

Sno	Format	Area	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
1	Percent	Region	Q3: In which region/devolved administration is your head office located?												
2	Percent	Region	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
3	Percent	Region	East of England	5%	100%	0%	0%	0%	0%	0%	8%	4%	0%	0%	0%
4	Percent	Region	East Midlands	5%	2%	0%	0%	0%	23%	12%	12%	0%	3%	5%	0%
5	Percent	Region	London	40%	0%	0%	0%	82%	0%	48%	0%	48%	50%	0%	74%
6	Percent	Region	North East	3%	0%	0%	30%	0%	0%	0%	0%	5%	0%	0%	0%
7	Percent	Region	North West	2%	0%	0%	18%	0%	0%	0%	0%	7%	0%	0%	0%
8	Percent	Region	South East	10%	0%	0%	0%	18%	0%	0%	15%	11%	3%	5%	8%
9	Percent	Region	South West	1%	0%	100%	0%	0%	0%	0%	4%	0%	0%	0%	0%
10	Percent	Region	West Midlands	16%	0%	0%	0%	0%	0%	77%	15%	15%	28%	11%	0%
11	Percent	Region	Yorkshire & Humberside	4%	0%	0%	65%	0%	0%	0%	11%	0%	0%	0%	0%
12	Percent	Region	Northern Ireland	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
13	Percent	Region	Scotland	2%	0%	0%	0%	0%	100%	0%	8%	4%	0%	0%	0%
14	Percent	Region	Wales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
15	Percent	Region													
16	Percent	Region													
19	Percent	Members	Q4: Which membership renewal model do you currently use?												
20	Percent	Members	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
21	Percent	Members	Fixed 12 month (follows a fixed start and end date)	83%	17%	25%	32%	67%	24%	54%	31%	27%	39%	28%	22%
22	Percent	Members	Rolling 12 month (starting from date of joining)	30%	17%	36%	28%	28%	31%	24%	15%	15%	8%	17%	22%
23	Percent	Members	Both	14%	0%	25%	27%	14%	0%	12%	15%	0%	0%	0%	0%
24	Percent	Members													
27	Percent	Members													
28	Percent	Profit/Loss	Q5: What financial year do you follow?												
29	Percent	Profit/Loss	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
30	Percent	Profit/Loss	Jan-Dec	60%	60%	50%	50%	33%	53%	54%	68%	72%	68%	50%	50%
31	Percent	Profit/Loss	Feb-Jan	1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	5%	0%
32	Percent	Profit/Loss	Mar-Feb	1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	9%
33	Percent	Profit/Loss	Apr-Mar	17%	17%	32%	42%	17%	67%	67%	27%	23%	11%	0%	0%
34	Percent	Profit/Loss	May-Apr	1%	0%	0%	0%	0%	0%	4%	0%	4%	0%	0%	0%
35	Percent	Profit/Loss	Jun-May	2%	0%	0%	0%	4%	0%	0%	4%	4%	0%	5%	0%
36	Percent	Profit/Loss	Jul-Jun	6%	0%	0%	9%	9%	0%	0%	4%	11%	3%	0%	18%
37	Percent	Profit/Loss	Aug-Jul	3%	0%	0%	3%	4%	0%	4%	0%	0%	0%	5%	0%
38	Percent	Profit/Loss	Sept-Aug	1%	0%	0%	0%	4%	0%	0%	0%	3%	0%	0%	0%
39	Percent	Profit/Loss	Oct-Sept	6%	17%	0%	9%	7%	0%	0%	7%	8%	0%	5%	0%
40	Percent	Profit/Loss	Nov-Oct	1%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%
41	Percent	Profit/Loss	Dec-Nov	1%	0%	0%	0%	1%	0%	0%	4%	0%	0%	0%	0%
42	Percent	Profit/Loss													
43	Percent	Profit/Loss													
46	Currency	Revenue	Q6: Revenue of your association in GBP based on your latest approved financial statements: Please enter a number e.g. £10,000 as "10000".												
47	Currency	Revenue	Option/Statistic	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
48	Currency	Revenue	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
49	Currency	Revenue	Subfield: Membership subscriptions												
50	Currency	Revenue	Count	221	6	4	11	73	3	24	26	27	34	17	10
51	Currency	Revenue	Average	£1,871,623	£648,580	£960,879	£599,292	£2,491,194	£311,293	£1,222,837	£282,311	£1,442,903	£1,566,319	£3,081,966	£6,282,636
52	Currency	Revenue	Min	£60,000	£150,000	£251,400	£100,000	£40,000	£178,000	£150,000	£100,000	£120,000	£60,000	£800,000	£876,707
53	Currency	Revenue	Q1	£390,000	£317,517	£331,290	£234,609	£317,000	£264,000	£387,750	£383,500	£380,812	£1,731,147	£2,013,801	£2,013,801
54	Currency	Revenue	Median	£780,000	£660,000	£901,058	£386,884	£1,190,000	£500,000	£510,732	£233,387	£1,195,000	£1,735,500	£6,102,500	£6,102,500
55	Currency	Revenue	Q3	£1,692,272	£890,000	£1,508,647	£625,500	£2,755,500	£377,940	£989,039	£300,000	£845,000	£1,478,197	£3,845,000	£5,106,500
56	Currency	Revenue	Max	£16,363,000	£1,291,458	£1,790,000	£2,500,000	£16,363,000	£405,879	£14,000,000	£740,000	£14,000,000	£14,000,000	£7,986,557	£16,363,000
57	Currency	Revenue	Sum	£226,466,338	£3,891,481	£3,843,515	£6,592,210	£181,857,172	£933,879	£29,348,081	£7,340,085	£39,633,375	£53,254,853	£52,393,420	£62,826,360
58	Currency	Revenue	Subfield: Other												
59	Currency	Revenue	Count	221	6	4	11	73	3	24	26	27	34	17	10
60	Currency	Revenue	Average	£951,906	£124,368	£271,735	£146,208	£1,426,701	£94,605	£304,423	£60,167	£128,966	£304,431	£1,604,608	£6,903,017
61	Currency	Revenue	Min	£0	£25,000	£27,000	£0	£0	£2,090	£0	£0	£0	£0	£0	£250,000
62	Currency	Revenue	Q1	£24,574	£32,430	£46,750	£0	£22,475	£58,545	£65,250	£2,778	£10,000	£105,794	£2,684,175	£2,684,175
63	Currency	Revenue	Median	£100,000	£76,320	£100,000	£50,000	£85,000	£68,000	£138,500	£34,545	£75,000	£143,500	£4,941,611	£4,941,611
64	Currency	Revenue	Q3	£395,264	£141,028	£324,985	£95,000	£869,399	£125,863	£370,136	£95,750	£348,526	£1,068,426	£11,660,180	£11,660,180
65	Currency	Revenue	Max	£15,446,338	£880,338	£993,999	£1,547,077	£15,446,338	£15,446,338	£2,146,206	£1,407,000	£1,407,000	£15,446,338	£15,446,338	£15,446,338
66	Currency	Revenue	Sum	£115,180,584	£746,210	£1,086,938	£1,608,291	£104,149,189	£283,816	£7,306,140	£1,564,329	£5,912,089	£12,254,667	£27,278,332	£68,030,167
67	Currency	Revenue	Subfield: Sponsorship/partnership												
68	Currency	Revenue	Count	221	6	4	11	73	3	24	26	27	34	17	10
69	Currency	Revenue	Average	£165,603	£111,365	£113,042	£168,747	£217,193	£13,333	£73,596	£36,556	£78,511	£125,380	£198,387	£774,720
70	Currency	Revenue	Min	£0	£0	£13,174	£0	£0	£0	£0	£0	£0	£0	£0	£0
71	Currency	Revenue	Q1	£0	£0	£52,419	£12,500	£0	£12,500	£0	£0	£11,250	£0	£17,250	£0
72	Currency	Revenue	Median	£30,000	£10,000	£82,998	£36,150	£46,150	£15,000	£21,000	£15,000	£30,000	£43,078	£28,218	£451,059
73	Currency	Revenue	Q3	£115,000	£17,500	£143,621	£105,500	£200,000	£20,000	£66,217	£50,000	£93,037	£130,000	£400,000	£781,274
74	Currency	Revenue	Max	£2,846,383	£20,188	£255,000	£890,000	£2,846,383	£255,000	£483,369	£200,468	£660,000	£1,525,000	£850,000	£2,846,383
75	Currency	Revenue	Sum	£20,037,959	£68,188	£452,169	£1,856,216	£15,855,076	£40,000	£1,766,310	£950,463	£2,119,789	£4,262,936	£3,372,572	£7,747,199
78	Currency	Revenue	Subfield: Total Revenue												
79	Currency	Revenue	Count	221	6	4	11	73	3	24	26	27	34	17	10
80	Currency	Revenue	Average	£3,115,199	£932,230	£1,457,823	£996,578	£4,249,829	£450,498	£1,729,292	£398,569	£1,829,395	£2,199,211	£5,049,002	£14,228,014
81	Currency	Revenue	Min	£100,000	£200,000	£530,748	£100,000	£100,000	£233,890	£202,000	£100,000	£422,984	£1,520,000	£7,093,474	£7,093,474
82	Currency	Revenue	Q1	£252,605	£410,872	£612,864	£461,492	£927,500	£389,445	£371,750	£246,831	£733,800	£1,361,854	£2,364,000	£10,140,250
83	Currency	Revenue	Median	£1,363,138	£1,084,100	£1,459,352	£680,000	£1,695,000	£545,000	£1,110,380	£356,500	£970,760	£1,656,500	£3,515,811	£15,048,558
84	Currency	Revenue	Q3	£2,365,000	£1,409,312	£2,264,210	£1,358,989	£4,989,000	£558,803	£1,795,400	£545,187	£1,357,589	£2,127,500	£5,275,061	£17,895,946
85	Currency	Revenue	Max	£21,520,000	£1,520,000	£2,881,841	£1,400,000	£21,520,000	£572,605	£16,836,781	£800,000	£14,000,000	£16,836,781	£21,520,000	£20,910,000
86	Currency	Revenue	Sum	£736,939,036	£5,993,379	£5,811,292	£10,962,358	£131,697,494	£1,351,495	£41,503,018	£10,362,788	£49,393,668	£85,833,033	£142,280,136	£142,280,136
89	Currency	Revenue	Subfield: Training/accreditations												
90	Currency	Revenue	Count	221	6	4	11	73	3	24	26	27	34	17	10
91	Currency	Revenue	Average	£126,067	£147,917	£112,168	£82,331	£134,741	£31,267	£128,437	£19,535	£64,015	£147,080	£164,042	£367,641
92	Currency	Revenue	Min	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
93	Currency	Revenue	Q1	£0	£0	£3,375	£0	£0	£3,375	£0	£0	£0	£0	£0	£0
94	Currency	Revenue	Median	£5,000	£18,500	£43,771	£0	£0	£8,800	£50,441	£9,000	£0	£19,780	£9,000	£271,944
95	Currency	Revenue	Q3	£80,000	£36,250	£133,438	£81,821	£66,900	£46,900	£170,000	£3,786	£79,717	£190,798	£491,929	£491,929
96	Currency	Revenue	Max	£1,500,000	£810,000	£981,129	£400,000	£1,500,000	£85,000	£790,000	£315,000	£400,000	£810,000	£1,176,509	£1,246,000
97	Currency	Revenue	Sum	£15,254,155	£887,250	£448,670	£292,641	£2,856,057	£5,800	£3,082,487	£507,811	£1,728,415	£5,000,710	£2,788,709	£3,676,410
98	Currency	Revenue													
100	Currency	Expenses	Q7: Expenses of your association in GBP based on your latest approved financial statements: Please enter a number e.g. £10,000 as "10000".												
101	Currency	Expenses	Option/Statistic	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

115	Currency	Expenses	Average		£1,391,313	£492,818	£625,277	£517,256	£1,990,127	£263,937	£572,707	£169,500		£471,827	£687,242	£2,560,523	£6,930,668
116	Currency	Expenses	Min		£0	£127,000	£0	£90,000	£0	£128,483	£0	£0		£0	£0	£1,137,662	£2,757,589
117	Currency	Expenses	Q1		£224,448	£224,134	£129,302	£231,000	£418,500	£218,742	£160,000	£128,862		£202,250	£750,000	£1,651,198	£1,917,258
118	Currency	Expenses	Median		£700,000	£535,250		£644,555	£285,000	£815,910	£309,000	£532,000		£157,000	£873,300	£1,999,000	£6,899,558
119	Currency	Expenses	Q3		£1,200,000	£750,125	£1,140,310	£642,552	£2,741,669	£331,665	£912,000	£120,299		£577,121	£1,205,000	£3,269,974	£9,325,000
120	Currency	Expenses	Max		£1,806,868	£841,232	£1,112,000	£1,975,815	£11,806,868	£1,554,329	£1,257,317	£366,229		£980,830	£1,306,000	£4,806,413	£11,806,868
121	Currency	Expenses	Sum		£165,566,216	£2,956,910	£2,501,109	£5,689,814	£139,108,385	£791,812	£14,317,686	£4,406,998		£12,267,506	£29,278,998	£45,528,387	£69,506,682
122	Currency	Expenses															
123	Currency	Expenses	Subfield: Total Expense														
124	Currency	Expenses	Count	119	6	Count	4	Count	3	Count	25	Count	26	Count	32	Count	17
125	Currency	Expenses	Average	£2,375,623	£966,862	£1,384,585	£963,538	£3,382,358	£414,369	£922,902	£305,698		£926,031	£1,626,046	£4,748,980	£10,739,216	
126	Currency	Expenses	Min	£0	£188,800	£0	£105,000	£0	£182,596	£0	£0		£302,818	£0	£1,395,758	£3,109,384	
127	Currency	Expenses	Q1	£479,500	£416,652	£340,479	£367,409	£772,500	£330,798	£283,340	£164,000		£580,621	£2,116,405	£2,288,627	£2,288,627	
128	Currency	Expenses	Median	£1,200,000	£1,057,157	£1,327,986	£550,000	£1,495,115	£479,000	£1,040,726	£269,170		£973,734	£1,468,000	£3,395,791	£10,200,958	
129	Currency	Expenses	Q3	£2,159,203	£1,462,421	£2,292,092	£1,229,916	£3,698,948	£530,255	£1,395,758	£451,470		£1,115,458	£1,941,000	£5,406,795	£12,812,500	
130	Currency	Expenses	Max	£20,538,000	£1,697,398	£4,002,412	£20,538,000	£581,510	£2,116,405	£800,000			£2,307,000	£1,800,000	£20,938,000	£18,648,000	
131	Currency	Expenses	Sum	£289,939,120	£5,801,170	£5,218,341	£10,908,922	£26,765,030	£1,243,106	£23,072,551	£7,948,145		£24,076,812	£53,659,524	£80,732,663	£107,392,160	
133	Currency	Expenses															
134	Currency	Profit/Loss	Q8: Operating Profit/Loss in GBP based on your latest approved financial statements: Operating profit/loss - (Revenue) - (Cost of goods sold + Operating expenses + Depreciation/amortisation) Please enter a number e.g. £10,000 as "10000" or (£10,000) as "-10000"														
135	Currency	Profit/Loss	Option/Statistic		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	
137	Currency	Profit/Loss	Subfield: Operating Profit/Loss		Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	
138	Currency	Profit/Loss	Count	111	4	Count	3	Count	23	Count	23	Count	25	Count	30	Count	
139	Currency	Profit/Loss	Average	£64,790	£61,034	£15,189	£27,708	£93,526	£22,363	£42,912	£19,454		£42,912	£19,454	£27,665	£8,751	
140	Currency	Profit/Loss	Min	£473,000	£47,706	£180,528	£137,727	£473,000	£407	£135,920	£45,357		£273,000	£180,528	£421,315	£473,000	
141	Currency	Profit/Loss	Q1	£14,835	£12,200	£79,150	£25,250	£15,347	£845	£24,452	£911		£23,560	£13,734	£117,235	£13,734	
142	Currency	Profit/Loss	Median	£25,000	£16,820	£31,084	£31,769	£31,000	£2,096	£23,000	£12,000		£16,000	£42,960	£10,000	£438,183	
143	Currency	Profit/Loss	Q3	£81,500	£45,425	£121,133	£42,829	£100,000	£34,048	£54,486	£62,439		£146,500	£77,785	£144,820	£144,820	
144	Currency	Profit/Loss	Max	£1,064,000	£274,382	£1,942	£136,000	£1,064,000	£66,000	£333,534	£145,000		£1,064,000	£615,800	£696,000	£839,000	
145	Currency	Profit/Loss	Sum	£7,191,669	£366,202	£2,270,754	£277,084	£5,975,202	£67,689	£726,246	£447,444		£1,122,791	£2,480,011	£148,763	£2,726,649	
146	Currency	Profit/Loss															
147	Currency	Profit/Loss	Subfield: Total Profit/Loss														
148	Currency	Profit/Loss	Count	111	4	Count	3	Count	23	Count	23	Count	25	Count	30	Count	
149	Currency	Profit/Loss	Average	£64,790	£61,034	£15,189	£27,708	£93,526	£22,363	£42,912	£19,454		£42,912	£19,454	£27,665	£8,751	
150	Currency	Profit/Loss	Min	£473,000	£47,706	£180,528	£137,727	£473,000	£407	£135,920	£45,357		£273,000	£180,528	£421,315	£473,000	
151	Currency	Profit/Loss	Q1	£14,835	£12,200	£79,150	£25,250	£15,347	£845	£24,452	£911		£23,560	£13,734	£117,235	£13,734	
152	Currency	Profit/Loss	Median	£25,000	£16,820	£31,084	£31,769	£31,000	£2,096	£23,000	£12,000		£16,000	£42,960	£10,000	£438,183	
153	Currency	Profit/Loss	Q3	£81,500	£45,425	£121,133	£42,829	£100,000	£34,048	£54,486	£62,439		£146,500	£77,785	£144,820	£144,820	
154	Currency	Profit/Loss	Max	£1,064,000	£274,382	£1,942	£136,000	£1,064,000	£66,000	£333,534	£145,000		£1,064,000	£615,800	£696,000	£839,000	
155	Currency	Profit/Loss	Sum	£7,191,669	£366,202	£2,270,754	£277,084	£5,975,202	£67,689	£726,246	£447,444		£1,122,791	£2,480,011	£148,763	£2,726,649	
156	Currency	Profit/Loss															
157	Percent	Profit/Loss	Q9: 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?														
158	Percent	Profit/Loss	Answer Choices		Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	
159	Percent	Profit/Loss	1-3 months		10%	0%	0%	9%	10%	0%	12%	4%	11%	12%	12%	20%	
160	Percent	Profit/Loss	4-6 months		25%	17%	0%	9%	30%	67%	20%	22%	20%	47%	47%	20%	
161	Percent	Profit/Loss	7-11 months		17%	17%	0%	36%	12%	3%	18%	28%	12%	12%	20%	20%	
162	Percent	Profit/Loss	12+ months		45%	67%	100%	45%	41%	3%	48%	51%	40%	29%	40%	20%	
163	Percent	Profit/Loss															
166	Percent	Profit/Loss															
167	Percent	Members	Q10: Please enter the following membership numbers based on the last 12 months. Please enter a number e.g. 10,000 as "10000".														
168	Number	Members	Option/Statistic		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	
169	Number	Members	Count	118	6	Count	4	Count	24	Count	24	Count	27	Count	35	Count	
170	Number	Members	Subfield: Number of lapsed members														
171	Number	Members	Count	118	6	Count	4	Count	24	Count	24	Count	27	Count	35	Count	
172	Number	Members	Average	£51.43	£176.00	£25.00	£66.27	£27.50	£12.00	£66.63	£8.84		£20.81	£147.24	£69.54	£51.20	
173	Number	Members	Min	£160.00	£1016.00	£73.00	£160.00	£300.00	£8.00	£600.00	£41.00		£154.00	£1016.00	£160.00	£164.00	
174	Number	Members	Q1	£9.00	£18.00	£13.25	£17.50	£13.00	£18.00	£11.50	£13.00		£22.50	£34.00	£90.50	£90.50	
175	Number	Members	Median	£11.00	£10.00	£12.00	£11.00	£10.00	£13.00	£17.50	£8.00		£3.00	£19.00	£30.50	£30.50	
176	Number	Members	Q3	£2.00	£1.50	£3.75	£2.50	£2.00	£0.00	£2.00	£0.00		£5.00	£3.50	£0.00	£8.25	
177	Number	Members	Max	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	
178	Number	Members	Sum	£305.00	£1056.00	£100.00	£1829.00	£1925.00	£36.00	£1359.00	£221.00		£562.00	£2434.00	£2503.00	£532.00	
179	Number	Members															
180	Number	Members	Subfield: Number of members at the start of the reporting period (i.e. month #1)														
181	Number	Members	Count	118	6	Count	4	Count	24	Count	24	Count	27	Count	35	Count	
182	Number	Members	Average	£636.16	£981.00	£591.25	£1136.18	£220.67	£718.96	£168.32	£334.81		£1006.11	£1128.00	£148.50	£448.50	
183	Number	Members	Min	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	
184	Number	Members	Q1	£11.75	£82.25	£61.25	£112.50	£108.50	£161.00	£171.25	£68.00		£129.50	£171.00	£170.75	£170.75	
185	Number	Members	Median	£219.00	£161.50	£207.50	£196.00	£209.00	£161.00	£265.50	£155.00		£200.00	£301.00	£334.50	£334.50	
186	Number	Members	Q3	£427.50	£445.00	£339.50	£610.00	£386.25	£235.50	£624.75	£198.00		£319.50	£1027.00	£1027.00	£1027.00	
187	Number	Members	Max	£9410.00	£5065.00	£1904.00	£9410.00	£7530.00	£290.00	£4797.00	£690.00		£1345.00	£7500.00	£1513.00	£1513.00	
188	Number	Members	Sum	£75067.00	£5886.00	£2373.00	£12488.00	£6453.00	£602.00	£17255.00	£4208.00		£9040.00	£35214.00	£19176.00	£6485.00	
189	Number	Members															
190	Number	Members	Subfield: Number of new members														
191	Number	Members	Count	118	6	Count	4	Count	24	Count	24	Count	27	Count	35	Count	
192	Number	Members	Average	£1.27	£110.50	£22.75	£106.36	£42.56	£4.33	£46.00	£13.68		£25.96	£68.37	£102.53	£75.90	
193	Number	Members	Min	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	
194	Number	Members	Q1	£0.00	£4.25	£4.25	£7.50	£5.00	£0.00	£7.25	£0.00		£4.00	£7.00	£10.00	£5.25	
195	Number	Members	Median	£16.50	£9.00	£6.00	£15.00	£17.50	£17.00	£18.00	£9.00		£12.00	£16.00	£26.00	£25.50	
196	Number	Members	Q3	£23.50	£164.00	£202.00	£257.00	£233.50	£155.00	£258.50	£142.00		£210.00	£255.00	£313.50	£313.50	
197	Number	Members	Max	£851.00	£620.00	£71.00	£851.00	£620.00	£212.50	£652.75	£230.00		£362.50	£865.00	£1051.75	£1051.75	
198	Number	Members	Sum	£6050.00	£665.00	£51.00	£1570.00	£2979.0									

216	Number	Members	Average	66.87	16.00	66.25	32.82	91.35	21.00	38.64	38.48	66.92	42.34	147.92	129.11
217	Number	Members	Min	0.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00
218	Number	Members	Q1	8.25	0.75	15.00	0.00	15.00	15.00	7.00	4.50	11.50	20.00	15.00	40.00
219	Number	Members	Median	23.50	0.00	47.50	5.00	36.00	21.00	20.00	14.00	20.00	43.00	35.00	80.00
220	Number	Members	Q3	58.75	27.25	98.75	17.00	78.00	21.50	46.00	38.50	33.00	60.00	159.00	140.00
221	Number	Members	Max	943.00	44.00	170.00	240.00	943.00	22.00	230.00	230.00	930.00	144.00	943.00	600.00
222	Number	Members	Sum	6831.00	96.00	265.00	361.00	5207.00	42.00	850.00	885.00	1268.00	1228.00	1923.00	1162.00
223	Number	Members													
224	Number	Members	Subfield: SME members												
225	Number	Members	Count	302	6	4	11	57	2	22	23	24	29	12	9
226	Number	Members	Average	509.99	900.00	524.75	1043.91	375.82	127.50	516.36	129.04	278.75	716.10	1184.85	576.89
227	Number	Members	Min	0.00	37.00	14.00	27.00	0.00	120.00	0.00	0.00	3.00	1.00	0.00	0.00
228	Number	Members	Q1	45.25	48.25	27.50	104.00	52.00	123.75	119.50	30.00	103.75	90.00	79.00	122.00
229	Number	Members	Median	153.00	153.00	126.00	255.00	140.00	127.50	210.50	90.00	175.50	162.00	281.00	500.00
230	Number	Members	Q3	350.00	322.25	623.25	445.50	345.00	131.25	498.00	166.00	346.25	356.00	691.00	691.00
231	Number	Members	Max	8655.00	4469.00	1833.00	8655.00	7450.00	135.00	4250.00	500.00	1256.00	7450.00	8655.00	1625.00
232	Number	Members	Sum	52039.00	1400.00	2099.00	13483.00	23422.00	255.00	11360.00	2968.00	6690.00	20767.00	15403.00	5192.00
233	Number	Members													
234	Number	Members	Subfield: Total Members												
235	Number	Members	Count	302	6	4	11	57	2	22	23	24	29	12	9
236	Number	Members	Average	576.86	916.00	591.00	1076.73	467.18	148.50	555.00	167.52	345.67	758.45	1332.77	706.00
237	Number	Members	Min	7.00	37.00	52.00	27.00	9.00	142.00	7.00	7.00	17.00	9.00	15.00	122.00
238	Number	Members	Q1	106.25	83.00	145.00	115.50	105.00	145.25	155.50	57.50	124.00	112.00	124.00	144.00
239	Number	Members	Median	210.50	164.00	202.00	269.00	190.00	148.50	259.00	139.00	191.00	220.00	435.00	712.00
240	Number	Members	Q3	475.00	345.50	642.00	600.00	435.00	151.75	590.25	213.00	369.75	460.00	752.00	1100.00
241	Number	Members	Max	8655.00	4469.00	1908.00	8655.00	7500.00	155.00	4250.00	770.00	7000.00	8655.00	1721.00	1721.00
242	Number	Members	Sum	58940.00	1496.00	2364.00	13844.00	26620.00	297.00	12210.00	3813.00	8296.00	23995.00	17336.00	6354.00
243	Number	Members													
244	Percent	Recruitment	Q12: Has your organisation already recruited or is it planning to recruit more staff in 2023?												
245	Percent	Recruitment	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
246	Percent	Recruitment	Yes, already recruited in 2023	51%	50%	100%	45%	51%	33%	50%	36%	44%	72%	50%	55%
247	Percent	Recruitment	Yes, planning to recruit in 2023	8%	0%	0%	27%	7%	0%	8%	8%	19%	3%	6%	0%
248	Percent	Recruitment	Yes, already recruited and planning to recruit in 2023	0%	17%	17%	0%	17%	0%	8%	4%	14%	22%	36%	36%
249	Percent	Recruitment	No, not recruited and don't plan to in 2023	26%	33%	0%	18%	25%	67%	31%	44%	33%	22%	14%	9%
250	Percent	Recruitment	Unsure/Don't know	1%	0%	0%	0%	0%	0%	4%	4%	0%	0%	0%	0%
251	Percent	Recruitment													
252	Percent	Recruitment													
253	Percent	Recruitment	Q13: How would you describe your experience of recruitment over the last 12 months?												
254	Percent	Recruitment	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
255	Percent	Recruitment	Much harder than previously	11%	17%	0%	9%	13%	0%	12%	12%	15%	11%	11%	9%
256	Percent	Recruitment	A bit harder than previously	21%	0%	0%	36%	21%	0%	28%	13%	21%	26%	19%	18%
257	Percent	Recruitment	The same as previously/back to normal	33%	33%	75%	30%	41%	33%	24%	31%	38%	42%	45%	45%
258	Percent	Recruitment	Easier than previously	12%	17%	0%	9%	14%	0%	12%	12%	8%	11%	21%	18%
259	Percent	Recruitment	Much easier than previously	1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	9%
260	Percent	Recruitment	Did not recruit in the last 12 months	16%	33%	25%	9%	10%	67%	24%	35%	19%	8%	0%	0%
261	Percent	Recruitment													
262	Percent	Recruitment													
263	Percent	Recruitment													
264	Percent	Recruitment													
265	Percent	Recruitment													
266	Percent	Recruitment													
267	Percent	Recruitment	Q14: Thinking about your experience of recruiting over the last 12 months and the number of applicants in general would you say you have had...												
268	Percent	Recruitment	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
269	Percent	Recruitment	More applicants	30%	0%	33%	18%	30%	33%	11%	30%	19%	47%	45%	45%
270	Percent	Recruitment	About the same number of applicants	39%	67%	33%	45%	39%	0%	38%	42%	43%	47%	36%	36%
271	Percent	Recruitment	Less applicants	14%	0%	33%	18%	14%	0%	19%	0%	23%	5%	18%	1%
272	Percent	Recruitment	Did not recruit in the last 12 months	17%	33%	0%	18%	9%	67%	24%	46%	15%	29%	0%	0%
273	Percent	Recruitment													
274	Percent	Recruitment													
275	Percent	Recruitment													
276	Percent	Recruitment													
277	Percent	Recruitment	Q15: Thinking about your experience of recruiting over the last 12 months, and the quality of applicants, would you say you have seen...												
278	Percent	Recruitment	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
279	Percent	Recruitment	More high quality candidates	19%	0%	50%	9%	22%	33%	13%	32%	12%	14%	33%	9%
280	Percent	Recruitment	About the same quality of candidates	44%	56%	25%	73%	43%	0%	43%	20%	52%	57%	39%	45%
281	Percent	Recruitment	Less high quality candidates	22%	17%	25%	9%	26%	0%	22%	8%	24%	23%	28%	45%
282	Percent	Recruitment	Did not recruit in the last 12 months	14%	33%	0%	9%	9%	67%	22%	40%	0%	12%	0%	0%
283	Percent	Recruitment													
284	Percent	Recruitment													
285	Percent	Recruitment													
286	Percent	Recruitment													
287	Percent	Salary	Q16: Thinking about how your new starter salaries compare to 2024 are they...												
288	Percent	Salary	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
289	Percent	Salary	More than 10% higher	2%	0%	0%	3%	0%	0%	0%	0%	7%	3%	0%	0%
290	Percent	Salary	5-10% higher	31%	33%	50%	36%	30%	0%	31%	15%	41%	47%	33%	0%
291	Percent	Salary	0-5% higher	41%	0%	25%	27%	34%	67%	11%	27%	22%	31%	33%	73%
292	Percent	Salary	About the same	16%	17%	0%	18%	21%	0%	4%	12%	11%	8%	33%	27%
293	Percent	Salary	Lower	2%	17%	0%	0%	1%	0%	4%	8%	0%	3%	0%	0%
294	Percent	Salary	Not applicable	17%	33%	25%	18%	10%	33%	31%	38%	0%	8%	0%	0%
295	Percent	Salary													
296	Percent	Salary													
297	Percent	Salary													
298	Percent	Salary													
299	Percent	TAF Membership	Q17: If you are a TAF member, do you have a log in for the TAF website?												
300	Percent	TAF Membership	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
301	Percent	TAF Membership	TAF member with a log in	50%	50%	75%	64%	43%	33%	62%	58%	59%	43%	39%	36%
302	Percent	TAF Membership	TAF member without a log in	12%	33%	25%	18%	7%	0%	8%	12%	15%	9%	11%	18%
303	Percent	TAF Membership	Not a TAF member	39%	17%	0%	18%	49%	33%	31%	31%	26%	49%	50%	45%
304	Percent	TAF Membership													
305	Percent	TAF Membership													
306	Percent	TAF Membership													
307	Percent	TAF Membership													
308	Percent	TAF Membership	Q18: Which of the following TAF Member benefits are you aware of?												
309	Percent	TAF Membership	If you are a TAF member and are interested in making the full use of your membership, get involved/get in touch today: secretariat@taforum.org.												
310	Percent	TAF Membership	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
311	Percent	TAF Membership	Special Interest Groups - TAF runs a number of Special Interest Groups (SIGs) that bring together people who work in similar job functions or have similar interests or characteristics.	41%	60%	50%	45%	28%	67%	70%	50%	37%	33%	32%	9%
312	Percent	TAF Membership	Training - TAF curates resources and provides a number of training courses to help professionals from the sector in their personal and professional development.	47%	60%	50%	82%	38%	33%	55%	46%	56%	33%	26%	27%
313	Percent	TAF Membership	Association Leadership Compass - The Association Leadership Compass is broken down into 9 key functions of leadership within the association sector. Each area sets out the expectations required for leadership, the behaviours, skills and knowledge that are required and some suggested training courses and further reading that are available to explore further.	20%	40%	50%	36%	11%	0%	35%	27%	19%	19%	11%	0%
314	Percent	TAF Membership	TAF Portable Deals and Discounts - TAF has developed key partnerships across key business services enabling TAF Members to roll out a service offering to their members with minimal effort.	26%	40%	50%	55%	18%	33%	25%	35%	30%	11%	16%	18%
315	Percent	TAF Membership	TAF Business Hub - The hub offers up-to-date advice, guidance, and customisable templates, from employment contracts to business plans, all available 24/7 to support your everyday business needs.	28%	40%	50%	45%	16%	67%	45%	38%	26%	22%	16%	0%
316	Percent	TAF Membership	TAF Expert Network - TAF Members can access free advice from our Expert Network covering a huge range of an association's operational activities.	29%	60%	100%	55%	15%	33%	45%	38%	26%	22%	11%	9%
317	Percent	TAF Membership	TAF Legal Hub - The TAF legal hub allows members to generate legal documents, e-sign documents and much more - all free with TAF membership.	27%	40%	50%	45%	18%	33%	40%	27%	41%	19%	11%	0%

318	Percent	TAF Membership	TAF Jobs Board - We have partnered with leading jobs tech provider Workable to help TAF members find the best candidates for their roles.	41%	40%	50%	64%	34%	33%	50%	46%	48%	28%	21%	18%
319	Percent	TAF Membership	TAF Supplier Directory - Preferential deals with leading suppliers to associations, helping you deliver great services to your members at the best possible prices.	27%	40%	50%	55%	18%	0%	35%	35%	33%	11%	16%	9%
320	Percent	TAF Membership	Not a TAF member	39%	20%	0%	18%	52%	33%	20%	31%	26%	39%	42%	36%
321	Percent	TAF Membership													
324	Percent	TAF Membership													
325	Percent	Working practices	Q19: Thinking about your current working practices, which statement most closely represents your approach to where your staff work?												
326	Percent	Working practices	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
327	Percent	Working practices	Fully flexible - staff can choose to work from home or the office as they like	22%	33%	50%	9%	20%	33%	28%	27%	30%	19%	26%	0%
328	Percent	Working practices	Part flexible - staff must work a certain number of days in the office each week, but can choose which ones	31%	0%	25%	27%	39%	0%	24%	15%	19%	33%	42%	82%
329	Percent	Working practices	Mandated days - staff must be in the office on specific days each week	22%	33%	0%	35%	21%	0%	28%	12%	30%	33%	16%	18%
330	Percent	Working practices	Staff can only work from home in exceptional circumstances	4%	0%	0%	2%	3%	0%	8%	0%	7%	0%	2%	0%
331	Percent	Working practices	We do not have an office and our staff work from home 100% of the time	14%	33%	25%	27%	13%	67%	0%	38%	4%	0%	5%	0%
332	Percent	Working practices	We do not allow staff to work from home	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
333	Percent	Working practices	Other	6%	0%	0%	0%	4%	0%	12%	8%	11%	3%	5%	0%
334	Percent	Working practices													
337	Percent	Working practices													
338	Percent	Working practices	Q20: Is your working environment fully established for the long term or subject to further discussion and amendment?												
339	Percent	Working practices	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
340	Percent	Working practices	Yes, we are happy with our current working environment	88%	100%	75%	100%	80%	100%	100%	92%	92%	81%	84%	91%
341	Percent	Working practices	No, we are still working out a pattern of working that suits our association	12%	0%	25%	0%	18%	0%	0%	8%	8%	19%	11%	9%
342	Percent	Working practices	Other	1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	5%	0%
343	Percent	Working practices													
346	Percent	Working practices													
347	Percent	Staff	Q21: How has the amount of work outsourced/contracted out changed over the last 12 months?												
348	Percent	Staff	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
349	Percent	Staff	Significantly increased	7%	17%	0%	18%	4%	0%	8%	4%	15%	6%	6%	0%
350	Percent	Staff	Slightly increased	26%	0%	0%	36%	31%	33%	28%	30%	36%	6%	9%	9%
351	Percent	Staff	About the same	60%	83%	100%	45%	53%	67%	62%	62%	58%	72%	64%	64%
352	Percent	Staff	Slightly decreased	4%	0%	0%	6%	0%	0%	4%	0%	11%	11%	9%	0%
353	Percent	Staff	Significantly decreased	3%	0%	0%	0%	6%	0%	0%	0%	4%	0%	6%	18%
354	Percent	Staff													
357	Percent	Staff													
358	Number	Staff	Q22: Please enter the total number of full-time equivalent (FTE) employees in your organisation at each of level. Please convert part-timers to FTE - e.g. person working 3 days = 0.6 FTE. Please exclude external consultants. Please enter a number. Percentages and non-numeric characters are not accepted.												
359	Number	Staff	Option/Statistic	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
360	Number	Staff	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
361	Number	Staff	Subfield: CEO or similar												
362	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
363	Number	Staff	Average	0.99	0.82	1.00	1.20	1.00	1.00	0.90	0.90	0.96	1.00	1.09	1.09
364	Number	Staff	Min	0.00	0.10	1.00	1.00	0.60	1.00	0.00	0.00	0.00	0.90	0.80	1.00
365	Number	Staff	Q1	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
366	Number	Staff	Median	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
367	Number	Staff	Q3	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
368	Number	Staff	Max	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
369	Number	Staff	Sum	117.80	4.10	4.00	12.00	72.30	3.00	22.40	25.80	25.80	35.90	20.80	12.00
370	Number	Staff	Subfield: Level 1 - Director or Senior Executive												
371	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
372	Number	Staff	Average	1.97	2.03	1.00	0.80	2.67	0.00	0.82	0.19	0.87	1.72	3.39	7.24
373	Number	Staff	Min	0.00	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
374	Number	Staff	Q1	0.00	1.00	0.00	0.00	0.60	0.00	0.00	0.00	0.00	0.80	2.00	5.30
375	Number	Staff	Median	1.00	1.00	0.50	0.50	1.00	0.00	1.00	0.00	1.00	2.00	3.00	6.00
376	Number	Staff	Q3	3.00	3.00	1.50	1.00	3.85	0.00	1.00	0.00	2.25	4.30	8.00	8.00
377	Number	Staff	Max	4.80	4.80	3.00	3.00	18.00	0.00	3.00	1.60	4.80	8.00	18.00	18.00
378	Number	Staff	Sum	234.55	10.15	4.00	8.00	192.00	0.00	20.40	4.95	23.60	61.90	64.50	79.60
380	Number	Staff	Subfield: Level 2 - Senior Management												
381	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
382	Number	Staff	Average	3.19	0.54	1.75	2.00	4.19	1.33	1.78	0.28	1.30	2.30	5.34	13.94
383	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.80
384	Number	Staff	Q1	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	1.00	4.00	8.60
385	Number	Staff	Median	1.80	0.00	1.50	1.00	2.00	0.00	1.00	0.00	1.00	4.80	15.00	15.00
386	Number	Staff	Q3	4.00	1.00	3.25	3.75	5.00	2.00	3.00	0.45	2.00	4.00	7.00	17.75
387	Number	Staff	Max	25.00	1.70	4.00	7.00	25.00	3.00	6.00	2.00	4.00	6.00	11.60	25.00
388	Number	Staff	Sum	379.94	2.70	7.00	20.00	301.84	4.00	44.40	7.30	35.00	83.90	101.40	153.34
390	Number	Staff	Subfield: Level 3 - Middle Management												
391	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
392	Number	Staff	Average	3.74	2.18	3.20	1.90	4.79	0.83	2.18	0.72	1.30	2.77	5.75	16.57
393	Number	Staff	Min	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.30
394	Number	Staff	Q1	1.00	1.00	1.70	0.25	1.00	0.24	0.00	0.00	0.50	1.75	3.00	14.40
395	Number	Staff	Median	2.00	2.00	1.00	1.00	2.00	1.00	1.00	0.00	2.48	1.00	6.00	15.00
396	Number	Staff	Q3	4.00	2.50	3.50	1.75	6.85	1.24	3.00	1.00	2.00	9.00	17.00	17.00
397	Number	Staff	Max	28.00	5.40	8.00	10.00	28.00	2.00	8.30	3.00	4.00	8.30	11.00	28.00
398	Number	Staff	Sum	444.88	10.90	12.80	10.00	345.10	2.48	54.60	18.68	35.00	99.70	109.20	182.30
400	Number	Staff	Subfield: Level 4 - Junior Management												
401	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
402	Number	Staff	Average	2.88	0.60	2.75	0.60	4.05	0.33	1.10	0.29	0.67	1.87	5.29	17.23
403	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
404	Number	Staff	Q1	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00
405	Number	Staff	Median	0.00	0.00	1.50	0.00	1.00	0.00	1.00	0.00	1.00	1.80	6.00	15.00
406	Number	Staff	Q3	2.00	1.00	3.25	1.00	4.00	0.50	1.00	0.00	1.00	3.20	5.00	20.50
407	Number	Staff	Max	45.50	2.00	4.00	2.00	45.50	1.00	6.80	2.00	2.00	6.60	11.00	45.50
408	Number	Staff	Sum	343.40	3.60	9.00	6.00	294.60	1.00	29.80	6.00	18.00	67.40	62.50	189.50
410	Number	Staff	Subfield: Level 5 - Team Administrator												
411	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
412	Number	Staff	Average	3.18	2.18	0.70	0.80	4.39	0.21	2.84	0.55	1.15	5.62	15.75	47.00
413	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
414	Number	Staff	Q1	0.00	0.00	0.60	0.00	0.78	0.00	0.00	0.00	0.00	0.00	1.55	8.50
415	Number	Staff	Median	1.00	2.00	1.00	1.00	1.00	1.00	1.00	0.00	1.00	1.00	4.00	13.00
416	Number	Staff	Q3	3.80	3.80	1.00	1.00	4.00	0.35	6.80	1.00	1.70	2.55	6.90	22.50
417	Number	Staff	Max	36.00	5.00	1.00	2.00	36.00	0.70	10.60	2.80	5.00	8.60	25.00	36.00
418	Number	Staff	Sum	402.48	10.80	2.80	8.00	309.08	0.70	71.10	14.25	31.00	77.30	106.73	173.20
420	Number	Staff	Subfield: Other FTE staff not included above												
421	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11
422	Number	Staff	Average	3.44	0.11	1.75	3.50	4.63	0.00	1.34	0.08	0.65	1.69	8.04	16.05

424	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
425	Number	Staff	Q1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
426	Number	Staff	Median	0.00	0.00	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
427	Number	Staff	Q3	1.50	0.00	2.25	3.50	2.13	0.00	0.00	0.00	0.30	17.00	38.80	18.80	0.00
428	Number	Staff	Max	89.00	0.55	6.00	22.00	89.00	0.00	19.00	1.00	4.00	8.00	27.67	89.00	0.00
429	Number	Staff	Sum	409.42	0.55	7.00	35.00	333.27	0.00	33.60	1.65	17.60	60.90	152.67	176.60	0.00
431	Number	Staff	Subfield: Total FTE Staff													
432	Number	Staff	Count	219	5	4	10	72	3	25	26	27	36	19	11	
433	Number	Staff	Average	19.60	8.44	11.65	10.80	29.67	3.73	11.05	6.99	13.50	32.52	87.87	12.52	
434	Number	Staff	Min	1.00	2.00	4.60	1.00	1.00	3.00	1.70	1.00	5.00	10.00	20.40	50.00	
435	Number	Staff	Q1	5.00	4.00	8.65	4.25	6.00	1.09	4.00	2.00	5.80	11.00	24.70	51.65	
436	Number	Staff	Median	10.50	9.10	11.50	8.00	11.75	1.18	7.00	3.15	13.15	29.00	48.80	88.80	
437	Number	Staff	Q3	20.10	13.10	14.50	9.00	31.80	4.09	15.60	4.00	8.00	15.15	41.30	105.00	
438	Number	Staff	Max	160.00	14.10	19.00	46.00	160.00	5.00	29.00	4.65	19.80	49.20	160.00	160.00	
439	Number	Staff	Sum	2332.47	42.20	46.60	108.00	1848.19	11.18	276.30	76.13	186.00	486.00	617.80	966.54	
440	Number	Staff														
441	Number	Staff														
442	Number	Staff	Q25: How many full-time equivalent consultants (if any) are engaged in running the association (as opposed to handling special projects)?													
443	Number	Staff	Option/Statistic	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	
444	Number	Staff		Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	
445	Number	Staff	Subfield: FTE External consultants													
446	Number	Staff	Count	30	4	2	7	30	1	6	10	35	12	6	4	
447	Number	Staff	Average	1.35	1.29	1.00	1.79	1.37	0.15	1.08	1.43	1.19	0.80	1.55	2.35	
448	Number	Staff	Min	0.15	0.50	1.00	1.00	0.20	0.15	0.20	0.15	0.40	0.20	0.20	1.00	
449	Number	Staff	Q1	0.61	0.61	1.00	1.00	1.00	0.15	0.33	1.00	0.39	0.58	1.00	1.75	
450	Number	Staff	Median	1.00	0.83	1.00	1.00	1.00	0.15	0.65	1.00	0.85	1.50	1.50	2.20	
451	Number	Staff	Q3	2.00	1.50	1.00	2.25	1.88	0.15	1.68	1.75	1.00	2.00	2.00	2.80	
452	Number	Staff	Max	3.00	3.00	1.00	4.00	4.00	0.15	3.50	4.00	3.00	3.10	4.00	4.00	
453	Number	Staff	Sum	67.30	5.15	2.00	12.50	41.00	0.15	6.50	14.30	17.80	9.60	9.30	9.40	
454	Number	Staff														
455	Number	Staff	Subfield: Total External consultants													
456	Number	Staff	Count	30	4	2	7	30	1	6	10	35	12	6	4	
457	Number	Staff	Average	1.35	1.29	1.00	1.79	1.37	0.15	1.08	1.43	1.19	0.80	1.55	2.35	
458	Number	Staff	Min	0.15	0.50	1.00	1.00	0.20	0.15	0.20	0.15	0.40	0.20	0.20	1.00	
459	Number	Staff	Q1	0.61	0.61	1.00	1.00	1.00	0.15	0.33	1.00	0.39	0.58	1.00	1.75	
460	Number	Staff	Median	1.00	0.83	1.00	1.00	1.00	0.15	0.65	1.00	0.85	1.50	1.50	2.20	
461	Number	Staff	Q3	2.00	1.50	1.00	2.25	1.88	0.15	1.68	1.75	1.00	2.00	2.00	2.80	
462	Number	Staff	Max	4.00	3.00	1.00	4.00	4.00	0.15	3.50	4.00	3.00	3.10	4.00	4.00	
463	Number	Staff	Sum	67.30	5.15	2.00	12.50	41.00	0.15	6.50	14.30	17.80	9.60	9.30	9.40	
464	Number	Staff														
465	Percent	Staff	Q24: How have staff numbers changed compared to the your last 12-month reporting period?													
466	Percent	Staff	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	
467	Percent	Staff	Higher	30%	17%	0%	30%	36%	33%	24%	17%	30%	39%	26%	45%	
468	Percent	Staff	Stable	54%	50%	100%	50%	44%	67%	72%	15%	6%	26%	8%	27%	
469	Percent	Staff	Lower	16%	33%	0%	20%	20%	0%	4%	75%	56%	47%	47%	27%	
470	Percent	Staff														
473	Percent	Staff														
474	Currency	Salary	Q25: Please enter the average minimum salary for the following in GBP: Enter Minimum salary figures actually paid to staff in post rather than theoretical salary bands. However, if any salary is placed exceptionally low for special reasons, you may wish to omit the extreme value. Please enter a number e.g. £10,000 as "10000".													
475	Currency	Salary	Option/Statistic	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	
476	Currency	Salary		Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	
477	Currency	Salary	Subfield: CEO or similar													
478	Currency	Salary	Count	114	5	4	10	69	3	23	24	25	35	18	10	
479	Currency	Salary	Average	£145,167	£97,800	£137,800	£105,325	£167,040	£101,367	£105,954	£92,214	£118,745	£137,303	£202,703	£253,404	
480	Currency	Salary	Min	£49,000	£49,000	£63,000	£71,000	£18,000	£70,000	£46,000	£46,000	£63,000	£75,000	£18,000	£19,000	
481	Currency	Salary	Q1	£91,125	£90,000	£117,000	£81,250	£105,000	£90,000	£81,254	£74,500	£94,500	£110,000	£114,964	£138,125	
482	Currency	Salary	Median	£120,000	£100,000	£135,000	£95,500	£110,000	£110,000	£100,538	£86,500	£110,000	£130,958	£229,000	£237,769	
483	Currency	Salary	Q3	£164,000	£115,000	£146,000	£125,000	£219,586	£117,050	£122,937	£111,250	£139,000	£165,500	£284,453	£279,500	
484	Currency	Salary	Max	£300,000	£135,000	£179,000	£199,000	£300,000	£124,100	£185,000	£159,000	£250,000	£240,000	£315,800	£300,000	
485	Currency	Salary	Sum	£16,321,065	£489,000	£513,000	£1,653,250	£11,525,779	£304,100	£2,486,936	£2,213,145	£2,968,619	£4,805,612	£2,534,007	£2,534,007	
487	Currency	Salary	Subfield: Level 1 - Director or Senior Executive													
488	Currency	Salary	Count	76	5	2	6	52	0	11	4	34	28	17	11	
489	Currency	Salary	Average	£86,971	£59,624	£101,500	£67,583	£94,045	£80,000	£73,897	£65,780	£67,915	£83,857	£98,303	£120,566	
490	Currency	Salary	Min	£14,500	£27,118	£95,000	£14,500	£35,000	£0	£50,000	£27,118	£35,000	£60,000	£65,000	£79,000	
491	Currency	Salary	Q1	£69,473	£45,000	£98,250	£71,250	£70,000	£#N/A	£61,700	£50,500	£70,000	£100,000	£80,000	£93,511	
492	Currency	Salary	Median	£80,000	£60,000	£101,500	£77,500	£90,350	£#N/A	£75,000	£70,000	£64,000	£75,000	£92,700	£110,000	
493	Currency	Salary	Q3	£99,801	£70,000	£104,750	£80,000	£111,250	£#N/A	£81,500	£84,000	£75,668	£95,713	£107,640	£137,500	
494	Currency	Salary	Max	£200,000	£96,000	£108,000	£86,000	£200,000	£#N/A	£98,000	£96,000	£121,380	£150,000	£155,347	£200,000	
495	Currency	Salary	Sum	£6,609,814	£296,118	£201,600	£465,500	£4,890,314	£0	£812,862	£263,118	£960,805	£2,348,000	£1,671,159	£1,326,213	
496	Currency	Salary	Subfield: Level 2 - Senior Management													
497	Currency	Salary	Count	88	3	2	8	53	2	20	9	17	31	19	11	
499	Currency	Salary	Average	£63,347	£45,000	£70,500	£49,974	£65,801	£60,075	£64,558	£56,470	£54,902	£63,996	£67,534	£74,552	
500	Currency	Salary	Min	£30,000	£40,000	£40,000	£40,000	£37,000	£45,000	£35,000	£35,000	£40,000	£40,000	£40,000	£50,000	
501	Currency	Salary	Q1	£49,750	£40,000	£65,250	£44,424	£54,100	£55,258	£50,000	£40,000	£49,000	£50,000	£50,500	£66,900	
502	Currency	Salary	Median	£57,221	£40,000	£70,000	£47,444	£61,800	£60,075	£56,161	£55,000	£56,343	£66,840	£68,840	£78,281	
503	Currency	Salary	Q3	£70,010	£47,500	£67,750	£49,250	£74,061	£67,613	£62,000	£75,150	£60,000	£68,990	£76,000	£78,281	
504	Currency	Salary	Max	£215,051	£55,000	£81,000	£80,000	£140,000	£75,150	£215,051	£84,000	£85,000	£132,000	£140,000	£140,000	
505	Currency	Salary	Sum	£5,574,571	£133,000	£141,500	£399,788	£3,487,415	£120,150	£1,291,158	£508,233	£931,330	£1,383,878	£1,383,154	£820,076	
506	Currency	Salary														
507	Currency	Salary	Subfield: Level 3 - Middle Management													
508	Currency	Salary	Count	99	5	4	7	57	2	18	14	16	20	16	11	
509	Currency	Salary	Average	£45,194	£36,948	£52,000	£39,429	£48,159	£47,400	£38,450	£41,473	£41,155	£44,538	£51,945	£45,823	
510	Currency	Salary	Min	£6,000	£30,000	£36,000	£28,000	£6,000	£42,000	£26,712	£26,712	£30,000	£30,000	£35,000	£35,000	
511	Currency	Salary	Q1	£38,000	£38,000	£43,000	£32,000	£40,000	£44,700	£35,000	£35,750	£34,750	£39,625	£43,840	£40,000	
512	Currency	Salary	Median	£43,880	£38,000	£54,000	£40,000	£45,000	£47,400	£40,000	£40,000	£40,000	£45,000	£52,019	£43,518	
513	Currency	Salary	Q3	£51,250	£38,740	£65,100	£44,500	£55,000	£50,100	£43,090	£43,500	£45,000	£47,068	£60,000	£55,267	
514	Currency	Salary	Max	£90,000	£40,000	£65,000	£55,000	£90,000	£52,800	£46,000	£46,000	£65,000	£81,118	£90,000	£90,000	
515	Currency	Salary	Sum	£4,203,9												

533	Currency	Salary	Q3		£33,918	£27,000	£37,750	£30,000	£35,000	£33,200	£30,000	£30,000	£36,859	£32,000	£35,275	£32,793
534	Currency	Salary	Max		£218,043	£78,000	£13,500	£23,000	£60,000	£33,200	£218,043	£50,000	£60,000	£218,043	£45,000	£48,500
535	Currency	Salary	Sum		£2,887,672	£79,000	£186,500	£227,790	£1,731,559	£33,200	£658,623	£358,700	£614,262	£1,033,883	£487,879	£326,848
536	Currency	Salary														
537	Currency	Salary														
538	Currency	Salary	Q26: Please enter the average maximum salary for the following in GBP: Enter Maximum salary figures actually paid to staff in post rather than theoretical salary bands. However, if any salary is placed exceptionally high for special reasons, you may wish to omit the extreme value. Please enter a number e.g. £10,000 as "10000".													
539	Currency	Salary	Option/Statistic	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	
540	Currency	Salary	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	
541	Currency	Salary	Subfield: CEO or similar													
542	Currency	Salary	Count	114	3	4	10	69	3	23	24	25	25	19	10	
543	Currency	Salary	Average	£147,171	£101,800	£128,000	£105,725	£172,321	£104,700	£108,475	£90,673	£123,345	£140,332	£205,758	£274,744	
544	Currency	Salary	Min	£18,000	£49,000	£63,000	£75,000	£18,000	£70,000	£46,000	£78,060	£18,000	£139,400	£18,000	£139,400	
545	Currency	Salary	Q1	£100,000	£90,000	£117,000	£81,250	£105,000	£95,000	£87,500	£72,250	£100,000	£111,738	£132,391	£183,750	
546	Currency	Salary	Median	£122,000	£115,000	£135,000	£95,500	£130,000	£103,000	£84,734	£120,000	£130,958	£229,000	£260,269	£333,125	
547	Currency	Salary	Q3	£169,500	£120,000	£146,000	£125,000	£240,000	£122,000	£122,937	£105,688	£135,000	£284,453	£333,125	£333,125	
548	Currency	Salary	Max	£500,000	£135,000	£500,000	£500,000	£500,000	£124,100	£185,000	£250,000	£250,000	£240,000	£335,800	£500,000	
549	Currency	Salary	Sum	£16,717,466	£509,000	£512,000	£1,057,250	£11,890,180	£314,100	£2,494,936	£2,176,145	£4,911,613	£3,083,619	£3,703,652	£2,747,437	
550	Currency	Salary														
551	Currency	Salary	Subfield: Level 1 - Director or Senior Executive													
552	Currency	Salary	Count	77	2	4	13	0	11	4	17	28	32	17	11	
553	Currency	Salary	Average	£103,506	£66,224	£120,000	£69,333	£114,914	£89,081	£81,126	£65,780	£72,387	£92,063	£124,429	£170,632	
554	Currency	Salary	Min	£15,000	£27,118	£108,000	£15,000	£35,000	£0	£60,000	£27,118	£35,000	£63,000	£75,000	£105,950	
555	Currency	Salary	Q1	£75,000	£63,000	£114,000	£71,250	£75,893	£91,000	£73,021	£51,780	£60,768	£76,002	£96,200	£125,000	
556	Currency	Salary	Median	£93,000	£65,000	£130,000	£71,500	£91,000	£91,000	£79,210	£70,000	£85,300	£115,000	£164,800	£164,800	
557	Currency	Salary	Q3	£135,000	£80,000	£136,000	£84,500	£142,000	£91,500	£84,000	£82,946	£105,000	£150,000	£192,438	£192,438	
558	Currency	Salary	Max	£266,400	£96,000	£132,000	£90,000	£266,400	£91,000	£104,000	£96,000	£121,380	£150,000	£244,002	£266,400	
559	Currency	Salary	Sum	£7,969,936	£331,118	£240,000	£416,000	£6,090,432	£0	£892,386	£263,118	£1,085,806	£2,577,772	£2,115,287	£1,876,953	
560	Currency	Salary														
561	Currency	Salary	Subfield: Level 2 - Senior Management													
562	Currency	Salary	Count	88	2	8	13	2	20	9	17	31	19	17	11	
563	Currency	Salary	Average	£73,434	£48,333	£79,750	£52,500	£83,824	£72,575	£71,591	£57,036	£60,732	£71,117	£87,439	£107,239	
564	Currency	Salary	Min	£35,000	£77,000	£70,000	£40,000	£37,000	£50,000	£35,000	£35,000	£46,000	£60,000	£72,647	£72,647	
565	Currency	Salary	Q1	£56,508	£42,500	£78,375	£45,750	£58,656	£71,288	£59,021	£40,000	£55,000	£57,653	£65,675	£81,145	
566	Currency	Salary	Median	£78,267	£45,000	£79,267	£45,000	£80,000	£68,267	£47,867	£40,000	£60,000	£78,000	£96,000	£96,000	
567	Currency	Salary	Q3	£82,318	£52,500	£83,125	£54,500	£90,000	£78,863	£71,547	£57,185	£64,000	£101,630	£127,500	£127,500	
568	Currency	Salary	Max	£215,051	£60,000	£82,500	£80,000	£200,000	£75,150	£215,051	£84,000	£85,000	£215,051	£172,101	£200,000	
569	Currency	Salary	Sum	£6,618,168	£145,000	£195,500	£420,000	£4,316,698	£145,150	£1,431,820	£513,233	£1,032,442	£2,204,623	£1,661,346	£1,180,524	
570	Currency	Salary														
571	Currency	Salary	Subfield: Level 3 - Middle Management													
572	Currency	Salary	Count	95	4	7	19	2	18	15	17	32	19	17	11	
573	Currency	Salary	Average	£54,933	£43,748	£57,850	£39,333	£59,844	£54,650	£47,362	£44,332	£49,382	£49,992	£65,789	£79,463	
574	Currency	Salary	Min	£6,000	£38,740	£43,000	£28,000	£6,000	£42,000	£26,712	£26,712	£34,000	£30,000	£28,000	£54,075	
575	Currency	Salary	Q1	£43,500	£32,000	£43,000	£32,000	£45,000	£49,325	£40,000	£38,870	£40,000	£44,750	£48,676	£64,651	
576	Currency	Salary	Median	£50,000	£40,000	£60,000	£40,000	£55,000	£56,650	£47,867	£40,000	£45,000	£49,874	£65,918	£69,371	
577	Currency	Salary	Q3	£64,375	£45,000	£65,000	£45,000	£68,000	£63,975	£55,419	£51,617	£50,000	£55,402	£76,000	£76,000	
578	Currency	Salary	Max	£175,000	£55,000	£65,000	£55,000	£71,300	£71,300	£65,000	£120,000	£67,000	£94,605	£175,000	£175,000	
579	Currency	Salary	Sum	£5,218,525	£218,740	£228,000	£277,000	£3,530,777	£113,300	£850,708	£664,986	£839,500	£1,599,748	£1,184,193	£874,098	
580	Currency	Salary														
581	Currency	Salary	Subfield: Level 4 - Junior Management													
582	Currency	Salary	Count	66	2	3	3	45	2	11	4	23	24	15	9	
583	Currency	Salary	Average	£46,006	£31,500	£49,000	£30,667	£44,749	£31,500	£25,878	£24,250	£49,639	£47,850	£62,862	£69,680	
584	Currency	Salary	Min	£8,000	£28,000	£35,000	£28,000	£8,000	£25,000	£15,000	£20,000	£28,000	£20,000	£30,500	£45,000	
585	Currency	Salary	Q1	£34,908	£29,750	£36,500	£28,000	£35,000	£30,250	£24,939	£26,750	£31,000	£35,000	£47,965	£47,965	
586	Currency	Salary	Median	£39,750	£31,500	£42,000	£28,000	£41,000	£31,500	£25,000	£31,500	£34,000	£39,318	£49,680	£50,316	
587	Currency	Salary	Q3	£49,500	£33,250	£49,500	£33,250	£52,316	£42,750	£31,000	£36,000	£46,000	£53,174	£65,000	£65,000	
588	Currency	Salary	Max	£273,784	£35,000	£70,000	£36,000	£77,000	£34,000	£273,784	£42,000	£45,000	£77,000	£77,000	£77,000	
589	Currency	Salary	Sum	£2,970,383	£63,000	£147,000	£92,000	£1,968,722	£63,000	£636,661	£125,000	£443,550	£1,191,328	£717,749	£484,756	
590	Currency	Salary														
591	Currency	Salary	Subfield: Level 5 - Team Administrator													
592	Currency	Salary	Count	90	3	3	9	57	1	17	14	19	28	17	11	
593	Currency	Salary	Average	£36,519	£28,111	£35,500	£25,734	£36,877	£42,600	£42,287	£39,079	£34,224	£40,077	£39,099	£39,503	
594	Currency	Salary	Min	£8,000	£27,000	£31,000	£8,000	£12,000	£12,000	£11,000	£12,000	£14,000	£28,000	£38,591	£45,000	
595	Currency	Salary	Q1	£29,250	£23,000	£31,500	£24,000	£30,000	£26,600	£27,500	£26,250	£28,000	£30,136	£36,950	£36,950	
596	Currency	Salary	Median	£32,000	£28,000	£32,000	£29,000	£36,050	£42,600	£31,255	£28,000	£30,000	£32,000	£39,000	£38,496	
597	Currency	Salary	Q3	£40,000	£29,000	£37,500	£30,000	£41,000	£42,600	£27,112	£30,250	£40,000	£46,549	£45,000	£45,000	
598	Currency	Salary	Max	£218,043	£30,000	£43,500	£33,000	£60,583	£42,600	£218,043	£50,000	£60,583	£118,043	£60,583	£51,400	
599	Currency	Salary	Sum	£3,286,746	£85,000	£106,500	£231,790	£2,103,971	£42,600	£718,885	£407,100	£650,263	£1,122,169	£664,680	£434,534	
600	Currency	Salary														
601	Percent	Salary	Q27: 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)?													
602	Percent	Salary	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
603	Percent	Salary	No remuneration or expenses	47%	50%	25%	55%	46%	37%	42%	52%	48%	47%	44%	27%	
604	Percent	Salary	Expenses only	37%	33%	50%	36%	37%	63%	38%	28%	40%	44%	28%	45%	
605	Percent	Salary	Remuneration and expenses	17%	17%	25%	9%	17%	0%	21%	8%	22%	8%	28%	27%	
606	Percent	Salary														
607	Percent	Salary														
608	Percent	Pay awards	Q28: What is the normal month for pay awards in your organisation?	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
609	Percent	Pay awards	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
610	Percent	Pay awards	January	38%	50%	50%	30%	36%	33%	43%	29%	32%	47%	36%	36%	
611	Percent	Pay awards	February	21%	0%	0%	0%	3%	0%	0%	0%	4%	0%	5%	0%	
612	Percent	Pay awards	March	4%	0%	0%	0%	3%	0%	0%	0%	13%	0%	0%	0%	
613	Percent	Pay awards	April	17%	17%	25%	30%	67%	67%	26%	21%	24%	11%	9%	0%	
614	Percent	Pay awards	May	2%	0%	0%	0%	1%	0%	4%	4%	0%	3%	0%	0%	
615	Percent	Pay awards	June	5%	0%	0%	10%	4%	0%	4%	4%	3%	5%	3%	0%	
616	Percent	Pay awards	July	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
617	Percent	Pay awards	August	4%	17%	0%	0%	0%	0%	4%	0%	0%	5%	5%	9%	
618	Percent	Pay awards	September	2%	0%	25%	0%	1%	0%	0%	0%	0%	3%	0%	0%	

643	Percent	Pay awards	5.1 to 7.5%	2%	0%	0%	0%	2%	0%	6%	0%	5%	3%	0%	0%
644	Percent	Pay awards	7.6 to 10%	2%	0%	0%	0%	2%	0%	0%	0%	0%	3%	0%	0%
645	Percent	Pay awards	>10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
646	Percent	Pay awards	Unsure/don't know	5%	0%	0%	0%	0%	0%	0%	0%	5%	2%	0%	0%
647	Percent	Pay awards	No salary increases	12%	20%	25%	33%	8%	0%	6%	33%	0%	11%	9%	0%
648	Percent	Pay awards													
649	Percent	Pay awards	Row: Level 2 - Senior Management												
650	Percent	Pay awards	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
651	Percent	Pay awards	0 to 2.5%	15%	0%	0%	0%	17%	0%	26%	6%	4%	14%	33%	27%
652	Percent	Pay awards	2.6 to 5%	68%	80%	100%	70%	66%	100%	68%	56%	75%	74%	61%	64%
653	Percent	Pay awards	5.1 to 7.5%	3%	0%	0%	30%	5%	0%	8%	0%	0%	0%	0%	0%
654	Percent	Pay awards	7.6 to 10%	2%	0%	0%	0%	3%	0%	0%	0%	8%	0%	0%	0%
655	Percent	Pay awards	>10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
656	Percent	Pay awards	Unsure/don't know	4%	0%	0%	0%	5%	0%	5%	0%	4%	1%	0%	0%
657	Percent	Pay awards	No salary increases	7%	20%	0%	20%	5%	0%	0%	19%	0%	6%	6%	0%
658	Percent	Pay awards													
659	Percent	Pay awards	Row: Level 3 - Middle Management												
660	Percent	Pay awards	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
661	Percent	Pay awards	0 to 2.5%	16%	20%	0%	0%	17%	0%	26%	6%	0%	20%	32%	27%
662	Percent	Pay awards	2.6 to 5%	70%	80%	75%	70%	70%	100%	68%	56%	86%	74%	63%	64%
663	Percent	Pay awards	5.1 to 7.5%	2%	0%	0%	0%	2%	0%	0%	0%	5%	3%	0%	0%
664	Percent	Pay awards	7.6 to 10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
665	Percent	Pay awards	>10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
666	Percent	Pay awards	Unsure/don't know	4%	0%	0%	0%	5%	0%	5%	0%	4%	1%	0%	0%
667	Percent	Pay awards	No salary increases	8%	0%	25%	30%	6%	0%	0%	25%	0%	3%	5%	0%
668	Percent	Pay awards													
669	Percent	Pay awards	Row: Level 4 - Junior Management												
670	Percent	Pay awards	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
671	Percent	Pay awards	0 to 2.5%	19%	0%	0%	0%	20%	50%	33%	9%	14%	19%	26%	30%
672	Percent	Pay awards	2.6 to 5%	62%	71%	100%	40%	71%	60%	47%	44%	71%	64%	58%	60%
673	Percent	Pay awards	5.1 to 7.5%	3%	0%	0%	11%	3%	0%	0%	0%	10%	0%	0%	0%
674	Percent	Pay awards	7.6 to 10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
675	Percent	Pay awards	>10%	1%	0%	0%	0%	0%	0%	0%	0%	0%	3%	0%	0%
676	Percent	Pay awards	Unsure/don't know	6%	0%	0%	0%	7%	0%	33%	18%	5%	5%	7%	10%
677	Percent	Pay awards	No salary increases	8%	25%	0%	22%	5%	0%	7%	18%	0%	9%	11%	0%
678	Percent	Pay awards													
679	Percent	Pay awards	Row: Level 5 - Team Administrator												
680	Percent	Pay awards	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
681	Percent	Pay awards	0 to 2.5%	19%	25%	0%	0%	22%	0%	25%	12%	8%	20%	33%	27%
682	Percent	Pay awards	2.6 to 5%	64%	75%	100%	63%	63%	100%	71%	56%	71%	71%	56%	64%
683	Percent	Pay awards	5.1 to 7.5%	7%	0%	0%	10%	5%	0%	10%	18%	17%	3%	0%	0%
684	Percent	Pay awards	7.6 to 10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
685	Percent	Pay awards	>10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
686	Percent	Pay awards	Unsure/don't know	4%	0%	0%	0%	5%	0%	5%	0%	4%	0%	0%	0%
687	Percent	Pay awards	No salary increases	7%	0%	0%	20%	6%	0%	5%	6%	0%	6%	11%	0%
688	Percent	Pay awards													
689	Percent	Pay awards													
692	Percent	Pay awards													
693	Percent	Bonus	Q30: Which criteria have to be met to qualify for a bonus?												
694	Percent	Bonus	Please select all that apply.												
695	Percent	Bonus	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
696	Percent	Bonus	Dependent on financial surplus	43%	50%	25%	65%	42%	37%	35%	15%	41%	33%	12%	45%
696	Percent	Bonus	Dependent on membership subscription target levels	20%	17%	0%	18%	20%	33%	22%	12%	15%	16%	3%	9%
697	Percent	Bonus	Dependent on non-financial targets/KPIs	29%	17%	25%	27%	28%	67%	26%	19%	22%	37%	18%	37%
698	Percent	Bonus	Dependent on individual merit	36%	12%	41%	41%	33%	41%	33%	17%	33%	33%	3%	33%
699	Percent	Bonus	Discretionary	44%	17%	0%	36%	58%	33%	17%	53%	39%	58%	3%	55%
700	Percent	Bonus	Other	7%	17%	0%	0%	10%	0%	0%	5%	4%	11%	0%	18%
701	Percent	Bonus	We do not have a bonus scheme	24%	33%	75%	27%	14%	33%	43%	42%	22%	17%	21%	9%
702	Percent	Bonus													
705	Percent	Bonus													
706	Percent	Bonus	Q31: Please select how often were bonuses awarded or budgeted for in 2022?												
707	Percent	Bonus	Row: CEO or similar												
708	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
709	Percent	Bonus	No bonuses	11%	67%	75%	55%	35%	100%	48%	32%	35%	38%	29%	37%
710	Percent	Bonus	Occasional bonuses	29%	17%	0%	20%	33%	33%	29%	30%	19%	24%	50%	36%
711	Percent	Bonus	Regular bonuses	25%	17%	25%	20%	26%	33%	19%	9%	37%	38%	13%	27%
712	Percent	Bonus	Regular and occasional bonuses	5%	0%	0%	10%	6%	0%	5%	4%	8%	3%	6%	9%
713	Percent	Bonus													
714	Percent	Bonus	Row: Level 1 - Director or Senior Executive												
715	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
716	Percent	Bonus	No bonuses	44%	67%	75%	55%	35%	100%	48%	32%	35%	38%	29%	37%
717	Percent	Bonus	Occasional bonuses	30%	17%	0%	9%	40%	0%	24%	18%	30%	47%	18%	36%
718	Percent	Bonus	Regular bonuses	21%	17%	25%	18%	20%	0%	24%	0%	30%	29%	12%	27%
719	Percent	Bonus	Regular and occasional bonuses	4%	0%	0%	18%	5%	0%	5%	0%	4%	0%	0%	9%
721	Percent	Bonus	Row: Level 2 - Senior Management												
722	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
723	Percent	Bonus	No bonuses	41%	67%	75%	45%	34%	33%	45%	27%	34%	29%	37%	27%
724	Percent	Bonus	Occasional bonuses	33%	17%	0%	18%	43%	33%	30%	18%	32%	31%	53%	45%
725	Percent	Bonus	Regular bonuses	30%	17%	25%	18%	20%	0%	33%	16%	36%	28%	6%	18%
726	Percent	Bonus	Regular and occasional bonuses	6%	0%	18%	0%	5%	0%	5%	0%	5%	0%	12%	9%
727	Percent	Bonus													
728	Percent	Bonus	Row: Level 3 - Middle Management												
729	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
730	Percent	Bonus	No bonuses	43%	67%	75%	55%	34%	50%	55%	38%	35%	35%	38%	27%
731	Percent	Bonus	Occasional bonuses	31%	17%	0%	9%	43%	50%	25%	20%	24%	26%	50%	45%
732	Percent	Bonus	Regular bonuses	20%	17%	25%	18%	20%	0%	33%	0%	33%	28%	6%	18%
733	Percent	Bonus	Regular and occasional bonuses	6%	0%	0%	18%	7%	0%	0%	0%	9%	0%	6%	9%
734	Percent	Bonus													
735	Percent	Bonus	Row: Level 4 - Junior Management												
736	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
737	Percent	Bonus	No bonuses	47%	67%	75%	50%	37%	50%	61%	88%	25%	40%	41%	40%
738	Percent	Bonus	Occasional bonuses	30%	17%	0%	20%	43%	0%	40%	17%	40%	0%	41%	20%
739	Percent	Bonus	Regular bonuses	16%	17%	25%	10%	13%	50%	17%	6%	25%	23%	6%	20%
740	Percent	Bonus	Regular and occasional bonuses	7%	0%	0%	20%	7%	0%	6%	0%	10%	7%	12%	10%
741	Percent	Bonus													
742	Percent	Bonus	Row: Level 5 - Team Administrator												
743	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
744	Percent	Bonus	No bonuses	47%	67%	75%	45%	43%	50%	53%	68%	38%	40%	40%	40%
745	Percent	Bonus	Occasional bonuses	31%	17%	0%	18%	39%	50%	33%	23%	33%	23%	40%	30%
746	Percent	Bonus	Regular bonuses	15%	17%	25%	15%	11%	50%	16%	11%	24%	23%	7%	20%
747	Percent	Bonus	Regular and occasional bonuses	5%	0%	0%	18%	4%	0%	5%	0%	5%	3%	13%	10%
748	Percent	Bonus													
752	Percent	Bonus													
753	Percent	Bonus	Q32: By what percent(N) were bonus increases awarded or budgeted for the following in 2022?												
754	Percent	Bonus	Row: CEO or similar												
755	Percent	Bonus	Column	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
756	Percent	Bonus	0 to 2.5%	18%	0%	0%	11%	17%	33%	29%	14%	16%	21%	44%	10%
757	Percent	Bonus	2.6 to 5%	14%	0%	25%	0%	16%	0%	14%	0%	21%	14%	13%	20%
758	Percent	Bonus	5.1 to 7.5%	9%	0%	0%	22%	12%	0%	0%	0%	26%	9%	0%	10%
759	Percent	Bonus	7.6 to 10%	2%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%

760	Percent	Bonus	>10%		17%	20%	0%	22%	19%	33%	10%	0%	5%		3%		0%		0%
761	Percent	Bonus	Unsure/don't know		6%	20%	0%	0%	9%	0%	0%	9%	0%	0%	20%		0%	20%	0%
762	Percent	Bonus	No bonuses		34%	60%	75%	44%	25%	33%	48%	59%	32%	35%	31%		40%		
763	Percent	Bonus	Row: Level 1 - Director or Senior Executive																
765	Percent	Bonus	Column																
766	Percent	Bonus	0 to 2.5%		19%	0%	0%	20%	21%	0%	25%	6%	24%	21%	28%		9%		
767	Percent	Bonus	2.6 to 5%		16%	0%	25%	0%	21%	0%	10%	11%	24%	0%	18%		18%		
768	Percent	Bonus	5.1 to 7.5%		8%	0%	0%	0%	11%	0%	5%	0%	10%	9%	17%		0%		
769	Percent	Bonus	7.6 to 10%		5%	25%	0%	10%	1%	0%	5%	0%	10%	6%	6%		0%		
770	Percent	Bonus	>10%		10%	0%	0%	10%	0%	10%	0%	10%	0%	11%	11%		18%		
771	Percent	Bonus	Unsure/don't know		7%	20%	0%	0%	10%	0%	0%	11%	0%	0%	0%		27%		
772	Percent	Bonus	No bonuses		36%	60%	75%	50%	23%	100%	50%	72%	24%	29%	33%		27%		
773	Percent	Bonus	Row: Level 2 - Senior Management																
774	Percent	Bonus	Column																
776	Percent	Bonus	0 to 2.5%		23%	0%	0%	20%	26%	33%	22%	11%	14%	21%	39%		27%		
777	Percent	Bonus	2.6 to 5%		19%	0%	25%	10%	23%	0%	17%	11%	24%	21%	17%		18%		
778	Percent	Bonus	5.1 to 7.5%		11%	0%	0%	20%	13%	0%	6%	0%	14%	15%	11%		9%		
779	Percent	Bonus	7.6 to 10%		0%	20%	0%	10%	33%	0%	33%	0%	14%	0%	0%		0%		
780	Percent	Bonus	>10%		3%	0%	0%	10%	3%	0%	0%	0%	5%	0%	0%		0%		
781	Percent	Bonus	Unsure/don't know		5%	20%	0%	0%	6%	0%	0%	11%	0%	3%	0%		18%		
782	Percent	Bonus	No bonuses		36%	60%	75%	40%	26%	33%	56%	67%	29%	30%	33%		27%		
783	Percent	Bonus	Row: Level 3 - Middle Management																
784	Percent	Bonus	Column																
786	Percent	Bonus	0 to 2.5%		24%	0%	0%	27%	27%	50%	20%	15%	15%	21%	39%		27%		
787	Percent	Bonus	2.6 to 5%		22%	0%	25%	9%	25%	0%	25%	15%	25%	26%	22%		18%		
788	Percent	Bonus	5.1 to 7.5%		10%	20%	0%	9%	11%	0%	5%	0%	20%	12%	6%		8%		
789	Percent	Bonus	7.6 to 10%		2%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%		0%		
790	Percent	Bonus	>10%		3%	0%	0%	9%	3%	0%	0%	0%	5%	0%	0%		0%		
791	Percent	Bonus	Unsure/don't know		6%	20%	0%	0%	6%	0%	5%	10%	0%	6%	6%		18%		
792	Percent	Bonus	No bonuses		34%	60%	75%	45%	24%	50%	45%	60%	30%	29%	28%		27%		
793	Percent	Bonus	Row: Level 4 - Junior Management																
794	Percent	Bonus	Column																
796	Percent	Bonus	0 to 2.5%		19%	0%	0%	22%	22%	0%	17%	6%	11%	19%	39%		10%		
797	Percent	Bonus	2.6 to 5%		19%	0%	25%	11%	22%	0%	17%	12%	21%	25%	11%		20%		
798	Percent	Bonus	5.1 to 7.5%		11%	20%	0%	11%	14%	0%	6%	0%	12%	6%	11%		10%		
799	Percent	Bonus	7.6 to 10%		1%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%		0%		
800	Percent	Bonus	>10%		3%	0%	0%	11%	3%	0%	0%	0%	5%	0%	0%		0%		
801	Percent	Bonus	Unsure/don't know		6%	20%	0%	0%	7%	0%	6%	12%	0%	3%	6%		20%		
802	Percent	Bonus	No bonuses		41%	60%	75%	44%	31%	100%	56%	71%	32%	38%	33%		40%		
803	Percent	Bonus	Row: Level 5 - Team Administrator																
804	Percent	Bonus	Column																
805	Percent	Bonus	0 to 2.5%		22%	0%	0%	20%	25%	50%	20%	14%	16%	21%	44%		10%		
806	Percent	Bonus	2.6 to 5%		19%	0%	25%	10%	21%	0%	20%	13%	21%	24%	13%		20%		
807	Percent	Bonus	5.1 to 7.5%		10%	20%	0%	20%	10%	0%	5%	0%	26%	9%	6%		15%		
808	Percent	Bonus	7.6 to 10%		3%	0%	0%	10%	3%	0%	0%	0%	5%	0%	0%		0%		
809	Percent	Bonus	>10%		3%	0%	0%	10%	2%	0%	0%	0%	5%	0%	0%		0%		
810	Percent	Bonus	Unsure/don't know		6%	20%	0%	0%	7%	0%	5%	10%	0%	6%	6%		20%		
811	Percent	Bonus	No bonuses		39%	60%	75%	40%	31%	50%	50%	59%	32%	35%	31%		40%		
812	Percent	Bonus																	
813	Percent	Bonus																	
814	Percent	Bonus																	
815	Percent	Bonus																	
816	Percent	Bonus																	
817	Percent	Bonus																	
818	Percent	Benefits	Q33: What staff benefits do you provide?																
819	Percent	Benefits	Please tick all that apply.																
820	Percent	Benefits	Row: CEO or similar																
821	Percent	Benefits	Life Assurance		Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
822	Percent	Benefits	Long-term disability (PHI)		76%	100%	75%	67%	75%	100%	74%	27%	52%	63%	69%	91%			
823	Percent	Benefits	Medical Insurance		32%	33%	75%	33%	36%	0%	11%	8%	26%	37%	19%	55%			
824	Percent	Benefits	Annual medical check up		81%	67%	100%	83%	84%	100%	74%	38%	56%	68%	72%	82%			
825	Percent	Benefits	Car provided by employer		22%	33%	25%	0%	27%	100%	11%	56%	69%	72%	72%	82%			
826	Percent	Benefits	Season ticket loans		11%	0%	0%	0%	0%	100%	21%	0%	13%	25%	25%	48%			
827	Percent	Benefits	Wellness support/Gym membership		39%	0%	0%	0%	61%	0%	0%	4%	19%	58%	25%	82%			
828	Percent	Benefits			0%	25%	17%	50%	0%	11%	4%	22%	32%	33%	73%				
829	Percent	Benefits	Row: Level 1 - Director or Senior Executive																
830	Percent	Benefits	Column		Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
831	Percent	Benefits	Life Assurance		79%	100%	67%	75%	76%	0%	86%	69%	30%	68%	69%	91%			
832	Percent	Benefits	Long-term disability (PHI)		31%	33%	67%	0%	35%	0%	14%	15%	31%	37%	19%	55%			
833	Percent	Benefits	Medical Insurance		79%	67%	100%	83%	84%	0%	64%	4%	30%	68%	69%	82%			
834	Percent	Benefits	Annual medical check up		49%	33%	33%	0%	30%	0%	7%	19%	26%	37%	11%	45%			
835	Percent	Benefits	Car provided by employer		33%	33%	0%	0%	33%	0%	23%	0%	14%	3%	14%	48%			
836	Percent	Benefits	Season ticket loans		24%	0%	0%	0%	74%	0%	0%	0%	19%	58%	28%	82%			
837	Percent	Benefits	Wellness support/Gym membership		45%	0%	33%	50%	57%	0%	14%	0%	19%	37%	33%	73%			
838	Percent	Benefits																	
839	Percent	Benefits	Row: Level 2 - Senior Management																
840	Percent	Benefits	Column		Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
841	Percent	Benefits	Life Assurance		79%	100%	67%	75%	76%	0%	86%	69%	30%	68%	69%	91%			
842	Percent	Benefits	Long-term disability (PHI)		24%	33%	67%	0%	27%	0%	7%	33%	17%	32%	17%	36%			
843	Percent	Benefits	Medical Insurance		73%	67%	100%	80%	71%	100%	79%	12%	37%	58%	64%	73%			
844	Percent	Benefits	Annual medical check up		44%	33%	33%	0%	15%	100%	0%	7%	11%	8%	7%	18%			
845	Percent	Benefits	Car provided by employer		39%	33%	0%	20%	6%	0%	14%	0%	7%	5%	11%	0%			
846	Percent	Benefits	Season ticket loans		45%	0%	0%	0%	69%	0%	0%	0%	19%	58%	25%	82%			
847	Percent	Benefits	Wellness support/Gym membership		41%	0%	33%	40%	52%	0%	14%	0%	19%	37%	31%	73%			
848	Percent	Benefits																	
849	Percent	Benefits	Row: Level 3 - Middle Management																
850	Percent	Benefits	Column		Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
851	Percent	Benefits	Life Assurance		75%	100%	75%	100%	75%	100%	79%	15%	44%	31%	64%	91%			
852	Percent	Benefits	Long-term disability (PHI)		23%	33%	50%	17%	28%	0%	17%	11%	32%	14%	36%				
853	Percent	Benefits	Medical Insurance		65%	67%	100%	67%	66%	100%	53%	66%	30%	67%	58%	73%			
854	Percent	Benefits	Annual medical check up		33%	33%	25%	0%	15%	100%	0%	4%	11%	8%	11%	48%			
855	Percent	Benefits	Car provided by employer		5%	0%	0%	17%	4%	0%	7%	0%	7%	0%	3%	0%			
856	Percent	Benefits	Season ticket loans		44%	0%	0%	0%	70%	0%	0%	0%	19%	58%	25%	82%			
857	Percent	Benefits	Wellness support/Gym membership		42%	0%	25%	33%	55%	0%	13%	0%	22%	37%	31%	73%			
858	Percent	Benefits																	
859	Percent	Benefits	Row: Level 4 - Junior Management																
860	Percent	Benefits	Column		Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
861	Percent	Benefits	Life Assurance		72%	100%	75%	100%	72%	0%	79%	15%	47%	32%	60%	91%			
862	Percent	Benefits	Long-term disability (PHI)		23%	33%	50%	20%	26%	0%	7%	26%	14%	32%	14%	36%			
863	Percent	Benefits	Medical Insurance		61%	67%	100%	40%	63%	0%	50%	8%	22%	47%	47%	73%			
864	Percent	Benefits	Annual medical check up		12%	33%	25%	0%	13%	100%	0%	7%	11%	8%	7%	48%			
865	Percent	Benefits	Car provided by employer		0%	0%	0%	0%	0%	0%	10%	0%	0%	0%	0%	0%			
866	Percent	Benefits	Season ticket loans		48%	0%	0%	0%	70%	0%	0%								

875	Percent	Benefits	Car provided by employer		1%	Percent	0%	0%	0%	0%	0%	8%	0%	0%	5%	0%	0%
876	Percent	Benefits	Season ticket loans		43%	Percent	0%	0%	0%	65%	0%	0%	0%	19%	47%	25%	82%
877	Percent	Benefits	Wellness support/dgm membership		39%	Percent	0%	25%	33%	50%	0%	0%	0%	15%	32%	31%	73%
878	Percent	Benefits															
879	Percent	Benefits															
882	Percent	Benefits															
883	Percent	Benefits	Q34: How have your staff benefits changed over the last 12 months?														
884	Percent	Benefits	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
885	Percent	Benefits	Stayed the same	82%	83%	75%	91%	77%	100%	91%	92%	81%	80%	74%	82%	82%	
886	Percent	Benefits	Introduced new benefits	13%	17%	25%	8%	23%	0%	9%	8%	19%	20%	26%	18%	18%	
887	Percent	Benefits	Removed some benefits	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
888	Percent	Benefits															
891	Percent	Benefits															
892	Number	Holidays	Q35: How many days paid holiday, excluding UK bank holidays, do you generally allow your staff?														
			Please enter a number, e.g. 24 holidays as "24".														
893	Number	Holidays	Option/Statistic	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		
894	Number	Holidays	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
895	Number	Holidays	Subfield: Number of paid holidays														
896	Number	Holidays	Count	216	5	4	10	72	3	27	24	35	19	21			
897	Number	Holidays	Average	26.01	26.00	25.50	24.60	26.44	25.67	25.43	25.38	25.74	26.10	26.26	27.36		
898	Number	Holidays	Min	20.00	24.00	25.00	21.00	20.00	25.00	23.00	20.00	21.00	23.00	25.00	25.00		
899	Number	Holidays	Q1	25.00	25.00	25.00	25.00	25.00	25.50	25.00	25.00	25.00	25.00	25.00	25.00		
900	Number	Holidays	Median	25.00	25.00	25.00	25.00	25.00	26.00	25.00	25.00	25.00	25.00	25.00	26.00		
901	Number	Holidays	Q3	27.63	28.00	25.50	25.00	28.00	26.00	25.00	25.25	27.25	27.00	29.00			
902	Number	Holidays	Max	34.00	28.00	27.00	28.00	34.00	26.00	30.00	31.00	31.00	33.00	34.00			
903	Number	Holidays	Sum	3017.50	130.00	102.00	246.00	1903.50	77.00	559.00	609.00	695.00	913.50	499.00	301.00		
904	Number	Holidays															
905	Percent	Pension	Q37: Which of the following types of pension arrangement do you currently operate?														
906	Percent	Pension	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage
907	Percent	Pension	Defined benefit/final salary scheme	3%	0%	0%	0%	4%	0%	0%	4%	0%	0%	5%	8%		
908	Percent	Pension	Defined Contribution/Money Purchase Scheme	31%	0%	0%	0%	20%	0%	0%	0%	13%	0%	11%	45%		
909	Percent	Pension	Group Personal Pension Scheme or Stakeholder Scheme to which company contributions are paid	42%	50%	50%	27%	44%	33%	48%	12%	41%	56%	53%	55%		
910	Percent	Pension	Employer contributions paid to individuals/ Personal Pension or Stakeholder Scheme	25%	17%	25%	55%	21%	0%	29%	35%	33%	17%	26%	0%		
911	Percent	Pension	Auto-enrolment scheme, e.g. NEST	44%	17%	25%	55%	42%	67%	48%	46%	52%	47%	37%	18%		
912	Percent	Pension	None of the above	4%	33%	0%	9%	3%	0%	0%	8%	0%	0%	0%	0%		
913	Percent	Pension															
916	Percent	Pension															
917	Number	Pension	Q38: What was the maximum employer contribution (%) available to staff in Defined Contribution/Money Purchase schemes last year? E.g. 'The association will pay up to x% into defined contribution schemes.' We are seeking the maximum rate that the employer will contribute on behalf of the individual, as a percentage of salary, if all appropriate criteria are met. Please enter the % as a number. For e.g. 10.5% as "10.5".														
918	Number	Pension	Option/Statistic	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		
919	Number	Pension	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
920	Number	Pension	Subfield: Maximum employer contribution (%)														
921	Number	Pension	Count	109	4	3	10	67	3	16	21	23	20	18	11		
922	Number	Pension	Average	8.27	9.00	7.67	6.70	8.99	5.33	6.69	7.14	7.91	8.04	8.63	11.18		
923	Number	Pension	Min	3.00	5.00	3.00	4.00	3.00	5.00	3.00	3.00	3.00	3.00	3.00	6.00		
924	Number	Pension	Q1	5.00	5.75	6.50	5.00	6.00	5.00	5.00	5.00	5.00	5.25	6.00	8.50		
925	Number	Pension	Median	8.00	8.00	10.00	6.00	8.00	5.00	6.50	6.00	6.25	6.38	8.38	10.00		
926	Number	Pension	Q3	10.00	11.25	10.00	8.00	10.50	5.50	8.25	10.00	10.00	10.00	11.50	12.00		
927	Number	Pension	Max	21.00	15.00	10.00	10.00	21.00	6.00	12.00	15.00	15.00	16.10	15.00	21.00		
928	Number	Pension	Sum	851.35	36.00	23.00	67.00	602.35	26.00	107.00	150.00	182.00	241.10	155.25	123.00		
929	Number	Pension															
930	Number	Pension															
931	Number	Pension	Q39: What percentage (%) of employees take advantage of/benefit from this maximum employer contribution rate?														
932	Number	Pension	Please enter the % as a number. For e.g. 10.5% as "10.5".														
933	Number	Pension	Option/Statistic	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		
934	Number	Pension	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
934	Number	Pension	Subfield: Employees benefitting from maximum employer contributions (%)														
935	Number	Pension	Count	100	4	4	10	63	3	16	22	23	28	16	11		
936	Number	Pension	Average	71.83	95.00	78.75	69.90	68.78	87.67	74.54	81.95	72.65	72.24	62.75	62.01		
937	Number	Pension	Min	1.00	85.00	15.00	1.00	1.00	80.00	1.00	1.00	1.00	3.00	1.00	6.10		
938	Number	Pension	Q1	33.85	92.50	78.75	33.75	24.00	81.50	63.90	64.75	47.50	23.75	19.50	29.90		
939	Number	Pension	Median	100.00	97.50	100.00	99.00	96.00	83.00	100.00	100.00	100.00	100.00	81.00	66.00		
940	Number	Pension	Q3	100.00	100.00	100.00	100.00	100.00	91.50	100.00	100.00	100.00	100.00	99.25	97.50		
941	Number	Pension	Max	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		
942	Number	Pension	Sum	7182.67	390.00	315.00	699.00	4333.07	263.00	1192.60	1803.00	1671.00	2022.60	1004.00	682.07		
943	Number	Pension															
944	Number	Pension															
945	Number	Pension	Q40: What was the average rate (%) of employer contribution to Defined Contribution schemes last year? Average rate (%) of employer contribution = (Total employer contributions to Defined Contribution scheme) divided by (Payroll of employees covered by those scheme) x 100 This question seeks an indication of the actual cost to the employer of contributions to Defined Contribution/Money Purchase scheme, as a percentage of relevant salaries. Please enter the % as a number. For e.g. 10.5% as "10.5".														
946	Number	Pension	Option/Statistic	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		
947	Number	Pension	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
948	Number	Pension	Subfield: Average rate (%) of employer contribution														
949	Number	Pension	Count	84	4	2	8	55	2	13	16	21	26	12	9		
950	Number	Pension	Average	8.04	7.88	9.90	6.88	8.70	8.05	5.73	6.94	7.81	7.21	9.37	11.14		
951	Number	Pension	Min	1.00	4.00	3.30	4.00	3.00	6.00	3.00	3.00	3.00	3.00	3.00	6.50		
952	Number	Pension	Q1	5.00	4.75	9.10	5.00	5.00	7.03	3.00	5.00	5.00	5.00	4.88	8.00		
953	Number	Pension	Median	7.00	7.50	9.90	6.50	8.00	8.05	5.00	6.00	7.43	7.00	5.62	11.00		
954	Number	Pension	Q3	10.10	10.63	11.50	10.00	10.00	10.08	7.43	10.00	10.00	10.88	13.20			
955	Number	Pension	Max	30.00	12.50	11.50	10.00	30.00	10.10	10.00	15.00	10.00	30.00	21.00			
956	Number	Pension	Sum	675.07	31.50	19.80	55.00	478.24	16.10	74.43	111.10	163.93	187.34	112.40	100.30		
957	Number	Pension															
958	Percent	AI	Q42: Is your association using AI tools and technologies in the following ways?														
959	Percent	AI	Option/Statistic	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		
960	Percent	AI	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
961	Percent	AI	Row: AI chatbots and virtual agents								24%	14%	41%	50%	44%		
962	Percent	AI	No, but planning to use	29%	33%	0%	33%	29%	0%	33%	67%	62%	50%	25%	22%		
963	Percent	AI	Not planning to use	54%	67%	100%	67%	48%	100%	40%	10%	24%	9%	25%	33%		

964	Percent	AI	Yes, currently using	18%	0%	0%	0%	23%	0%	27%							
965	Percent	AI															
966	Percent	AI	Row: As an answer engine for web search														
967	Percent	AI	No, but planning to use	21%	17%	0%	25%	17%	50%	28%	17%			28%	29%		20%
968	Percent	AI	Not planning to use	26%	33%	33%	25%	21%	0%	39%	30%		25%	34%	14%		10%
969	Percent	AI	Yes, currently using	53%	50%	67%	50%	62%	50%	33%	52%		58%	38%	57%		70%
970	Percent	AI															
971	Percent	AI	Row: Automating tasks														
972	Percent	AI	No, but planning to use	47%	83%	33%	67%	40%	50%	47%	36%		50%	58%	67%		20%
973	Percent	AI	Not planning to use	20%	0%	33%	33%	17%	0%	13%	43%		0%	18%	7%		0%
974	Percent	AI	Yes, currently using	33%	17%	33%	0%	42%	50%	27%	23%		35%	24%	27%		80%
975	Percent	AI															
976	Percent	AI	Row: Creating videos														
977	Percent	AI	No, but planning to use	40%	33%	33%	22%	40%	0%	53%	35%		52%	34%	45%		40%
978	Percent	AI	Not planning to use	47%	50%	67%	56%	45%	100%	40%	60%		38%	50%	36%		50%
979	Percent	AI	Yes, currently using	13%	17%	0%	22%	15%	0%	7%	5%		10%	16%	18%		10%
980	Percent	AI															
981	Percent	AI	Row: Generating images														
982	Percent	AI	No, but planning to use	24%	17%	0%	11%	23%	0%	47%	23%		33%	22%	29%		11%
983	Percent	AI	Not planning to use	28%	33%	37%	22%	27%	33%	27%	25%		41%	14%	23%		22%
984	Percent	AI	Yes, currently using	48%	50%	67%	67%	50%	67%	27%	50%		42%	38%	57%		67%
985	Percent	AI															
986	Percent	AI	Row: Generating voice and audio content														
987	Percent	AI	No, but planning to use	33%	17%	33%	38%	29%	0%	56%	29%		35%	32%	42%		38%
988	Percent	AI	Not planning to use	56%	67%	56%	56%	56%	100%	44%	42%		50%	58%	42%		63%
989	Percent	AI	Yes, currently using	11%	17%	0%	13%	16%	0%	0%	10%		15%	10%	17%		0%
990	Percent	AI															
991	Percent	AI	Row: Predictive analytics														
992	Percent	AI	No, but planning to use	41%	67%	33%	22%	44%	0%	44%	33%		32%	44%	77%		50%
993	Percent	AI	Not planning to use	44%	17%	33%	67%	42%	0%	44%	53%		53%	41%	23%		25%
994	Percent	AI	Yes, currently using	15%	17%	33%	11%	13%	100%	13%	14%		16%	16%	0%		25%
995	Percent	AI															
996	Percent	AI	Row: Write code for developing MVPs (minimum viable products)														
997	Percent	AI	No, but planning to use	18%	17%	0%	13%	21%	0%	13%	10%		5%	30%	9%		38%
998	Percent	AI	Not planning to use	72%	83%	100%	75%	67%	100%	80%	85%		90%	60%	82%		38%
999	Percent	AI	Yes, currently using	10%	0%	0%	13%	12%	0%	7%	5%		5%	10%	9%		25%
1000	Percent	AI															
1001	Percent	AI	Row: Writing and summarising content														
1002	Percent	AI	No, but planning to use	13%	0%	0%	11%	15%	0%	18%	13%		15%	18%	29%		9%
1003	Percent	AI	Not planning to use	45%	0%	0%	11%	5%	0%	12%	6%		7%	2%	6%		0%
1004	Percent	AI	Yes, currently using	81%	100%	100%	78%	80%	100%	71%	75%		78%	79%	65%		91%
1005	Percent	AI															
1006	Percent	AI															
1007	Percent	AI	Q43: Which AI tools and technologies is your association currently using/planning to use?														
1008	Percent	AI	Option/Statistic	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		
1009	Percent	AI															
1010	Percent	AI	Row: ChatGPT														
1011	Percent	AI	Currently using	82%	80%	67%	75%	87%	100%	69%	82%	80%	78%	83%	88%		
1012	Percent	AI	No, but planning to use	6%	0%	0%	25%	4%	0%	23%	8%	8%	7%	0%	0%		
1013	Percent	AI	Not planning to use	12%	20%	33%	0%	9%	0%	25%	13%	13%	0%	0%	13%		
1014	Percent	AI															
1015	Percent	AI	Row: Claude														
1016	Percent	AI	Currently using	13%	20%	0%	0%	14%	0%	18%	0%	27%	21%	40%	0%		
1017	Percent	AI	No, but planning to use	8%	20%	0%	0%	7%	0%	9%	14%	0%	5%	20%	0%		
1018	Percent	AI	Not planning to use	79%	60%	100%	100%	79%	0%	73%	86%	73%	74%	40%	100%		
1019	Percent	AI															
1020	Percent	AI	Row: DALL-E 3														
1021	Percent	AI	Currently using	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
1022	Percent	AI	No, but planning to use	8%	25%	0%	12%	0%	0%	7%	0%	7%	6%	0%	25%		
1023	Percent	AI	Not planning to use	92%	75%	100%	100%	88%	100%	93%	100%	93%	94%	100%	75%		
1024	Percent	AI															
1025	Percent	AI	Row: Google Gemini														
1026	Percent	AI	Currently using	23%	0%	0%	23%	21%	0%	25%	0%	31%	27%	50%	0%		
1027	Percent	AI	No, but planning to use	8%	0%	0%	0%	11%	0%	8%	13%	0%	11%	0%	0%		
1028	Percent	AI	Not planning to use	70%	100%	100%	40%	68%	0%	67%	69%	53%	50%	100%	100%		
1029	Percent	AI															
1030	Percent	AI	Row: Grok														
1031	Percent	AI	Currently using	6%	0%	0%	0%	11%	0%	0%	7%	6%	6%	33%	20%		
1032	Percent	AI	No, but planning to use	6%	0%	0%	0%	11%	0%	6%	7%	0%	0%	0%	20%		
1033	Percent	AI	Not planning to use	88%	100%	100%	100%	79%	0%	100%	93%	93%	89%	67%	60%		
1034	Percent	AI															
1035	Percent	AI	Row: Meta Llama														
1036	Percent	AI	Currently using	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
1037	Percent	AI	No, but planning to use	4%	0%	0%	0%	8%	0%	0%	0%	0%	0%	12%	0%		
1038	Percent	AI	Not planning to use	96%	100%	100%	100%	92%	0%	100%	100%	100%	88%	100%	100%		
1039	Percent	AI															
1040	Percent	AI	Row: Microsoft Copilot														
1041	Percent	AI	Currently using	73%	80%	67%	86%	76%	100%	56%	68%	70%	77%	80%	91%		
1042	Percent	AI	No, but planning to use	13%	0%	0%	14%	12%	0%	28%	9%	15%	20%	13%	9%		
1043	Percent	AI	Not planning to use	13%	20%	33%	0%	12%	0%	17%	23%	15%	3%	7%	0%		
1044	Percent	AI															
1045	Percent	AI	Row: Mistral														
1046	Percent	AI	Currently using	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
1047	Percent	AI	No, but planning to use	0%	33%	0%	0%	2%	0%	0%	7%	7%	0%	33%	0%		
1048	Percent	AI	Not planning to use	94%	100%	100%	100%	88%	0%	100%	93%	93%	94%	67%	100%		
1049	Percent	AI															
1050	Percent	AI	Row: Perplexity														
1051	Percent	AI	Currently using	12%	0%	0%	20%	19%	0%	0%	7%	7%	21%	25%	0%		
1052	Percent	AI	No, but planning to use	8%	25%	0%	0%	7%	0%	9%	0%	7%	5%	25%	25%		
1053	Percent	AI	Not planning to use	80%	75%	100%	80%	74%	0%	91%	93%	87%	74%	50%	75%		
1054	Percent	AI															
1055	Percent	AI	Q44: What are the barriers preventing AI adoption at your association?														
1056	Percent	AI	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage		
1057	Percent	AI	Lack of specialised skill sets among existing team	24%	33%	0%	30%	30%	50%	43%	38%	26%	33%	32%	27%		
1058	Percent	AI	Unable to allocate budget	3%	0%	0%	9%	4%	0%	2%	8%	0%	3%	5%	0%		
1059	Percent	AI	No time to review and evaluate adoption	33%	50%	50%	45%	32%	18%	31%	22%	37%	22%	37%	18%		
1060	Percent	AI	Lengthy resistance, lack of senior level buy-in	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
1061	Percent	AI	Data privacy and security concerns	45%	17%	25%	45%	54%	50%	27%	23%	44%	47%	58%	45%		
1062	Percent	AI	Reliability and accuracy of AI generated outputs	52%	83%	36%	54%	54%	50%	45%	46%	52%	53%	37%	55%		
1063	Percent	AI	Resistance to change from current staff	12%	17%	25%	18%	12%	0%	9%	12%	8%	21%	18%	1%		
1064	Percent	AI	Lack of clear use cases and benefits for associations	34%	33%	50%	64%	25%	0%	43%	17%	17%	42%	54%	0%		
1065	Percent	AI	Other	7%	0%	25%	0%	7%	0%	4%	0%	4%	0%	16%	0%		
1066	Percent	AI	None of the above	17%	17%	25%	18%	19%	0%	14%	4%	15%	19%	21%	36%		
1067	Percent	AI															
1070	Percent	AI															
1071	Percent	AI	Q45: In which areas of work do you think AI will have the most positive impact for your association? Please select up to top three options.														
1072	Percent	AI	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage		
1073	Percent	AI	Member services (e.g. chatbots, enquiry handling)	45%	50%	25%	60%	43%	67%	43%	38%	44%	36%	58%	36%		
1074	Percent	AI	Research and insights (e.g. data analysis, benchmarking)	71%	67%	50%	60%	76%	67%	62%	54%	70%	56%	89%	82%		
1075	Percent	AI	Events (e.g. personalisation, scheduling, bookings)	38%	17%	50%	64%	43%	48%	42%	38%	38%	42%	33%	36%		
1076	Percent	AI	Marketing and communications (e.g. content generation, promotion, analytics)	71%	67%	75%	80%	69%	67%	76%	69%	81%	61%	63%	55%		
1077	Percent																

1079	Percent	AI	Policy and advocacy (e.g. horizon scanning, sentiment analysis)	4%	50%	25%	40%	46%	33%	43%	35%	41%	33%	37%	73%
1079	Percent	Other		9%	0%	25%	0%	10%	0%	10%	4%	4%	6%	11%	9%
1080	Percent	AI	None of the above	5%	0%	0%	10%	4%	0%	10%	4%	7%	6%	0%	9%
1081	Percent	AI													
1084	Percent	AI													
1085	Percent	Revenue	% Membership subscriptions												
1086	Percent	Revenue	Count	221	6	4	21	72	3	24	26	27	34	17	10
1087	Percent	Revenue	Average	67%	74%	62%	66%	68%	70%	66%	73%	65%	67%	73%	44%
1088	Percent	Revenue	Min	5%	38%	36%	21%	5%	64%	29%	27%	12%	5%	27%	5%
1089	Percent	Revenue	Q1	48%	70%	54%	40%	46%	68%	52%	64%	45%	47%	53%	20%
1090	Percent	Revenue	Median	73%	78%	66%	70%	73%	71%	67%	73%	69%	75%	75%	33%
1091	Percent	Revenue	Q3	86%	86%	75%	92%	73%	73%	79%	90%	85%	87%	83%	67%
1092	Percent	Revenue	Max	100%	93%	80%	100%	100%	76%	97%	100%	100%	98%	100%	85%
1093	Percent	Revenue	Sum	8100%	444%	249%	724%	4935%	211%	1588%	1897%	2280%	1759%	1178%	436%
1094	Percent	Revenue													
1095	Percent	Revenue	% Sponsorship/partnership												
1096	Percent	Revenue	Count	221	6	4	21	72	3	24	26	27	34	17	10
1097	Percent	Revenue	Average	7%	2%	10%	10%	8%	4%	6%	8%	8%	7%	7%	8%
1098	Percent	Revenue	Min	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1099	Percent	Revenue	Q1	0%	1%	4%	2%	3%	2%	0%	0%	0%	0%	0%	1%
1100	Percent	Revenue	Median	3%	1%	6%	3%	6%	2%	0%	5%	5%	1%	1%	3%
1101	Percent	Revenue	Q3	10%	2%	14%	9%	10%	6%	7%	10%	9%	7%	13%	6%
1102	Percent	Revenue	Max	77%	57%	20%	48%	63%	63%	20%	44%	48%	77%	20%	40%
1103	Percent	Revenue	Sum	875%	12%	39%	113%	557%	11%	144%	230%	203%	229%	121%	77%
1104	Percent	Revenue													
1105	Percent	Revenue	% Training/accreditations												
1106	Percent	Revenue	Count	221	6	4	21	72	3	24	26	27	34	17	10
1107	Percent	Revenue	Average	7%	11%	14%	13%	4%	6%	10%	4%	8%	10%	4%	2%
1108	Percent	Revenue	Min	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1109	Percent	Revenue	Q1	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1110	Percent	Revenue	Median	0%	3%	2%	0%	0%	4%	2%	0%	3%	1%	0%	2%
1111	Percent	Revenue	Q3	6%	5%	15%	12%	3%	10%	15%	7%	12%	10%	3%	1%
1112	Percent	Revenue	Max	59%	53%	50%	50%	37%	16%	51%	55%	59%	57%	21%	2%
1113	Percent	Revenue	Sum	795%	56%	56%	140%	276%	19%	238%	314%	215%	388%	76%	23%
1114	Percent	Revenue													
1115	Percent	Revenue	%Other revenue												
1116	Percent	Revenue	Count	221	6	4	21	72	3	24	26	27	34	17	10
1117	Percent	Revenue	Average	19%	14%	11%	21%	19%	19%	18%	15%	19%	16%	19%	46%
1118	Percent	Revenue	Min	0%	3%	7%	0%	0%	14%	0%	0%	0%	0%	0%	2%
1119	Percent	Revenue	Q1	2%	8%	2%	2%	2%	15%	0%	2%	1%	5%	5%	30%
1120	Percent	Revenue	Median	7%	13%	4%	4%	16%	13%	13%	10%	4%	9%	12%	40%
1121	Percent	Revenue	Q3	28%	15%	14%	14%	37%	22%	27%	23%	33%	19%	30%	71%
1122	Percent	Revenue	Max	91%	28%	24%	60%	24%	29%	60%	64%	68%	73%	68%	80%
1123	Percent	Revenue	Sum	2280%	79%	57%	123%	1533%	58%	430%	380%	523%	552%	375%	464%
1124	Percent	Revenue													
1125	Percent	Expenses	%Staff salaries and benefits												
1126	Percent	Expenses	Count	116	6	3	11	69	3	24	24	26	32	17	10
1127	Percent	Expenses	Average	61%	55%	46%	62%	60%	65%	67%	64%	56%	59%	66%	67%
1128	Percent	Expenses	Min	21%	44%	38%	38%	21%	61%	28%	38%	24%	32%	21%	45%
1129	Percent	Expenses	Q1	49%	49%	41%	47%	49%	61%	53%	43%	48%	59%	58%	58%
1130	Percent	Expenses	Median	53%	49%	41%	47%	60%	65%	58%	53%	61%	63%	61%	62%
1131	Percent	Expenses	Q3	74%	61%	49%	76%	70%	67%	80%	75%	68%	67%	76%	69%
1132	Percent	Expenses	Max	100%	67%	51%	89%	100%	70%	100%	100%	100%	100%	100%	100%
1133	Percent	Expenses	Sum	7126%	327%	136%	416%	137%	196%	1618%	1537%	1461%	1890%	1117%	665%
1134	Percent	Expenses													
1135	Percent	Expenses	% Non-staff expenses												
1136	Percent	Expenses	Count	116	6	3	11	69	3	24	24	26	32	17	10
1137	Percent	Expenses	Average	39%	45%	54%	38%	40%	35%	33%	36%	44%	41%	34%	33%
1138	Percent	Expenses	Min	0%	23%	44%	1%	0%	26%	0%	0%	0%	0%	0%	0%
1139	Percent	Expenses	Q1	39%	39%	51%	24%	30%	33%	20%	32%	25%	33%	24%	31%
1140	Percent	Expenses	Median	41%	47%	56%	40%	42%	35%	35%	39%	47%	44%	39%	38%
1141	Percent	Expenses	Q3	51%	51%	59%	53%	51%	37%	47%	55%	57%	52%	41%	42%
1142	Percent	Expenses	Max	79%	56%	62%	62%	79%	39%	72%	62%	68%	79%	76%	55%
1143	Percent	Expenses	Sum	4474%	273%	417%	2734%	1774%	104%	782%	863%	1139%	1310%	583%	335%
1144	Percent	Expenses													
1145	Percent	Members	% SMFs												
1146	Percent	Members	Count	102	6	4	11	57	3	24	23	24	29	13	9
1147	Percent	Members	Average	74%	86%	66%	91%	67%	86%	81%	73%	79%	75%	56%	74%
1148	Percent	Members	Min	0%	46%	8%	68%	0%	85%	0%	0%	18%	11%	0%	0%
1149	Percent	Members	Q1	48%	81%	86%	46%	46%	85%	75%	58%	71%	81%	7%	46%
1150	Percent	Members	Median	85%	95%	79%	95%	81%	86%	84%	78%	87%	83%	63%	92%
1151	Percent	Members	Q3	100%	100%	97%	100%	99%	92%	97%	94%	97%	97%	89%	97%
1152	Percent	Members	Max	100%	100%	100%	100%	100%	87%	100%	100%	100%	100%	100%	100%
1153	Percent	Members	Sum	7506%	515%	265%	1004%	3764%	172%	1786%	1629%	1904%	2180%	734%	665%
1154	Percent	Members													
1155	Percent	Profit/Loss	% Operating profit to Revenue												
1156	Percent	Profit/Loss	Count	110	6	4	20	65	3	22	23	25	29	17	10
1157	Percent	Profit/Loss	Average	4%	5%	-4%	11%	4%	4%	4%	7%	5%	5%	-1%	3%
1158	Percent	Profit/Loss	Min	-13%	-1%	-13%	-14%	-10%	4%	0%	-10%	33%	-14%	-14%	-4%
1159	Percent	Profit/Loss	Q1	-1%	1%	-8%	1%	-1%	0%	-2%	0%	-3%	0%	-4%	-1%
1160	Percent	Profit/Loss	Median	1%	3%	-5%	5%	2%	0%	2%	4%	2%	2%	1%	3%
1161	Percent	Profit/Loss	Q3	7%	6%	7%	11%	7%	6%	7%	7%	7%	7%	1%	6%
1162	Percent	Profit/Loss	Max	100%	19%	1%	90%	100%	12%	50%	90%	100%	15%	7%	11%
1163	Percent	Profit/Loss	Sum	482%	30%	-18%	108%	259%	12%	91%	150%	124%	132%	-23%	27%
1164	Percent	Profit/Loss													
1165	Percent	Members	% New members												
1166	Percent	Members	Count	118	6	4	11	70	3	24	25	27	35	17	10
1167	Percent	Members	Average	8%	6%	3%	10%	8%	7%	6%	7%	8%	8%	8%	7%
1168	Percent	Members	Min	0%	3%	0%	3%	0%	3%	0%	0%	1%	0%	1%	0%
1169	Percent	Members	Q1	4%	4%	3%	7%	4%	5%	4%	4%	4%	4%	3%	4%
1170	Percent	Members	Median	6%	5%	4%	9%	6%	7%	6%	6%	7%	6%	8%	5%
1171	Percent	Members	Q3	11%	8%	11%	10%	11%	11%	11%	11%	11%	11%	11%	10%
1172	Percent	Members	Max	90%	13%	4%	28%	50%	12%	13%	18%	19%	50%	21%	22%
1173	Percent	Members	Sum	962%	38%	14%	112%	565%	22%	152%	182%	191%	284%	138%	67%
1174	Percent	Members													
1175	Percent	Members	% Lapsed members												
1176	Percent	Members	Count	118	6	4	11	70	3	24	25	27	35	17	10
1177	Percent	Members	Average	-4%	-4%	-4%	-7%	-4%	-3%	-4%	-4%	-5%	-4%	-6%	-4%
1178	Percent	Members	Min	-22%	-20%	-10%	-17%	-19%	-22%	-14%	-22%	-15%	-20%	-19%	-12%
1179	Percent	Members	Q1	-8%	-8%	-8%	-9%	-8%	-11%	-8%	-7%	-7%	-8%	-14%	-7%
1180	Percent	Members	Median	-5%	-4%	-4%	-4%	-4%	0%	-5%	-3%	-5%	-4%	-7%	-4%
1181	Percent	Members	Q3	0%	0%	0%	-8%	-9%	-9%	-9%	-9%	-9%	0%	0%	4%
1182	Percent	Members	Max	0%	0%	0%	-1%	0%	0%	0%	0%	0%	0%	0%	0%
1183	Percent	Members	Sum	-679%	-37%	-23%	-73%	-390%	-22%	-133%	-126%	-136%	-194%	-128%	-58%
1184	Percent	Members													
1185	Percent	Members	Net members												
1186	Percent	Members	Count	118	6	4	11	70	3	24	25	27	35	17	10
1187	Percent	Members	Average	-	-	-	-	-	15	3	11	5	5	-	23
1188	Percent	Members	Min	-	-	-	-	-	30	19	33	19	-	-	30
1189	Percent	Members	Q1	-	-	-	-	-	1	8	0	1	1	-	6
1190	Percent	Members	Median	-	-	-	-	-	2	2	1	2	3	1	13
1191	Percent	Members	Q3	-	-	-	-	-	10	13	11	7	9	1	13
1192	Percent	Members	Max	-	-	-	-	-	22	78	78	40	40	385	80
1193	Percent	Members	Sum	-	385	393	9	659	1,054	7	255	421	44	760	219
1194	Percent	Members													227

1195	Percent	Members	% Net members											
1196	Percent	Members	Count	218	6	4	21	70	3	24	25	27	35	17
1197	Percent	Members	Average	2%	0%	-2%	4%	2%	-1%	1%	2%	2%	2%	0%
1198	Percent	Members	Min	-23%	-8%	-7%	-9%	-23%	-13%	-9%	-13%	-6%	-9%	-9%
1199	Percent	Members	Q1	-1%	-1%	-5%	-1%	0%	-5%	0%	-1%	0%	-1%	-4%
1200	Percent	Members	Median	1%	2%	2%	2%	1%	3%	2%	2%	2%	1%	0%
1201	Percent	Members	Q3	4%	3%	0%	7%	5%	5%	4%	5%	5%	4%	3%
1202	Percent	Members	Max	49%	3%	1%	24%	49%	7%	6%	16%	8%	49%	17%
1203	Percent	Members	Sum	216%	0%	-10%	39%	174%	-4%	17%	55%	57%	87%	7%