



FRANK Fair Artist Pay CIC

December 2025

Annual Report

1. Organisational Overview & Strategic Reflection

FRANK Fair Artist Pay continues work on embedding fair practice as a shared standard across the UK arts sector, ensuring that all cultural workers and institutions operate with transparent agreements, equitable remuneration and sustainable working relationships. We achieve this through practical tools, guidance and frameworks that support fair, accountable, and collaborative practice.

In 2025, FRANK undertook a strategic reflection on our approach and direction:

- **Strategy training**
Fatos Ustek and Celina Loh participated in sessions with Fanny Guesdon, reviewing achievements, assessing challenges and identifying ways to scale impact.
- **Activity review**
Considering workshops, FRANK Community facilitation, and tool development, we reaffirmed that tool development sits at the heart of FRANK's mission, with other activities supporting and amplifying this work.
- **Data strategy**
We reflected on what information to collect and how to use it, ensuring our tools and advocacy remain targeted, effective, and responsive.
- **Internal fairness and capacity**
Recognising that external systemic change requires fair, sustainable internal structures, we clarified realistic goals, maximised impact and set a sustainable pace.

The FRANK team in 2025 consisted of:

- Executive Director: Fatos Ustek
- Project Manager: Celina Loh
- Project Assistant: Position vacated in July 2025, formerly Aishath Umama
- Advisory Committee: Anne Hardy
- Honorary Member: Lindsay Seers

This small, dedicated team continues to drive FRANK's growth, supporting members, developing tools and engaging with the wider sector.

2. Community, Events & Engagement

FRANK's vibrant community of artists, creative practitioners, galleries, and arts institutions lies at the heart of its work. This network offers essential grounding, accountability, and firsthand experience that directly shapes FRANK's tools, workshops, and public-facing initiatives.

Community Composition

FRANK Community 2025 Breakdown:

- 43 artists
- 14 public organisations
- 5 galleries
- 9 creative practitioners

Total membership: 71 members

While the overall size of the community remained stable in 2025, it continued to embrace diverse perspectives within the arts ecology. This diversity fostered meaningful discussions on fair pay, hidden labour, and sustainable practices.

Making Hidden Labour Visible

Hidden labour remains invisible unless we acknowledge it.

FRANK's tools, workshops, and conversations highlight often-overlooked work—from administrative tasks, communications, and fundraising to the emotional labour of negotiation. By bringing this work to light, FRANK ensures it is recognised, valued, and fairly compensated.

This approach promotes fairer, more transparent, and sustainable practices across projects and collaborations within the arts sector.

FRANK Community Activity:

- **Monthly FRANK Meetups**
peer learning discussions around negotiating pay, clarifying responsibilities and understanding hidden labour; included a session with DACS on AI and copyrights. The monthly meetups only took place between January and July 2025.
- **“Making it FRANK” Workshops** – five sessions on identifying and naming hidden labour, inclusive budgeting, fair contracts and sustaining practice and managing burnout. Due to the staff capacity, we had to postpone the workshop series, after the first workshop was held.

Public Engagement & Dissemination (2025)

- **24 April 2025** – *Fatos Ustek: Contemporary Art, Curation and Cultural Leadership*
Curatorial Ethics Network | Public Talk / Online Presentation
- **24 April 2025** – *Celina Loh: The Artist's Studio – Unlocking Culture by Creating Stability*
Tannery Arts | Panel Discussion at Drawing Room
- **26 April 2025** – [By Invitation Only: Fatos Ustek](#)
Artplace | Interview
- **1 May 2025** – *Sculpture in the Expanded*
Royal College of Art | Lecture
- **14 May 2025** – [Daha Adil ve Eşit bir Sanat Ekosistemi Mümkün mü?](#)
artfulliving | Interview (by Güneş Salı)
- **15 May 2025** – [In Conversation with Fatos Ustek](#)
Curatorial Ethics Network | Online Presentation
- **13 October 2025** – [Interview: Curator and Cultural Leader Fatos Ustek](#)
The Wick | Interview
- **7 November 2025** – *Curating Beyond Exhibition Making*
Christie's Education | Lecture
- **25 November 2025** – *UK Visual Arts Support Ecology Summit*
Co-hosted by **FRANK, a-n, DACS, and CVAN**, chaired by **Fatos Ustek**. The summit included a breakout session led by **Celina Loh**, featuring **DASH (Disability Arts in Shropshire)** and **SCAN (Scottish Contemporary Arts Network)**. Discussions focused on recognising and resourcing hidden labour, holistic approaches to fair pay (including time, clarity, care, access, and equity), building trust through transparent practice, and co-designing projects with artists.
- **Ongoing** – [Fato Ustêk on Curation & Publicness](#)
Philosophy Arts | Film & Article

FRANK contributed to local and international knowledge exchange including:

- **Integrated Care Practices Toolkit by Motherhouse Studios** is a legacy project that reimagines care in arts and cultural spaces beyond childcare, focusing on inclusive, flexible and supportive practices. It offers free digital resources, a crowdsourced global map to connect initiatives and future documentary and book outputs. The toolkit supports individuals and organisations to develop inclusive, non-tokenistic approaches across art opportunities, community projects, events and studios, creating a foundation

for future networks and intergenerational exchange.

- International conversations with:
 - Creative Australia on developing a local Fair Pay Calculator and sharing FRANK's approach internationally.
 - MATA Collective from Kazakhstan to explore ways to collaborate and establish a healthy and transparent professional environment in the Kazakh art scene.

Through these engagements, FRANK strengthened connections within the sector and provided practical guidance to help artists and institutions implement fair practices.

3. FRANK Tools & Resources

FRANK's tools remain central to supporting fair practice. In 2025, our work focused on piloting, refining, and increasing usability, including running four focus groups in January and February 2025. Key tools and highlights (2025):

- **FRANK Principles** – Seven guiding principles: *Fair Pay, Professional Recognition, Transparency, Accountability, Responsibility, Inclusiveness, Equity, Conscientiousness.*
- **FRANK Fair Pay Calculator** – Supported 35+ commissioned projects, helping members identify and name hidden labour, clarify responsibilities and negotiate equitable pay.
- **FRANK x Canvas Art Law Pre-Contractual Review** – Live document to be updated after each decision is made to clarify expectations before contracts are finalised and support transparent agreements. Artists reported learning about different contractual terms and how to negotiate their rights, noting that while the guide was detailed, they found it really useful for feeling confident and prepared in discussions with commissioners.
- **Budget Templates & Commission Checklists** – To be updated based on feedback, with tutorial videos for all tools in development to improve accessibility and usability.

Members reported that FRANK tools clarified responsibilities and gave artists greater confidence to negotiate fees, even within limited budgets. The tools also supported organisations in setting fair estimates and managing project costs. By providing clear frameworks and step-by-step guidance, they helped both artists and institutions set expectations, advocate effectively for fair compensation, and manage projects more confidently.

4. Funding, Team Contributions & Looking Ahead

Financial Support & Capacity

FRANK's achievements in 2025 were made possible with the main support from The Agency and additional support from membership fees..

Notable support included £10,000 from the Agency (David Maclean), which facilitated tool development, events, workshops, and consultancy. Additional funding came from philanthropic donations, consultancy income, and voluntary contributions, which sustained operations throughout the year.

Although the Project Assistant role remained vacant from July onwards, Project Manager Celina Loh worked at a reduced capacity, and Director Fatos Ustek volunteered her time to keep operations moving. While this effort was invaluable, it highlights the urgent need for sustainable funding to support core roles.

Looking Ahead to 2026

In response to capacity challenges and community needs, FRANK will concentrate on:

- **Advancing tool development** and fostering strategic partnerships to amplify impact across the arts ecosystem
- **Establishing sustainable internal structures** that exemplify fair and accountable practices
- **Empowering artists and institutions** to confidently plan, negotiate, and manage projects
- **Scaling engagement thoughtfully**, expanding both nationally and internationally while ensuring workloads remain manageable
- **Enhancing and broadening tools** to improve their accessibility, usability, and relevance to lived experiences

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