

The logo for the Trade Association Forum (TAF) is displayed in a large, bold, white sans-serif font. The letters 'TAF' are set against a dark blue triangular background. This blue triangle is part of a larger graphic element that includes a teal triangle below it and a red triangle to its right, all set against a white background.

**TAF**

Trade Association Forum

# **Annual Benchmarking Survey 2025**

Produced in partnership with



**The communications, advocacy  
and policy headhunter**

## Confidentiality

All information provided by respondents is treated in the strictest confidence and is published anonymously and mostly in aggregated form.

We always receive requests for information from trade associations that have not managed to complete a questionnaire and a summary of top-level data will be available to non-participants at:

TAF members	£125 + VAT
Non-members	£200 + VAT

To purchase a copy of the report, please email [secretariat@taforum.org](mailto:secretariat@taforum.org)

## Feedback

If you have any comments or questions on the survey results or any suggestions for the future, please do let us know. You can contact [ceo@taforum.org](mailto:ceo@taforum.org)

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# Introduction

The **TAF Benchmarking Survey 2025** provides the most up-to-date insights on key financial indicators, salaries, benefits, and operational trends across UK-based trade associations. This year's dataset, gathered during September and October 2025, includes **126 valid responses** from associations employing over **2,332 staff**, with a combined annual salary bill exceeding £165 million.

This report, developed in partnership with Ellwood Atfield and The Research Concierge, aims to equip associations with a valuable benchmarking tool to support informed decision-making on pay, recruitment, financial planning, and strategic development.

We hope that the findings will help associations better understand how they compare with similar organisations on key financial indicators and that the report will help inform decisions around pay, recruitment and retention of staff.

The Trade Association Forum would like to thank all respondents who took the time to contribute data to the survey and thank **Ellwood Atfield** and **The Research Concierge** for their support in producing this report.

## About The Trade Association Forum

Richard Smith  
Chair, Trade Association Forum  
[www.taforum.org](http://www.taforum.org)



TAF is the UK's 'association of associations', a community of more than 180 trade associations encouraging the development and sharing of best practice among UK trade associations and promoting the role of effective trade associations to government, industry and the wider public.

We focus specifically on trade associations, and that focus helps define everything we do. Our 180 trade association members represent close to 190,000 UK businesses, making TAF one of the largest representative bodies in the country.

Whether helping associations share best practice, or helping our members adapt to the changing regulatory, economic and technological environment, TAF is at the heart of the UK association community and working every day to help support our sector.

Over the past year, we have continued to invest in our offer to members, launching a new business hub and significantly expanding our webinar and events programme and establishing new special interest groups for young professionals and members working in marketing, comms and membership engagement.

We are currently in the process of developing a new five-year strategy to look ahead at where to build our support and services to associations.

## About Ellwood Atfield

Gavin Ellwood  
Executive Chair, Ellwood Atfield  
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020 7340 6480



We are specialist headhunters for communications, advocacy, and policy roles – an employee-owned boutique search firm with more than two decades of experience supporting trade associations.

Working across the economy, we help organisations recruit trade association leaders, senior communications professionals, and the teams that support them. Our expert consultants connect exceptional talent with the most compelling opportunities. Clients choose to partner with us for our deep sector knowledge, extensive network, and transparent, fair pricing.

Our Membership Practice has a proven track record of recruiting high-performing professionals for trade associations and professional bodies. From senior executives – such as Chairs and CEOs – to early-career roles in advocacy, communications, and fundraising, we understand the unique skills and dynamics required to thrive in membership-driven organisations.

## About The Research Concierge

Yashraj Jain  
Director, The Research Concierge  
[www.theresearchconcierge.com](http://www.theresearchconcierge.com)



# the research concierge

The Research Concierge is an insights consultancy empowering organisations to leverage their 'insights capital'. We exist to help trade bodies, membership associations, royal societies, chartered institutes, guilds and worshipful companies unlock the power of their data to drive growth and make better decisions. We achieve this by offering 'insights-as-a-service' to deliver internal and external research to increase membership value. Our services include:

**INTERNAL RESEARCH:** Insight reviews, feedback loops, customer journey mapping, member personas, competitor benchmarking, new product and service development, strategy setting, community ethnography

**EXTERNAL RESEARCH:** State of the sector reports, thought leadership, annual reports, impact reports

**SYNDICATED RESEARCH:** Membership satisfaction survey, Diversity and inclusion survey, Skills gap assessment, Salary benchmarking

**MODULAR RESEARCH:** Data audits, competitor and market positioning studies, strategy audits, project plans, surveys, depth interviews, key stakeholder engagements, rapid-fire sessions, open forums, discussion boards, fireside chats, presentation decks, literature reviews, journey mapping, stakeholder grids, dashboarding and infographics.

# How to use the Report

This report is designed to provide most of the information that associations are likely to require. It gives context, analysis and a selection of comments, and includes summary data on:

- ▼ Survey respondents by staff numbers, revenue size and location
- ▼ Financial performance data and association sector benchmarks
- ▼ The impact of the prevailing labour market conditions on staffing, pay and recruitment
- ▼ Information about current working practices
- ▼ Analyses of salary levels by staff grade, by association size
- ▼ Analyses of pay increases (most recent and prospective)
- ▼ A summary of the pensions provided to staff at associations
- ▼ Details of staff benefits and holiday provision

## Detailed data

The separate detailed data report presents actual responses to each question, arranged in ascending order by size of trade association and by geographical region. This makes it possible to make more detailed comparisons of your own association with others of similar size or in a similar location.

Please note that for some of the breakdowns by size and location, the sample size is small and should be treated with caution. For more information about the base sizes, please see **Appendix A**.

## Definitions

Definitions of the staff levels, trade association size bands and other terms used in the analysis appear in the appendix at the end of this report.

## UK Labour Market in 2025

The UK labour market in 2025 is undergoing a steady rebalancing after several years of post-pandemic tightness. While the market remains resilient overall, conditions are notably softer than in 2022–23, and show a labour market that is loosening, not contracting.

Official ONS data show a gradual cooling in employment and vacancies, with business surveys from CIPD, REC, CBI, FSB and Hays highlighting weaker employer confidence, stabilising pay expectations, and growing attention to skills and workforce participation.

Employment remains high by historical standards, but unemployment and redundancies have inched upward as demand slows.

The most visible shift in 2025 is a reduction in hiring demand. Job openings continue to fall as firms consolidate headcount and delay expansion. The ratio of 2.4 unemployed people per vacancy is the highest since 2020. Wage growth is moderating after several years of strong increases, while pay growth has settled around 4–5 %, as headline inflation has fallen.

For employers, this means an environment of easier recruitment in some roles but continued shortages in others, such as care, hospitality, and specialist technical fields. The moderation in pay growth may reduce cost pressures, but the smaller active workforce will continue to limit capacity.

Economic inactivity remains one of the biggest challenges for the government and employers. Around 9.1 million people aged 16–64 are economically inactive, not working and not actively seeking work. Although the inactivity rate has edged down from 21.8% in 2024 to 21.0% in mid-2025, it remains above pre-pandemic levels of roughly 20%.

Pending the impact of announcements in the 2025 Budget, and even with modest GDP growth, 2026 is likely to bring a stable but subdued labour market: employment growth of 0.3 %, unemployment around 5 %, and pay settlements averaging 3–4%. Success in reducing inactivity will be critical to expanding the labour supply and supporting sustainable recovery.

The UK appears to be entering a period of normalisation, steady employment, contained pay pressures, and a shift in focus from quantity of jobs to quality of work, inclusion, and participation.

## Association Context

The 2025 data shows a trade association sector that is stable, but cautious, and experiencing many of the trends of the wider labour market. While economic headwinds have eased somewhat, associations continue to operate under tight budgets and shifting member expectations.

### This year's data reveals several key trends:

- ▼ **Membership subscriptions** remain the primary income source, with a median of **73%** of revenue derived from members — a slight increase from **67%** last year, but there is still evidence of ongoing diversification among larger associations.
- ▼ **Staffing costs** now account for 61% of total expenditure, down significantly from **69%** in 2024.
- ▼ **Net membership growth** remains modest, with a median increase of just **1.1%**, despite **68%** of associations reporting growth in absolute numbers.
- ▼ **Hybrid working practices** are now embedded, with 88% of associations having fully established long-term models. Consultant usage has also edged up slightly, reflecting agile resourcing strategies.

On recruitment, activity has softened slightly: **72%** of associations reported recruiting or planning to recruit in 2025, down from **76%** last year. At the same time, pressure on pay is easing, with fewer organisations reporting double-digit salary growth. However, concerns around wage expectations and employer costs, particularly National Insurance, remain high on the agenda.

Taken together, the data suggest a sector that is consolidating after years of disruption. Associations are adapting steadily to the new normal, focusing on resilience while seeking incremental improvements to financial performance, staffing models, and member engagement.

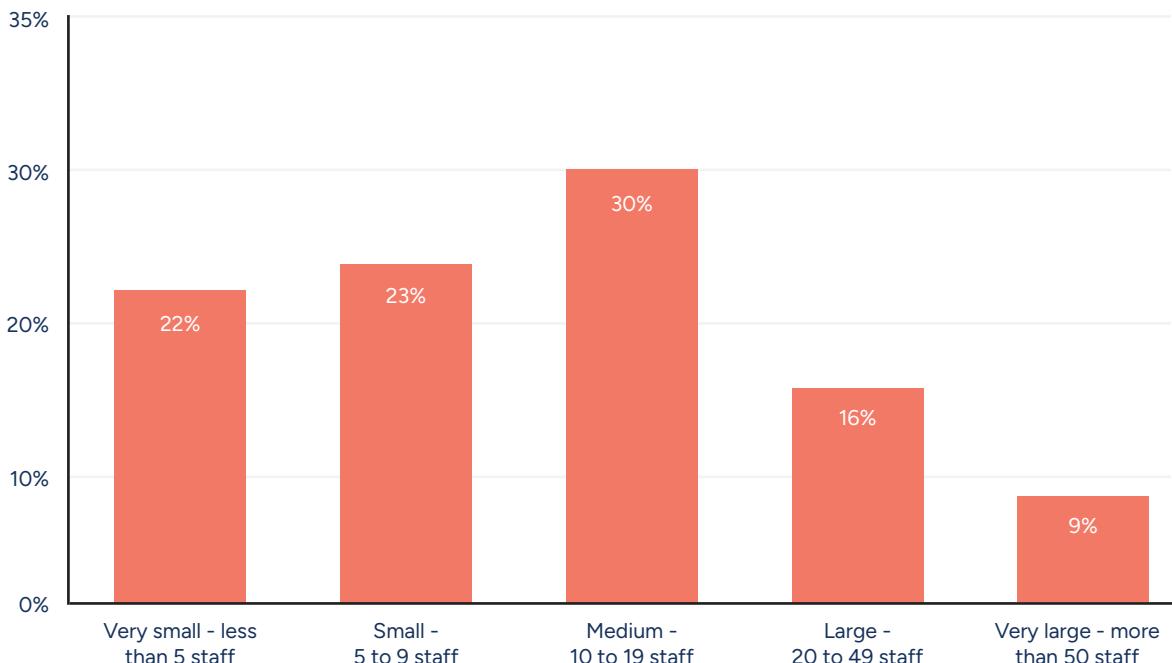
## Analysis of respondents

This year's survey received **126 valid responses** from associations employing over **2,332 staff**, with a combined annual salary bill exceeding **£165 million**. Responses came from associations of all sizes and across most regions of the country.

### Size of the participating Associations

There was a good spread of respondents from all sizes of associations, with the largest band of responses once again coming in the **Medium Size (10-19 Staff)** category, rising from **27% of respondents** last year to **30%** this year.

**Q: Size band of your organisation**



Base size = 119

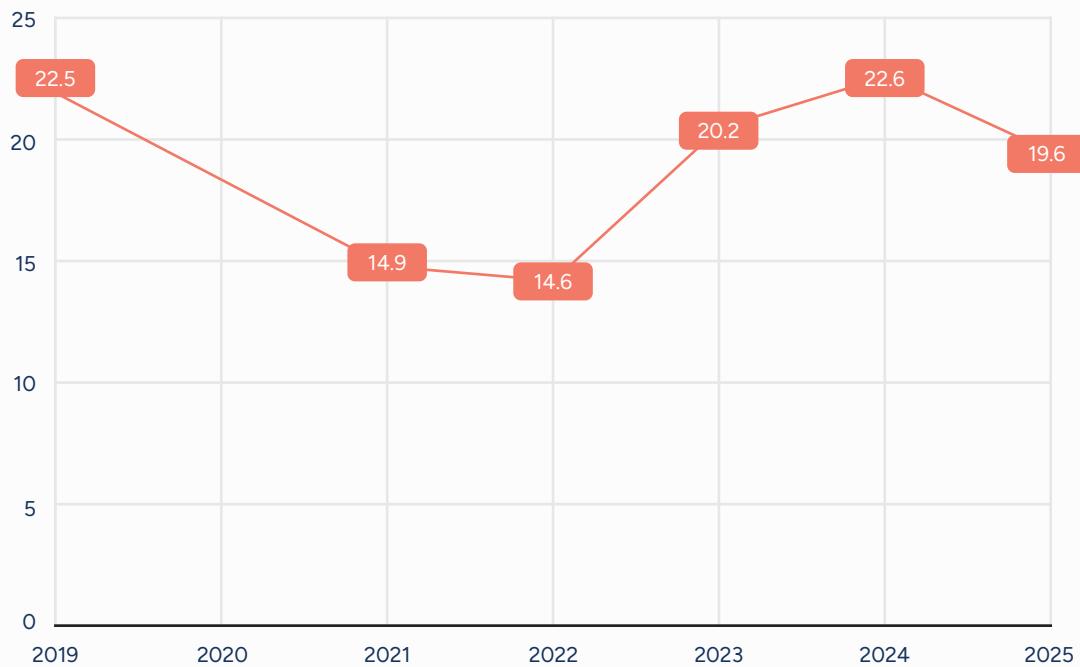
## Average FTE Headcount

The average full-time equivalent (FTE) headcount across associations in 2025 was 19.6, representing a decline from the **22.6** reported in 2024. While this indicates a modest contraction, it still reflects a **35% increase** on the 2022 low point, when average headcount dropped to **14.6** in the wake of the Covid-19 pandemic.

The 2025 dip may reflect more cautious recruitment strategies or a shift toward outsourcing and consultancy, as also noted elsewhere in the survey, though it will also reflect the changing demographics of respondents this year and a reduction in the number of Large and Very Large organisations responding (**27% of respondents** in 2024 vs **25%** this year).

The five-year trend highlights the resilience of the sector's workforce, with headcount stabilising after the steep cuts seen during the height of the pandemic. It also underlines the importance of balancing permanent staff growth with flexible resourcing models as associations respond to changing demands.

### Q: Staff size (average FTE)



N.B. No benchmarking survey was conducted in 2020 due to the pandemic.

## Regional Distribution

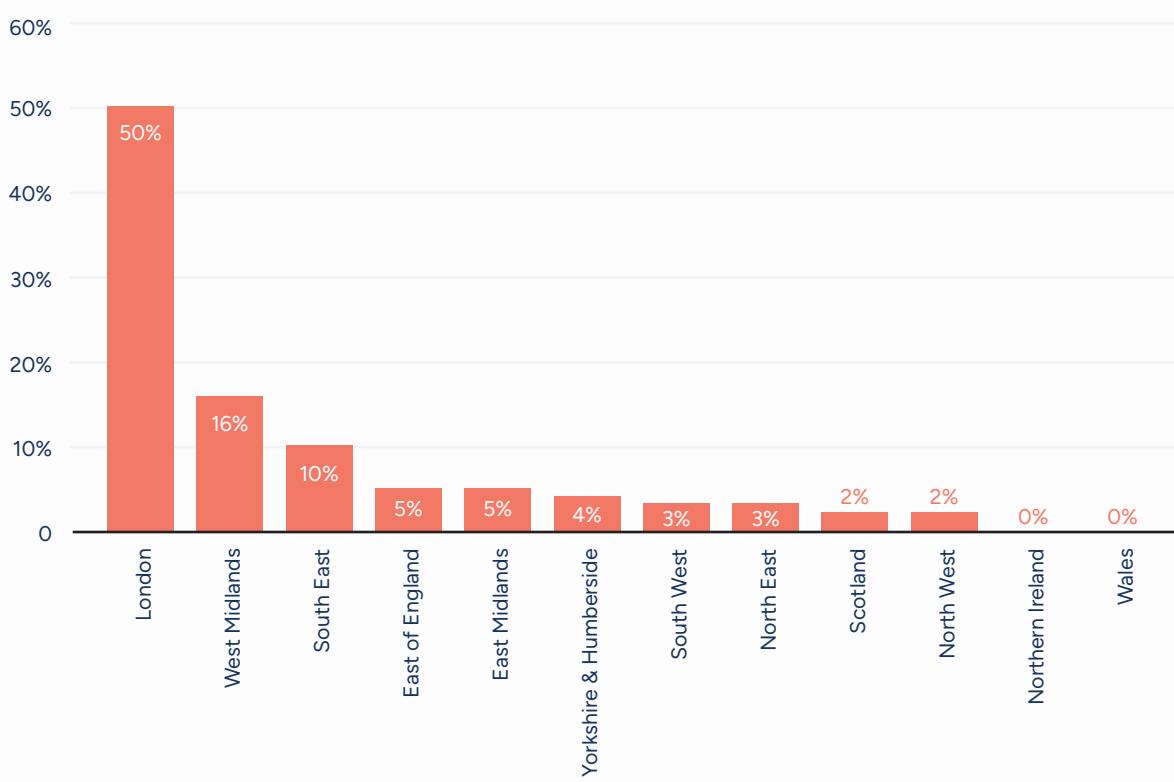
London remains the dominant location for trade association headquarters, with **50% of respondents** based in the capital, though that represents a notable decline from **59% in 2024** and **63% in 2023**. This perhaps suggests a gradual but continuing shift in the sector's geographic footprint.

The West Midlands now accounts for **16% of respondents** — a significant presence — followed by the South East at **10%**. Other regions, including the East of England, East Midlands, and Yorkshire & Humber, each represent around **4–5%**, contributing to a more diverse national spread.

Smaller proportions of associations are located in the South West, North East, North West, and Scotland (**2–3% each**), while no respondents this year reported headquarters in Northern Ireland or Wales.

These figures suggest that while London remains the hub for larger and more centrally engaged associations, regional distribution is continuing to broaden, driven in part by hybrid working, cost considerations, and the evolving structure of the sector.

**Q: In which region / devolved administration is your head office located?**



Base size: 126

All questions are analysed by the size of the association and geographic location in the accompanying data tables.

## Regional Distribution by Size

As with previous years, London and the South East are particularly home to larger organisations. In 2025, **100% of associations** with more than 50 staff reported being headquartered in London, along with **79%** of large associations (**20–49 staff**). This concentration reflects the continued importance of proximity to policymakers, key stakeholders, and transport infrastructure for the largest and most complex organisations.

However, the picture becomes more diverse as organisation size decreases. Among medium-sized associations (**10–19 staff**), just over half (**53%**) are based in London and the South East, with notable representation in the Midlands (**31%**). For small (**5–9 staff**) and very small associations (fewer than 5 staff), the regional footprint broadens further — only **59%** and **42%** respectively are located in London and the South East.

The Midlands and North feature more prominently among smaller associations, and Scotland, the East of England, and the South West are also represented. This geographic diversity may reflect operational flexibility, hybrid working models, and differing sector specialisms across regions.

Overall, the data confirms a consistent pattern: the larger the association, the more likely it is to be based in London. Yet among smaller organisations, there is a growing regional spread.

	Very Small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very Large - more than 50 staff
London & South East	42%	59%	53%	79%	100%
Midlands	27%	15%	31%	16%	0%
North	12%	19%	3%	5%	0%
East of England	8%	4%	6%	0%	0%
South West	4%	0%	8%	0%	0%
Scotland	8%	4%	0%	0%	0%



## Associations by Revenue

The financial profile of associations remains diverse, from small organisations with annual revenues below £250,000 to large, commercially active bodies with revenues **exceeding £10 million**.

Unsurprisingly, the mid-market is where the largest concentration of associations lies, with **46% of associations** reporting annual revenues between **£1 million and £5 million (2024: 44%)**, consistent with previous years and indicative of mature, multi-service organisations.

At the top end of the spectrum:

- ▼ **8%** of associations report revenue under **£250,000 (2024: 24%)** — typically leaner operations, often with fewer staff or niche remits.
- ▼ **9%** exceeded **£10 million** in revenue, a figure up from **6%** in both 2024 and 2023.

These outliers are likely to run large-scale commercial activities or serve sectors with high membership density and subscription value.

This spread reflects a sector that is broadly balanced in financial scale, with organisations operating a mix of funding models. While core income is still primarily derived from membership subscriptions, many associations continue to diversify through events, training, sponsorship, and other commercial services.

### Q: Revenue band of your organisation



Base size: 120

## Financial performance and sector benchmarks

The 2025 benchmarking data offers a detailed snapshot of the financial health, revenue models, and resilience strategies employed across the trade association sector. Amid ongoing cost pressures and a shifting economic landscape, this year's survey reveals a sector that is largely stable, increasingly diversified, and focused on protecting its financial footing.

Membership subscriptions continue to serve as the financial core for most associations, but the data shows a continued trend toward revenue diversification, particularly among larger bodies. While the median proportion of income from membership is **73%**, this figure drops significantly for very large associations, reflecting increased use of commercial income streams such as events, consultancy, and training.

Financial structures remain varied. Most associations are maintaining a modest operating surplus — the median reported profit in 2025 was **£25,000** — while a small number continue to absorb short-term losses in pursuit of longer-term investment. The wide range of operating margins underlines the diverse nature of the sector's business models and levels of financial maturity.

There are encouraging signs around financial resilience, too. Nearly half of associations now hold 12 months or more of reserves, and three-quarters have at least four months' worth of operating costs in reserve. These figures mark a continued year-on-year improvement and suggest that many associations are prioritising long-term sustainability amid economic uncertainty.

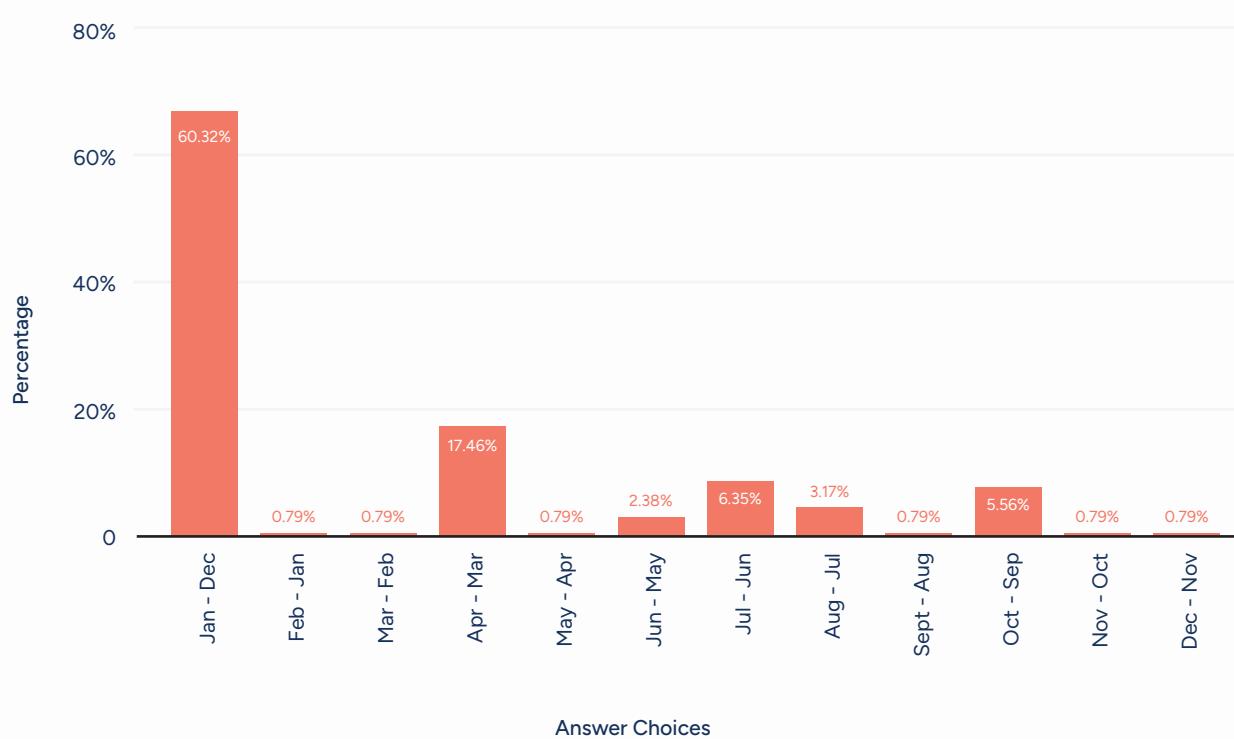
Together, these indicators provide a valuable benchmarking resource for trade association leaders, enabling evidence-based decisions on budgeting, revenue strategy, and long-term financial planning.

## Financial Year

The 2025 survey data show that the majority of trade associations (**60%**) operate on a calendar-year financial basis, running from January to December. This remains consistent with previous years and reflects a common alignment with standard accounting and planning cycles. A smaller but notable proportion (**17%**) follows the April to March financial year, which corresponds with the UK fiscal calendar.

Other financial year models are far less common, with only small percentages of associations reporting alternative cycles such as July to June (**6%**) or October to September (**6%**).

### Q: What financial year do you follow?



Base size: 126

## Membership Revenue

Membership income continues to form the financial backbone of most trade associations, with 2025 data showing an increase in the median value to **73%** (up from **67% in 2024**).

The spread of responses highlights the sector's increasingly mixed revenue models:

- ▼ At the top end, 100% of income still comes from membership for some associations, which was reported across all size bands except very large associations.
- ▼ Conversely, some associations, particularly larger ones, report much lower reliance on membership: the lowest recorded figure was just **5%**, and the median for very large associations stood at only **39%**, reflecting a shift towards more commercial income streams.

Segmented by size:

- ▼ Very Small and small associations report the highest reliance on membership income (median **73% and 69%** respectively),
- ▼ Medium and large associations show slightly more diversity (**71% and 75%**),
- ▼ Very Large associations are significantly less reliant on membership (**median: 39%**), indicating much greater revenue diversification, perhaps suggesting a stronger use of events, sponsorship, training, and consultancy to fund operations.

These results suggest that while membership remains the financial core for most organisations, larger associations are leading the shift towards diversified business models, and smaller ones may follow suit as they scale or adapt to external pressures.

**Q: Please give the percentage of your turnover that is derived from your membership subscriptions**

	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
<b>Overall</b>	<b>67%</b>	<b>5%</b>	<b>48%</b>	<b>73%</b>	<b>88%</b>	<b>100%</b>
Very small	73%	27%	64%	73%	90%	100%
Small	65%	12%	45%	69%	85%	100%
Medium	67%	5%	47%	71%	87%	98%
Large	69%	27%	53%	75%	83%	100%
Very large	44%	5%	20%	39%	67%	85%

## Revenue Makeup

When we look in more detail, the data reveal striking differences in income composition by organisation size and region.

Other income streams, such as sponsorship/partnership, training and accreditation, and other commercial revenues (e.g. publications, consultancy, or event income) make up a more substantial portion of income as associations grow. Notably, “other revenue” accounts for 46% of income among very large associations, highlighting the importance of diversified commercial models in larger organisations.

This detailed analysis reinforces the broader trend of strategic revenue diversification, particularly among larger and more commercially mature associations. It also underscores the ongoing reliance on core membership income across the sector, especially among smaller organisations.

**Q: Please break down the Revenue of your association in GBP based on your latest approved financial statements (mean values)**

	All responses	East of England	South West	North	London and South East	Scotland	Midlands	Very small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very large - more than 50 staff
Membership subscriptions	£1,871,623	£648,580	£960,879	£599,292	£2,491,194	£311,293	£1,222,837	£282,311	£1,467,903	£1,566,319	£3,081,966	£6,282,636
Sponsorship/partnership	£165,603	£11,365	£113,042	£168,747	£217,193	£13,333	£73,596	£36,556	£78,511	£125,380	£198,387	£774,720
Training/accreditations	£126,067	£147,917	£112,168	£82,331	£134,741	£31,267	£128,437	£19,535	£64,015	£147,080	£164,042	£367,641
Other	£951,906	£124,368	£271,735	£146,208	£1,426,701	£94,605	£304,423	£60,167	£218,966	£360,431	£1,604,608	£6,803,017
<b>TOTAL REVENUE</b>	<b>£3,115,199</b>	<b>£932,230</b>	<b>£1,457,823</b>	<b>£996,578</b>	<b>£4,269,829</b>	<b>£450,498</b>	<b>£1,729,292</b>	<b>£398,569</b>	<b>£1,829,395</b>	<b>£2,199,211</b>	<b>£5,049,002</b>	<b>£14,228,014</b>

## Mean Percentage

Questions	All responses	East of England	South West	North	London and South East	Scotland	Midlands	Very small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very large - more than 50 staff
% Membership subscriptions	67%	74%	62%	66%	68%	70%	66%	73%	65%	67%	69%	44%
% Sponsorship/partnership	7%	2%	10%	10%	8%	4%	6%	8%	8%	7%	7%	8%
% Training/accreditations	7%	11%	14%	13%	4%	6%	10%	4%	8%	10%	4%	2%
% Other revenue	19%	13%	14%	11%	21%	19%	18%	15%	19%	16%	19%	46%

## Salary Expenditure

As for most organisations, staffing remains the largest area of expenditure for UK trade associations, and we continue to see numbers creep upwards.

In 2025, the average proportion of turnover spent on staff salaries and benefits was **61%**, up from **57%** last year and **52% in 2023**. This steady increase reflects the continued upward pressure on wages and increases in costs of employing people over the past year, particularly since the rise in Employer National Insurance Contributions in the 2024 Budget.

Associations at both ends of the size scale tend to have the highest wage bills, with very small associations reporting **64%**, Large **66%** and very large **67%**.

While the data show some variation by region and size, the overall trend confirms that staffing remains central to service delivery, and managing payroll continues to be a key strategic and financial consideration across the sector.

### Q: Please express your salary bill as a percentage of your turnover

#### Mean Percentage

	All responses	East of England	South West	North	London and South East	Scotland	Midlands	Very small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very large - more than 50 staff
Staff salaries and benefits	61%	55%	46%	62%	60%	65%	67%	64%	56%	59%	66%	67%
Non-staff expenses	39%	45%	54%	38%	40%	35%	33%	36%	44%	41%	34%	33%

Base size: 116

### Q: Expenses of your association in GBP based on your latest approved financial statements (mean values)

	All responses	East of England	South West	North	London and South East	Scotland	Midlands	Very small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very large - more than 50 staff
Staff salaries and benefits	£1,391,313	£492,818	£625,277	£517,256	£1,990,127	£263,937	£572,707	£169,500	£471,827	£887,242	£2,560,523	£6,930,668
Non-staff expenses	£2,375,623	£474,043	£679,308	£446,283	£3,382,358	£150,431	£350,195	£136,198	£454,204	£738,804	£4,748,980	£3,808,548
<b>TOTAL REVENUE</b>	<b>£3,766,936</b>	<b>£966,862</b>	<b>£1,304,585</b>	<b>£963,538</b>	<b>£5,372,485</b>	<b>£414,369</b>	<b>£922,902</b>	<b>£305,698</b>	<b>£926,031</b>	<b>£1,626,046</b>	<b>£57,309,503</b>	<b>£10,739,216</b>

Base size: 119

## Operating Surplus and Financial Performance

Whilst the majority of associations are structured as not-for-profits, many have diversified their income in recent years through commercial ventures. These initiatives often build on trusted sector positioning, enabling associations to offer value-added services such as training, consultancy, or sponsored content to supplement core membership revenue.

Despite this diversification, excessive profits remain uncommon across the sector, even among larger organisations.

This year's data reinforces that view. Of the **111** associations that provided figures, the median reported operating surplus was **£25,000**, and the interquartile range stretched from a **£15,347** loss to a **£90,000** surplus. While the maximum reported surplus exceeded £1 million, this is a statistical outlier; the average operating profit, **£64,790**, is notably skewed by a small number of high-margin organisations.

The range of reported results — from a deficit of over **£720,000** to a surplus of more than **£1 million** — illustrates the financial diversity of the sector. These results suggest that most associations are maintaining cautious financial resilience, with modest surpluses supporting reinvestment or reserve building.

Overall, the data paints a picture of a sector that, while largely prudent, is not static; many associations are actively evolving their financial models in response to both internal strategic goals and broader economic pressures.

### Q: Operating Profit/Loss in GBP based on your latest approved financial statements:



## Financial Performance by Size and Region

When we drill down into the data, this year's results highlight a broad but uneven financial picture across the UK trade association sector, with performance varying notably by both size and geography.

Year on year, we saw mean profit across all respondents rise from **2.9% in 2024** to **4% this year**, while the median figure remained stable (**2025: 2%, 2024: 1.9%**).

By region, associations based in London and the South East reported the highest median operating profit at **£33,000, 32% above the national median of £25,000**. Looking at the mean figures, the weighting to London increased with associations in the capital reporting a mean profit of **£91,926, 42% higher than the national mean of £64,790**.

However, profitability in other areas showed more volatility. The South West, for instance, reported a median operating loss of **£31,084** and the lowest average operating margin of **-4%**, pointing to potential funding or cost challenges (n.b. this is based on a small sample size of 4). By contrast, associations in the North of England showed stronger financial resilience, recording the highest mean operating margin (11%) and a robust median margin of 5%, despite some wide-ranging results.

By organisational size, the financial picture is equally diverse:

- Very small and small associations (**under 10 staff**) reported modest but generally positive margins, with medians of **£12,000 to £16,000**, and average profit margins of **5–7%**. We know from our staffing questions that these groups are more reliant on lean operations and show cautious fiscal management.
- Large associations (**20–49 staff**) recorded a median surplus of just **£10,000**, and a negative mean profit, suggesting that a subset of this group may be operating at a loss or experiencing more challenging conditions than other segments.
- Very large associations (**50+ staff**) achieved the highest overall median (**£438,183**) and mean operating surplus (**£272,665**) in absolute terms, but as a percentage of turnover, their margins remain modest (**median 3%, mean 3%**), reflecting the scale and complexity of their operations.

The regional spread also highlights geographic disparities in financial health, offering insight for benchmarking, planning, and understanding where additional support or innovation may be needed.

### Q: Operating Profit/Loss

	All responses	East of England	South West	North	London and South East	Scotland	Midlands	Very small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very large - more than 50 staff
Median	£25,000	£16,820	-£31,084	£31,769	£33,000	£2,096	£23,000	£12,000	£16,000	£42,960	£10,000	£438,183
Mean	£64,790	£61,034	-£55,189	£27,708	£91,926	£22,563	£31,576	£19,454	£44,912	£82,667	-£8,751	£272,665

Base size: 110

## Operating Profit/Loss as % of Turnover

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	110	4%	-33%	-1%	2%	7%	100%
East of England	6	5%	-3%	1%	3%	6%	19%
South West	4	-4%	-9%	-8%	-5%	-2%	1%
North	10	11%	-33%	1%	5%	11%	90%
London and South East	65	4%	-14%	-1%	2%	7%	100%
Scotland	3	4%	0%	0%	0%	6%	12%
Midlands	22	4%	-10%	-2%	2%	7%	50%
Very Small - less than 5 staff	23	7%	-10%	0%	4%	7%	90%
Small - 5 to 9 staff	25	5%	-33%	-3%	2%	7%	100%
Medium - 10 to 19 staff	29	5%	-8%	0%	2%	10%	19%
Large - 20 to 49 staff	17	-1%	-14%	-4%	1%	1%	7%
Very Large - more than 50 staff	10	3%	-4%	-1%	3%	6%	11%

Base size: 110



## Resilience

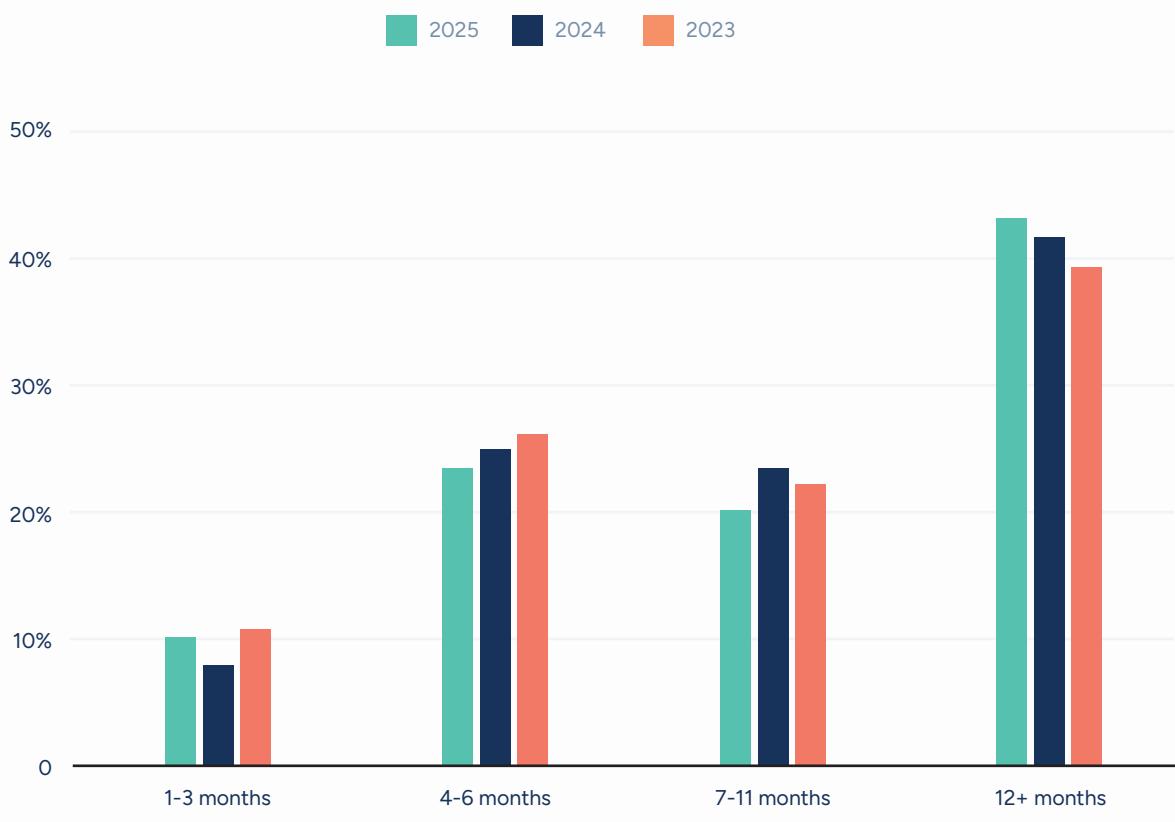
Given the ongoing economic uncertainty and rising operational costs, we once again explored how financially resilient associations are to potential revenue shocks. The question asked respondents to estimate how long they could sustain normal operations based solely on existing reserves, assuming no new income.

The 2025 data shows that reserve levels across the sector remain strong and have improved slightly year on year. Nearly half of respondents (45%) now report holding cash reserves sufficient to cover 12 months or more of operating costs, a steady increase from 42% in 2024 and 39% in 2023. This continued upward trend reflects prudent financial planning and a cautious approach to risk management.

At the other end of the scale, just 10% of associations said they could operate for only 1–3 months without new revenue, down slightly from 11% in 2023. The middle tiers remain largely unchanged, with a quarter of associations able to cover 4–6 months, and 20% able to cover 7–11 months.

Taken together, these results suggest that most associations are maintaining, or in some cases strengthening, their financial buffer in the face of uncertain economic conditions. While external pressures remain, the data indicate a sector that is increasingly aware of the need to build and sustain financial resilience over time.

**Q: 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?**



Base size: 120

# Membership

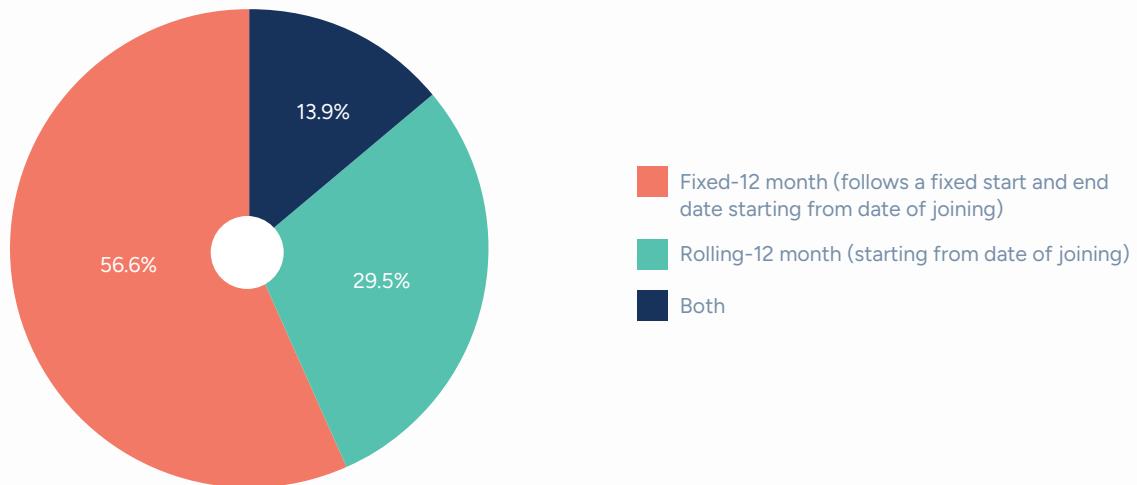
We know from previous years that membership revenue makes up the majority of respondents' income, so we wanted to understand more about how associations approach membership.

## Membership Cycles

When it comes to renewal models, a majority of associations (**57%**) continue to operate a fixed 12-month membership cycle, where all members share the same renewal date. This model offers administrative simplicity and aligns with traditional budgeting practices. However, almost a third of associations (**30%**) now offer a rolling 12-month model, allowing memberships to renew on the anniversary of joining. This approach provides greater flexibility for members and may help reduce barriers to entry throughout the year, as well as spreading the risk of cancelled membership across the year for the association.

A **further 14%** report using both models, reflecting the sector's increasing adaptability in responding to member preferences and operational needs.

### Q: Which membership renewal model do you currently use?



## Membership retention and recruitment

Associations were asked to provide figures for their total number of new members, lapsed members, and their starting membership base over the previous 12 months. The combined responses from 118 associations present a picture of modest growth across the sector.

Metric	Value	% of Starting Size
Mean starting membership size	110	4%
Mean new members	6	5%
Mean lapsed members	4	-4%
Net Mean change	10	11%
Median starting membership size	65	4%
Median new members	3	4%
Median lapsed members	22	4%
Net median change	23	7%

While the average net change is slightly negative (**-0.3%**), this is driven by a small number of large-scale losses in the dataset. More importantly, the median net growth stands at nearly **+1%**, suggesting that a majority of associations are continuing to grow or maintain their member bases.

This data provides a valuable benchmarking reference for membership professionals, indicating typical annual acquisition and churn rates relative to organisational scale.

## Retention and recruitment by Region & Size

When we look at variations by size and region, the median number of members at the start of the reporting period was **219**, increasing to **235.5** by the end of the year, a median net gain of **16.5** members. This equates to an average net growth rate of **1.83%**, though it is worth noting that **45%** of associations either reported no change or a decline in membership.

Regionally, London and the South East continue to be home to the largest associations, with a median end-of-year membership of **257**. Associations in the North of England saw the strongest average net growth (**3.54%**).

In terms of strategic insights, the data highlights:

- ▼ Smaller and medium-sized associations tend to achieve higher recruitment percentages but also experience volatility in retention.
- ▼ Regional dynamics, particularly in the North and London/South East, continue to shape performance, with some rural and devolved regions showing more limited recruitment activity.

Overall, while the sector remains resilient, associations need to strike a careful balance between acquisition and retention to achieve sustainable growth, particularly as economic pressures and changing member expectations continue to reshape the landscape.

### Q: Median membership numbers based on the last 12 months

	All responses	East of England	South West	North	London and South East	Scotland	Midlands	Very small - less than 5 staff	Small - 5 to 9 staff	Medium - 10 to 19 staff	Large - 20 to 49 staff	Very large - more than 50 staff
Number of members at the start of the reporting period (i.e. month #1)	219.00	161.50	207.50	196.00	209.00	161.00	265.50	155.00	200.00	255.00	301.00	534.50
Add: Number of New Members	16.50	9.00	6.00	15.00	17.50	17.00	18.00	9.00	12.00	16.00	26.00	25.50
Less: Number of Lapsed Members	-11.00	-10.50	-12.00	-11.00	-10.00	0.00	-17.50	-3.00	-8.00	-12.00	-19.00	-30.50
<b>TOTAL MEMBERS at the end of the reporting period (i.e. month #12)</b>	<b>235.50</b>	<b>164.00</b>	<b>202.00</b>	<b>257.00</b>	<b>231.50</b>	<b>155.00</b>	<b>258.50</b>	<b>142.00</b>	<b>210.00</b>	<b>255.00</b>	<b>305.00</b>	<b>533.50</b>

## Net change in membership numbers over the last 12 months

The net change in membership over the last 12 months highlights a year of restrained growth across the sector. While the average net gain was 1.83%, nearly half of the associations reported flat or negative growth, with a median change of just 1.1%.

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	118	1.83%	-23.08%	-0.60%	1.10%	4.45%	49.49%
East of England	6	-0.07%	-8.48%	-0.79%	1.60%	2.62%	3.49%
South West	4	-2.45%	-7.07%	-4.65%	-1.82%	0.38%	0.91%
North	11	3.54%	-8.72%	-1.32%	2.44%	7.02%	23.74%
London and South East	70	2.48%	-23.08%	-0.34%	0.94%	4.75%	49.49%
Scotland	3	-1.25%	-13.38%	-5.40%	2.58%	4.82%	7.05%
Midlands	24	0.72%	-8.99%	-0.05%	1.71%	3.88%	5.97%
Very Small - less than 5 staff	25	2.18%	-13.38%	-0.65%	2.44%	5.48%	16.31%
Small - 5 to 9 staff	27	2.10%	-5.85%	0.27%	2.21%	4.80%	8.05%
Medium - 10 to 19 staff	35	2.47%	-8.99%	-1.24%	1.06%	4.09%	49.49%
Large - 20 to 49 staff	17	0.39%	-8.92%	-3.53%	0.23%	3.42%	16.67%
Very Large - more than 50 staff	10	1.04%	-4.88%	-2.04%	0.00%	3.05%	12.64%

Base size: 118

**Q: New members recruited during the past 12 months as a percentage of total members at the end of the period**

New members	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	118	7.64%	0.00%	3.73%	6.35%	10.73%	50.00%
East of England	6	6.39%	2.70%	3.76%	5.30%	7.69%	13.28%
South West	4	3.49%	2.27%	3.42%	3.83%	3.89%	4.04%
North	11	10.18%	2.63%	6.62%	8.59%	9.76%	28.40%
London and South East	70	8.06%	0.00%	3.57%	6.33%	11.34%	50.00%
Scotland	3	7.20%	2.58%	4.82%	7.05%	9.51%	11.97%
Midlands	24	6.32%	0.00%	3.57%	6.35%	10.48%	12.97%
Very Small - less than 5 staff	25	7.27%	0.00%	4.07%	5.56%	11.04%	18.37%
Small - 5 to 9 staff	27	7.06%	0.63%	4.17%	6.80%	9.14%	18.70%
Medium - 10 to 19 staff	35	8.11%	0.00%	3.59%	6.00%	11.03%	50.00%
Large - 20 to 49 staff	17	8.11%	0.00%	3.42%	7.54%	10.77%	20.83%
Very Large - more than 50 staff	10	6.73%	0.00%	1.97%	4.88%	10.30%	22.11%

**% of Lapsed Members in the last 12 months compared to member numbers at the start of the period**

New members	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	118	-5.75%	-22.36%	-8.21%	-4.94%	-1.57%	0.00%
East of England	6	-6.19%	-20.06%	-6.81%	-4.20%	-1.82%	0.00%
South West	4	-5.69%	-10.15%	-8.09%	-5.62%	-3.22%	-1.38%
North	11	-6.65%	-17.07%	-8.99%	-5.56%	-3.30%	0.00%
London and South East	70	-5.58%	-19.44%	-8.21%	-4.94%	-1.96%	0.00%
Scotland	3	-7.45%	-22.36%	-11.18%	0.00%	0.00%	0.00%
Midlands	24	-5.54%	-14.08%	-8.46%	-5.16%	-1.63%	0.00%
Very Small - less than 5 staff	25	-5.03%	-22.36%	-7.17%	-4.55%	0.00%	0.00%
Small - 5 to 9 staff	27	-5.02%	-14.68%	-7.44%	-4.72%	-2.03%	0.00%
Medium - 10 to 19 staff	35	-5.56%	-20.06%	-7.91%	-4.35%	-2.48%	0.00%
Large - 20 to 49 staff	17	-7.55%	-19.44%	-13.64%	-6.68%	0.00%	0.00%
Very Large - more than 50 staff	10	-5.80%	-11.82%	-7.38%	-6.08%	-4.38%	0.00%

Base size: 118

## SMEs in Membership

The 2025 data reaffirms the strong representation of small and medium-sized enterprises (SMEs) within trade association memberships (defined as organisations with less than 250 staff). Based on responses from 102 associations, SMEs account for more than **88%** of all reported member organisations, up from **70% in 2024** and **67% in 2023**.

The median number of SME members per association is 153, compared to just 24 non-SME members, underlining the dominance of smaller businesses in association communities.

This exposure to SMEs also potentially poses a risk to associations as economic uncertainty continues to prevail, with important implications for policy, service design, and member communications. With SMEs comprising the overwhelming majority of members, associations must continue to tailor their offerings to support the needs of smaller organisations, particularly in areas such as compliance, workforce development, and access to finance.

**Summary Table: SME vs Non-SME Membership**

Metric	SME Members	Non-SME Members
Mean per association	510	67
Median per association	153	24
Total reported	52,019	6,821
<b>Proportion of all members</b>	<b>88.4%</b>	<b>11.6%</b>

Base size: 102

When we drill into the data, there is some variation by region and size — large associations report a lower SME concentration (**median 63%**), while associations in the North and Midlands show some of the highest proportions of SME membership, **exceeding 90%**.

### Q: What percentage of your members are SMEs (businesses with under 250 staff)?

New members	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
<b>All responses</b>	<b>102</b>	<b>74%</b>	<b>0%</b>	<b>63%</b>	<b>85%</b>	<b>97%</b>	<b>100%</b>
East of England	6	86%	46%	81%	95%	100%	100%
South West	4	66%	8%	48%	79%	97%	100%
North	11	91%	68%	86%	95%	100%	100%
London and South East	57	66%	0%	46%	81%	92%	100%
Scotland	2	86%	85%	85%	86%	86%	87%
Midlands	22	81%	0%	75%	84%	99%	100%
Very Small - less than 5 staff	23	71%	0%	58%	78%	97%	100%
Small - 5 to 9 staff	24	79%	18%	81%	87%	94%	100%
Medium - 10 to 19 staff	29	75%	11%	73%	83%	92%	100%
Large - 20 to 49 staff	13	56%	0%	27%	63%	89%	100%
Very Large - more than 50 staff	9	74%	0%	46%	92%	97%	100%

Base size: 102



# Staffing and Recruitment

The 2025 data paints a picture of a trade association workforce that is stable, yet still adapting to economic pressures, evolving service models, and recruitment market complexity.

**Over 70%** of associations reported recruiting or planning to recruit staff this year — a strong signal that hiring activity remains widespread. However, this figure is noticeably down from 2024 levels (**76%**), suggesting a more measured or selective approach to growth. This trend is echoed in staffing levels, where the majority (**54%**) of associations reported headcount remaining the same, and only **30%** saw increases, down from **42%** last year.

It is clear that recruitment challenges persist, with comments highlighting common themes around increased applicant volumes but variable quality, difficulty sourcing for specialist or technical roles, and greater negotiation on salary expectations. Some organisations are responding by adapting their sourcing strategies, such as using specialist recruiters or relying more on internal referrals.

This complexity is further underscored by the divergence in candidate trends: **30%** saw more applications, up from **18% in 2024**, yet **22%** reported a decline in candidate quality. The data suggests the issue is less about attracting applicants and more about identifying those who meet the role requirements.

Pay pressure remains a defining feature of the recruitment landscape in 2025. Over **60%** of associations reported offering higher salaries to new starters compared to 2024, with one-third seeing increases of **5% or more**. This reflects broader market trends, rising inflation, and competitive expectations among skilled candidates.

Taken together, the data signals a workforce environment where growth is cautious, recruitment is strategic, and staffing decisions are increasingly shaped by both financial realism and operational necessity.

## Total Staff Size

The 2025 survey data show that the median staff headcount remains steady at 10.5 FTE (2024: 11, 2023: 10), while the overall mean FTE has decreased slightly to 19.6. This still reflects a more robust staffing picture than the lows seen in 2021 and 2022 when the sector was still recovering from the pandemic.

Geographically, London and the South East continue to dominate, with the highest average staff size (25.7 FTE) and the largest representation of larger associations, as we saw in earlier data. In contrast, Scotland and the East of England report the smallest average headcounts (n.b. Small sample sizes), reinforcing regional disparities in organisational scale.

This illustrates the wide diversity in operational scale across the sector, from lean, specialist bodies to large, commercially active organisations.

### Q: Enter the total number of employees in your organisation (Excluding Consultants)

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	119	19.60	1.00	5.00	10.50	20.10	160.00
East of England	5	8.44	2.00	4.00	9.00	13.10	14.10
South West	4	11.65	4.60	8.65	11.50	14.50	19.00
North	10	10.80	1.00	4.25	8.00	9.00	46.00
London and South East	72	25.67	1.00	6.00	11.75	31.80	160.00
Scotland	3	3.73	3.00	3.09	3.18	4.09	5.00
Midlands	25	11.05	1.70	4.00	12.00	15.60	29.00
Very Small - less than 5 staff	26	2.93	1.00	2.00	3.00	4.00	4.65
Small - 5 to 9 staff	27	6.89	5.00	5.80	7.00	8.00	9.60
Medium - 10 to 19 staff	36	13.50	10.00	11.00	13.15	15.15	19.80
Large - 20 to 49 staff	19	32.52	20.40	24.70	29.00	41.30	49.20
Very Large - more than 50 staff	11	87.87	50.00	51.65	88.80	105.00	160.00

Base size: 119

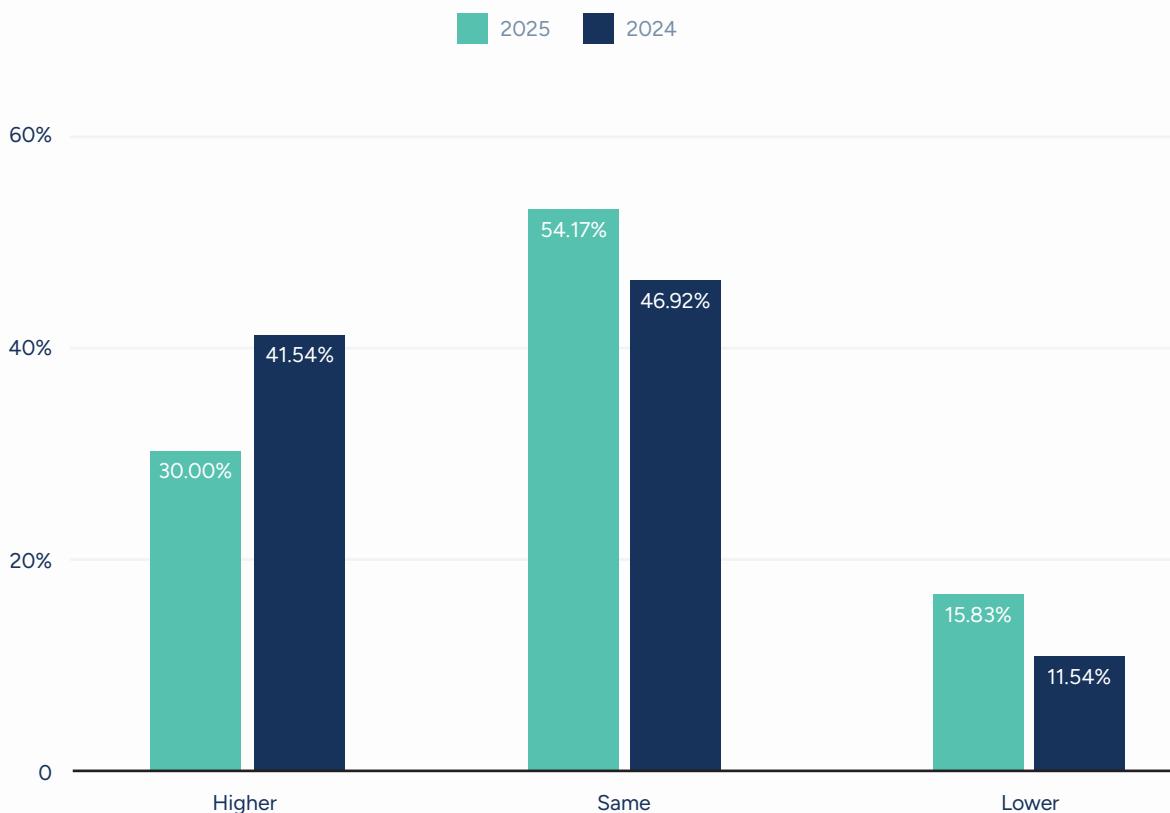
## Change in Staffing Numbers

The 2025 data shows a slowing of workforce expansion across the trade association sector. Just **30% of respondents** reported an increase in staff numbers over the past 12 months — down from **42% in 2024**. This looks more like stabilisation than shrinkage, with more associations maintaining stable staffing levels - **54%** said that headcount remained unchanged this year compared to **47%** the previous year.

Alongside that, there has also been a modest rise in the proportion of associations reporting a reduction in staff numbers, from **12% in 2024** to **16% in 2025**. This shift may reflect tighter operating budgets, role consolidation following earlier recruitment, or greater use of flexible staffing models such as contractors or consultants.

Overall, the data suggests that while recruitment continues, many associations have reached a period of workforce stabilisation, with fewer growing their teams and a slight increase in those scaling back.

**Q: How have staff numbers changed over the past 12 months?**



Base size: 2025 = 120 / 2024 = 130

## Recruitment Trends Over Time

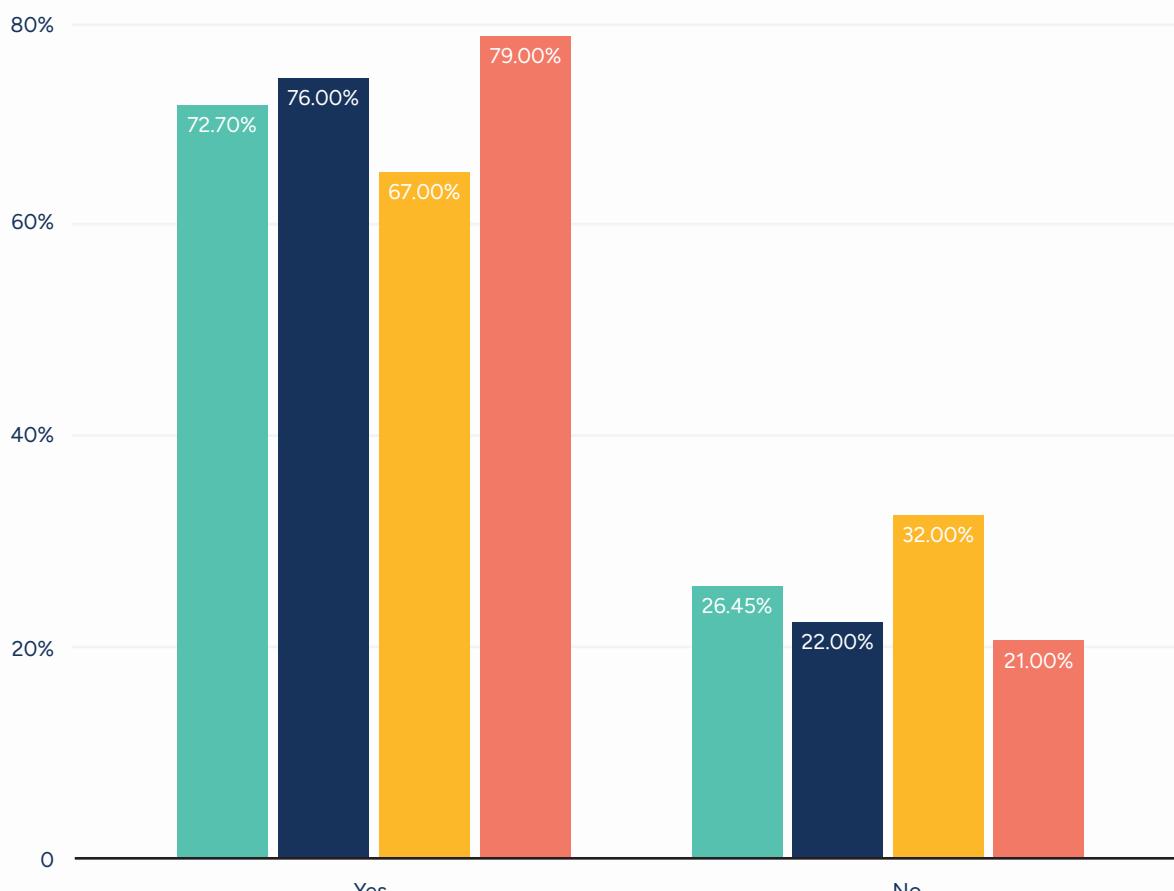
The proportion of trade associations engaging in recruitment has remained relatively high over the past four years, though the 2025 data suggests a subtle shift. This year, **72.7% of associations** reported either having recruited or planning to recruit new staff — only slightly down from **76% in 2024**, and still broadly in line with **2022 (79%)** and **2023 (67%)**.

However, there are signs of increasing caution. The proportion of associations reporting no recruitment activity has risen to **26.5% in 2025**, up from **22%** the year before and higher than the low of **21% seen in 2022**.

Taken together, the data points to a sector where recruitment remains active but is perhaps becoming more selective and measured, with organisations balancing service needs against economic conditions, talent availability, and longer-term planning.

**Q: Has your organisation already recruited or is it planning to recruit more staff this year?**

■ 2025 ■ 2024 ■ 2023 ■ 2022



Base size: 2025 = 121 / 2024 = 134 / 2023 = 125 / 2022 = 99

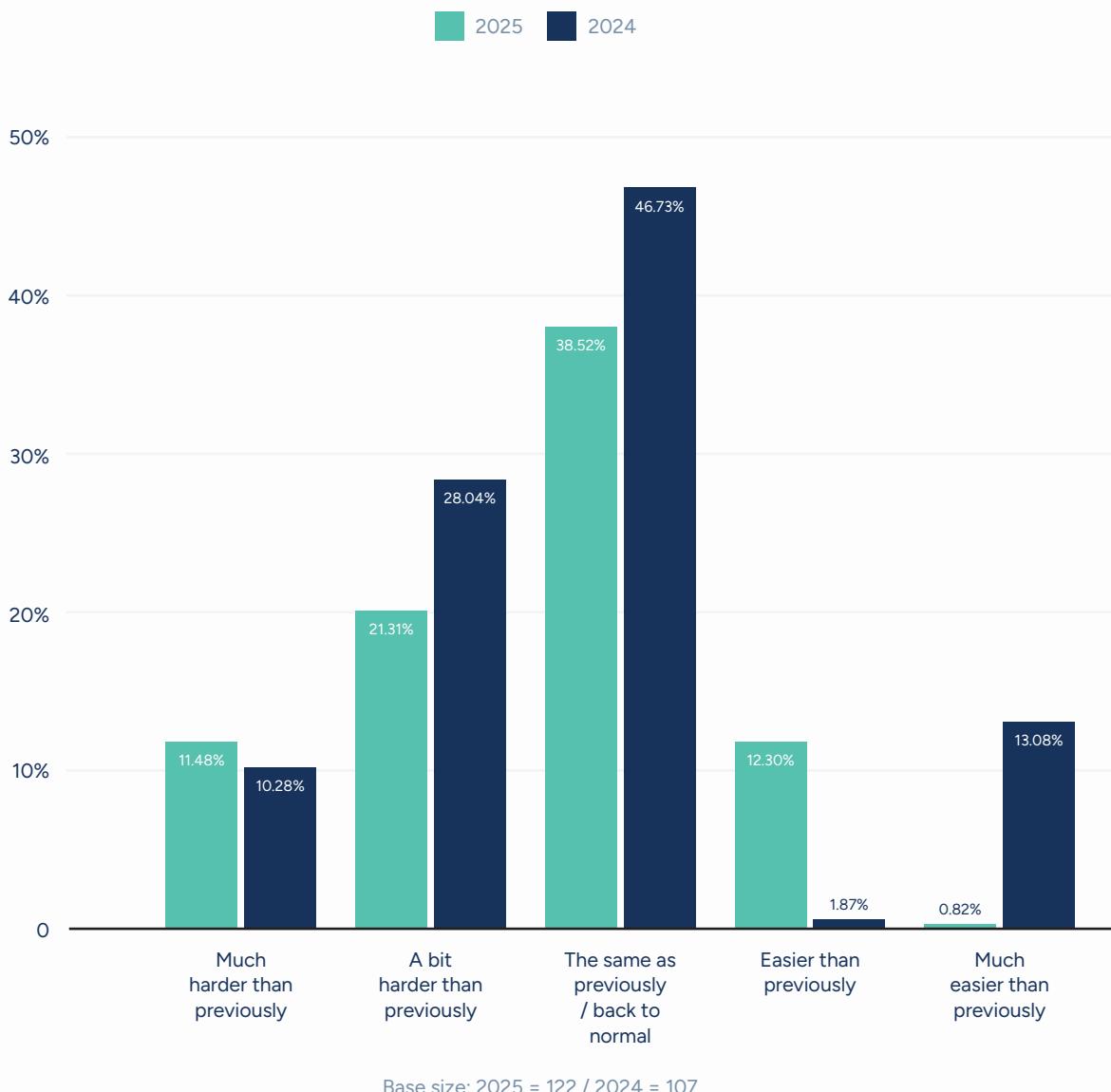
## Ease of Recruiting

When asked to reflect on their recruitment experience over the past 12 months, **39% in 2025** said it had returned to normal or was similar to previous years. This represents a modest decline from **47% in 2024**, suggesting that while recruitment may be stabilising for many, challenges remain for a sizeable portion of the sector.

Notably, a third of associations (**33%**) found recruitment in 2025 harder than before, with **11%** describing it as 'much harder'. Although the overall numbers reporting challenges are slightly down from 2024 levels, this still indicates ongoing friction in the talent market, which comments from respondents suggest is particularly around sourcing specialised skills or managing high applicant volumes.

Interestingly, more associations in 2025 reported recruitment had become easier (**13% in total**) compared to just **2% in 2024**. This shift could be a reflection of the broader or a loosening job market across the economy.

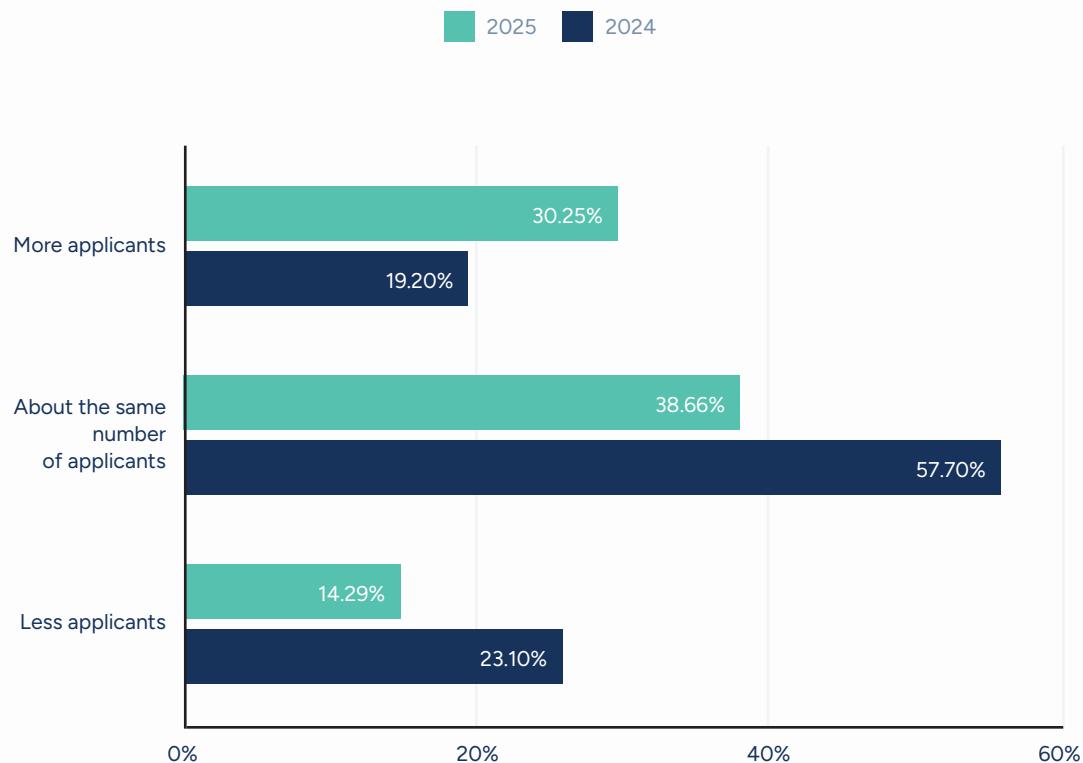
**Q: How would you describe your experience of recruitment over the last year (pick one)?**



## Applicant Volume

The 2025 survey reveals a notable shift in applicant volume compared to the previous year. **30% of associations** reported receiving more applications for roles than in 2024, a significant increase from just **19% in 2024**, suggesting that the job market is increasingly competitive for candidates.

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



Base Size: 2025 = 119 / 2024 = 104

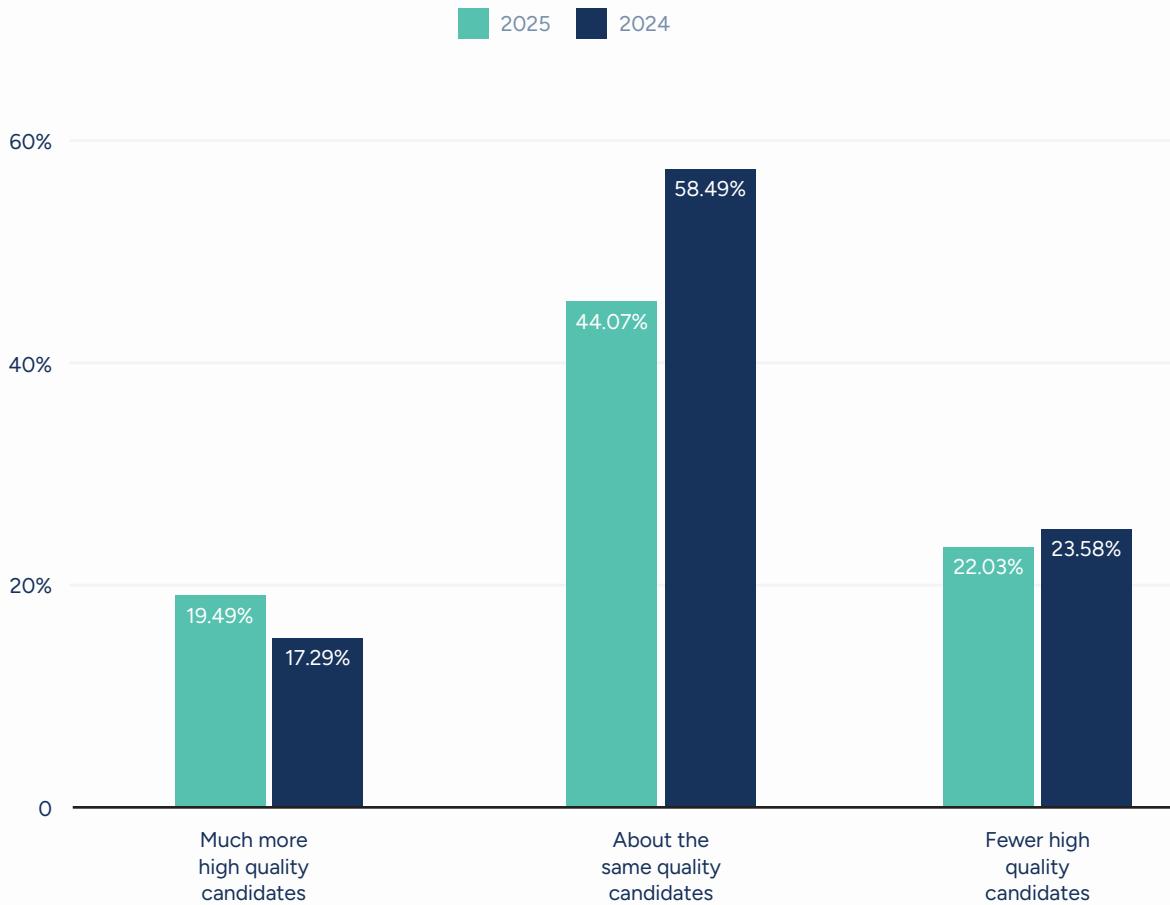
## Quality of candidates

While applicant numbers appear to be rising for many associations, the quality of candidates remains a more complex picture. In 2025, **44% of associations** said the calibre of applicants was about the same as in previous years, a decline from **58% in 2024**, suggesting more variability in recent recruitment rounds.

Encouragingly, the proportion reporting more high-quality candidates has edged upward to **19%**, up slightly from **18% in 2024 and 2023**. However, this remains balanced by the **22% of respondents** who said they had seen fewer high-quality candidates, indicating ongoing challenges in identifying top talent — particularly for specialist or senior roles.

These results point to a segmented talent market, where overall applicant volumes may be rising, but the availability of suitable or skilled candidates can still vary significantly depending on the role, sector, or recruitment approach.

**Q: How would you describe your experience of recruitment over the last year (pick one)?**



Base Size: 2025 = 118 / 2024 = 106

## Comments about recruitment

"We've had lots of applications by many more unsuitable candidates"

- **Large, London**

"More negotiation on salary is typically needed - upward pressure. Candidate quality variable"

- **Large, London**

"Seems like at the entry level there are a lot of people looking for work"

- **Small, London**

"Less high-quality applicants at entry level, but generally finding people relatively easier for mid and senior levels."

- **Very Large, London**

"It is position-dependent. We have had to replace staff leavers, as opposed to creating new roles"

- **Large, West Midlands**

"As most staff are expert technical staff, we usually take semi-retired company members to fill any technical gaps. No recruitment planned outside of that - we would contract with a third party."

- **Very small, East of England**

"More candidate applications, but that isn't corresponding to more high-quality applications" - **Medium, London**

"Hard to find good quality talent."

- **Small, London**

"We have conducted two recruitment exercises in-house during 2025 and have had 200+ formal applications for each role... Our enhanced numbers may be due to method rather than market, though this is positive, and candidates have been of high quality in many cases."

- **Medium, London**

"Recruited only a very junior role but had a lot of high-quality applications"

- **Small, London**

"Big numbers, but many are not eligible to work in the UK."

- **Medium, London**



# New ways of working

The post-pandemic shift in working practices continues to stabilise across the trade association sector. Most associations have now settled on a long-term working model, with flexibility and hybrid structures forming the norm.

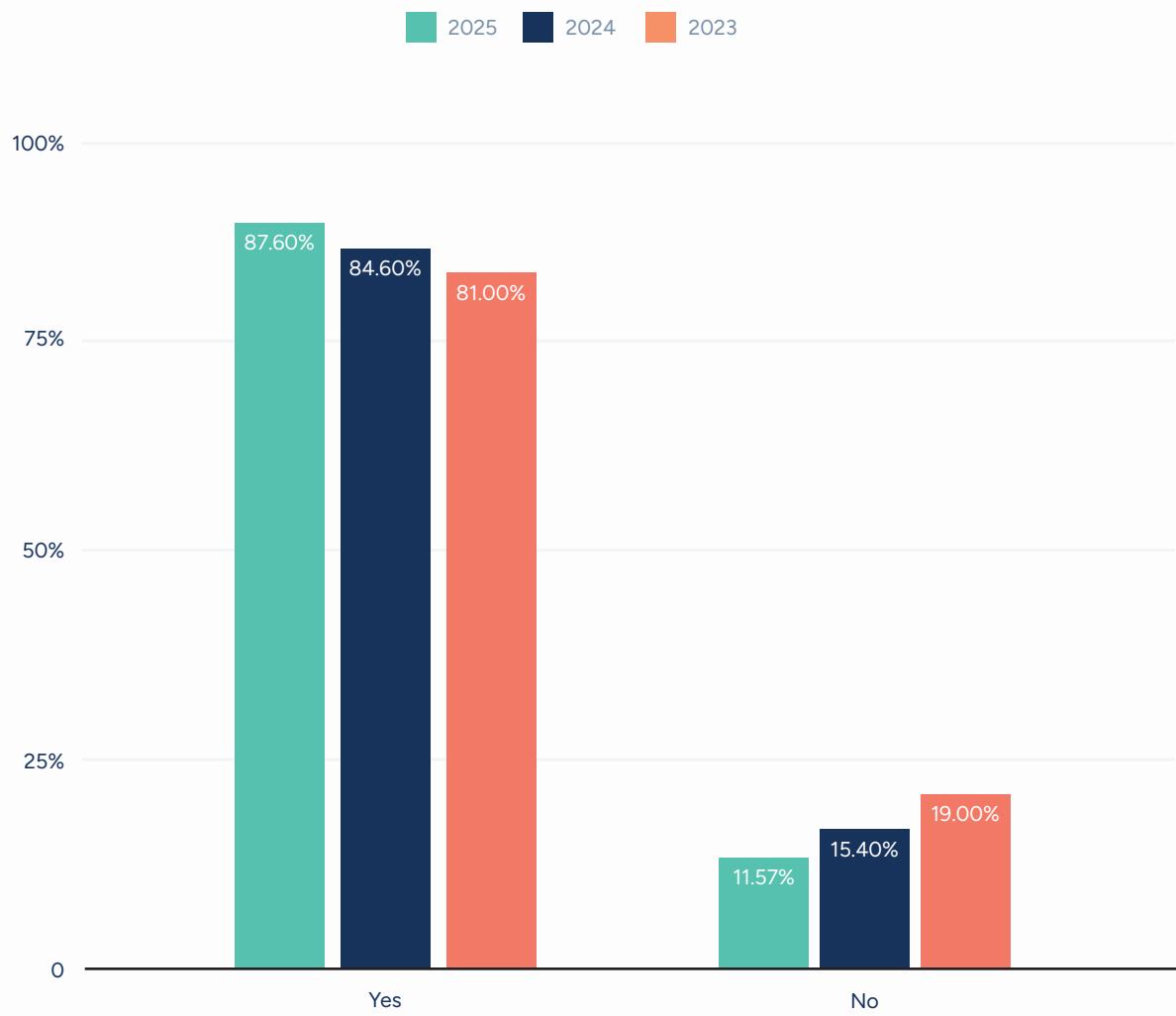
While a small proportion are still refining their approach, the 2025 data confirms that major organisational adjustments are largely complete, with more associations embedding policies that balance operational needs, staff preferences, and cost considerations.

## Working Environment

This year, **88% of respondents** said their working environment is now firmly established for the long term, an increase from **85% in 2024** and **81% in 2023**. Just **12%** reported that their setup remains under discussion or subject to change.

This continued trend toward stability suggests that, for most associations, decisions around office use, hybrid policies, and staff expectations have now been formalised. The gradual year-on-year rise reinforces a picture of consolidation following the accelerated transformation prompted by the pandemic.

### Q: Are you happy with your current working environment?



Base size: 2025 = 121 / 2024 = 132 / 2023 = 124

## Flexible Working

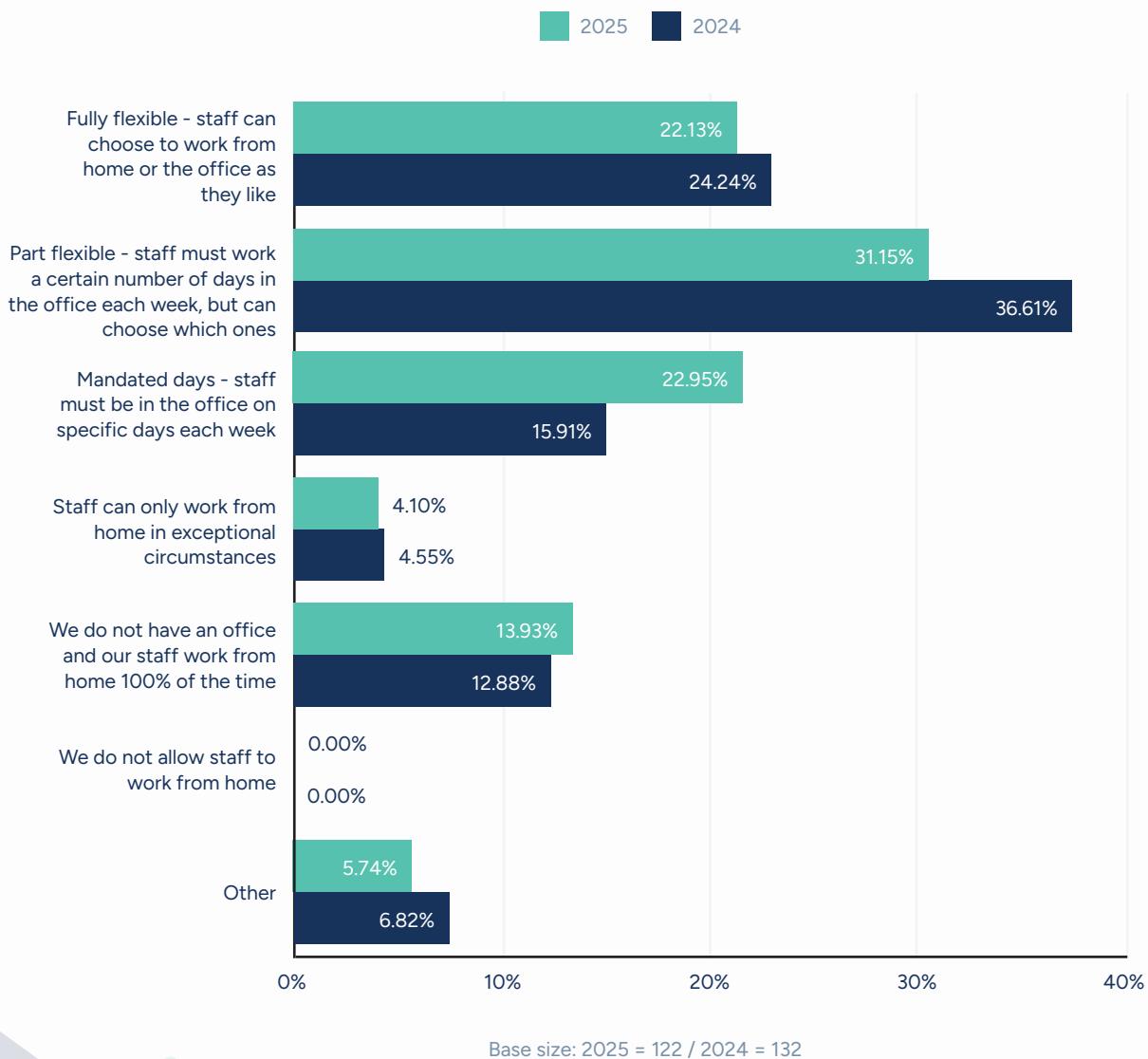
When it comes to how associations are working, flexibility remains the dominant model, though its exact implementation varies. In 2025, **53% of associations** reported operating with either full flexibility (22%) or part flexibility with optional days in the office (31%). A further **23%** mandate specific in-office days each week, maintaining a degree of structure while allowing home working outside those times.

Notably, **0% of respondents** now operate a policy that fully disallows home working, a clear sign that even the most traditional working cultures have evolved. Only **4%** restrict home working to "exceptional circumstances" (2024: **4.55%**).

The number of associations operating on a fully remote basis (no office at all) has increased slightly to **14% in 2025**, from **13% in 2024** and down significantly from **19% in 2023**. Interestingly, over half of these (**56%**) fall into the "Very Small" category, with fewer than five staff — suggesting that remote-only models are still most viable for lean, administratively light teams.

These findings highlight a mature and pragmatic approach to hybrid working across the sector, one that recognises the benefits of flexibility while aligning with operational realities.

**Q: Thinking about your current working practices, which statement most closely represents your approach to where your staff work?**



Base size: 2025 = 122 / 2024 = 132

## Comments

"We are Part-Flexible but with a mix with a single mandated day, and a second day that the staff member chooses"

**- Large / London**

"We are homeworking, but meet in the office once a week, sometimes, some of the team go in more often, and some only come in once a month or less"

**- Small / South East**

"One mandated day, one flexible day in the office"

**- Small / London**

"Two-thirds home-based, one-third split between home and office"

**- Very Small / West Midlands**

"Office-based staff (50%) work 3 days in the office, two days at home. Other staff (50%) are fully remote."

**- Medium / West Midlands**

"We do not have an office but we have quarterly meetings, which means that staff are away from home as well as site visits"

**- Very Small / West Midlands**

"Fully flexible but not as they like - by agreement"

**- Small / North West**

## Outsourcing and Contracted Work

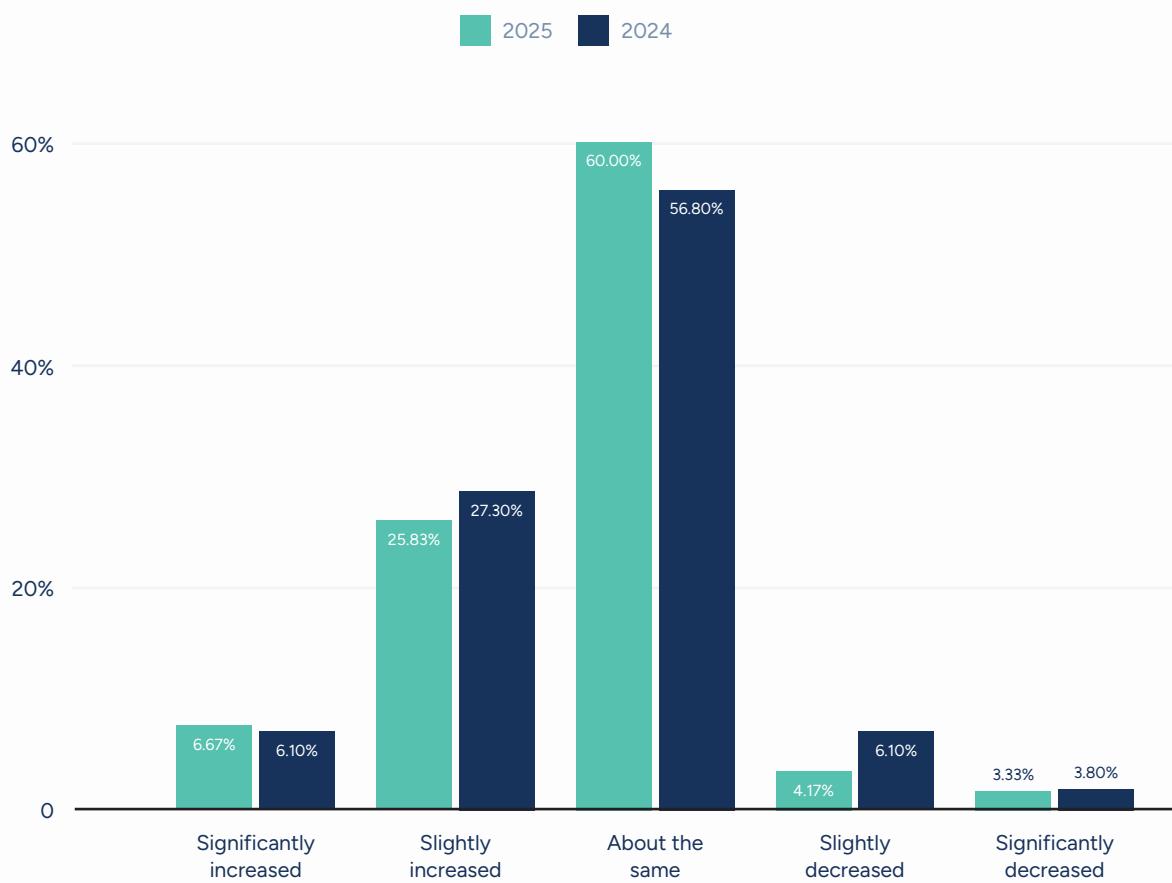
The use of consultants and outsourced services remains a key resourcing strategy for many trade associations, particularly as they look to manage costs and access specialist expertise without expanding permanent headcount. This trend has been especially noticeable among smaller associations, some of which report operating with zero directly employed staff.

In 2025, **32% of associations** reported an increase in the amount of work outsourced — broadly consistent with the **33%** recorded in 2024. Meanwhile, **60%** said their use of outsourcing had stayed the same, suggesting that many organisations are maintaining established external partnerships to support core functions.

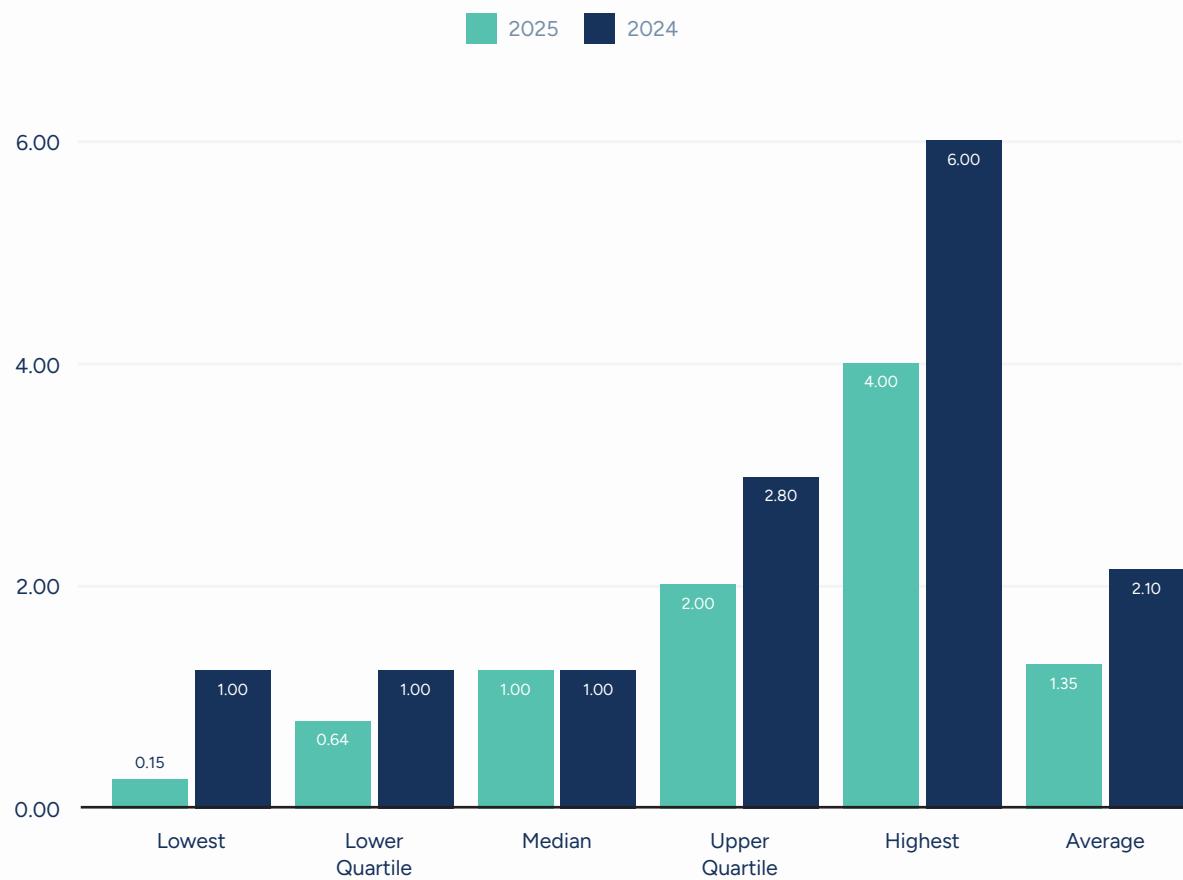
Only **7.5%** reported a decrease in outsourced work, a slight drop from **10%** last year.

As associations refine their operating models, outsourcing remains a flexible tool for managing capacity and capability. We will continue to monitor this trend closely in future surveys to understand its longer-term implications on staffing and organisational design.

**Q: How has the amount of work outsourced/contracted out changed over the last 12 months?**



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



Base size: 2025 = 50 / 2024 = 46

## How does your association work with consultants? Comments

"We have no employed staff, so entirely on consultant contracts and outsourced secretariat."

**- Very Small / East of England**

"I have 2-3 consultants I work with regularly and flex them in and out depending on the volume of work"

**- Small / London**

"We are moving to a blended workforce, to avoid the challenges caused by the Labour Government's increase in NI and the ghastly 'Employee Rights Act'"

**- Medium / London**

"This is due to a change in our work priorities requiring specialist skills for projects, but not sufficient to require building internal capacity."

**- Large / London**

"We use consultants for all our specialist work"

**- Small / South East**

"All individuals supporting the Association do so on a consultancy basis. The Association does not have any employees."

**- Small / South East**

"Currently 102 staff, including 6 fixed-term contracts and 2 temps."

**- Very Large / London**

"We currently obtain some additional support through our results period. We have also sought additional support through staff absence periods."

**- Medium / London**

"Looking for opportunities to outsource (proofreading, certain admin tasks) - some issues with staff reluctance to "let go" of work, no matter how boring or routine, as fears over future role."

**- Medium / London**

"Very little work is outsourced"

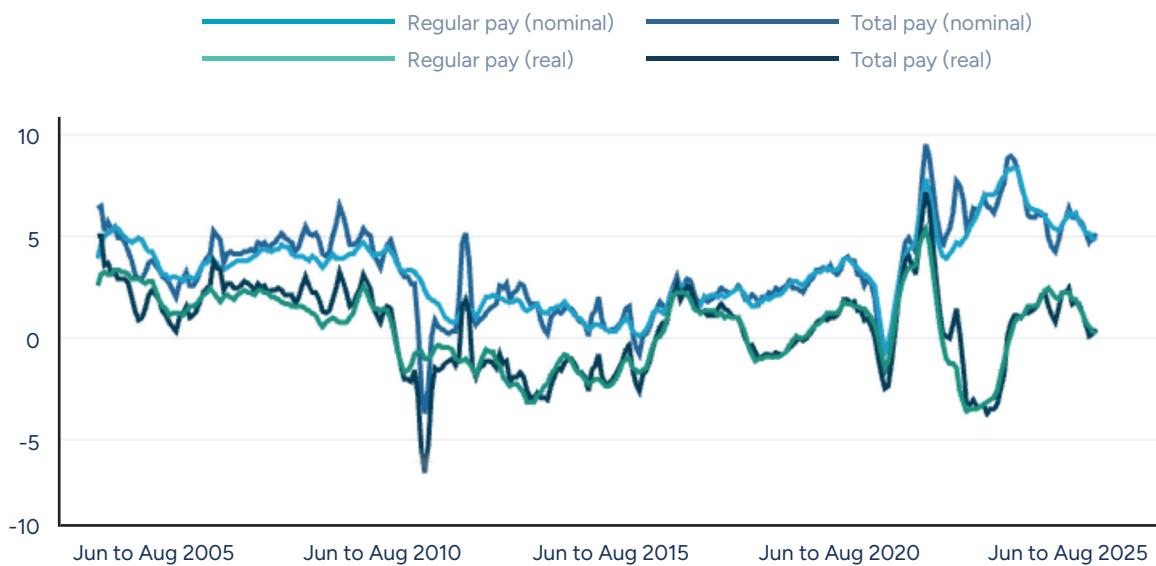
**- Large / West Midlands**

# Salaries

After a period of sustained wage inflation in the UK economy, salary growth has begun to moderate in 2025, with economic forecasts pointing to a more stable, though still pressured, labour market. The impact of public sector pay restraint, ongoing inflation, and cautious employer sentiment has resulted in a more measured pace of salary increases across both the public and not-for-profit sectors.

According to the latest figures from the Office for National Statistics (ONS), annual growth in regular pay (excluding bonuses) was **4.3%** in the three months to September 2025. When adjusted for inflation, the real-terms increase was just **1.2%**, signalling limited disposable income growth for employees and increasing pressure on organisations to offer more than just pay-based incentives to attract and retain talent.

### Average weekly earnings annual growth rates in Great Britain, seasonally adjusted, January to March 2001 to July to August 2025



Source: ONS Employment and Labour Market statistics

For trade associations, this evolving landscape presents a challenge. While many continue to face recruitment pressures, especially in specialist roles, the wider economic context is forcing a more balanced approach to salary awards, weighing market expectations against budgetary constraints and the need for organisational sustainability.

This section explores how associations are responding — including pay award trends, new starter salary adjustments, and how inflation is shaping decisions on staff retention and reward.

## Total salary bill

In 2025, the total salary expenditure reported by survey respondents amounted to just over **£165 million** (down from **£230 million** in 2024), with individual salary bills ranging from £0 to nearly £20 million.

The mean salary bill across the 119 associations surveyed was **£1.54 million**, slightly down from last year's average of **£1.65 million**, reflecting a moderation in salary growth and possible cost controls across the sector.

Regional differences remain notable:

- ▼ Associations based in London and the South East continue to dominate salary spend, with an average salary bill of **£2.25 million**, driven by higher staff counts and market salary rates.
- ▼ Other regions, such as the Midlands (**£573k**) and the North (**£517k**) report more moderate salary bills, while Scotland and the South West remain on the lower end.

By size, the disparities are even more pronounced:

- ▼ Very small associations (fewer than 5 staff) spend a median of just **£157,000** annually on salaries.
- ▼ At the top end, very large associations (50+ staff) report median salary bills close to **£6.9 million**, with the highest single reported figure nearly **£20 million**.

These figures highlight the wide variance in operational scale and salary investment across UK trade associations, shaped by both organisational size and geographic location.

### Q: Please indicate the total salary cost of employees in your organisation

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	119	£1,391,313	£0	£274,448	£700,000	£1,200,000	£19,990,000
East of England	6	£492,818	£127,000	£224,134	£535,250	£1,200,000	£817,232
South West	4	£625,277	£0	£129,302	£644,555	£1,140,530	£1,212,000
North	11	£517,256	£90,000	£232,000	£285,000	£642,552	£1,975,815
London and South East	70	£1,990,127	£0	£418,500	£853,910	£2,741,669	£11,806,868
Scotland	3	£263,937	£128,483	£218,742	£309,000	£331,665	£354,329
Midlands	25	£572,707	£0	£160,000	£532,000	£912,000	£1,257,317
Very Small - less than 5 staff	26	£169,500	£0	£128,862	£157,000	£210,299	£354,329
Small - 5 to 9 staff	26	£471,827	£200,000	£302,250	£453,500	£577,121	£902,820
Medium - 10 to 19 staff	33	£887,242	£0	£750,000	£873,300	£1,105,000	£1,306,000
Large - 20 to 49 staff	17	£2,560,523	£1,137,662	£1,653,198	£1,999,000	£3,527,852	£4,806,413
Very Large - more than 50 staff	10	£6,930,668	£2,757,589	£3,917,258	£6,899,558	£9,325,000	£11,806,868

Base size: 119

## New Starter Salaries

Salary pressure remains a feature of the trade association labour market, but the rate of increase in new starter salaries appears to be levelling off. In 2025, **64% of associations** reported that new starter salaries were higher than the previous year — a slight decline from **65%** in 2024 and **79%** in 2023, indicating a continued slowdown in wage inflation.

While over **60% of respondents** still offered some form of increase, the scale of uplift is shrinking. Only **2%** of associations reported increases of more than **10% in 2025** — down from **9% in 2024** and **13% in 2023**. Most increases now fall within the **0–10%** range, with **31%** reporting rises of **0–5%** and another **31%** reporting **5–10%**.

Meanwhile, **16% of associations** kept new starter salaries flat, and a small minority (**2%**) reported lower starting salaries than the previous year — a possible sign of recalibration in the face of tighter budgets or more favourable recruitment conditions.

These figures suggest that, while salary growth hasn't disappeared, it is becoming more measured, aligning with broader economic trends and employer efforts to balance competitiveness with financial sustainability.

**Q: Thinking about how your new starter salaries compare to last year, are they?**  
**(Mean figures)**

	2022	2023	2024	2025
Lower	1%	2%	0%	2%
About the same	26%	19%	13%	16%
0-5% higher	21%	26%	25%	31%
5-10% higher	36%	40%	31%	31%
More than 10% higher	15%	13%	9%	2%

Base size: 2025 = 122 / 2024 = 132 / 2023 = 117 / 2022 = 100

## New starter salaries by location

When broken down by location, there is clearly greater wage inflation being experienced in London and the South East, which is in line with what we saw in 2024 suggesting sustained wage pressure in these areas.

	East of England	London & South East	Midlands	North	Scotland	South West	All
More than 10% higher	0%	5%	0%	0%	0%	0%	3%
5-10% higher	50%	34%	44%	44%	0%	67%	38%
0-5% higher	0%	37%	44%	33%	100%	33%	38%
About the same	25%	23%	6%	22%	0%	0%	19%
Lower	25%	2%	6%	0%	0%	0%	3%

## Pay Rises

Despite continued economic caution, **94% of associations** reported that they had either awarded or were planning to award salary increases in 2025, maintaining the same high level seen in 2023 and 2024. Only a small minority of associations indicated they would not be issuing pay rises at any level.

The most common uplift remains in the **2.6% to 5% range**, aligning with previous years and reflecting a steady, measured approach to salary progression across the sector. This range was the dominant bracket across all staff levels, reported by:

- ▼ **55%** for CEOs and equivalents
- ▼ **61–70%** for management tiers (Levels 1–4)
- ▼ and **64%** for administrative roles.

Higher increases (**above 5%**) are now less common than in previous years, with only modest proportions reporting pay rises above **5%**:

- ▼ Just **7% of CEOs, 2–5% of managers, and 7% of administrators** received increases in the **5.1–7.5%** range.
- ▼ Pay rises of over 10% were rare across all levels, and no roles at middle or junior levels reported increases in excess of 7.5%.

A small but consistent percentage — around **7–12%** depending on role — reported no salary increases, most commonly at the senior levels. Another **4–6%** were unsure, possibly indicating ongoing internal review or budgeting decisions yet to be finalised.

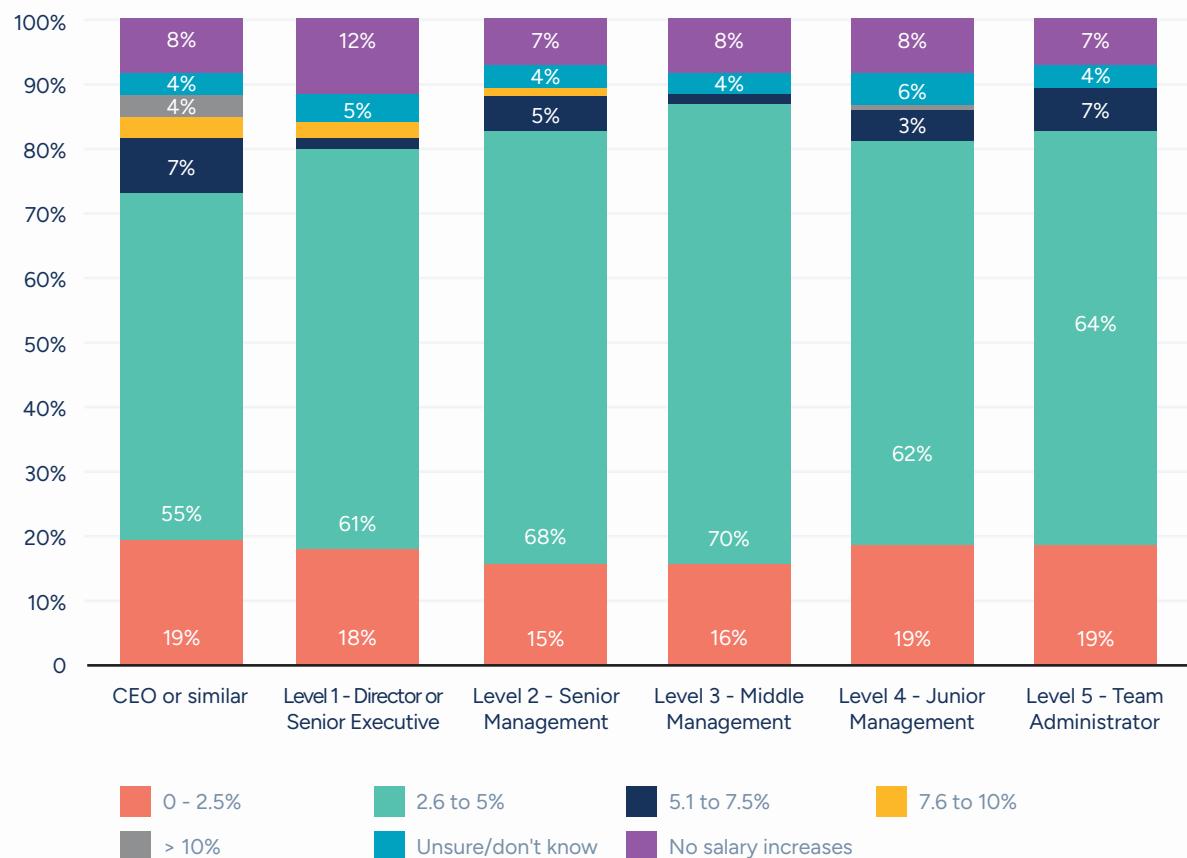
While trade associations continue to show commitment to annual pay progression, the overall trend remains below national average earnings growth, which, as noted earlier, is currently tracking between 6.8% and 8% in the public and private sectors respectively.

This suggests many associations are prioritising moderate, sustainable pay strategies, potentially influenced by the higher payroll costs introduced in the 2024 Budget and a cautious economic outlook.



**Q: By what percentage were salary increases awarded or budgeted for the following in 2025?**

	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	Unsure/ don't know	No salary increases
CEO or similar	19%	55%	7%	3%	4%	4%	8%
Level 1 - Director or Senior Executive	18%	61%	2%	2%	0%	5%	12%
Level 2 - Senior Management	15%	68%	5%	2%	0%	4%	7%
Level 3 - Middle Management	16%	70%	2%	0%	0%	4%	8%
Level 4 - Junior Management	19%	62%	3%	0%	1%	6%	8%
Level 5 - Team Administrator	19%	64%	7%	0%	0%	4%	7%



Base size: 119

## Timing of Pay Awards

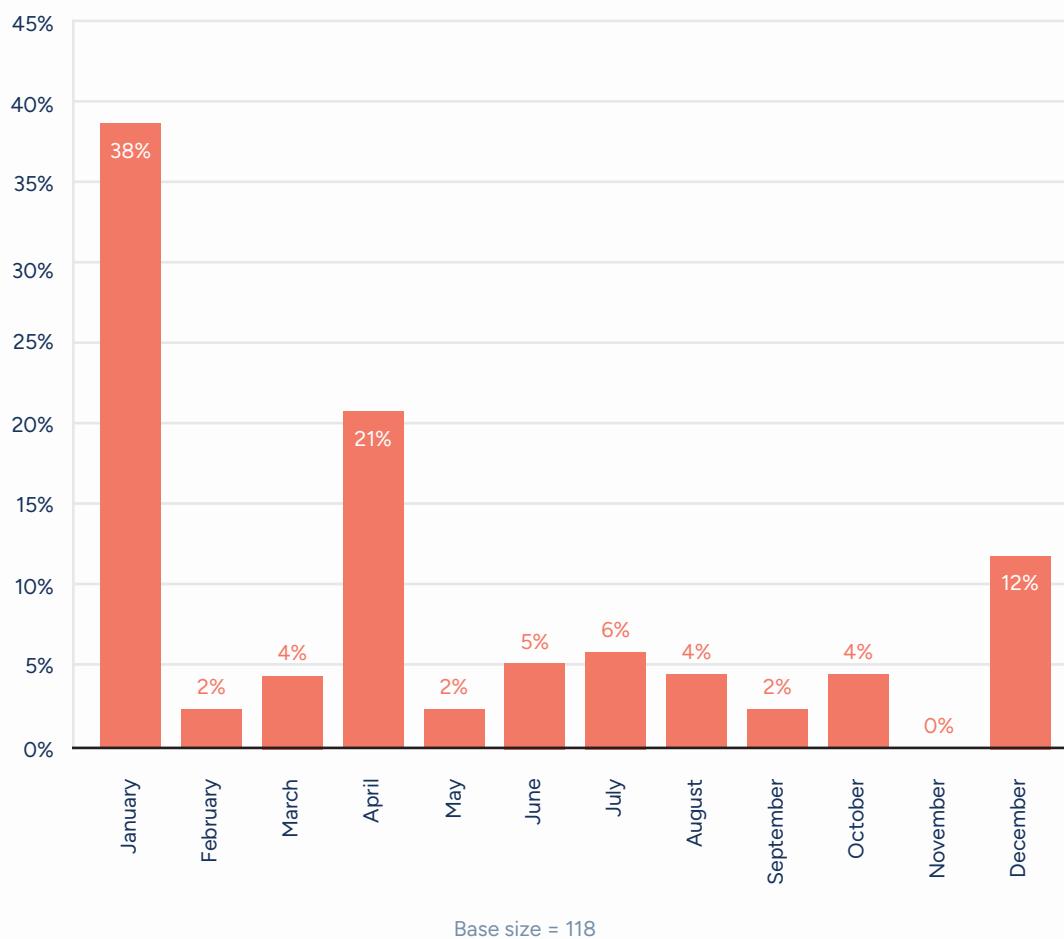
As in previous years, January and April remain the most common months for awarding pay increases, accounting for a combined **59%** of all reported salary reviews in 2025.

- ▼ **38% of associations** issue pay awards in January, aligning with the 60% of organisations that operate on a calendar-year financial model.
- ▼ **21% award pay rises** in April, corresponding with the **17% of associations** whose financial year runs from April to March, matching the UK public sector's fiscal calendar.

Notably, December accounted for **12% of pay reviews**, likely reflecting pre-holiday adjustments or year-end planning cycles.

The distribution reflects the broader trend of aligning pay decisions with financial planning cycles, helping associations balance budgetary control with structured annual review processes. The consistency of this pattern year on year also suggests that most associations have now embedded their reward frameworks into long-term operational planning.

### Q: What is the normal month for pay awards in your organisation



# Salary tables

The tables below cover the salaries of chief executives down to the salaries of senior managers at associations. Full details from the survey benchmarking salaries down to 'Level 5 - Team Administrator' are available in the accompanying data tables.

## Salaries by role

The following tables provide an analysis of organisational salaries, recent pay awards and expected pay awards. In the accompanying data tables, information on the last pay award and expected next pay award percentages at each salary level is available, including a breakdown of this information by region.

### Q: Chief Executive (or equivalent) - Minimum

CEO or similar	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
<b>All responses</b>	<b>114</b>	<b>£143,167</b>	<b>£18,000</b>	<b>£91,125</b>	<b>£120,000</b>	<b>£164,000</b>	<b>£500,000</b>
East of England	5	£97,800	£49,000	£90,000	£100,000	£115,000	£135,000
South West	4	£128,000	£63,000	£117,000	£135,000	£146,000	£179,000
North	10	£105,325	£71,000	£81,250	£95,500	£125,000	£159,000
London and South East	69	£167,040	£18,000	£105,000	£145,000	£219,586	£500,000
Scotland	3	£101,367	£70,000	£90,000	£110,000	£117,050	£124,100
Midlands	23	£105,954	£46,000	£81,754	£100,538	£122,937	£185,000
Very Small - less than 5 staff	24	£92,214	£46,000	£74,500	£86,500	£111,250	£159,000
Small - 5 to 9 staff	25	£118,745	£75,000	£94,500	£110,000	£130,000	£250,000
Medium - 10 to 19 staff	35	£137,303	£63,000	£110,000	£130,958	£165,500	£240,000
Large - 20 to 49 staff	18	£202,703	£18,000	£114,964	£229,000	£284,453	£335,800
Very Large - more than 50 staff	10	£253,404	£139,000	£158,125	£237,769	£279,000	£500,000

## Chief Executive (or equivalent) - Maximum

CEO or similar	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	114	£147,171	£18,000	£100,000	£122,050	£169,500	£500,000
East of England	5	£101,800	£49,000	£90,000	£115,000	£120,000	£135,000
South West	4	£128,000	£63,000	£117,000	£135,000	£146,000	£179,000
North	10	£105,725	£75,000	£81,250	£95,500	£125,000	£159,000
London and South East	69	£172,321	£18,000	£105,000	£150,000	£240,000	£500,000
Scotland	3	£104,700	£70,000	£95,000	£120,000	£122,050	£124,100
Midlands	23	£108,475	£46,000	£87,500	£103,000	£122,937	£185,000
Very Small - less than 5 staff	24	£90,673	£46,000	£72,250	£84,724	£105,698	£159,000
Small - 5 to 9 staff	25	£123,345	£79,060	£100,000	£120,000	£135,000	£250,000
Medium - 10 to 19 staff	35	£140,332	£63,000	£111,738	£130,958	£165,500	£240,000
Large - 20 to 49 staff	18	£205,758	£18,000	£132,391	£229,000	£284,453	£335,800
Very Large - more than 50 staff	10	£274,744	£139,400	£183,750	£260,269	£333,125	£500,000

## Chief Executive (or equivalent) - 2025 pay awards

Pay awards - CEO	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	No salary increases	Unsure/don't know
<b>Overall</b>	<b>19%</b>	<b>55%</b>	<b>7%</b>	<b>3%</b>	<b>4%</b>	<b>8%</b>	<b>4%</b>
Very Small - less than 5 staff	17%	46%	17%	4%	0%	13%	4%
Small - 5 to 9 staff	19%	59%	11%	7%	0%	0%	4%
Medium - 10 to 19 staff	17%	66%	3%	0%	6%	6%	3%
Large - 20 to 49 staff	26%	47%	0%	0%	11%	16%	0%
Very Large - more than 50 staff	27%	27%	0%	0%	9%	18%	18%
East of England	0%	67%	0%	0%	0%	17%	17%
London & South East	19%	51%	8%	1%	6%	10%	4%
Midlands	35%	52%	0%	0%	4%	4%	4%
North	0%	64%	9%	18%	0%	9%	0%
Scotland	33%	33%	33%	0%	0%	0%	0%
South West	0%	100%	0%	0%	0%	0%	0%

## Salary Level 1 - Minimum Salary Functional Directors (or equivalent)

Level 1 - Director or Senior Executive	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	76	£86,971	£14,500	£69,473	£80,000	£99,801	£200,000
East of England	5	£59,624	£27,118	£45,000	£60,000	£70,000	£96,000
South West	2	£101,500	£95,000	£98,250	£101,500	£104,750	£108,000
North	6	£67,583	£14,500	£71,250	£77,500	£80,000	£86,000
London and South East	52	£94,045	£35,000	£70,000	£90,350	£111,250	£200,000
Scotland	0	-	-	-	-	-	-
Midlands	11	£73,897	£50,000	£67,000	£75,000	£81,500	£98,000
Very Small - less than 5 staff	4	£65,780	£27,118	£51,780	£70,000	£84,000	£96,000
Small - 5 to 9 staff	14	£67,915	£35,000	£50,500	£64,000	£75,668	£121,380
Medium - 10 to 19 staff	28	£83,857	£60,000	£70,000	£75,000	£95,713	£150,000
Large - 20 to 49 staff	17	£98,303	£65,000	£80,000	£92,700	£107,640	£155,347
Very Large - more than 50 staff	11	£120,566	£79,000	£93,511	£110,000	£137,500	£200,000

## Salary Level 1 - Maximum Salary Functional Directors (or equivalent)

Level 1 - Director or Senior Executive	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	77	£103,506	£15,000	£75,000	£92,000	£125,000	£266,400
East of England	5	£66,224	£27,118	£63,000	£65,000	£80,000	£96,000
South West	2	£120,000	£108,000	£114,000	£120,000	£126,000	£132,000
North	6	£69,333	£15,000	£71,250	£77,500	£84,500	£90,000
London and South East	53	£114,914	£35,000	£75,891	£105,000	£142,000	£266,400
Scotland	0	-	-	-	-	-	-
Midlands	11	£81,126	£60,000	£73,021	£79,310	£91,500	£104,000
Very Small - less than 5 staff	4	£65,780	£27,118	£51,780	£70,000	£84,000	£96,000
Small - 5 to 9 staff	15	£72,387	£35,000	£60,768	£70,000	£82,946	£121,380
Medium - 10 to 19 staff	28	£92,063	£63,000	£76,002	£85,302	£105,000	£150,000
Large - 20 to 49 staff	17	£124,429	£75,000	£96,200	£115,000	£150,000	£244,002
Very Large - more than 50 staff	11	£170,632	£105,950	£125,000	£164,800	£192,438	£266,400

## Level 1 - 2024 pay awards

Pay awards - Level 1	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	No salary increases	Unsure/don't know
<b>Overall</b>	<b>18%</b>	<b>61%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>12%</b>	<b>5%</b>
Very Small - less than 5 staff	8%	42%	0%	0%	0%	33%	17%
Small - 5 to 9 staff	14%	68%	5%	0%	0%	9%	5%
Medium - 10 to 19 staff	14%	71%	3%	3%	0%	6%	3%
Large - 20 to 49 staff	32%	53%	0%	5%	0%	11%	0%
Very Large - more than 50 staff	27%	55%	0%	0%	0%	9%	9%
East of England	0%	80%	0%	0%	0%	20%	0%
London & South East	18%	62%	2%	3%	0%	9%	6%
Midlands	35%	47%	6%	0%	0%	6%	6%
North	0%	67%	0%	0%	0%	33%	0%
Scotland	0%	100%	0%	0%	0%	0%	0%
South West	0%	75%	0%	0%	0%	25%	0%

## Salary Level 2 - Level 2 – Minimum Salary Senior Management

Level 2 - Senior Management	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	88	£63,347	£35,000	£49,750	£57,221	£70,010	£215,051
East of England	3	£45,000	£40,000	£40,000	£40,000	£47,500	£55,000
South West	2	£70,500	£60,000	£65,250	£70,500	£75,750	£81,000
North	8	£49,974	£40,000	£44,425	£47,444	£49,250	£80,000
London and South East	53	£65,801	£37,000	£54,100	£61,800	£74,061	£140,000
Scotland	2	£60,075	£45,000	£52,538	£60,075	£67,613	£75,150
Midlands	20	£64,558	£35,000	£50,000	£56,163	£62,000	£215,051
Very Small - less than 5 staff	9	£56,470	£35,000	£40,000	£56,000	£75,150	£84,000
Small - 5 to 9 staff	17	£54,902	£40,000	£49,000	£55,000	£60,000	£85,000
Medium - 10 to 19 staff	31	£63,996	£40,000	£50,000	£56,243	£68,990	£215,051
Large - 20 to 49 staff	19	£67,534	£40,000	£50,500	£68,840	£76,000	£132,000
Very Large - more than 50 staff	11	£74,552	£50,000	£60,900	£70,000	£78,281	£140,000

## Salary Level 2 - Level 2 – Maximum Salary Senior Management

Level 2 - Senior Management	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	88	£75,434	£35,000	£56,508	£68,067	£82,318	£215,051
East of England	3	£48,333	£40,000	£42,500	£45,000	£52,500	£60,000
South West	2	£79,750	£77,000	£78,375	£79,750	£81,125	£82,500
North	8	£52,500	£40,000	£45,750	£47,500	£54,500	£80,000
London and South East	53	£81,824	£37,000	£58,656	£77,000	£90,000	£200,000
Scotland	2	£72,575	£70,000	£71,288	£72,575	£73,863	£75,150
Midlands	20	£71,591	£35,000	£59,021	£63,500	£71,547	£215,051
Very Small - less than 5 staff	9	£57,026	£35,000	£40,000	£56,000	£75,150	£84,000
Small - 5 to 9 staff	17	£60,732	£45,000	£55,000	£60,000	£64,000	£85,000
Medium - 10 to 19 staff	31	£71,117	£40,000	£57,653	£65,000	£77,185	£215,051
Large - 20 to 49 staff	19	£87,439	£46,000	£65,675	£78,000	£101,630	£172,101
Very Large - more than 50 staff	11	£107,320	£72,647	£81,145	£90,000	£127,500	£200,000

## Level 2 - 2024 pay awards

Pay awards - Level 2	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	No salary increases	Unsure/don't know
<b>Overall</b>	<b>15%</b>	<b>68%</b>	<b>5%</b>	<b>2%</b>	<b>0%</b>	<b>7%</b>	<b>4%</b>
Very Small - less than 5 staff	6%	56%	6%	0%	0%	19%	13%
Small - 5 to 9 staff	4%	75%	8%	8%	0%	0%	4%
Medium - 10 to 19 staff	14%	74%	6%	0%	0%	6%	0%
Large - 20 to 49 staff	33%	61%	0%	0%	0%	6%	0%
Very Large - more than 50 staff	27%	64%	0%	0%	0%	0%	9%
East of England	0%	80%	0%	0%	0%	20%	0%
London & South East	17%	64%	6%	3%	0%	6%	5%
Midlands	26%	68%	0%	0%	0%	0%	5%
North	0%	70%	10%	0%	0%	20%	0%
Scotland	0%	100%	0%	0%	0%	0%	0%
South West	0%	100%	0%	0%	0%	0%	0%

N.b. Salary tables down to 'Level 5 – Team Administrator' are available in the accompanying data tables and in Appendix B of this report.

# Board remuneration

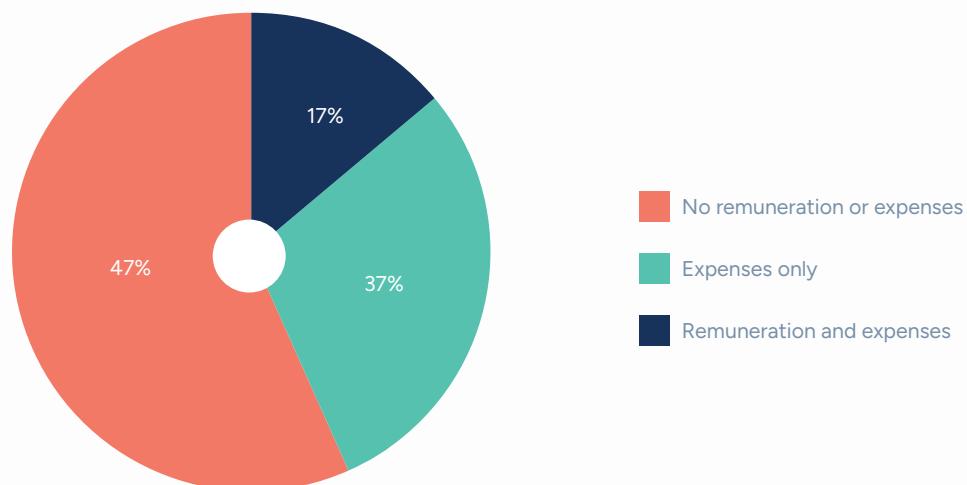
Board remuneration continues to be the exception rather than the norm across UK trade associations. In 2025, just **17% of associations** reported offering both remuneration and expenses to board members — a modest increase from the **14%** reported in 2024, but still a minority practice.

The most common approach remains to provide no remuneration or expenses, with 47% of associations adopting this model — slightly down from **51%** last year. Meanwhile, **37% of associations** reported paying expenses only, a small rise from **35%** in 2024.

Where remuneration is offered, comments suggest it is most often provided in the form of a modest honorarium, typically to the Chair or President. These payments are often symbolic or role-specific rather than broad-based, and usually tied to additional responsibilities or formal representation duties.

The data reaffirms that most associations continue to rely on voluntary board service, with only limited movement toward formalised compensation structures.

**Q: 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)?**



Base size: 120

# Bonus schemes

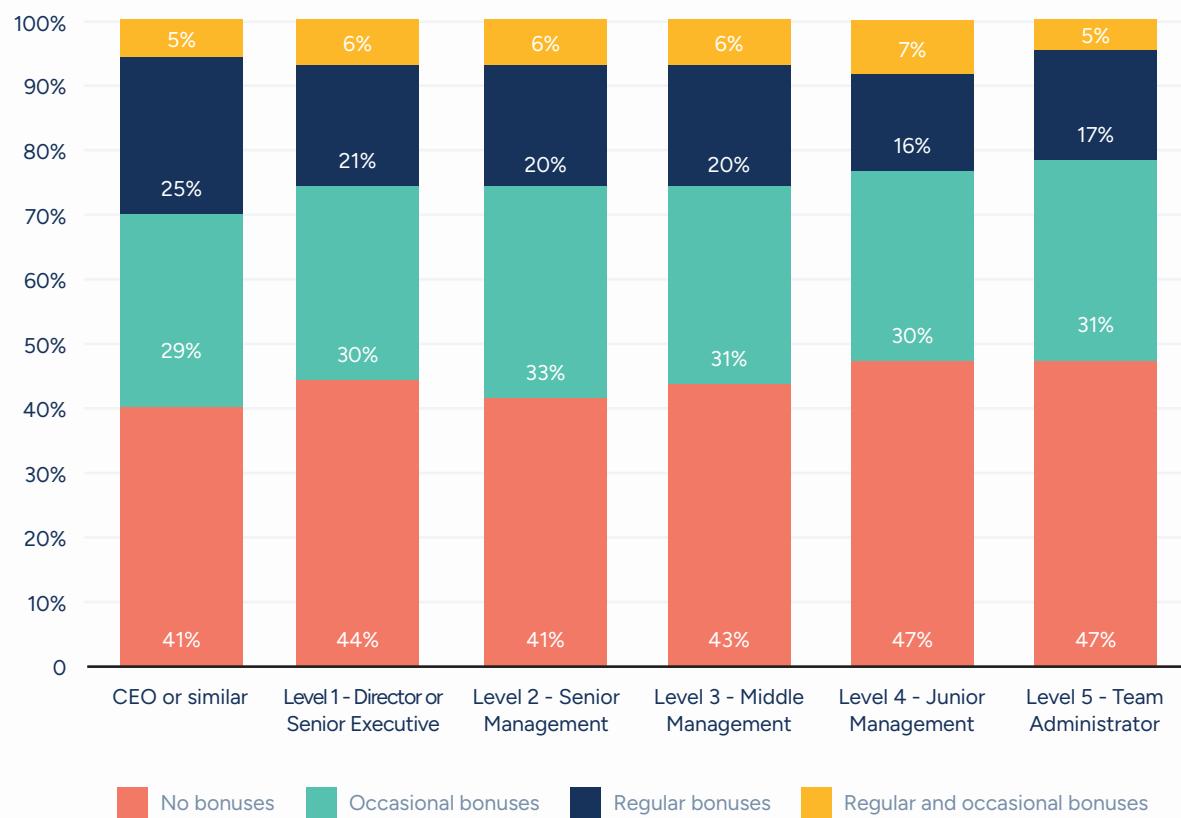
Bonus provision in the trade association sector remains selective and unevenly distributed across job levels. In 2025, **65% of associations** reported awarding or budgeting for bonuses, in line with previous years (**2024: 65%, 2023: 64%**). However, the data shows considerable variation in how these bonuses are applied across different roles.

- ▼ Across all role levels, around **45–47% of respondents** reported no bonuses being paid, suggesting that bonus schemes remain discretionary rather than widespread entitlements.
- ▼ Occasional bonuses were the most common form, particularly at junior levels, with **36%** of Junior Managers and **31%** of Team Administrators receiving occasional awards.
- ▼ Regular bonuses are more common at the CEO and senior executive levels, with **23–25%** reporting structured bonus payments.
- ▼ Only a small proportion (**5–7%**) of associations reported offering both regular and occasional bonuses at any level, indicating that blended models remain rare.

The overall picture reflects a sector that continues to use bonuses as a flexible reward mechanism, often tied to individual or organisational performance. Most associations reserve regular bonus structures for top leadership roles, while occasional bonuses are more likely to be used at operational levels as one-off recognition or retention tools.

As economic conditions remain cautious and payroll pressures persist, this selective approach suggests that bonuses are not embedded across the board, but continue to serve as a tactical supplement to base pay in many organisations.

#### Q: Please select how often were bonuses awarded or budgeted for in 2025?



## Bonus Criteria

As per our findings in previous years, the most common trigger for a bonus payment is linked to either delivering a financial surplus or membership targets (**70% of respondents** compared with **71% in 2024**) with the second most common form of bonus being discretionary (**42%**).

	Base Size	Dependent on financial surplus	Dependent on membership subscription target levels	Dependent on non-financial targets/ KPIs	Dependent on individual merit	Discretionary	Other	We do not have a bonus scheme
<b>Overall</b>	<b>126</b>	<b>41%</b>	<b>19%</b>	<b>28%</b>	<b>34%</b>	<b>42%</b>	<b>6%</b>	<b>23%</b>
Very Small - less than 5 staff	26	35%	12%	19%	27%	35%	0%	42%
Small - 5 to 9 staff	27	41%	15%	22%	41%	48%	4%	22%
Medium - 10 to 19 staff	36	53%	33%	39%	39%	39%	11%	17%
Large - 20 to 49 staff	19	32%	16%	37%	53%	58%	5%	21%
Very Large - more than 50 staff	11	46%	9%	18%	9%	55%	18%	9%
East of England	6	50%	17%	17%	17%	17%	17%	33%
London & South East	76	42%	20%	29%	41%	57%	9%	13%
Midlands	26	31%	19%	23%	19%	15%	0%	39%
North	11	46%	18%	27%	36%	36%	0%	27%
Scotland	3	67%	33%	67%	33%	33%	0%	33%
South West	4	25%	0%	25%	25%	0%	0%	75%

## Bonus levels

Among associations that pay bonuses, the most common award range remains between **0% and 5%**, with **59%** of respondents reporting bonus increases within the **0–5%** range across all staff levels in 2025.

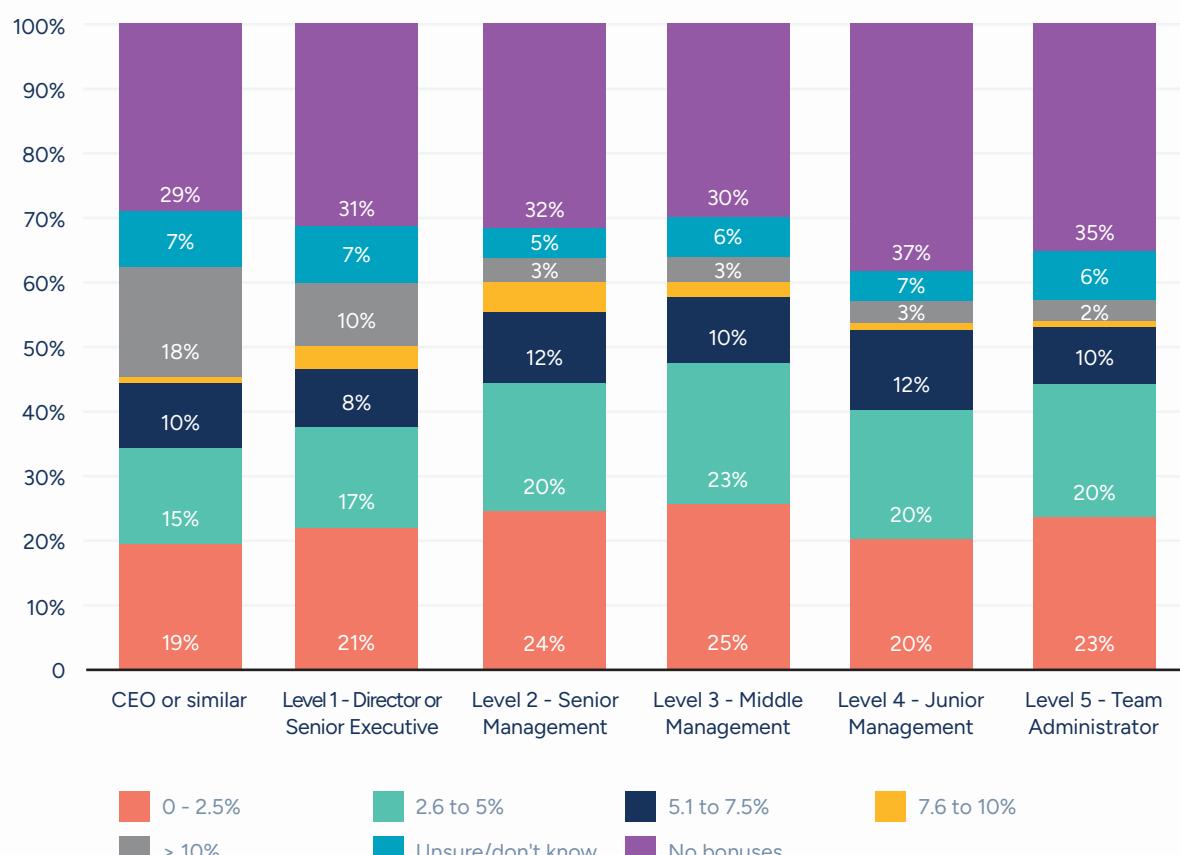
Specifically, **21–25%** of respondents reported bonuses of **0–2.5%**, while a further **17–24%** awarded bonuses between 2.6% and 5%, depending on the role.

Higher bonus levels (**above 5%**) are less frequent, with only **8–12% of associations** awarding bonuses in the **5.1% to 7.5%** range, and fewer still (**2–6%**) reporting bonus increases above **7.5%**.

No bonuses were awarded to **30–37% of respondents** across role bands, reaffirming the selective nature of bonus distribution in the sector.

The data indicate that while bonus schemes remain in place for many associations, they tend to be modest in value and tightly controlled, likely reflecting wider budgetary pressures and a sector-wide focus on financial prudence.

**Q: By what percentage were bonus increases awarded or budgeted for in 2025?**



Base size: 91

# Pensions

## Types of Pension Provision

The 2025 survey shows a continued reliance on accessible, low-barrier pension schemes, with auto-enrolment schemes such as NEST now the most common form of pension provision, offered by **44% of associations**. This reflects a sustained focus on compliance and simplicity, particularly for smaller organisations.

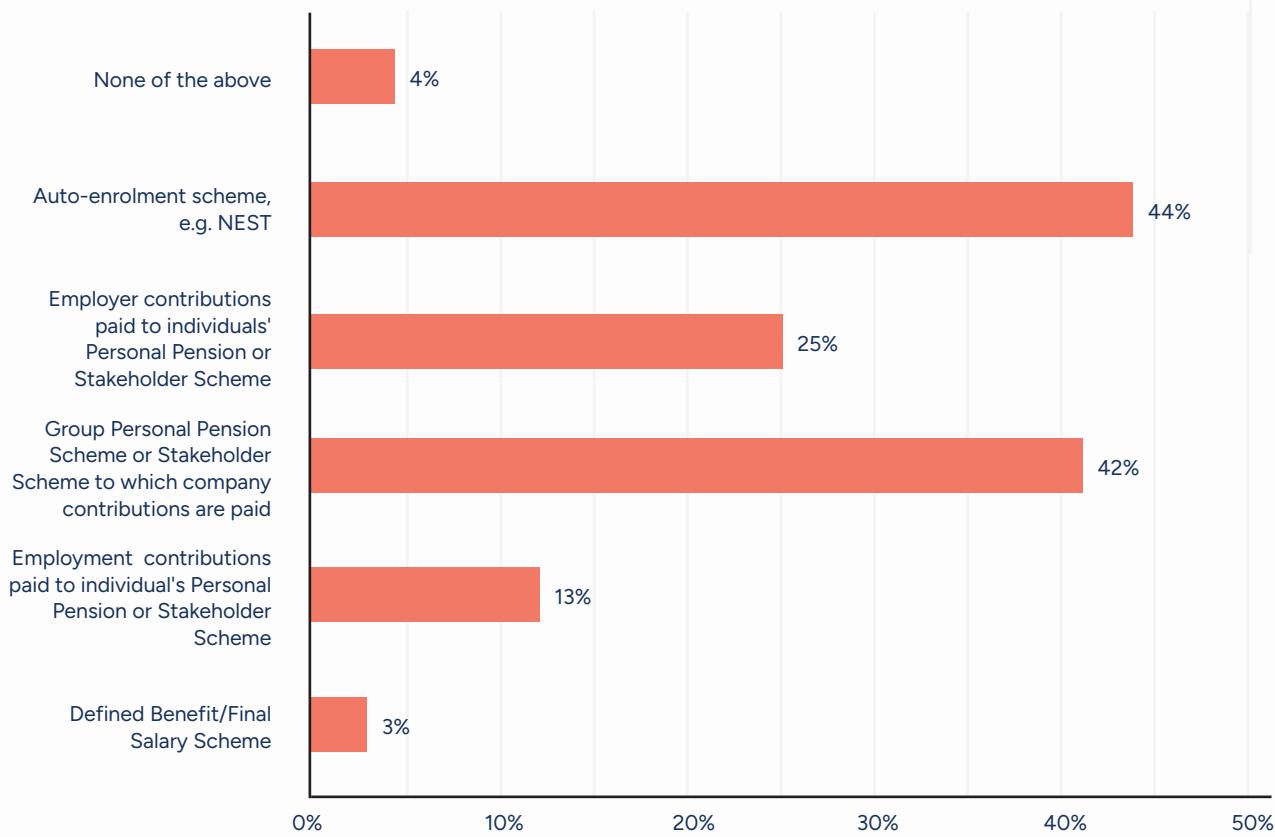
Close behind, **42% of associations** operate a Group Personal Pension Scheme or Stakeholder Scheme with company contributions — a slight dip from **47% last year**, but still a strong showing for structured, employer-supported provision.

Meanwhile:

- ▼ 25% of associations opt to pay employer contributions directly into individual personal or stakeholder pensions, offering flexibility without the need for group arrangements.
- ▼ Defined Contribution or Money Purchase Schemes are now offered by **13% of associations** — down from **22% last year**, and continuing a longer-term decline from the **42% reported in 2019**.
- ▼ Defined Benefit or Final Salary Schemes remain extremely rare, with just **3% of respondents** offering this legacy model, though interestingly, this is up from **1% in 2024** (**3% in 2023** and **5% in 2022**).

Overall, the data highlights a sector that is increasingly favouring simple, compliant, and cost-manageable pension models, with structured employer contributions remaining the norm where budgets allow. The shift away from more complex and higher-risk schemes reflects broader national trends in pension strategy and risk management.

**Q: Which of the following types of pension arrangement do you currently operate? Tick all that apply**



Base size = 118

## Defined contribution/money purchase pensions

In 2025, employer contributions to Defined Contribution pension schemes remain strong across the sector:

- ▼ The average employer contribution was **8.04%**, slightly up from last year (**7%**) and well above the statutory **3%**.
- ▼ The maximum contribution offered averaged **8.27%**, with some associations providing up to **22%**.
- ▼ On average, **72%** of employees received the maximum contribution (**2024: 69%, 2023: 66%**), with many organisations reporting full uptake.

These figures reflect a continued commitment to competitive pension provision, with most associations offering flat or generous schemes that encourage staff participation.

Question text	Question label	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
What was the maximum employer contribution (%) available to staff in Defined Contribution/ Money Purchase schemes last year?	Maximum employer contribution (%)	8.27	3.00	5.00	8.00	10.00	22.00
What percentage (%) of employees take advantage of/benefit from this maximum employer contribution rate?	Employees benefitting from maximum employer contributions (%)	71.83	1.00	33.85	100.00	100.00	100.00
What was the average rate (%) of employer contribution to Defined Contribution schemes last year?	Average rate (%) of employer contribution	8.04	1.00	5.00	7.00	10.00	30.00

## Comments on pension schemes

"Auto enrolment - 5% employee, 10% employer"

**- Medium / London**

"Range of staff contributions: from the minimum 2%, up to salary sacrifice of 14%"

**- Medium / East of England**

"We increase the % with each year of service up to 7%"

**- Small / London**

"Employer contributions to max level must be matched by the employee."

**- Large / London**

"Default employer contribution is 12%."

**- Large / London**

"Our Defined Contribution Pension scheme allows us to meet the auto-enrolment requirements."

**- Large / London**

"There is an offer to top up employee contribution, but the employer stays at 10%."

**- Medium / London**

"Defined pension scheme"

**- Large / North East**

"We use salary sacrifice to make payments."

**- Medium / South West**

"We have increased Company pension contributions for all"

**- Small / North West**

# Staff benefits

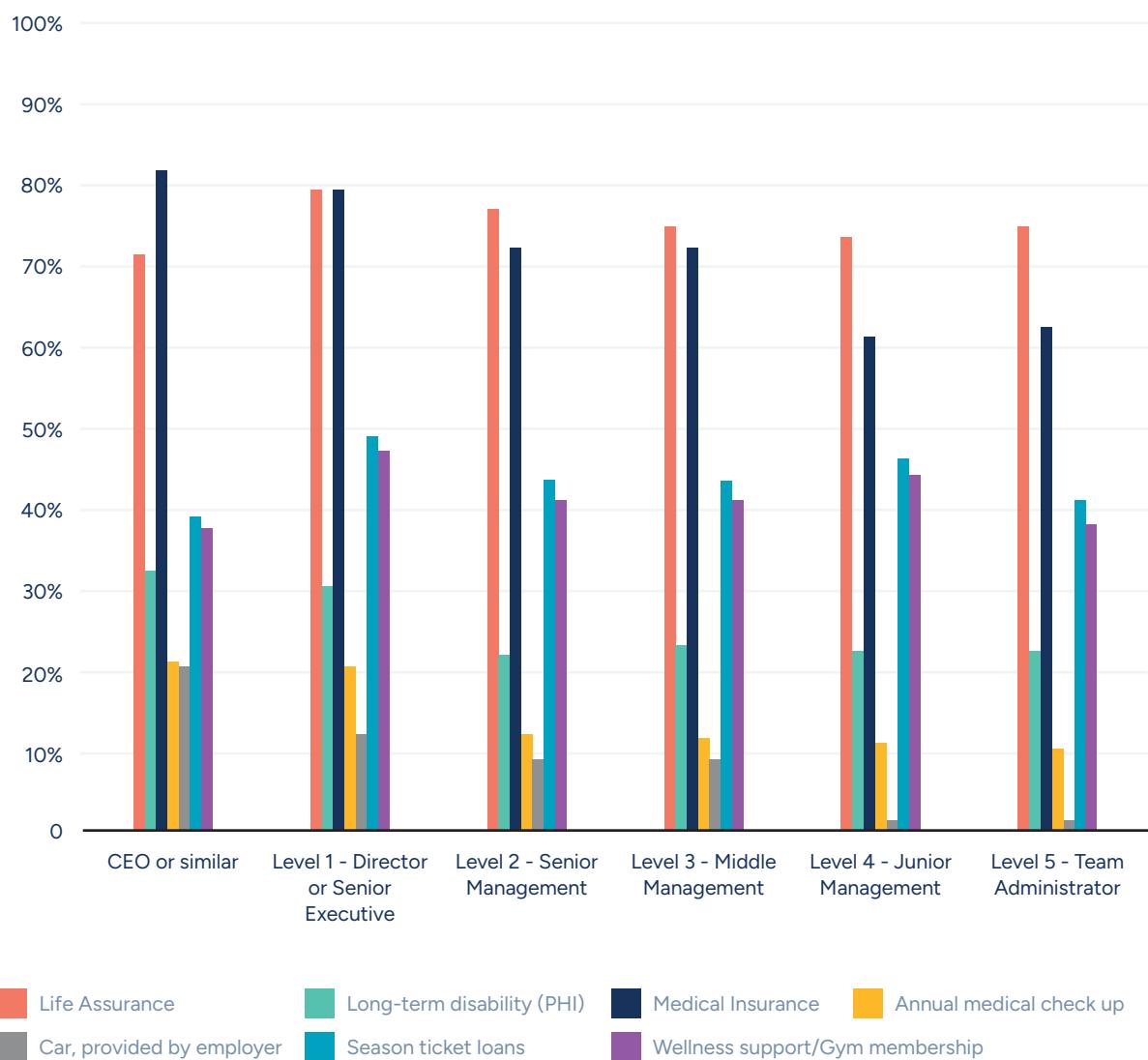
The 2025 data on staff benefits shows that most associations continue to offer a well-rounded benefits package, with coverage generally consistent across staff levels. Life assurance and medical insurance remain the most widely offered perks, available to over **70% of employees** at all levels — echoing patterns seen in previous years.

Season ticket loans and wellness support or gym memberships are also prevalent, with more than **40% of associations** offering these benefits at nearly all levels, reflecting a continued focus on employee wellbeing and flexible commuting support.

However, certain benefits remain more concentrated at the senior level. For example, company cars are provided to **21% of CEOs**, but this drops to just **1% for junior staff** — showing that this is still a senior management-focused perk. Similarly, long-term disability insurance (PHI) and annual medical check-ups are more commonly provided to senior roles than lower grades.

Overall, the data suggests that while associations are maintaining a broad range of staff benefits, there is a clear trend toward targeting higher-value perks at senior staff, with more universal offerings like life assurance, medical cover, and wellness support forming the backbone of most benefit structures.

### Q: What staff benefits do you provide? Tick all that apply



	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
Life Assurance	76%	79%	76%	75%	72%	75%
Long-term disability (PHI)	32%	31%	24%	23%	23%	24%
Medical Insurance	81%	79%	73%	65%	61%	64%
Annual medical check-up	22%	24%	13%	13%	12%	12%
Car provided by employer	21%	13%	9%	5%	1%	1%
Season ticket loans	39%	49%	45%	44%	48%	43%
Wellness support/Gym membership	37%	45%	41%	42%	45%	39%

Base size: 69



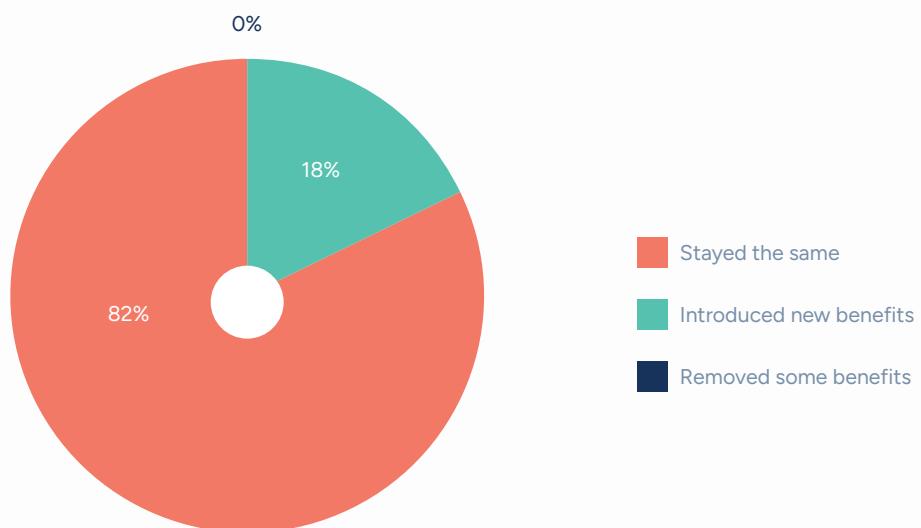
## How have your staff benefits changed over the past year?

Staff benefits packages across trade associations remain largely stable in 2025, with the vast majority of organisations opting to maintain existing offerings. This year, **82% of respondents** reported no changes to their benefits provision — a slight increase on the **77%** who said the same in 2023.

Meanwhile, **18% of associations** introduced new benefits in the past year, showing a modest drop from **22% in 2023**, but still reflecting ongoing efforts to enhance employee support, particularly in areas such as wellness, flexibility, and health cover.

As with previous years, very few associations reported removing any benefits, suggesting that once in place, staff perks are typically retained, even in challenging financial climates. This year's data reinforces the sector's commitment to maintaining competitive, supportive reward packages, while adding selectively where budget and strategy allow.

**Q: How have your staff benefits changed over the last 12 months?**



Base size: 119

The 2025 data shows that the introduction of new staff benefits is most prominent among mid-sized and larger associations. While **18% of all associations** reported introducing new benefits, this figure climbs to **26%** among 'Large' associations and remains high for '**Medium**' (20%) and '**Very Large**' (18%) organisations. By contrast, only **8% of 'Very Small'** associations reported making changes, suggesting that larger organisations are more actively evolving their benefits packages, likely due to greater HR capacity or more complex workforce needs.

Regionally, the South West (**25%**) and London & South East (**22%**) saw the highest proportion of associations introducing new benefits, while Scotland reported no changes, and the Midlands and North showed limited activity at just **9%**. This indicates that benefit innovation continues to be driven largely by association size and regional workforce pressures, particularly in areas with greater competition for talent.

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

	Introduced new benefits	Stayed the same
Very small - less than 5 staff	8%	92%
Small - 5 to 9 staff	19%	81%
Medium - 10 to 19 staff	20%	80%
Large - 20 to 49 staff	26%	74%
Very large - more than 50 staff	18%	82%
East of England	17%	83%
London & South East	22%	78%
Midlands	9%	91%
North	9%	91%
Scotland	0%	100%
South West	25%	75%

Base size: 119

Many of the changes to staff benefits in 2025 reflect a growing focus on employee wellbeing, flexibility, and inclusion. Several associations reported introducing or expanding private healthcare and cash plans, adding mental health counselling, or enhancing pension contributions. Others introduced wellbeing allowances, volunteering days, and birthday leave, alongside practical supports such as rental deposit schemes and climate-related travel perks — demonstrating a continued shift toward holistic and values-led reward strategies.

## Comments

"Staff can buy up to 10 additional holiday days per year" - **Small / West Midlands**

"Gym discounts" - **Medium / East of England**

"Eyecare vouchers" - **Medium / London**

"Introduction of private healthcare and cash plan" - **Medium / London**

"Introduced basic health cover - cash plan with mental health counselling"  
- **Small / London**

"New: private health cover, flexible working" - **Very Small / South East**

"Employee Assistance Program and HR Helpline" - **Medium / London**

"Private Healthcare" - **Medium / West Midlands**

"A new bonus scheme has been introduced for 2026" - **Medium / West Midlands**

"Paid carers leave, flu jabs" - **Very Large / London**

"Added wellness benefit - long-standing employee request" - **Large / London**

"Added day off for birthday. 3 days off for volunteering." - **Small / London**

"Introduced Rental Deposit scheme and Celebration Day" - **Very Large / London**

"Introduced full Private Medical Insurance for all staff who have two years of service." - **Large / London**

"Added Climate perks travel day" - **Large / London**

"Free breakfast in office" - **Large / London**

"Well Being Allowance for staff" - **Medium / London**

# Holiday entitlement

Employees in the UK have a statutory entitlement to 28 days of paid holiday, which can include the 8 public holidays. This means that providing 20 days of paid leave plus bank holidays satisfies the legal minimum.

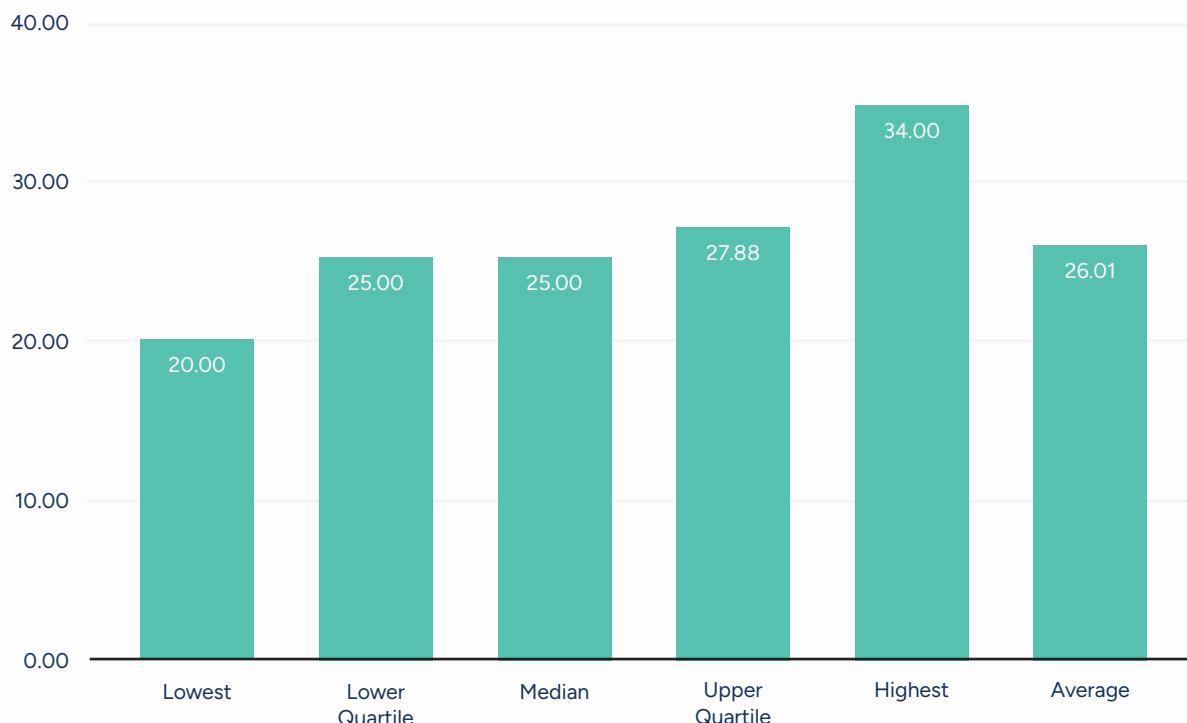
However, in recent years, many trade associations have gone beyond this baseline, using enhanced leave entitlements as a key tool to attract and retain talent. As competition for skilled staff has intensified — particularly in smaller organisations where salary flexibility may be limited — generous annual leave allowances, birthday leave, volunteering days, and buy/sell leave schemes have increasingly become part of the broader staff benefits package.

This section explores how holiday entitlement is currently structured across the sector, and how associations are adapting to evolving workforce expectations.

## Average Holiday entitlement

As we have found in previous years, the vast majority of associations surveyed were found to be offering 25 days or above (**83% in 2025**, compared to **78% in 2024** and **80% in 2023**), with a minority (**12%**) offering 30 days or above.

**Q: How many days of paid holiday (excluding bank holidays) do you generally allow your staff?**



Base size: 116

Questions	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	116	26.01	20.00	25.00	25.00	27.63	34.00
East of England	5	26.00	24.00	25.00	25.00	28.00	28.00
South West	4	25.50	25.00	25.00	25.00	25.50	27.00
North	10	24.60	21.00	25.00	25.00	25.00	28.00
London and South East	72	26.44	20.00	25.00	25.00	28.00	34.00
Scotland	3	25.67	25.00	25.50	26.00	26.00	26.00
Midlands	22	25.41	23.00	25.00	25.00	25.00	30.00
Very small - less than 5 staff	24	25.38	20.00	25.00	25.00	25.25	31.00
Small - 5 to 9 staff	27	25.74	21.00	25.00	25.00	28.00	30.00
Medium - 10 to 19 staff	35	26.10	23.00	25.00	25.00	27.25	31.00
Large - 20 to 49 staff	19	26.26	25.00	25.00	25.00	27.00	33.00
Very large - more than 50 staff	11	27.36	25.00	25.00	26.00	29.00	34.00

Base size: 116

## Holiday Entitlement – Customisation and Retention

A clear pattern has emerged over recent years showing that many trade associations are enhancing holiday entitlements as part of their broader retention and employee engagement strategies.

When we have asked respondents to explain any custom holiday arrangements, the most common provision is increasing annual leave based on length of service, with many associations offering one additional day per year worked, typically capped at 28–33 days. Some introduce milestones (e.g. after 3, 5, or 10 years) or offer extra leave for senior staff.

A growing number of associations also provide additional non-statutory leave, including:

- ▼ Birthday leave
- ▼ Office shutdown over Christmas (typically 3–5 days)
- ▼ Volunteering days
- ▼ Paid sabbaticals after long service

Others are introducing flexibility tools, such as holiday purchase schemes, TOIL (time off in lieu), and carrying over unused leave — all of which support work-life balance and accommodate diverse staff needs.

While a number of respondents continue to offer no additional holiday provisions, the overall trend reflects a sector increasingly using leave entitlements as a competitive benefit, particularly as part of long-service recognition and wellbeing initiatives.



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

"Plus 1 day for each year of service up to 28 days total (30 for CEO)" - **Small / London**

"Starts at 20 days for new starters/younger staff, increases to 25 for more experienced staff. Close the office over Christmas (additional 3-5 days paid holiday on top)" - **Small / London**

"Increased to 30 days after 3 years service and 32 days after 5 years service" - **very Large / London**

"Increased entitlement for long service. Specific 'office closure' days (3 days, paid). 'Birthday leave' (1 day, paid)" - **Large / London**

"Directors get 3 days more than non-directors. And all staff can buy/sell up to 5 days' holiday" - **Large / London**

"Increase entitlement with length of service up to 30 days; 3 days for moving house, 5 days for own marriage." - **Very Large / London**

"Facility to exchange holiday both for more holiday and less pay or selling back unused holiday" - **Medium / West Midlands**

"Opportunity to buy up to 5 days additional annual leave. CEO has 30 days of annual leave. Extended Management Team receive 26 days annual leave and Senior Management Team receives 28 days annual leave" - **Large / London**

"Length of service, moving house, marriage" - **Small / London**

"Increased allowance on special anniversaries, birthday leave and close over Christmas" - **Large / London**

"4 days must be taken over the Christmas/New Year break" - **Very Small / London**

"Half day each month as a 'wellness' benefit for all, depending on meeting min number of days in the office" - **Very Large / London**

"One month fully paid sabbatical after 10 years" - **Very Large / London**

"Some historic arrangements giving extra leave for long service but we are moving away from these." - **Medium / London**

"Increase by 1 day per year of service to max 28 days. Gifted birthday day off. Additional 3 company days off at Christmas. Buy up to 5 additional days. Carry forward up to 5 days." - **Medium / London**

"Can carry over up to 5 days to following calendar year" - **Small / London**

"Increase by one day after 5 years and a further one day after 10 years taking the total to 28." - **Medium / London**

"Time off in lieu if travelling or working on weekends or public holidays" - **Small / London**

"Can carry over and/or sell 5 days per year." - **Medium / London**

"Staff can buy up to 10 days additional holiday per year" - **Small / West Midlands**

"Closed between Christmas & New Year with no cost to staff so they effectively get 3 more paid holiday days" - **Medium / South West**

# Appendix A - Definitions

## Staff levels

- ▼ **Chief Executive (or equivalent job title)** - e.g. Director General - The most senior member of the paid staff with responsibility for running the organisation
- ▼ **Level 1 – Functional Directors (or equivalent)** - A Director or senior executive responsible to the Chief Executive for a major area of activity or region. - e.g. Director External Affairs, Director Finance and Operations.
- ▼ **Level 2 – Senior Management** - A senior executive responsible for the day-to-day implementation of policy at the operational level and who will usually have a part to play in its formation. - e.g. Head of PR, Technical Manager, Research Director
- ▼ **Level 3 – Middle Management** - Senior staff who normally report to a level 2 position holder or may occasionally run small or compact functions or departments reporting to level 1. They are usually specialists with some years of experience or seniority. - e.g. Membership Executive, Policy Development Manager
- ▼ **Level 4 – Junior Management** - Staff with similar training and/or qualifications to staff at level 3 (to whom they are normally responsible) but have less experience or seniority. - e.g. Events Organiser, Member Services Officer, Press Officer
- ▼ **Level 5 – Team Administrator** - Staff who normally report to one of the above levels. They are responsible for a wide range of administrative support duties.
- ▼ **Other Staff** - Staff not included in any of the above categories.

## Consultants

The questionnaire also included a question to explore the number of independent consultants (as opposed to employed staff) engaged in managing the association (or key functions) on a day-to-day basis, as distinct from those used to handle special projects.

## Base sizes

The 2025 survey received 126 valid responses. Not all participants answered all the questions. The number of organisations given as the base in overall tables and figures refers to the number of organisations answering a particular question or set of questions, rather than the total number participating in the survey. Where a table or chart brings together responses to a number of different questions, the smallest base size is always reported.

## Measures of Central Tendencies

- ▼ Mean figures provide a snapshot of the overall participating organisations' performance, while median figures (2nd quartile) highlight the distribution of figures across the participating organisations.
- ▼ Data for the 1st, 3rd and 4th quartiles has also been shared to better understand variances within the group, especially when it comes to staff size, salaries and financial benchmarks.
- ▼ Where the mean and median are close together, the group is relatively homogeneous, and where the mean is significantly different to the median, the group is much more diverse.
- ▼ Differences in mean and median figures could also be due to the presence of outliers in a sample (e.g. very small or very large organisations).

## Size Bands

For 2025, respondents per size band were as follows:

- ▼ Very small - less than 5 staff = 26 organisations
- ▼ Small - 5 to 9 staff = 27 organisations
- ▼ Medium - 10 to 19 staff = 36 organisations
- ▼ Large - 20 - 49 staff = 19 organisations
- ▼ Very Large - more than 50 staff = 11 organisations
- ▼ Undeclared = 7 organisations

## Geographical areas

For 2025, respondents per geographical area were as follows:

- ▼ London and the South East = 76 organisations
- ▼ South West = 4 organisations\*
- ▼ East of England = 6 organisations\*
- ▼ Midlands = 26 organisations
- ▼ North = 11 organisations
- ▼ Scotland = 3 organisations
- ▼ Midlands = 26 organisations
- ▼ North = 11 organisations
- ▼ Scotland = 3 organisations

N.B. There were no respondents from Northern Ireland or Wales.

\*Where a question, part of a question or a segment has less than 10 responses, the insights presented are purely indicative and not representative.

# Appendix B - Further salary tables

The following tables provide an analysis of organisational salaries, recent pay awards and expected pay awards. In the accompanying data tables, information on the last pay award and expected next pay award percentages at each salary level is available, including a breakdown of this information by location.

### Salary Level 3 - Minimum Salary Middle Management

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
<b>All responses</b>	<b>93</b>	<b>£45,194</b>	<b>£6,000</b>	<b>£38,000</b>	<b>£43,999</b>	<b>£51,250</b>	<b>£90,000</b>
East of England	5	£36,948	£30,000	£38,000	£38,000	£38,740	£40,000
South West	4	£52,000	£35,000	£41,000	£54,000	£65,000	£65,000
North	7	£39,429	£28,000	£32,000	£40,000	£44,500	£55,000
London and South East	57	£48,199	£6,000	£40,000	£45,000	£55,000	£90,000
Scotland	2	£47,400	£42,000	£44,700	£47,400	£50,100	£52,800
Midlands	18	£38,450	£26,712	£35,000	£40,000	£43,090	£46,000
Very small - less than 5 staff	14	£41,473	£26,712	£35,750	£40,000	£43,500	£65,000
Small - 5 to 9 staff	16	£41,155	£30,000	£34,750	£40,000	£45,000	£60,000
Medium - 10 to 19 staff	32	£44,558	£30,000	£39,625	£44,000	£47,068	£65,000
Large - 20 to 49 staff	18	£51,945	£28,000	£43,840	£52,019	£60,000	£81,118
Very large - more than 50 staff	11	£49,823	£35,000	£40,000	£43,518	£55,267	£90,000

## Salary Level 3 - Maximum Salary Middle Management

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	95	£54,932	£6,000	£43,500	£50,000	£64,375	£175,000
East of England	5	£43,748	£38,740	£40,000	£40,000	£45,000	£55,000
South West	4	£57,000	£43,000	£52,000	£60,000	£65,000	£65,000
North	7	£39,571	£28,000	£32,000	£40,000	£45,000	£55,000
London and South East	59	£59,844	£6,000	£45,000	£55,000	£68,686	£175,000
Scotland	2	£56,650	£42,000	£49,325	£56,650	£63,975	£71,300
Midlands	18	£47,262	£26,712	£40,000	£47,867	£55,419	£65,000
Very small - less than 5 staff	15	£44,332	£26,712	£36,870	£40,000	£51,617	£71,300
Small - 5 to 9 staff	17	£49,382	£34,000	£40,000	£45,000	£50,000	£120,000
Medium - 10 to 19 staff	32	£49,992	£30,000	£44,750	£49,874	£55,402	£67,000
Large - 20 to 49 staff	18	£65,789	£28,000	£48,676	£65,918	£81,051	£94,605
Very large - more than 50 staff	11	£79,463	£54,075	£64,651	£69,371	£76,050	£175,000

## Level 3 - 2025 pay awards

Pay awards - Level 3	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	No salary increases	Unsure/don't know
<b>Overall</b>	<b>16%</b>	<b>70%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>8%</b>	<b>4%</b>
Very Small - less than 5 staff	6%	56%	0%	0%	0%	25%	13%
Small - 5 to 9 staff	0%	86%	5%	0%	0%	5%	5%
Medium - 10 to 19 staff	20%	74%	3%	0%	0%	3%	0%
Large - 20 to 49 staff	32%	63%	0%	0%	0%	5%	0%
Very Large - more than 50 staff	27%	64%	0%	0%	0%	0%	9%
East of England	20%	80%	0%	0%	0%	0%	0%
London & South East	17%	69%	3%	0%	0%	6%	5%
Midlands	26%	68%	0%	0%	0%	0%	5%
North	0%	70%	0%	0%	0%	30%	0%
Scotland	0%	100%	0%	0%	0%	0%	0%
South West	0%	75%	0%	0%	0%	25%	0%

## Salary Level 4 - Minimum Salary Junior Management

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	66	£39,299	£8,000	£30,114	£35,000	£40,000	£273,784
East of England	2	£30,000	£28,000	£29,000	£30,000	£31,000	£32,000
South West	3	£45,333	£30,000	£36,000	£42,000	£53,000	£64,000
North	3	£30,000	£26,000	£27,000	£28,000	£32,000	£36,000
London and South East	45	£36,281	£8,000	£31,000	£36,225	£41,000	£54,620
Scotland	2	£31,500	£29,000	£30,250	£31,500	£32,750	£34,000
Midlands	11	£55,644	£26,000	£31,148	£35,000	£36,000	£273,784
Very small - less than 5 staff	4	£29,750	£20,000	£26,000	£28,500	£32,250	£42,000
Small - 5 to 9 staff	13	£31,465	£26,000	£28,000	£31,050	£35,000	£36,000
Medium - 10 to 19 staff	24	£46,804	£25,000	£32,000	£36,166	£40,000	£273,784
Large - 20 to 49 staff	15	£39,059	£25,000	£30,678	£40,000	£46,138	£54,620
Very large - more than 50 staff	9	£38,718	£30,000	£35,000	£39,000	£41,000	£50,000

## Salary Level 4 - Maximum Salary Junior Management

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	66	£45,006	£8,000	£34,908	£39,750	£49,920	£273,784
East of England	2	£31,500	£28,000	£29,750	£31,500	£33,250	£35,000
South West	3	£49,000	£35,000	£38,500	£42,000	£56,000	£70,000
North	3	£30,667	£28,000	£28,000	£28,000	£32,000	£36,000
London and South East	45	£43,749	£8,000	£35,000	£41,000	£50,316	£77,000
Scotland	2	£31,500	£29,000	£30,250	£31,500	£32,750	£34,000
Midlands	11	£57,878	£26,000	£34,939	£35,000	£41,000	£273,784
Very small - less than 5 staff	4	£31,250	£20,000	£26,750	£31,500	£36,000	£42,000
Small - 5 to 9 staff	13	£34,119	£28,000	£31,000	£34,000	£36,000	£45,000
Medium - 10 to 19 staff	24	£49,639	£25,000	£35,000	£39,358	£43,750	£273,784
Large - 20 to 49 staff	15	£47,850	£30,900	£35,000	£49,680	£53,774	£77,000
Very large - more than 50 staff	9	£53,862	£41,000	£47,965	£50,316	£55,000	£75,000

## Level 4 - 2025 pay awards

Pay awards - Level 4	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	No salary increases	Unsure/don't know
<b>Overall</b>	<b>19%</b>	<b>62%</b>	<b>3%</b>	<b>0%</b>	<b>1%</b>	<b>8%</b>	<b>6%</b>
Very Small - less than 5 staff	9%	45%	9%	0%	0%	18%	18%
Small - 5 to 9 staff	14%	71%	10%	0%	0%	0%	5%
Medium - 10 to 19 staff	19%	66%	0%	0%	3%	9%	3%
Large - 20 to 49 staff	26%	58%	0%	0%	0%	11%	5%
Very Large - more than 50 staff	30%	60%	0%	0%	0%	0%	10%
East of England	0%	75%	0%	0%	0%	25%	0%
London & South East	20%	62%	3%	0%	2%	7%	7%
Midlands	33%	47%	0%	0%	0%	7%	13%
North	0%	67%	11%	0%	0%	22%	0%
Scotland	50%	50%	0%	0%	0%	0%	0%
South West	0%	100%	0%	0%	0%	0%	0%

## Salary Level 5 - Minimum Salary Team Administrator

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	88	£32,246	£6,000	£25,750	£30,000	£33,918	£218,043
East of England	3	£26,333	£25,000	£25,500	£26,000	£27,000	£28,000
South West	3	£35,500	£31,000	£31,500	£32,000	£37,750	£43,500
North	9	£25,310	£6,000	£24,000	£28,000	£30,000	£33,000
London and South East	55	£31,483	£17,143	£26,158	£30,000	£35,000	£60,000
Scotland	1	£33,200	£33,200	£33,200	£33,200	£33,200	£33,200
Midlands	17	£38,801	£12,000	£24,000	£27,500	£30,000	£218,043
Very small - less than 5 staff	13	£27,592	£12,000	£25,000	£28,000	£30,000	£50,000
Small - 5 to 9 staff	19	£32,330	£22,790	£26,750	£30,000	£36,859	£60,000
Medium - 10 to 19 staff	28	£36,924	£24,000	£26,288	£30,000	£32,000	£218,043
Large - 20 to 49 staff	16	£31,124	£17,143	£27,186	£31,568	£35,275	£45,000
Very large - more than 50 staff	11	£29,713	£19,000	£24,991	£28,500	£32,793	£48,500

## Salary Level 5 - Maximum Salary Team Administrator

	Count	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
All responses	90	£36,519	£8,000	£29,250	£32,000	£40,000	£218,043
East of England	3	£28,333	£27,000	£27,500	£28,000	£29,000	£30,000
South West	3	£35,500	£31,000	£31,500	£32,000	£37,750	£43,500
North	9	£25,754	£8,000	£24,000	£29,000	£30,000	£33,000
London and South East	57	£36,877	£25,000	£30,000	£36,050	£41,097	£60,583
Scotland	1	£42,600	£42,600	£42,600	£42,600	£42,600	£42,600
Midlands	17	£42,287	£12,000	£27,500	£31,255	£37,132	£218,043
Very small - less than 5 staff	14	£29,079	£12,000	£26,250	£28,000	£30,500	£50,000
Small - 5 to 9 staff	19	£34,224	£22,790	£29,000	£30,000	£40,000	£60,000
Medium - 10 to 19 staff	28	£40,077	£24,000	£30,000	£32,000	£37,000	£218,043
Large - 20 to 49 staff	17	£39,099	£28,000	£30,136	£39,000	£45,000	£60,583
Very large - more than 50 staff	11	£39,503	£30,591	£36,950	£38,496	£40,549	£51,400

## Level 5 - 2025 pay awards

Pay awards - Level 5	0 to 2.5%	2.6 to 5%	5.1 to 7.5%	7.6 to 10%	>10%	No salary increases	Unsure/don't know
<b>Overall</b>	<b>19%</b>	<b>64%</b>	<b>7%</b>	<b>0%</b>	<b>0%</b>	<b>7%</b>	<b>4%</b>
Very Small - less than 5 staff	12%	53%	18%	0%	0%	6%	12%
Small - 5 to 9 staff	8%	71%	17%	0%	0%	0%	4%
Medium - 10 to 19 staff	20%	71%	3%	0%	0%	6%	0%
Large - 20 to 49 staff	33%	56%	0%	0%	0%	11%	0%
Very Large - more than 50 staff	27%	64%	0%	0%	0%	0%	9%
East of England	25%	75%	0%	0%	0%	0%	0%
London & South East	21%	61%	7%	0%	0%	6%	4%
Midlands	25%	55%	10%	0%	0%	5%	5%
North	0%	70%	10%	0%	0%	20%	0%
Scotland	0%	100%	0%	0%	0%	0%	0%
South West	0%	100%	0%	0%	0%	0%	0%



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