Confederation of School Trusts

Browne Jacobson

brightmine



School trust salary survey 2026

About the Confederation of School Trusts

The Confederation of School Trusts is the national organisation and sector body for academy trusts. Our members educate more than four million children through the dedicated work of their 600,000 staff. We believe school trusts offer the best model for improving education because they uniquely unite schools in organisations with a strong, single purpose: education. This encourages the sharing of expertise, ideas, and resources to give pupils a better start in life.

About Compensation Planning from Brightmine

Compensation Planning is one of the largest reported reward datasets in the UK with over 1.5 million employees. Compensation Planning is a Brightmine product, and part of the RELX Group – a trusted data-driven reward benchmarking decisions – from submission to using the data – as easily and efficiently as possible.

About Browne Jacobson

Independently recognised as one of the best education law practices in the country, Browne Jacobson has a wealth of sector-specific knowledge and experience to assist school trusts, managing estate and construction projects, employment issues and funding matters, to intellectual property, health and safety, defamation and disputes. The firm has eight offices across the UK and Ireland.

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Foreword

Welcome to this newly expanded salary survey for school trusts, presented by the Confederation of School Trusts in partnership with Brightmine and Browne Jacobson.

Now in our sixth year, we have expanded the coverage of the survey to include all job roles within a trust, and not just senior executive roles. The report now tracks some 40,000 jobs.

This reflects the changing picture for employment in trusts, with legislative changes formally bringing teachers and support staff in academies within national pay frameworks for the first time over the coming months.

The focus will, perhaps always, still be on senior pay however. With new regulatory checks on senior pay – both in terms of new appointments and annual pay rises – having sources of information like this report remains key to trusts' ability to make sound judgements on remuneration.

Benchmarking data is a crucial prompt, but it is only that. It is not an answer in itself, rather information that can help us ask the right questions.

Trusts deliver public services, and it is right that we seek to give value for money. But we are also organisations firmly rooted in the places we operate, and those places are not uniform. What is the right organisational structure, the right sharing of responsibilities, the right level of pay is not going to be uniform.

Education is our core activity, but many of the crucial technical roles in trusts – such as finance, estates, HR, and IT – are not unique to trusts, and employment costs will often be influenced by factors well beyond DfE formulae. Trusts are not islands, entire of ourselves.

This report is a joint effort across the sector to share information, to understand trends, and to help trust executive and governance leaders to compare with nuance.

We hope you find it useful in making the right decisions for your trust.

Leora Cruddas CBE

Chief Executive

Confederation of School Trusts



Executive pay in school trusts: The governance imperative

A shifting landscape

Executive remuneration in academy trusts has rarely been under greater scrutiny. The 2026 Academy Trust Handbook makes clear that decisions about executive pay may be challenged by the DfE. Combined with the its supplementary guidance on setting executive salaries, updated in September, this represents a material strengthening of the governance framework. The number of situations in which boards must seek prior DfE approval has grown, the proportionality test has sharpened, and the expectation that boards can evidence their decisions is clearer than ever.

For trusts that have already invested in their governance infrastructure - an up to date executive pay policy, robust benchmarking, a structured decision making process and a clear audit trail - the new landscape is navigable. For those still developing these foundations, this is a well-timed prompt. The steps involved are practical, and the benefits of getting ahead of this are real.

Your board of trustees must ensure its decisions about levels of executive pay follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities. The approach must be transparent, proportionate and defensible: documented in an agreed pay policy that includes independent scrutiny by the board, robust decision making that demonstrates justifiable pay, proportionality relative to the public sector market, and documented decision making with rationale and approval by the board.

This report illustrates both the complexity of the market and the importance of context. The national median basic salary for CEOs stands at £156,553, with median total cash earnings of £158,808 — but headline figures tell only part of the story. CEO salaries increase materially with trust size: those in trusts of over 10,000 pupils receive a basic salary 27.8% higher than the whole sample median, while CEOs of the smallest trusts receive a median base salary 11.1% below it. Context, in other words, is everything which is why it is important to ensure to have proportionality data showing how your trust compares to the benchmarks.

What good looks like

The trusts best placed to navigate this environment share a set of common characteristics.

- An up to date executive pay policy. It is recommended that the board review and agree the pay policy on an annual basis.
- Decisions grounded in evidence and benchmarking. The board should assess total leadership costs for value for money and public justification, including salary cost per pupil benchmarked against comparable trusts and senior leadership team costs as a percentage of total staff costs and funding received.
- A clear evidence trail. Trusts should retain a written record of the proposed remuneration package, the evidence considered, the board or committee's reasons for the decision, how it represents value for money, and how it aligns with the trust's pay policy and regulatory requirements.
- This is about executive pay — not just CEO pay. One of the most consistent gaps we see in practice is boards that have focused attention almost entirely on the CEO. The framework applies across the executive leadership team, not just the most senior.

CST and Browne Jacobson's joint guidance on setting executive pay looks at this in more detail.

This benchmarking report: useful, but not enough on its own

This report is a credible, freely available sector resource and we would encourage every trust to read it. However, it is worth being candid about its limitations: the headline report provides national level figures, and using it as the primary evidence base requires assumptions rather than precision. When using benchmarking, it is important to consider your individual trust's perspective when comparing against statistically similar trusts. This free report tells you what the median CEO salary is across participating trusts. It does not tell you what pay looks like for a trust the same size as yours, in the same region, with comparable complexity.

Trusts that participate in the salary survey receive a personalised benchmarking report at no cost, allowing a more meaningful comparison. That is a genuinely different and more robust evidence base than the national picture contained in this report alone.

Why participation in the salary survey matters — and how to get involved

This brings us to a point that deserves the sector's attention. The accuracy and robustness of the benchmarks depend directly on the breadth of contribution. At 95 participating organisations the data is reliable but it could be much better: please contribute your data and help strengthen the resource for the whole sector.

Participation is flexible - trusts can submit data for senior leadership roles only, or for all staff levels. Previous participants have their prior year data returned for checking, reducing the effort involved. To participate and receive your personalised report, contact Brightmine at helpdesk.uk@brightmine.com.

Browne Jacobson's education team works with school trusts of all sizes on executive pay governance, remuneration policy and compliance with the Academy Trust Handbook. If you would like to discuss how the updated framework applies to your trust, please do not hesitate to get in touch.

Emma Hughes
Partner
Browne Jacobson

Glossary of terms

Salary tables

Lower quartile: When all salaries are set out in ascending order, the figure below which one-quarter of all salaries lie. Shown in salary tables as LQ.

Median: When all salaries are set out in ascending order, the figure below which half of all salaries lie. Shown in salary tables as Med.

Upper quartile: When all salaries are set out in ascending order, the figure below which three-quarters of all salaries lie. Shown in salary tables as UQ.

Average: The sum of all individual salaries divided by the number of individuals. Shown in salary tables as Av.

Sample: The data used in a given survey or table. The sample size will vary for certain tables compared to the survey as whole, reflecting attributes like region or job function used to filter the data..

Number in sample: The number of individual salaries in the sample. Shown in salary tables as Ind. No.

Basic pay or basic salary: Annualised cash payment of basic salary including London or other location allowances, merit/performance pay and skills supplement if they are pensionable items and excluding mortgage subsidies, standby allowances, car allowances, shift, overtime and bonus payments.

Total earnings: Basic annual salary before deductions for tax, national insurance, pension contributions etc but including London or other location allowances, performance or skills supplements plus any bonuses, commission payments and mortgage subsidies as well as any shift or standby allowance paid and other cash allowances and honorarium.

Region: Regional breakdowns are provided for two broad areas – London, and the UK excluding London. This is in order to reflect some significant variations in the London market compared to the rest of the UK.

Pupil numbers: Please note that not all contributors provided information on pupil numbers. Any not providing this information are excluded from all analysis where this measure is applied as a filter.

Number of participating organisations

The tables below summarise the number of participating organisations (Org. No.) and the number of individual employees they provided data for (Ind. No.) as well as a summary of the number of individual records as a percentage of the overall total.

Summary by Job Level of employee

	Ind. No	Ind. %	Org. No.
Chief Executive Officer (CEO)	104	0.2	87
Chief Officer / Senior Director	223	0.5	74
Director	359	0.9	64
Executive Head / Regional Director	482	1.2	61
Headteacher / Head of School	857	2.1	61
Deputy Head / Senior Manager	1,531	3.7	61
Middle Leader / Team Manager	1,909	4.6	49
Lead Practitioner / Senior Specialist	1,798	4.3	45
Experienced Professional / Specialist	8,228	19.7	45
Professional / Technical	9,112	21.8	51
Senior Support / Advanced Support	7,341	17.6	47
Entry / Semi-skilled Support	6,133	14.7	44
Basic Support / Trainee	3,630	8.7	32
Whole sample	41,707	100.0	95

*note – it is not unusual for there to be more CEO's recorded than organisations, we have seen this every year that this research has been conducted – this is usually due to a mixture of job shares and cross overs in roles etc (such as an outgoing CEO still in post for a short while at the same time as an incumbent – on paper at least).

Summary by number of schools within the trust

	Ind. No	Ind. %	Org. No.
1 - 5	2,209	5.3	18
6 - 10	2,582	6.2	25
11 - 20	11,914	28.6	26
21 or more	18,723	44.9	12
Not provided	6,279	15.1	14
Whole sample	41,707	100.0	95

Summary by number of pupils within the trust

	Ind. No	Ind. %	Org. No.
2,000 or fewer	851	2.0	11
2,001 – 5,000	7,019	16.8	24
5,001 – 10,000	4,929	11.8	19
More than 10,000	8,592	20.6	5
Not provided	20,316	48.7	36
Whole sample	41,707	100.0	95

Salary tables

Level 10 (CEO)

Incumbents at this level will hold the most senior executive role in an organisation. They are accountable for the educational achievement of pupils and the mid to long term financial viability of the organisation. Along with the rest of the executive team, is responsible for creating trust strategy for ratification by the board.

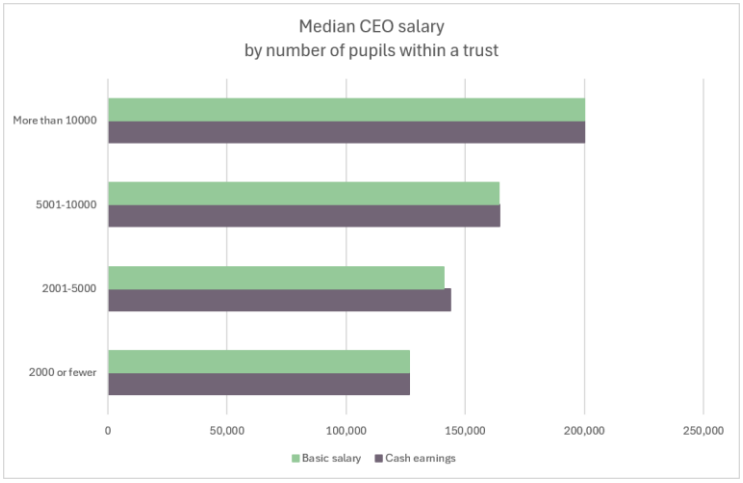
Headline figures

£156,553	£158,808	104
National median basic salary	National median total cash earnings	Sample size (no. of individuals)

Year on year changes

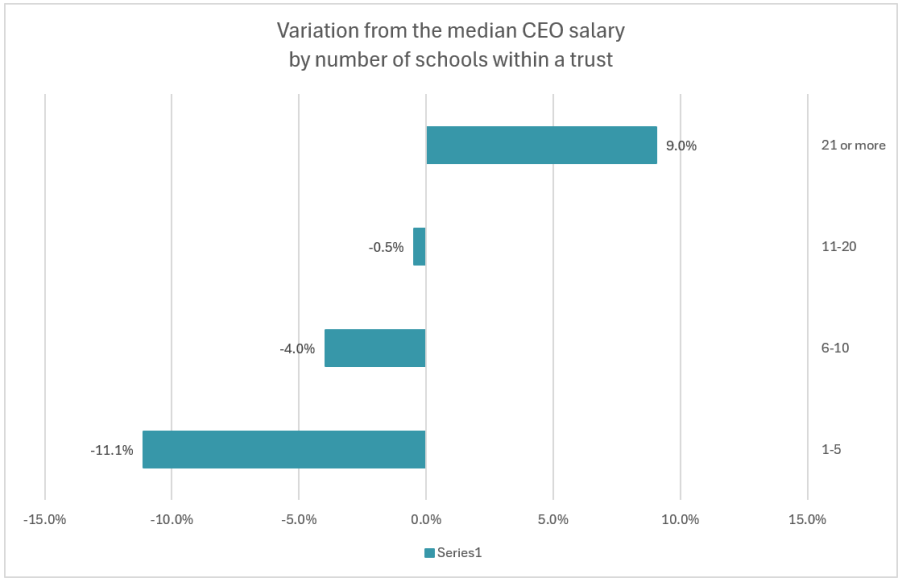
The reported median basic salary for CEOs increased by 4.5% in 2026 compared with 2025.

Number of pupils within the trust



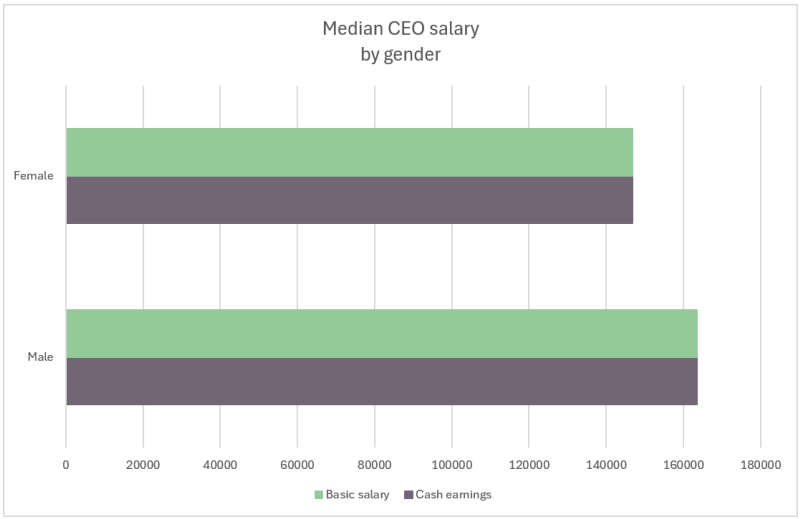
As with last year, CEO salaries increased in line with the number of pupils within a trust. The median salary for CEOs in the two largest trust sizes, based on pupil numbers, continues to be higher than the overall sample median. Those in trusts with 5,001-10,000 pupils receive a basic salary that is 4.8% higher than the whole sample median (compared to 9.4% a year ago), while those in trusts with over 10,000 pupils receive a basic salary that is 27.8% higher (albeit based on a small sample size).

Number of schools within the trust



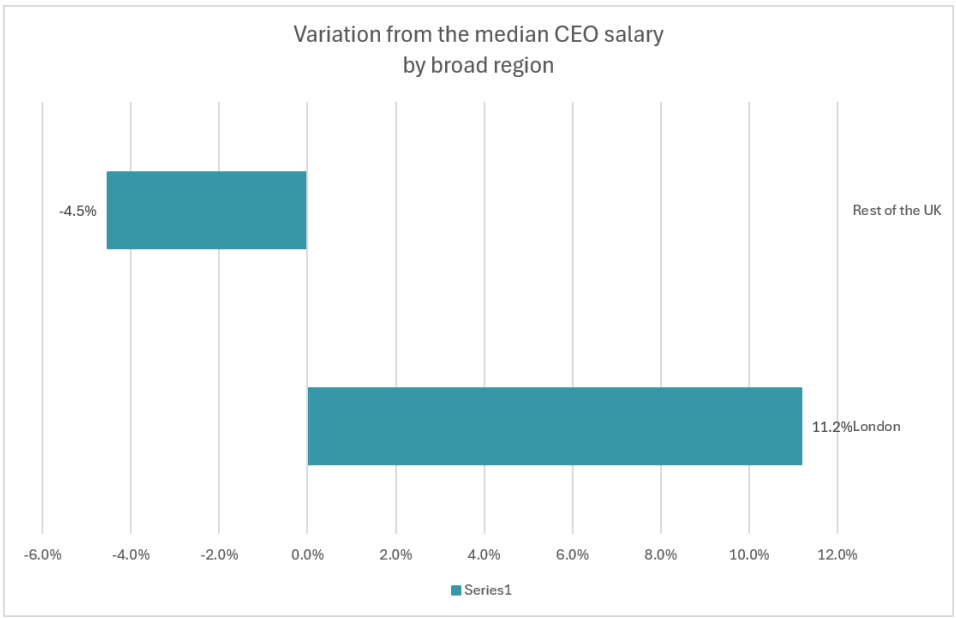
Consistent with previous years, median CEO salaries in 2026 increase in line with the number of schools within the trust. CEOs of the smallest trusts with up to five schools receive a median base salary of £139,148, 11.1% lower than the whole sample median. CEOs in the largest trusts have a median salary of £170,715, which is 9% higher than the whole sample median.

Gender



The median salary of female CEOs continues to be lower than that of their male counterparts, with women earning £16,622 less than men at the median measure. This is higher than the £5,087 gap recorded a year ago. The gap between men and women had narrowed each year until this year, standing at 10.2%, compared to 3.4% in 2025, 5.8% in 2024, and 7% in 2023.

Region



The median basic salary for CEOs in London stands at £174,048, which is 11.2% higher than the whole sample median and 16.5% higher than the median salary for the rest of the UK.

Number of employees



The median salary for CEOs with the largest number of staff is 11.7% higher than the median salary for all CEOs in the sample. While CEOs of trusts with less than 250 employees have the lowest median salary at £129,048, 17.6% lower than the whole sample median.

CEO pay: proportionality

Under the Academy Trust Handbook 2026, executive remuneration must be fair, proportionate and publicly justifiable. In this context, we are able to report a range of proportionality indicators:

- CEO pay per pupil
- CEO pay per school
- CEO pay share of leadership payroll.

Headline figures

£33.16
Median CEO pay per pupil

£15,065
Median CEO pay per school

16.4%
Median CEO pay share

	LQ	Median	UQ	Mean
CEO pay per pupil	20.16	33.16	56.85	42.62
CEO pay per school	10,843	15,065	22,101	22,000
Exec pay share	5.5	16.4	26.2	18.1

Consistent with the guidance that trust-specific factors (including size) should be considered, results are also shown by trust size band. The pattern is clear: as trust size increases, mean CEO pay per pupil and per school fall - for example, for 1–5 schools: £86.66 mean pay per pupil and £56,114 mean pay per school vs 21+ schools - £19.10 per pupil and £6,466 per school, with executive pay share also lower in larger trusts (24.5% compared to 10.1%).

Number of schools	Mean pay per pupil	Mean pay per school	Exec pay share
1-5	86.66	56,114	24.5
6-10	38.75	19,133	23.8
11-20	31.90	12,278	12.0
21 or more	19.10	6,466	10.1

Pay below CEO level

This year we invited participants to submit data for levels of staff below senior leadership level. A summary of results is presented below.

Basic salary, by job level

	Median	Mean
10 Chief Executive Officer (CEO)	156,553	149,661
11 Chief Officer / Senior Director	120,000	121,802
12 Director	95,094	97,829
13 Executive Head / Regional Director	80,655	84,220
14 Headteacher / Head of School	76,772	78,390
15 Deputy Head / Senior Manager	66,368	66,750
16 Middle Leader / Team Manager	54,732	56,578
20 Lead Practitioner / Senior Specialist	53,371	54,217
21 Experienced Professional / Specialist	47,540	46,781
22 Professional / Technical	33,699	35,780
23 Senior Support / Advanced Support	26,847	28,422
24 Entry / Semi-skilled Support	26,088	27,234
25 Basic support / Trainee	25,878	27,505

Median basic salary, by broad region

	London	Outside London
10 Chief Executive Officer (CEO)	174,048	149,452
11 Chief Officer / Senior Director	138,235	113,646
12 Director	95,094	95,751
13 Executive Head / Regional Director	83,128	78,702
14 Headteacher / Head of School	76,844	76,772
15 Deputy Head / Senior Manager	71,322	64,691
16 Middle Leader / Team Manager	60,464	52,064
20 Lead Practitioner / Senior Specialist	58,686	51,048
21 Experienced Professional / Specialist	52,064	47,472
22 Professional / Technical	36,585	33,119
23 Senior Support / Advanced Support	31,056	26,824
24 Entry / Semi-skilled Support	29,827	25,989
25 Basic support / Trainee	27,825	25,185

Median basic salary, by number of schools within the trust

	1-5	6-10	11-20	21 +
10 Chief Executive Officer (CEO)	139,148	150,335	155,806	170,715
11 Chief Officer / Senior Director	117,088	107,489	119,350	133,395
12 Director	90,446	88,170	96,299	94,965
13 Executive Head / Regional Director	82,004	76,627	77,924	81,756
14 Headteacher / Head of School	67,898	76,224	75,049	80,655
15 Deputy Head / Senior Manager	62,496	67,575	64,691	67,898
16 Middle Leader / Team Manager	60,443	58,291	51,048	57,139
20 Lead Practitioner / Senior Specialist	49,232	47,502	51,048	55,099
21 Experienced Professional / Specialist	49,232	47,338	47,472	48,015
22 Professional / Technical	39,556	30,717	32,916	34,823
23 Senior Support / Advanced Support	30,654	29,025	26,016	28,141
24 Entry / Semi-skilled Support	25,989	31,086	25,989	26,824
25 Basic support / Trainee	25,583	25,185	25,185	25,940

Median basic salary, by number of pupils within the trust

	2,000 or fewer	2,001-5,000	5,001-10,000	10,000+
10 Chief Executive Officer (CEO)	126,517	140,991	164,146	200,102
11 Chief Officer / Senior Director	99,888	103,115	120,463	124,651
12 Director	78,483	88,951	91,627	100,540
13 Executive Head / Regional Director	69,026	82,654	75,048	80,655
14 Headteacher / Head of School	82,087	73,706	78,702	80,272
15 Deputy Head / Senior Manager	64,691	62,853	63,070	67,898
16 Middle Leader / Team Manager	50,805	51,182	59,658	51,534
20 Lead Practitioner / Senior Specialist	37,139	51,048	52,759	51,048
21 Experienced Professional / Specialist	51,048	47,472	47,472	45,352
22 Professional / Technical	39,556	34,823	32,916	34,823
23 Senior Support / Advanced Support	29,553	26,427	26,016	26,403
24 Entry / Semi-skilled Support	25,762	26,403	26,847	26,847
25 Basic support / Trainee	25,583	25,614	25,949	25,878

Tables – School trusts compared to other sectors

Median basic salary, by broad industry sector

	School trusts	Private sector services	Manuf. & Production	Public services	Charities / not for profit
10 Chief Executive Officer (CEO)	156,553	455,625	514,330	171,101	150,000
11 Chief Officer / Senior Director	120,000	201,456	209,100	128,113	136,500
12 Director	95,094	147,477	135,000	105,595	106,315
13 Executive Head / Regional Director	80,655	115,570	103,500	89,323	92,271
14 Headteacher / Head of School	76,772	96,317	92,140	81,120	76,756
15 Deputy Head / Senior Manager	66,368	80,000	77,328	72,000	67,868
16 Middle Leader / Team Manager	54,732	65,334	64,164	67,199	57,015
20 Lead Practitioner / Senior Specialist	53,371	55,000	51,983	55,125	49,314
21 Experienced Professional / Specialist	47,540	40,000	42,000	45,031	41,177
22 Professional / Technical	33,699	35,178	35,434	36,519	34,280
23 Senior Support / Advanced Support	26,847	27,560	29,980	29,500	28,139
24 Entry / Semi-skilled Support	26,088	26,734	29,487	26,718	26,228
25 Basic support / Trainee	25,878	25,958	27,373	25,203	24,862

Background

About this survey

This report summarises some of the key findings from the sixth national annual salary survey of roles for school trusts.

The data collected through this research will give trust boards much-needed robust benchmark data to support fair and transparent decisions about executive reward. This headline report focuses on high level results and is not intended to provide sufficient information to inform decision making. We strongly urge those who wish to undertake further work as a result of this exercise, to access and scrutinise the full survey results. Those wishing to delve deeper into the data can subscribe to the Brightmine Compensation Planning platform, to get a credible evidence base for their trusts decisions around pay.

Full survey results

The full survey results offer great depth and granularity in the breakdown of the results, allowing comparisons to be refined by parameters such as trust size (both number of schools within the trust and pupil numbers across the trust), detailed UK region, comparisons of part time and full time staff employees and article-based content summarizing pension provision and contribution and health benefits.

Why you need robust market pay data

HR professionals across all industry sectors increasingly turn to salary survey reports to access reliable, accurate, market pay data to inform and implement reward strategies. This data is increasingly used in ensuring pay levels are competitive yet fair, making informed pay review decisions and setting the right pay levels for new employees.

How to access the full survey results

The full benchmark dataset is now available for trusts to purchase and interrogate via our Brightmine Compensation Planning platform. CST members and all participants in this benchmarking study are able to subscribe to Brightmine Compensation Planning. Please get in touch with us at helpdesk.uk@brightmine.com for further information or to register your interest.

How we collect the data

Brighmine uses a consistent methodology to collect, verify and analyse data.

All data for any given survey is collected as accurate on a given date, to ensure that pay data is consistent from one participant to the next, and to allow year-on-year trends to be accurately calculated and reported.

Participants are asked to complete two questionnaires for each survey:

- an organisation questionnaire which establishes characteristics of the company that can be applied to all individuals within it (eg the number of employees, turnover and industry group); and
- an individual questionnaire, which collects demographic, pay and benefits data for each employee as a unique line in a standard spreadsheet. Please note that for data protection reasons we cannot accept data that includes individual employee names, initials or similar information that might lead to their identification. However, we do ask participants to provide a unique but anonymous number or code enabling us to track changes in pay and employment status from one year to the next.

Data submitted to Brightmine on both questionnaires is further anonymised by the removal of the company name and contact details before it is added to our database and analysed.

How we check the data

Brightmine carries out a series of validation checks and audits on data to ensure that it is accurate and to identify anomalies that can be checked before being released for analysis and reporting. These include:

- checks within one organisation's spreadsheet – to ensure that all salaries submitted are within expected parameters, and that answers to linked questions are as expected;
- checks between one organisation's data and the whole survey data – to ensure that the salaries for one organisation are not consistently out of line with those for all other organisations; and
- checks from one year's survey database to the next – to ensure that trends are either as expected or can be explained.

Where anomalies are identified, Brightmine staff will ask participants to verify or amend data to ensure it is accurate. Further audits of the data are then carried out to ensure that no organisation dominates any given survey or table.

Where an organisation has previously submitted data for a Brightmine salary survey, this will be returned to the organisation for checking before subsequent publication – saving the participant from the time and effort involved in the initial submission.

How we analyse the data

This report includes a selection of salary tables. Further and more detailed breakdowns are available using the online Brightmine JobPricing tool.

Where possible, the sample size is shown on each line of every table. By default, we report the average, median and quartile salaries for each line. However, to protect the identity of participating organisations and individual employees:

- no figures of any sort will be shown where the sample is less than four;
- median or average figures only are shown where the sample is greater than four; and
- a full quartile distribution is shown where the sample is greater than eight.

As an additional safeguard, no data will be published where all individuals in a data line are drawn from a single company.

Brightmine job levels

Level Code	Level Label	Level Descriptor	Example roles
10	Chief Executive Officer (CEO)	Leads the entire trust; accountable to the Board for strategy, performance, and financial sustainability.	CEO
11	Chief Officer / Senior Director	Owns multiple functions or major trust-wide areas; translates strategy into operational delivery.	COO, CFO, Chief Education Officer
12	Director	Leads a major function across the trust; accountable for strategy, policy, and delivery.	Director of Education, Director of Finance, Director of HR, Director of Estates
13	Executive Head / Regional Director	Leads multiple schools or a major operational area; accountable for performance across a cluster.	Executive Headteacher, Regional Director, Head of School Improvement
14	Headteacher / Head of School	Leads a single school as a full business unit; owns outcomes, budget, staff, and compliance.	Headteacher, Principal, Head of School, Business Manager (large school, if full functional leader)
15	Deputy Head / Senior Manager	Leads major functions within a school or trust; manages multiple teams; contributes to strategy delivery.	Deputy Head, Assistant Head, School Business Manager, Head of Finance (school), Head of HR (school), Safeguarding Lead
16	Middle Leader / Team Manager	Leads a department, phase, or operational team; responsible for delivery and people management.	Head of Department, Head of Year, SENCO (operational), Office Manager, ICT Manager, Estates Manager, Finance Manager
20	Lead Practitioner / Senior Specialist	Advanced professional or SME; drives improvement or provides specialist expertise; limited formal line management.	Lead Practitioner, Specialist Teacher, Educational Psychologist, Senior HR Advisor, Data Manager (trust-level SME), Lead IT Specialist
21	Experienced Professional / Specialist	Fully competent professional; handles complex work; may supervise or mentor others.	Teacher (experienced), HR Advisor, Finance Analyst, MIS/Data Analyst, Pastoral Manager, IT Systems Officer
22	Professional / Technical	Core delivery role; applies established methods in defined scope.	Classroom Teacher (early/mid career), Finance Officer, HR Officer, Cover Manager, Exams Officer, IT Technician
23	Senior Support / Advanced Support	Experienced support roles; may coordinate small teams or activities.	HLTA, Senior Teaching Assistant, Senior Administrator, Senior Finance Assistant, Senior ICT Technician
24	Entry / Semi-skilled Support	Structured support roles; work under guidance with defined procedures.	Teaching Assistant, Admin Assistant, Finance Assistant, HR Assistant, Library Assistant, Caretaker
25	Basic Support / Trainee	Entry-level support; routine tasks under supervision.	Teaching Assistant (entry), Catering Assistant, Cleaner, Premises Assistant

Our portfolio of products

brightmine HR & Compliance Centre

Exclusive suite of reference material, guidance, templates & tools

brightmine Automated Handbook Management

Proactive and collaborative employee handbook maintenance

brightmine Collective Labour Agreements

Easy access to vital pension information and labour agreements

brightmine Compensation Planning

Real-time information about insights and pay trends

brightmine Pay Equity Analytics

Pay equity analytics for inclusive employers

About Brightmine™

Global leader Brightmine empowers organizations to shape HR strategy, manage employee risk and embrace diverse talent ecosystems to create equitable, high-performing and purposeful workplaces. Since 2002, the data analytics and intelligent solutions provider has earned a reputation for providing expert insights, trusted resources and practical tools to help customers achieve greater efficiency, improve compliance and increase employee engagement. Brightmine is proud to be part of the LexisNexis® portfolio within RELX, a global provider of information-based analytics and decision tools for professional and business customers. To learn more visit brightmine.com.