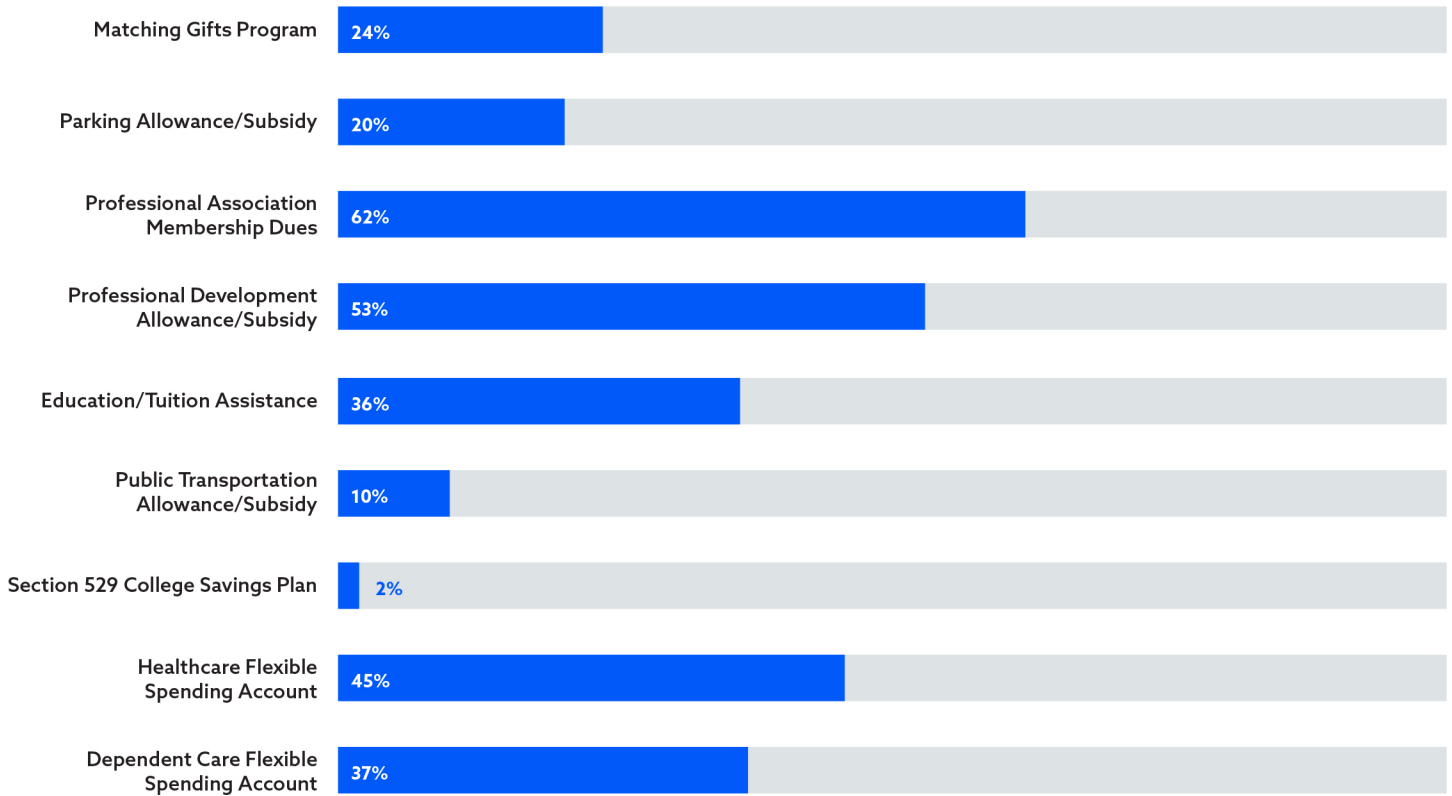
- Over nine-tenths of responding grantmakers (95 percent) offered voluntary benefits to staff; medical benefits were the most common form of benefit offered.
- Of grantmakers offering voluntary benefits, four-fifths offered retirement/pension plans to part-time staff and nine-tenths offered them to full-time staff.
- Over the last three years, the median percentage of responding foundations offering “other” voluntary benefits has grown, with more than half now paying staff for professional membership dues and professional development, and almost half offering a Healthcare Flexible Spending Account.
- Half of respondents extended benefits to domestic partners, with 98 percent of these foundations covering both opposite-sex and same-sex domestic partners.

2022 GSB Results in Focus

Ninety-five percent of respondents offered voluntary⁴ benefits to staff beyond those traditionally required by the government (e.g., FICA). Ninety-five percent offered paid leave, and 92 percent reported offering both voluntary benefits and paid leave. By type, 100 percent of corporate and “other” grantmakers offered voluntary benefits, followed by public and community foundations (97 percent) and independent foundations (93 percent). Ninety percent or more of every foundation type reported offering benefits.

The number of foundations providing voluntary benefits has remained steady at 93-95 percent over the last five years. Similarly, the percentage of participating foundations providing specific benefits (medical, dental, retirement, etc.) has experienced minimal change since 2018, with medical benefits leading the way as the most common form of benefit offered each year.

Selected Voluntary Benefits Offered



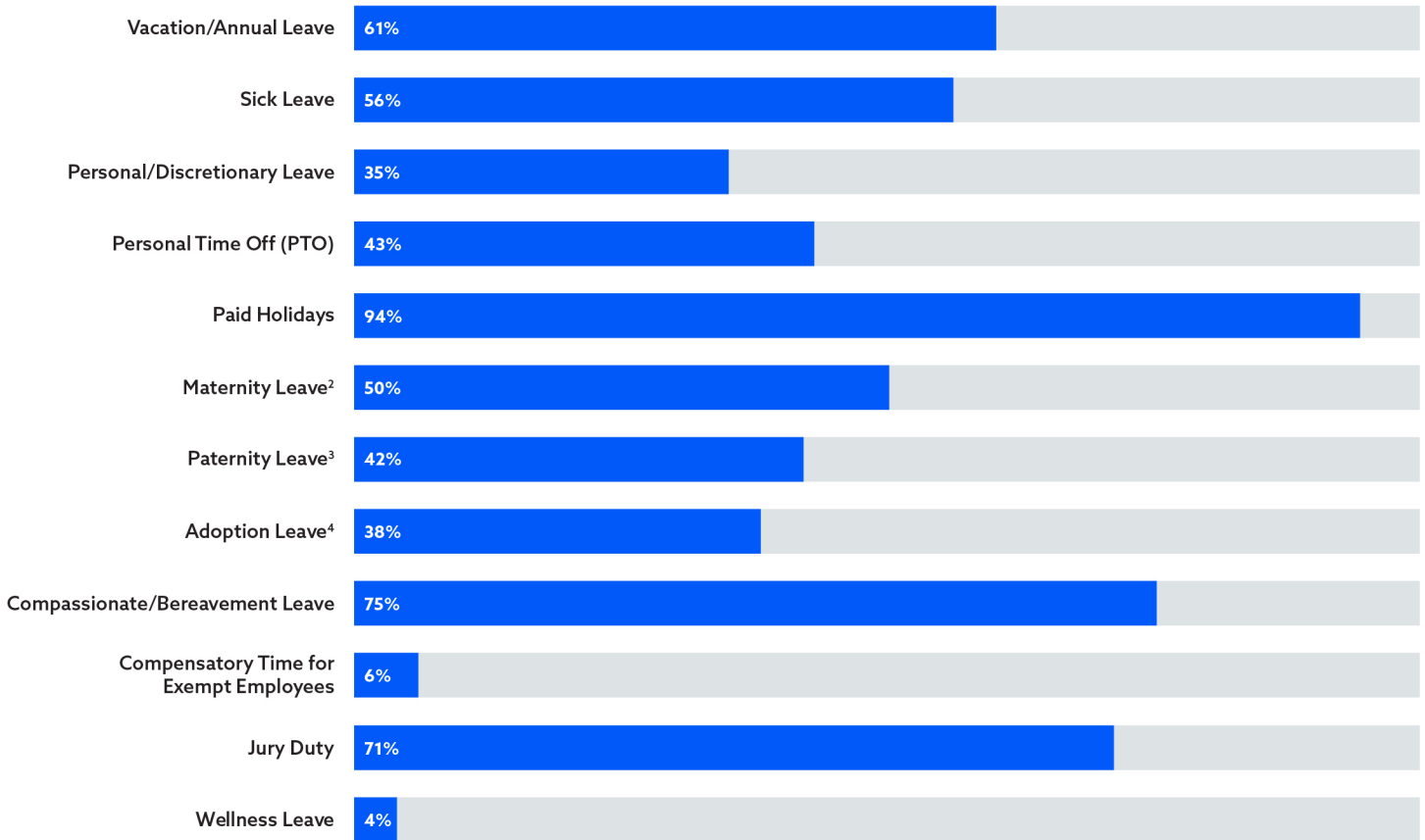
Offering Benefits that Fit Employees' Needs

Over the last three years, the median percentage of responding foundations providing “other” voluntary benefits has increased. In 2020, 25 percent of foundations offered “other” voluntary benefits outside the typical (medical, dental, retirement, disability, life insurance, etc.). In 2021, this number rose to 28 percent of participating foundations, and it increased again to 31 percent of respondents in 2022.

Grantmakers who reported on benefits listed a variety of offerings in 2022. More than half of respondents pay for professional membership dues or professional development (62 percent and 53 percent, respectively). Almost half of grantmakers offer employees a Healthcare Flexible Spending Account (45 percent) and more than a third offer a Dependent Care Flexible Spending Account (37 percent). Other ways foundations are choosing to benefit employees include: education/tuition assistance (36 percent), matching gifts program (24 percent), parking allowance/subsidy (20 percent) and public transportation allowance/subsidy (10 percent).

Notably, the GSB results reveal a reduction in subsidies for transportation/commuting (offered by 19 percent of respondents last year but only 17 percent in 2021). These data suggest that the workplace challenges brought by the pandemic may have resulted in an increase in new types of benefits and a reduction in other benefits like commuter subsidies, likely due to increased hybrid and remote workplaces.

Types of Leave



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 corporate grantmakers (35 percent), followed by independent foundations (28 percent), private foundations (27 percent), and family foundations (26 percent). Community and operating foundations had the lowest ratios, both falling below the median at 21 percent and 24 percent, respectively. As in past years, the share of foundations offering benefits tends to drop as organizational size goes down, both in terms of staff size and assets. Medical benefits predictably accounted for the highest median share of the total cost of voluntary benefits among responding foundations (54 percent).

Nearly all (94 percent) respondents with full-time staff reported offering paid time off including holidays for these employees. A majority also included paid time for vacation (61 percent), jury duty (71 percent), bereavement (75 percent) and sick leave (56 percent). At least one type of paid family leave was offered by over two-fifths of responding organizations; 50 percent offered maternity leave, 42 percent offered paternity leave, and 38 percent offered adoption leave. Much smaller proportions offered compensatory time off (6 percent) and wellness leave (4 percent). The median number of days reported for vacation/annual leave was 15, and 10 for sick leave; these numbers have not changed over the last several years of the GSB survey. The median number of reported paid holidays was 11. Foundations reported a median of 48 days of paid maternity leave, while paternity and adoption leave had medians of 40 days. Foundations offering personal time off reported a median of 20 base days.

Among the 48 percent of respondents reporting they had part-time employees, most offered paid time off for these employees including paid holidays (79 percent). Majorities of these foundations also offered part-time employees: compassionate/bereavement leave (55 percent); paid leave for jury duty (54 percent); vacation/annual leave (54 percent); and sick leave (54 percent). A smaller percentage of foundations with part-time employees offered personal/discretionary leave for these workers (31 percent). For part-time employees growing their families, 34 percent of respondents offering paid time off included maternity leave, 28 percent included paternity leave, and 26 percent offered adoption leave. As was the case for full-time employees, smaller portions of responding foundations offered their part-time employees compensatory time for exempt employees (8 percent) and wellness leave (7 percent). The most frequent voluntary benefits offered to part-time employees were retirement or pension plans (83 percent) and medical insurance (42 percent).

Of the respondents answering a question about whether they had retired employees, almost two-fifths indicated that they did (39 percent). Only a small number of respondents (8 percent) specified that benefits extended to retired employees. Among those, the most common benefits offered were medical insurance (91 percent) and dental benefits (46 percent). Thirty-nine 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 nearly 69 percent of responding grantmakers. In addition, half of responding grantmakers reported that they extend benefits to employees' domestic partners. Most of these grantmakers (98 percent of 368 respondents) included both same-sex and opposite-sex domestic partners; one percent indicated that domestic partner benefits were for same-sex couples only.



Learn more about Staff Compensation in Chapter 5 of the 2022 Grantmaker Salary and Benefits Report

Medical Benefits

- **More than nine in 10 (92 percent) of respondents reported offering medical benefits.**
- **Between 36 and 42 percent of grantmakers providing medical benefits covered the full cost of single-coverage, depending on plan type.**

Ninety-two percent of respondents to the 2022 GSB survey specified that their voluntary benefits included medical benefits for their full-time employees in 2022; all grantmakers with at least \$750 million in assets provided medical benefits. Between 36 and 42 percent of respondents that offered medical benefits covered the full cost of single-coverage benefits, with the percentage varying only slightly 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 10 and 27 percent depending on the type of plan and coverage. Seventeen percent of respondents offering dependent-only coverage paid all premium costs for HMO plans, 24 percent for PPO plans, 33 percent for POS plans, 24 percent for HDHP plans. No organizations that indicated they offer dependent-only POS plans reported covering all premiums.

For organizations that did *not* cover the entire cost of medical benefits (61 percent 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 HMO, PPO, POS, and HDH plans.

The GSB survey asked grantmakers offering voluntary benefits if dental coverage is separate from medical; two-thirds (65 percent) indicated this is the case. For those respondents with free-standing dental plans, less than half (46 percent) stated that they cover all premium costs. At foundations where the employee contributes to those costs, the median proportion covered by employees is 25 percent.

A smaller proportion (51 percent) of respondents offering voluntary benefits indicated that vision coverage was separate from general medical coverage. As with separate dental plans, less than half (45 percent) of employers offering stand-alone vision plans cover all premiums. At foundations where the employee covers at least some of the cost, the mean proportion covered by employees is 65 percent.

A small proportion—10 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 \$100 to \$8,400; the median was \$600.

Finally, 15 percent of respondents offering voluntary benefits to staff provide compensation for opting out of medical coverage. The median dollar amount of that compensation was \$4,945



Learn more about Staff Compensation in Chapter 5 of the 2022 Grantmaker Salary and Benefits Report

Retirement Benefits

- **Ninety-four percent of grantmakers offering voluntary benefits included a retirement or pension plan.**
- **Of respondents that specified the type of plan they offered, 95 percent provided only a defined-contribution plan.**

Most respondents that offered voluntary benefits included some type of retirement or pension plan for their full- or part-time employees (94 percent). All public and operating foundations providing voluntary benefits offered retirement benefits to their full-time paid staff, with family foundations ranking last among respondents in offering such benefits, although still at a high level (90 percent). Generally, fewer smaller grantmakers (in terms of both assets and staff) offered a retirement or pension plan. For example, 83 percent of grantmakers with \$10 to \$24.9 million in assets and 81 percent of grantmakers with only one or two paid staff members offered retirement benefits, while all (100 percent) of grantmakers with at least \$5 billion in assets and those with 10 or more staff offered retirement or pension plans to at least some paid staff.

Of the respondents that specified the type of plan they offered, 95 percent provided only a defined-contribution plan, about 1 percent offered only a defined-benefit plan, and 4 percent offered both. The most common defined-contribution plans offered were Section 403(b) plans (36 percent) and Section 401(k) plans (41 percent). The median reported default employer contributions for retirement plans were between 3 and 11 percent depending on the type of plan.

Severance

Twenty-one percent of grantmakers responding to the question reported having a written severance or separation policy. Corporate foundations and “other” grantmakers were most likely to have a written policy (46 and 41 percent, respectively); independent and private foundations were least likely to have one (18 and 19 percent, respectively).

Most funders specifying severance policy options indicated that they included severance pay (80 percent). Additionally, 44 percent had a policy that included continued medical benefits, and 19 percent offered outplacement services. Most severance payments were made based on specific agreements (50 percent) and were paid in a lump sum (52 percent); 20 percent made payments on their usual payroll schedule

One-fifth of grantmakers reported having a written severance or separation policy.



Learn more about severance in Chapter 5 of the 2022 Grantmaker Salary and Benefits Report



Council on
Foundations

Employment, Tenure and Turnover

Staff Tenure

- Over two-fifths of grantmaker CEOs have held their current position for 10 years or more.
- More than one fourth of CEOs (28 percent) were promoted from within the organization.
- The mean tenure among CEOs/CGOs is seven years; for program officers it is three years.

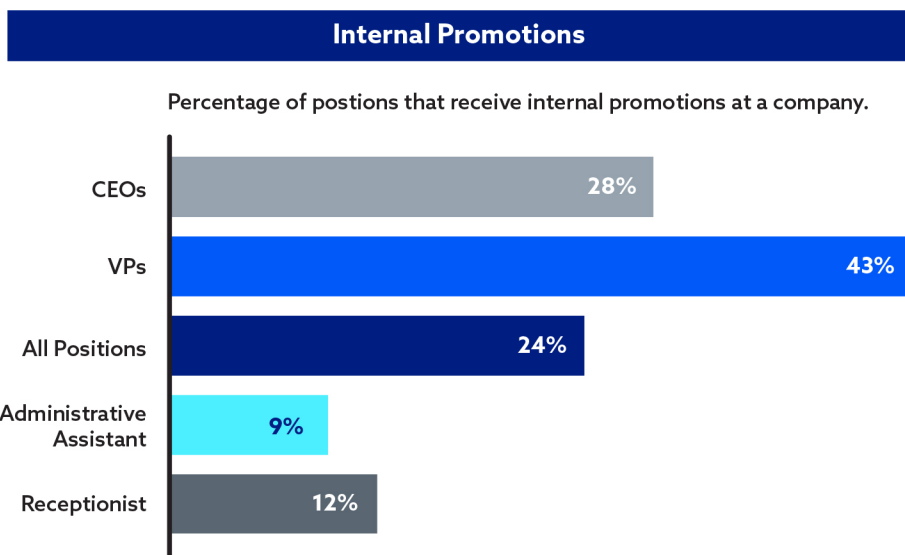
Information on employee tenure was available for all 36 staff positions reported in the survey. While librarians traditionally have registered the longest tenure in the GSB survey, their average tenure dropped substantially in recent years — for example, from 12 years in 2020 to 6 years in 2022. Taking librarians’ place at the top of the tenure list for 2022 are CEOs/CGOs with an average tenure of 7 years in their position; this was down from 8 years in 2020 and 2021. Next on the tenure list for 2022 were chief financial officers and librarians (6 years each). Chief technology officers, associate directors/executive vice presidents, vice presidents of administration, controllers, and grants managers/administrators each saw reported median position tenures of around 5.0 years.

“Other” grantmakers and operating foundations indicated shorter median tenures for their CEOs than the overall sample (4 and 6 years, respectively). The median CEO position tenure at community and public foundations matched the overall median of 7 years. Median CGO position tenure at corporate grantmakers was redacted for privacy purposes due to a small sample size for this survey. Forty percent of CEO/CGOs were reported as having held their positions for 10 years or more.

Of the CEOs tracked in the survey, more than one-quarter (28 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 slightly higher than the internal promotion rate for all positions (24 percent). The positions with the lowest proportion of internal promotion were administrative assistant (9 percent) and receptionist (12 percent); vice president had the highest reported rate of internal promotion (43 percent).

Program officers had a median tenure of three years in their position – less than half that of CEOs and roughly a year shy of the median for all positions (3.8 years). Only 9 percent of program officers had held their positions for at least 10 years. Tenure for program officers was highest at private, family, and independent foundations (4.0 years) and lowest at “other” grantmakers (2.4 years); the other foundation types all reported medians for program officers of between 3 and 3.5 years.

Tenure (both in current positions and with the organization) tends to rise among program staff as they move up the organizational ladder, with foundations reporting a median position tenure of 2.5 years for program assistants and 4.0 for both program directors and senior program officers. The comparable organization tenure for these positions was 3.0 for program assistants and 6.0 for both program directors and senior program officers, suggesting an internal promotion path for these positions.



Learn more about Employment, Tenure and Turnover in Chapter 2 of the 2022 Grantmaker Salary and Benefits Report

Paid Staff Employment and Turnover

- The median number of full-time staff among responding foundations is five; operating foundations and public foundations reported larger staffs on average.
- More than half (52 percent) of respondents reported staff departures during the year, up slightly from the 2021 survey (50 percent) but down from 2020 (55 percent).
- The mean turnover rate for all staff among all respondents was 11 percent.

Respondents were asked to account for all full-time paid staff as of the beginning of 2022. Of the 12,300 full-time paid professional and administrative staff reported in the survey,⁵ 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 five. Operating foundations and public foundations had the highest median levels of reported full-time staff by type (10 and 9 respectively). Community and “other” foundations had medians above the median for all respondents (7 employees), with independent (5), corporate (4), family (4) and private foundations (4) all falling at or below the median staff size.

Median Number of Full-Time Paid Staff by Grantmaker Type, 2022¹

Grantmaker Type	Largest (by Assets) and All Foundations	Median Reported Full-Time Staff
Community	\$2,000 or More	77
	All Foundations	7
Private	\$2,000 or More	91
	All Foundations	4
Family	\$2,000 or More	122
	All Foundations	4
Independent	\$2,000 or More	76
	All Foundations	5
Operating	\$2,000 or More	21
	All Foundations	10
Other	\$2,000 or More	211
	All Foundations	7
All	\$2,000 or More	87
	All Foundations	5

¹Staffing figures as of 1/1/2022.

Based on responses from 978 grantmakers that reported full-time paid staff. Figures do not include full-time paid staff who are shared or loaned.

Median Number of Full-Time Paid Staff by Assets Group, 2022¹

Asset Group (in Millions)	Median Reported Full-Time Staff
\$5,000 or More	133
\$2,000 to \$4,999.9	68
\$1,000 to \$1,999.9	35
\$750 to \$999.9	26
\$500 to \$749.9	14
\$250 to \$499.9	11
\$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	3
All	5

¹Staffing figures as of 1/1/2022.

Based on responses from 978 grantmakers that reported full-time paid staff. Figures do not include full-time paid staff who are shared or loaned.

A total of 1,591 paid staff departures were reported across 470 grantmakers, along with 403 eliminated or unfilled positions among 191 grantmakers. In all, 53 percent of respondents reported staff departures during the year; the comparable figures were 50 percent in 2021 and 55 percent in 2020.

Corporate grantmakers responding to the 2022 survey saw the highest retention of all staff among respondents, with 71 percent reporting no departures; family foundations reported the second-highest retention level, with 63 percent reporting no departures. Next on the list were private foundations (59 percent reported no departures); independent foundations (55 percent); community and “other” foundations (36 percent); public foundations (33 percent); and operating foundations (28 percent).

The overall median staff departure rate for all respondents (including those with no departures) was just under 6 percent. Looking only at grantmakers that reported departures, the median departure rate for all paid staff was 19 percent. Operating foundations reported the lowest full-time paid staff departure rates at foundations with departures (13 percent), while community foundations had the highest median rate (30 percent).

For respondents reporting departures of part-time staff, median departure rates were far higher overall compared to full-time staff (90 percent vs. 13 percent) and consistently higher across grantmaker types, with a median departure rate of at least 67 percent for all types except public foundations and “other” grantmakers (both 50 percent). Among full-time staff, administrative staff generally had higher median departure rates than professional staff (33 percent vs. 20 percent) at grantmakers where departures were reported.

Voices from the Field

Melissa Foldesi

Compensation Analyst, Westfield Insurance Foundation



Melissa Foldesi has a front-row seat on U.S. labor-market trends in her job in human resources at Westfield Insurance (which also staffs and operates a corporate foundation). Located in a small farming community in Northeast Ohio, Westfield, like so many other employers, is currently wrestling with questions related to remote work, staff turnover and more.

On the compensation side of the ledger, Foldesi said these are unprecedented times. "I have never seen anything like we are experiencing now," she says, reflecting on her 27 years in Human Resources.

"Starting salaries are higher than ever just to keep up with candidate expectations."

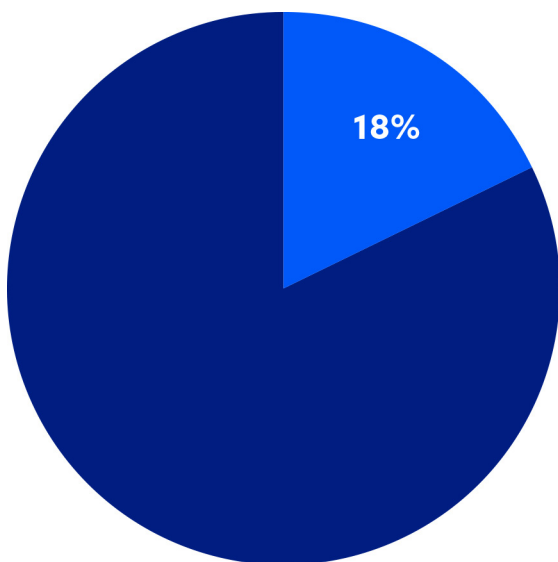
When it comes to the company's philanthropic operation, Foldesi expressed concern that, if needed, replacing full-time foundation staff of two would be "a challenge".

"These are people who have been with us for many years and who have a huge amount of knowledge and experience that would be tough to replicate," she said.

Foldesi said the one benefit Westfield might have when it comes to hiring philanthropic professionals is that it's a private company and it might offer higher salaries and better benefits. "It is important to our company and our community that we have these roles," Foldesi said of the foundation's staff. That means continuing to offer competitive pay and benefits and a good working environment for those employees, while also weighing the "what if" scenarios should employees decide to move on.

"I have never seen anything like we are experiencing now," she says, reflecting on her 27 years in Human Resources. "Starting salaries are higher than ever just to keep up with candidate expectations."

18% Median turnover rate at participating foundations for the year.



The overall median staff turnover rate for all respondents (including those without departures or unfilled positions) was 18 percent. However, only 79 percent of all respondents (795 out of 1,003) indicated whether or not they had eliminated or unfilled positions as of the beginning of 2022. Of these, 24 percent eliminated positions or left vacant positions unfilled by the start of 2022. Taking these figures into account for grantmakers who reported departures and eliminated or unfilled positions, the median turnover rate for full-time employees was 19 percent. Similar to departure rates, the turnover for administrative positions was higher than that for professional roles (33 versus 20 percent).



Learn more about Employment, Tenure and Turnover in Chapter 2 of the 2022 Grantmaker Salary and Benefits Report



Council on
Foundations

Conclusion

Conclusion

For more than 40 years, the Council on Foundations' Grantmaker Salary and Benefits Survey has delivered relevant, point-in-time data to inform grantmaker decision-making as well as elevate the key human resource trends shaping the sector. While we do not yet know the full impact of important societal and economic trends from the enduring COVID-19 pandemic to rising inflation to the nation's ongoing reckoning on issues of race, gender and gender identity, the GSB report offers a small view of how those trends are affecting the composition, compensation, and responsiveness within the philanthropic sector.

The 2021 survey data presented in these pages provides comprehensive information to help strengthen operations and guide institutional decision making, build common ground and inspire fieldwide action, and expand philanthropy's opportunities to thrive.

The Council will build on this study with the 2023 Grantmaker Salary and Benefits Report and continue to provide the sector with key support and resources to help ensure philanthropy is a trusted partner in advancing the greater good.



Download the 2022 Grantmaker Salary and Benefits Report and 2022 Board Compensation and Composition Tables at cof.org/gsb

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