

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

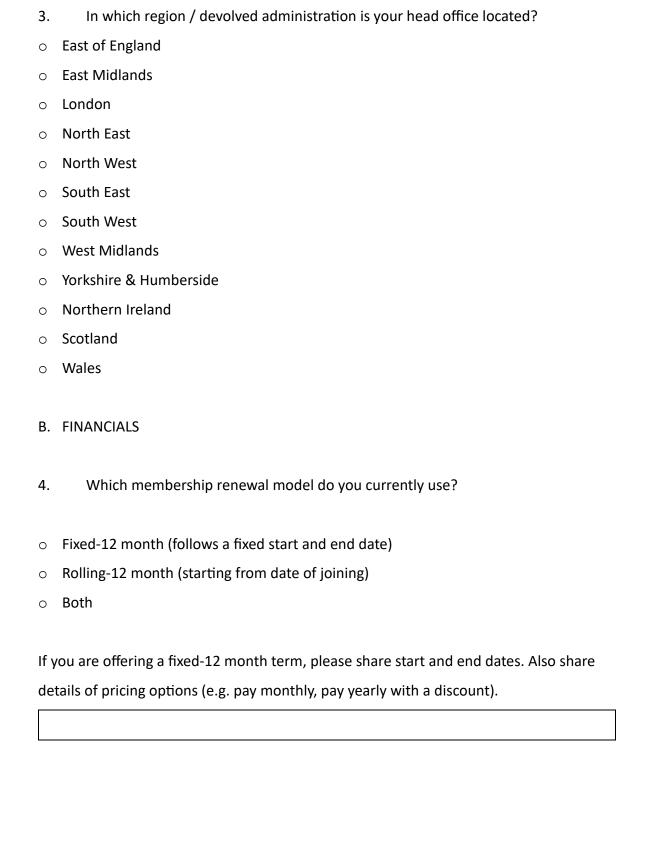
Please include an <u>e-mail address</u> so that we can ensure you receive a copy of the survey results and in case we need to check any data with you.

- 1. Organisation name:
- 2. Email address:

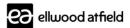












o Feb-Jan

o Mar-Feb

o Apr-Mar

o May-Apr

o Jun-May

o Jul-Jun

o Aug-Jul

o Sept-Aug

o Oct-Sept

ellwood atfield		concierge
5.	What financial year do you follow?	
o Ja	an-Dec	

0	Nov-Oct
0	Dec-Nov

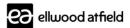
These questions cover financial benchmarks related to revenue, expense and profits/loss. Please enter details from your latest financial reports.

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

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

Membership subscriptions	
Sponsorship/partnership	
Training/accreditations	
Other	
TOTAL REVENUE	







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:

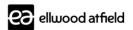
Operating profit/loss = (Revenue) - (Cost of goods sold + operating expenses + depreciation/amortisation)

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?
- o 1-3 months
- o 4-6 months
- o 7-11 months
- o 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.

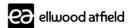
- 12. Has your organisation already recruited or is it planning to recruit more staff in 2025?
- Yes, already recruited in 2025
- o Yes, planning to recruit in 2025
- o Yes, already recruited and planning to recruit in 2025
- No, not recruited and don't plan to in 2025
- Unsure/Don't know
- 13. How would 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
- o 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...
- o More high-quality candidates
- About the same quality of candidates
- o Less high-quality candidates
- o Did not recruit in the last 12 months

Any comments:			

- 16. Thinking about how your new starter salaries compare to 2024 are they?
- o More than 10% higher
- o 5-10% higher
- o 0-5% higher
- o About the same
- o Lower
- o Not applicable
- 17. If you are a TAF member, do you have a log in for the TAF website?
- o TAF member with a log in
- o TAF member without a log in
- Not a TAF member



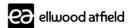




- 18. Which of the following TAF Member benefits are you aware of?
- Special Interest Groups TAF runs a number of Special Interest Groups (SIGs) that bring together people who work in similar job functions or have similar interests or characteristics.
- Training TAF curates resources and provides a number 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, esign 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.





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
- o 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
- o 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?
- o 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?
- o Higher
- Same
- o 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
- o Expenses only
- o Remuneration and expenses
- H. PAY AWARDS

This section benchmarks pay awards.

- 28. What is the normal month for pay awards in your organisation?
- January
- o February
- o March
- o April
- o May
- o June
- o July
- o August
- o September
- o October
- o November
- o 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	0	0	0	0	0	0	0
Level 1 - Director or Senior							
Executive	0	0	0	0	0	0	0
Level 2 - Senior Management	0	0	0	0	0	0	0
Level 3 - Middle Management	0	0	0	0	0	0	0
Level 4 - Junior Management	0	0	0	0	0	0	0
Level 5 - Team Administrator	0	0	0	0	0	0	0

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
П	We do not have a honus 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	0	0	0	0
Level 1 - Director or Senior Executive	0	0	0	0
Level 2 - Senior Management	0	0	0	0
Level 3 - Middle Management	0	0	0	0
Level 4 - Junior Management	0	0	0	0
Level 5 - Team Administrator	0	0	0	0

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	0	0	0	0	0	0	0
Level 1 - Director or Senior							
Executive	0	0	0	0	0	0	0
Level 2 - Senior Management	0	0	0	0	0	0	0
Level 3 - Middle Management	0	0	0	0	0	0	0
Level 4 - Junior Management	0	0	0	0	0	0	0
Level 5 - Team Administrator	0	0	0	0	0	0	0







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	0	0	0	0	0	0	0
Level 1 - Director							
or Senior Executive	0	0	0	0	0	0	0
Level 2 - Senior							
Management	0	0	0	0	0	0	0
Level 3 - Middle							
Management	0	0	0	0	0	0	0
Level 4 - Junior							
Management	0	0	0	0	0	0	0
Level 5 - Team							
Administrator	0	0	0	0	0	0	0

- 34. How have your staff benefits changed over the past year?
- Stayed the same
- o Introduced new benefits, please share more details
- o 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?

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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?
Ple	ase	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	y co	mments on changes made to comply with auto-enrolment requirements?
	20	What was the maximum employer contribution (%) available to staff in Defined

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?





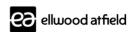


42. Is your association using AI tools and technologies in the following ways?

	Yes, currently using	No, but planning	Not planning to
		to use	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			

agents		
Any comments?		







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

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

Λ nv. /	other Al tools and technologies that you are using /planning to use?
Any (other AI tools and technologies that you are using/planning to use?
4	4. 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