

## Salary and Benchmarking Survey 2025

### A. ABOUT YOUR ORGANISATION

All information submitted in this questionnaire will be treated as confidential. Data published to participants will be anonymous and in aggregated form only.

The survey is for UK-based trade associations only and the final report will be given free to all those that complete at least three full sections of the survey. Incomplete responses or responses not from trade associations will be removed from final results and no copy of the results will be provided.

If you prefer to draft your response on paper before entering your answers into this form, you can download a pdf of the questionnaire [here](#).

Your details

Please include an e-mail address so that we can ensure you receive a copy of the survey results and in case we need to check any data with you.

1. Organisation name:
2. Email address:

3. In which region / devolved administration is your head office located?

- ☐ East of England
- ☐ East Midlands
- ☐ London
- ☐ North East
- ☐ North West
- ☐ South East
- ☐ South West
- ☐ West Midlands
- ☐ Yorkshire & Humberside
- ☐ Northern Ireland
- ☐ Scotland
- ☐ Wales

#### B. FINANCIALS

4. Which membership renewal model do you currently use?

- ☐ Fixed-12 month (follows a fixed start and end date)
- ☐ Rolling-12 month (starting from date of joining)
- ☐ Both

If you are offering a fixed-12 month term, please share start and end dates. Also share details of pricing options (e.g. pay monthly, pay yearly with a discount).

5. What financial year do you follow?

- ☐ Jan-Dec
- ☐ Feb-Jan
- ☐ Mar-Feb
- ☐ Apr-Mar
- ☐ May-Apr
- ☐ Jun-May
- ☐ Jul-Jun
- ☐ Aug-Jul
- ☐ Sept-Aug
- ☐ Oct-Sept
- ☐ Nov-Oct
- ☐ Dec-Nov

These questions cover financial benchmarks related to revenue, expense and profits/loss.

Please enter details from your latest financial reports.

6. Revenue of your association in GBP based on your latest approved financial statements.

Please enter a number e.g. £10,000 as "10000".

|                          |  |
|--------------------------|--|
| Membership subscriptions |  |
| Sponsorship/partnership  |  |
| Training/accreditations  |  |
| Other                    |  |
| <b>TOTAL REVENUE</b>     |  |

7. Expenses of your association in GBP based on your latest approved financial statements.

Please enter a number e.g. £10,000 as "10000".

|                             |  |
|-----------------------------|--|
| Staff salaries and benefits |  |
| Non-staff expenses          |  |
| TOTAL EXPENSE               |  |

8. OPERATING PROFIT/LOSS in GBP based on your latest approved financial statements:

Operating profit/loss = (Revenue) - (Cost of goods sold + operating expenses + depreciation/amortisation)

Please enter a number e.g. £10,000 as "10000" or (£10,000) as "-10000"

OPERATING PROFIT/LOSS:

9. Looking at your 'cash at hand' and assuming no new revenue, how many months would your association be able to maintain its normal operating expenditure?
- ☐ 1-3 months
  - ☐ 4-6 months
  - ☐ 7-11 months
  - ☐ 12+ months

## C. MEMBERSHIP NUMBERS

**These questions cover membership benchmarks related to new and net members.**

10. 8. Please enter the following membership numbers based on the last 12 months.

Please enter a number e.g. 10,000 as "10000".

|                                                                        |  |
|------------------------------------------------------------------------|--|
| Number of members at the start of the reporting period (i.e. month #1) |  |
| Add: Number of New Members                                             |  |
| Less: Number of Lapsed Members                                         |  |
| TOTAL MEMBERS at the end of the reporting period (i.e. month #12)      |  |

11. 9. Please enter the number of small and medium enterprises (SME) and non-SME members below:

SMEs = Businesses with under 250 FTE staff. Please enter a number e.g. 10,000 as "10000".

|                 |  |
|-----------------|--|
| SME members     |  |
| Non-SME members |  |
| TOTAL MEMBERS   |  |

#### D. RECRUITMENT

**This section aims to explore current recruitment practices and ways of working.**

12. Has your organisation already recruited or is it planning to recruit more staff in 2025?

- ☐ Yes, already recruited in 2025
- ☐ Yes, planning to recruit in 2025
- ☐ Yes, already recruited and planning to recruit in 2025
- ☐ No, not recruited and don't plan to in 2025
- ☐ Unsure/Don't know

13. How would you describe your experience of recruitment over the last 12 months?

- ☐ Much harder than previously
- ☐ A bit harder than previously
- ☐ The same as previously/back to normal
- ☐ Easier than previously
- ☐ Much easier than previously
- ☐ Did not recruit in the last 12 months

Any comments:

14. Thinking about your experience of recruiting over the last 12 months and the number of applicants in general would you say you have had...

- ☐ More applicants
- ☐ About the same number of applicants
- ☐ Less applicants
- ☐ Did not recruit in the last 12 months

Any comments:

15. Thinking about your experience of recruiting over the last 12 months, and the quality of applicants, would you say you have seen...

- ☐ More high-quality candidates
- ☐ About the same quality of candidates
- ☐ Less high-quality candidates
- ☐ Did not recruit in the last 12 months

Any comments:

16. Thinking about how your new starter salaries compare to 2024 are they?

- ☐ More than 10% higher
- ☐ 5-10% higher
- ☐ 0-5% higher
- ☐ About the same
- ☐ Lower
- ☐ Not applicable

17. If you are a TAF member, do you have a log in for the TAF website?

- ☐ TAF member with a log in
- ☐ TAF member without a log in
- ☐ Not a TAF member

18. Which of the following TAF Member benefits are you aware of?
- **Special Interest Groups** - TAF runs a number of Special Interest Groups (SIGs) that bring together people who work in similar job functions or have similar interests or characteristics.
  - **Training** - TAF curates resources and provides a number of training courses to help professionals from the sector in their personal and professional development.
  - **Association Leadership Compass** - The Association Leadership Compass is broken down into 9 key functions of leadership within the association sector. Each area sets out the expectations required for leadership, the behaviours, skills and knowledge that are required and some suggested training courses and further reading that are available to explore further.
  - **TAF Member to Member Marketplace** - TAF Members can use the Marketplace to offer their services to other associations.
  - **TAF Portable Deals and Discounts** - TAF has developed key partnerships across key business services enabling TAF Members to roll out a service offering to their members with minimal effort.
  - **TAF Business Hub** - The hub offers up-to-date advice, guidance, and customisable templates, from employment contracts to business plans, all available 24/7 to support your everyday business needs.
  - **TAF Expert Network** - TAF Members can access free advice from our Expert Network covering a huge range of an association's operational activities.
  - **TAF Legal Hub** - The TAF legal hub allows members to generate legal documents, e-sign documents and much more - all free with TAF membership.
  - **TAF Jobs Board** - We have partnered with leading jobs tech provider Workable to help TAF members find the best candidates for their roles.
  - **TAF Supplier Directory** - Preferential deals with leading suppliers to associations, helping you deliver great services to your members at the best possible prices.
  - Not a TAF member

If you are a TAF member and are interested in making the full use of your membership, get involved/get in touch today: [secretariat@taforum.org](mailto:secretariat@taforum.org).



## E. WORKING PRACTICES

19. Thinking about your current working practices, which statement most closely represents your approach to where your staff work?

- ☐ Fully flexible - staff can choose to work from home or the office as they like
- ☐ Part flexible - staff must work a certain number of days in the office each week, but can choose which ones
- ☐ Mandated days - staff must be in the office on specific days each week
- ☐ Staff can only work from home in exceptional circumstances
- ☐ We do not have an office and our staff work from home 100% of the time
- ☐ We do not allow staff to work from home
- ☐ Other, please specify:

20. Is your working environment fully established for the long term or subject to further discussion and amendment?

- ☐ Yes we are happy with our current working environment
- ☐ No, we are still working out a pattern of working that suits our association
- ☐ Other (please specify):

21. How has the amount of work outsourced/contracted out changed over the past year?

- ☐ Significantly increased
- ☐ Slightly increased
- ☐ About the same
- ☐ Slightly decreased
- ☐ Significantly decreased

Any further comments about the balance of employed staff and consultants?

|  |
|--|
|  |
|--|

## F. STAFF SIZE

**This section benchmarks the composition and size of your staff.**

22. Please enter the total number of full-time equivalent (FTE) employees in your organisation at each of level.

Please convert part-timers to FTE - e.g. person working 3 days = 0.6 FTE. Please exclude external consultants. The total should be equal to the sum of the categories below.

Please enter a number. Percentages and non-numeric characters are not accepted.

|                                        |  |
|----------------------------------------|--|
| CEO or similar                         |  |
| Level 1 - Director or Senior Executive |  |
| Level 2 - Senior Management            |  |
| Level 3 - Middle Management            |  |
| Level 4 - Junior Management            |  |
| Level 5 - Team Administrator           |  |
| Other FTE staff not included above     |  |
| TOTAL                                  |  |

23. How many full-time equivalent consultants (if any) are engaged in running the association (as opposed to handling special projects)?

FTE External consultants:

24. How have staff numbers changed compared to the last 12-month reporting period?
- ☐ Higher
  - ☐ Same
  - ☐ Lower

## G. SALARY

25. Please enter the **average minimum salary** for the following in GBP:

Enter Minimum salary figures actually paid to staff in post rather than theoretical salary bands. However, if any salary is placed exceptionally low for special reasons, you may wish to omit the extreme value.

Please enter a number e.g. £10,000 as "10000".

|                                        |  |
|----------------------------------------|--|
| CEO or similar                         |  |
| Level 1 - Director or Senior Executive |  |
| Level 2 - Senior Management            |  |
| Level 3 - Middle Management            |  |
| Level 4 - Junior Management            |  |
| Level 5 - Team Administrator           |  |

26. Please enter the **average maximum salary** for the following in GBP:

Enter Maximum salary figures actually paid to staff in post rather than theoretical salary bands. However, if any salary is placed exceptionally high for special reasons, you may wish to omit the extreme value.

Please enter a number e.g. £10,000 as "10000".

|                                        |  |
|----------------------------------------|--|
| CEO or similar                         |  |
| Level 1 - Director or Senior Executive |  |
| Level 2 - Senior Management            |  |
| Level 3 - Middle Management            |  |
| Level 4 - Junior Management            |  |
| Level 5 - Team Administrator           |  |

27. Do you pay non-executive members of your Board (i.e. excluding any salaried staff that are also Board members - e.g. the Chief Executive)?
- ☐ No remuneration or expenses
  - ☐ Expenses only
  - ☐ Remuneration and expenses

#### H. PAY AWARDS

**This section benchmarks pay awards.**

28. What is the normal month for pay awards in your organisation?
- ☐ January
  - ☐ February
  - ☐ March
  - ☐ April
  - ☐ May
  - ☐ June
  - ☐ July
  - ☐ August
  - ☐ September
  - ☐ October
  - ☐ November
  - ☐ December

29. By what percent(%) were salary increases awarded or budgeted for the following in 2025?

|                                        | 0-2.5%                | 2.6-5%                | 5.1-7.5%              | 7.6-10%               | >10%                  | Unsure / don't know   | No salary increases   |
|----------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| CEO or similar                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 1 - Director or Senior Executive | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 2 - Senior Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 3 - Middle Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 4 - Junior Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 5 - Team Administrator           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

#### I. BONUS ARRANGEMENTS

**This section benchmarks bonus and other remuneration.**

30. Which criteria have to be met to qualify for a bonus?

Please select all that apply.

- ☐ Dependent on financial surplus
- ☐ Dependent on membership subscription target levels
- ☐ Dependent on non-financial targets/KPIs
- ☐ Dependent on individual merit
- ☐ Discretionary
- ☐ We do not have a bonus scheme

31. Please select at which levels were bonuses awarded or budgeted for in 2025?

|                                        | Occasional            | Regular               | Occasional and regular | No bonuses            |
|----------------------------------------|-----------------------|-----------------------|------------------------|-----------------------|
| CEO or similar                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  | <input type="radio"/> |
| Level 1 - Director or Senior Executive | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  | <input type="radio"/> |
| Level 2 - Senior Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  | <input type="radio"/> |
| Level 3 - Middle Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  | <input type="radio"/> |
| Level 4 - Junior Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  | <input type="radio"/> |
| Level 5 - Team Administrator           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  | <input type="radio"/> |

32. By what percent(%) were bonus increases awarded or budgeted for the following in 2025?

|                                        | 0-2.5%                | 2.6-5%                | 5.1-7.5%              | 7.6-10%               | >10%                  | Unsure / don't know   | No bonus increases    |
|----------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| CEO or similar                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 1 - Director or Senior Executive | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 2 - Senior Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 3 - Middle Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 4 - Junior Management            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Level 5 - Team Administrator           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## J. STAFF BENEFITS

**This section benchmarks staff benefits and holidays.**

### 33. What staff benefits do you provide?

Please tick all that apply.

|                                        | Life assurance        | Long-term disability (PHI) | Medical insurance     | Annual medical check-up | Car, provided by employer | Season ticket loans   | Wellness support/gym membership |
|----------------------------------------|-----------------------|----------------------------|-----------------------|-------------------------|---------------------------|-----------------------|---------------------------------|
| CEO or similar                         | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>           |
| Level 1 - Director or Senior Executive | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>           |
| Level 2 - Senior Management            | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>           |
| Level 3 - Middle Management            | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>           |
| Level 4 - Junior Management            | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>           |
| Level 5 - Team Administrator           | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/>           |

### 34. How have your staff benefits changed over the past year?

- ☐ Stayed the same
- ☐ Introduced new benefits, please share more details
- ☐ Removed some benefits, please share more details

If your staff benefits have changed, please tell us what you have introduced or taken away and why?

K. HOLIDAY ENTITLEMENTS

35. How many days paid holiday, excluding bank holidays, do you generally allow your staff?

Please enter a number e.g. 24 holidays as "24".

Number of paid holidays:

36. Do you have any special provisions in relation to holiday entitlements?

For example, increased entitlement with length of service or seniority, facility to exchange holiday for more or less pay, etc.



## L. PENSIONS

**PLEASE NOTE: The permutations for contributions to Defined Contribution/Money Purchase schemes tend to be complicated. While some schemes have a uniform employer contribution rate that applies to all employees, many have variable contribution rates that depend on some or all of the following: age, staff grade, length of service or the amount that the employee contributes (the matching principle).**

37. Which of the following types of pension arrangement do you currently operate?

Please tick all that apply.

- ☐ Defined Benefit/Final Salary Scheme
- ☐ Defined Contribution/Money Purchase Scheme
- ☐ Group Personal Pension Scheme or Stakeholder Scheme to which company contributions are paid
- ☐ Employer contributions paid to individuals' Personal Pension or Stakeholder Scheme
- ☐ Auto-enrolment scheme - e.g. NEST#
- ☐ None of the above

Any comments on changes made to comply with auto-enrolment requirements?

38. What was the maximum employer contribution (%) available to staff in Defined Contribution/Money Purchase schemes last year? E.g. 'The association will pay up to x% into defined contribution schemes.' We are seeking the maximum rate that the employer will contribute on behalf of the individual, as a percentage of salary, if all appropriate criteria are met.

Please enter the % as a number. For e.g. 10.5% as "10.5".

Maximum employer contribution (%):

39. What percentage (%) of employees take advantage of/benefit from this maximum employer contribution rate?

Please enter the % as a number. For e.g. 10.5% as "10.5".

Employees benefitting from maximum employer contributions (%):

40. What was the average rate (%) of employer contribution to Defined Contribution schemes last year?

Average rate (%) of employer contribution = (Total employer contributions to Defined Contribution scheme) divided by (Payroll of employees covered by those scheme) x 100

This question seeks an indication of the actual cost to the employer of contributions to Defined Contribution/Money Purchase scheme, as a percentage of relevant salaries.

Please enter the % as a number. For e.g. 10.5% as "10.5".

Average rate (%) of employer contribution:

41. Any comments on Defined Contribution/Money Purchase Pension schemes?

42. Is your association using AI tools and technologies in the following ways?

|                                                          | Yes, currently using | No, but planning to use | Not planning to use |
|----------------------------------------------------------|----------------------|-------------------------|---------------------|
| Writing and summarising content                          |                      |                         |                     |
| Generating images                                        |                      |                         |                     |
| Generating voice and audio content                       |                      |                         |                     |
| Creating videos                                          |                      |                         |                     |
| Write code for developing MVPs (minimum viable products) |                      |                         |                     |
| As an answer engine for web search                       |                      |                         |                     |
| Predictive analytics                                     |                      |                         |                     |
| Automating tasks                                         |                      |                         |                     |
| AI chatbots and virtual agents                           |                      |                         |                     |

Any comments?

43. Which AI tools and technologies is your association currently using/planning to use?

|                   | Currently using | No, but planning to use | Not planning to use |
|-------------------|-----------------|-------------------------|---------------------|
| Microsoft Copilot |                 |                         |                     |
| Google Gemini     |                 |                         |                     |
| Meta Llama        |                 |                         |                     |
| Claude            |                 |                         |                     |
| ChatGPT           |                 |                         |                     |
| Perplexity        |                 |                         |                     |
| Grok              |                 |                         |                     |
| Mistral           |                 |                         |                     |
| DALL-E 3          |                 |                         |                     |

Any other AI tools and technologies that you are using/planning to use?

|  |
|--|
|  |
|--|

44. What are the barriers preventing AI adoption at your association?

- ☐ Lack of specialised skill sets among existing team
- ☐ Unable to allocate budget
- ☐ No time to review and evaluate adoption
- ☐ Leadership resistance, lack of senior level buy-in
- ☐ Data privacy and security concerns
- ☐ Reliability and accuracy of AI generated outputs
- ☐ Resistance to change from current staff
- ☐ Lack of clear user cases and benefits for associations
- ☐ Other, please specify:
- ☐ None of the above

45. In which areas of work do you think AI will have the most positive impact for your association? Please select up to top three options.

- ☐ Member services (e.g. chatbots, enquiry handling)
- ☐ Research and insights (e.g. data analysis, benchmarking)
- ☐ Events (e.g. personalisation, scheduling, bookings)
- ☐ Marketing and communications (e.g. content generation, promotion, analytics)
- ☐ Recruitment and HR (e.g. candidate screening, workforce planning)
- ☐ Policy and advocacy (e.g. horizon scanning, sentiment analysis)
- ☐ Other, please specify:
- ☐ None of the above