

## 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](#).**

**\* 1. 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 (*obligatory question*).

Organisation name

Your e-mail address

**\* 2. In which region/devolved administration is your head office located?**

- |                                       |                                     |  |
|---------------------------------------|-------------------------------------|--|
| <input type="radio"/> East of England | <input type="radio"/> North West    | <input type="radio"/> Yorkshire & Humberside |
| <input type="radio"/> East Midlands   | <input type="radio"/> South East    | <input type="radio"/> Northern Ireland       |
| <input type="radio"/> London          | <input type="radio"/> South West    | <input type="radio"/> Scotland               |
| <input type="radio"/> North East      | <input type="radio"/> West Midlands | <input type="radio"/> Wales                  |

**\* 3. 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

## FINANCIALS

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

\* 4. Revenue of your association in GBP based on your latest approved financial statements:

Please enter a number e.g. £10,000 as "10000". Please check and enter the sum of the figures in the total field.

Membership subscriptions	<input type="text"/>
Sponsorship/partnership	<input type="text"/>
Training/accreditations	<input type="text"/>
Other	<input type="text"/>
TOTAL REVENUE	<input type="text"/>

\* 5. Expenses of your association in GBP based on your latest approved financial statements:

Please enter a number e.g. £10,000 as "10000". Please check and enter the sum of the figures in the total field.

Staff salaries and benefits	<input type="text"/>
Non-staff expenses	<input type="text"/>
TOTAL EXPENSE	<input type="text"/>

6. 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	<input type="text"/>
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\* 7. 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

## MEMBERSHIP NUMBERS

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

\* 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)

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". Please check and enter the sum of the figures in the total field.

SME members

Non-SME members

TOTAL MEMBERS

\* 10. Which of the following membership benefits does your association offer to its members?

Please select all that apply.

- ☐ Events and conferences
- ☐ Access to supplier directory
- ☐ Awards
- ☐ Newsletter/publication
- ☐ Research and insights
- ☐ Legal support

- ☐ Insurance
- ☐ Policy and lobbying
- ☐ Mentoring and career support
- ☐ Discounts/referral with approved suppliers/partners
- ☐ None of the above

Other, please specify

## RECRUITMENT & WORKING PRACTICES

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

\* 11. Has your organisation already recruited or is it planning to recruit more staff in 2024?

(Should we split? - YES)

- ☐ Yes, already recruited in 2024
- ☐ Yes, planning to recruit in 2024
- ☐ Yes, already recruited and planning to recruit in 2024
- ☐ No, not recruited and don't plan to in 2024
- ☐ Unsure/Don't know

\* 12. 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?

\* 13. 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?

\* 14. 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?

\* 15. Thinking about how your new starter salaries compare to 2023 are they...

(Scale needs changing)

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

16. Are you aware that TAF operates a jobs board which allows members to post free job ads?

- ☐ Yes
- ☐ No

\* 17. 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

\* 18. 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

\* 19. How has the amount of work outsourced/contracted out changed over the last 12 months?

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

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

\* 20. How does your organisation approach Gender Pay policy?

- ☐ Not felt to be an issue
- ☐ Something we consider carefully
- ☐ We have a formal policy
- ☐ We have a formal policy and this is publicly available

Any comments?

## STAFF SIZE

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

\* 21. 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. Please check and enter the sum of the figures in the total field.

CEO or similar	<input type="text"/>
Level 1 - Director or Senior Executive	<input type="text"/>
Level 2 - Senior Management	<input type="text"/>
Level 3 - Middle Management	<input type="text"/>
Level 4 - Junior Management	<input type="text"/>
Level 5 - Team Administrator	<input type="text"/>
Other FTE staff not included above	<input type="text"/>
TOTAL FTE STAFF	<input type="text"/>

\* 22. How many full-time equivalent consultants (if any) are engaged in running the association (as opposed to handling special projects)?

FTE External consultants	<input type="text"/>
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\* 23. How have staff numbers changed compared to the your last 12-month reporting period?

- ☐ Higher
- ☐ Same
- ☐ Lower

## SALARY

**This section benchmarks staff salaries across all levels.**

24. 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	<input type="text"/>
Level 1 - Director or Senior Executive	<input type="text"/>
Level 2 - Senior Management	<input type="text"/>
Level 3 - Middle Management	<input type="text"/>
Level 4 - Junior Management	<input type="text"/>
Level 5 - Team Administrator	<input type="text"/>

25. 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	<input type="text"/>
Level 1 - Director or Senior Executive	<input type="text"/>
Level 2 - Senior Management	<input type="text"/>
Level 3 - Middle Management	<input type="text"/>
Level 4 - Junior Management	<input type="text"/>
Level 5 - Team Administrator	<input type="text"/>



26. This year, we are also interested in gathering salary data broken down by gender.

Please provide the average salary for STAFF who are WOMEN:

If there are no employees of the specified gender at any level, enter N/A.

Enter AVERAGE 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	<input type="text"/>
Level 1 - Director or Senior Executive	<input type="text"/>
Level 2 - Senior Management	<input type="text"/>
Level 3 - Middle Management	<input type="text"/>
Level 4 - Junior Management	<input type="text"/>
Level 5 - Team Administrator	<input type="text"/>

27. This year, we are also interested in gathering salary data broken down by gender.

Please provide the average salary for staff who are MEN:

If there are no employees of the specified gender at any level, enter N/A.

Enter AVERAGE 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	<input type="text"/>
Level 1 - Director or Senior Executive	<input type="text"/>
Level 2 - Senior Management	<input type="text"/>
Level 3 - Middle Management	<input type="text"/>
Level 4 - Junior Management	<input type="text"/>
Level 5 - Team Administrator	<input type="text"/>

\* 28. 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

## PAY AWARDS

**This section benchmarks pay awards.**

\* 29. What is the normal month for pay awards in your organisation?

- ☐ January
- ☐ February
- ☐ March
- ☐ April
- ☐ May
- ☐ June
- ☐ July
- ☐ August
- ☐ September
- ☐ October
- ☐ November
- ☐ December

\* 30. By what percent(%) were salary increases awarded or budgeted for the following in 2024?

[illegible]

## BONUS ARRANGEMENTS

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

\* 31. 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
- ☐ Other, please specify

☐ We do not have a bonus scheme

\* 32. Please select how often were were bonuses awarded or budgeted for in 2024?

	No bonuses	Occasional bonuses	Regular bonuses	Regular and occasional 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"/>

Any comments?

\* 33. By what percent(%) were bonus increases awarded or budgeted for the following in 2024?

[illegible]

## STAFF BENEFITS & HOLIDAY ENTITLEMENTS

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

34. 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="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 1 - Director or Senior Executive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 2 - Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 3 - Middle Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 4 - Junior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 5 - Team Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any comments?

\* 35. How have your staff benefits changed over the last 12 months?

- ☐ Stayed the same
- ☐ Introduced new benefits
- ☐ Removed some benefits

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

\* 37. How many days paid holiday, excluding UK bank holidays, do you generally allow your staff?

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

Number of paid holidays

38. 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.

A large, empty rectangular box with a thin black border, intended for the user to provide a detailed response to the question about holiday entitlement provisions. The box is positioned directly below the example text.

## 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).**

\* 39. 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?

40. 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 (%)

41. 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 (%)



42. 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

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