



115.	Currency	Expenses	Average	£1,391,313	£492,818	£625,277	£517,256	£1,990,127	£263,937	£572,707	£169,500	£471,827	£887,242	£2,560,523	£6,930,668		
116.	Currency	Expenses	Min	£0	£127,000	£0	£90,000	£0	£128,483	£0	£0	£200,000	£0	£1,137,462	£2,757,589		
117.	Currency	Expenses	Q1	£274,448	£224,134	£129,302	£232,000	£418,500	£128,742	£160,000	£128,862	£302,250	£750,000	£1,917,258	£6,893,198		
118.	Currency	Expenses	Median	£70,000	£35,250	£644,558	£285,000	£853,910	£309,000	£532,000	£157,000	£453,500	£873,300	£1,999,000	£8,899,558		
119.	Currency	Expenses	Max	£1,390,668	£492,818	£625,277	£517,256	£1,990,127	£263,937	£572,707	£169,500	£471,827	£887,242	£2,560,523	£6,930,668		
120.	Currency	Expenses	Sum	£105,566,216	£3,956,910	£2,501,109	£5,689,814	£119,308,885	£791,812	£14,317,686	£4,406,998	£12,267,506	£29,276,998	£43,528,887	£60,305,682		
121.	Currency	Expenses	Sum	£105,566,216	£3,956,910	£2,501,109	£5,689,814	£119,308,885	£791,812	£14,317,686	£4,406,998	£12,267,506	£29,276,998	£43,528,887	£60,305,682		
122.	Currency	Expenses	Subfield: Total Expense														
123.	Currency	Expenses	Subfield: Count	119	6	4	11	70	2	25	26	26	22	17	10		
125.	Currency	Expenses	Average	£2,375,623	£666,862	£1,304,585	£563,538	£382,358	£14,369	£922,902	£305,698	£576,031	£1,626,046	£4,748,980	£10,792,216		
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	£361,409	£722,500	£30,798	£288,340	£164,000	£580,621	£1,212,696	£2,116,405	£8,288,627		
128.	Currency	Expenses	Median	£1,200,000	£1,051,577	£1,327,886	£550,000	£495,115	£479,000	£1,040,726	£269,170	£973,734	£1,468,000	£3,395,791	£10,200,958		
129.	Currency	Expenses	Max	£1,390,668	£492,818	£625,277	£517,256	£1,990,127	£263,937	£572,707	£169,500	£471,827	£887,242	£2,560,523	£6,930,668		
130.	Currency	Expenses	Sum	£282,699,120	£801,170	£5,218,341	£10,598,922	£236,765,030	£1,243,106	£7,948,145	£2,076,812	£53,659,524	£80,322,683	£10,392,160			
131.	Currency	Expenses	Sum	£282,699,120	£801,170	£5,218,341	£10,598,922	£236,765,030	£1,243,106	£7,948,145	£2,076,812	£53,659,524	£80,322,683	£10,392,160			
132.	Currency	Expenses	Subfield: Total Expense														
133.	Currency	Expenses	Subfield: Operating Profit/Loss														
134.	Currency	Profit/Loss	Operating Profit/Loss														
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		
136.	Currency	Profit/Loss	Option/Statistic	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
137.	Currency	Profit/Loss	Subfield: Operating Profit/Loss														
138.	Currency	Profit/Loss	Count	111	6	4	10	65	3	23	23	25	30	17	10		
139.	Currency	Profit/Loss	Average	£64,790	£61,034	£45,159	£70,705	£92,526	£22,563	£13,776	£1,454	£44,912	£2,626,057	£8,751	£272,655		
140.	Currency	Profit/Loss	Max	£711,000	£71,706	£105,528	£131,727	£721,000	£4407	£135,920	£445,357	£271,000	£4,186,528	£421,315	£731,000		
141.	Currency	Profit/Loss	Q1	£14,835	£12,200	£79,150	£25,250	£15,347	£845	£24,452	£911	£23,560	£8,242	£131,734	£117,235		
142.	Currency	Profit/Loss	Median	£25,000	£16,820	£31,084	£31,769	£33,000	£2,096	£23,000	£12,000	£16,000	£42,960	£10,000	£438,183		
143.	Currency	Profit/Loss	Q3	£87,500	£45,625	£7,123	£42,829	£100,000	£34,048	£54,886	£30,000	£62,439	£146,500	£44,820	£771,785		
144.	Currency	Profit/Loss	Max	£1,064,000	£274,382	£21,942	£126,000	£1,064,000	£66,000	£113,534	£145,000	£1,064,000	£415,800	£896,000	£839,000		
145.	Currency	Profit/Loss	Sum	£719,169	£666,202	£42,070,754	£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	Subfield: Total Profit/Loss														
147.	Currency	Profit/Loss	Count	111	6	4	10	65	3	23	23	25	30	17	10		
148.	Currency	Profit/Loss	Average	£64,790	£61,034	£45,189	£70,705	£91,926	£22,563	£13,756	£19,454	£44,911	£2,626,057	£8,751	£272,655		
149.	Currency	Profit/Loss	Max	£711,000	£71,706	£105,528	£131,727	£721,000	£4407	£135,920	£445,357	£271,000	£4,186,528	£421,315	£731,000		
150.	Currency	Profit/Loss	Subfield: Q1	£14,835	£12,200	£79,150	£25,250	£15,347	£845	£24,452	£911	£23,560	£8,242	£131,734	£117,235		
151.	Currency	Profit/Loss	Subfield: Median	£25,000	£16,820	£31,084	£31,769	£33,000	£2,096	£23,000	£12,000	£16,000	£42,960	£10,000	£438,183		
152.	Currency	Profit/Loss	Subfield: Q3	£87,500	£45,625	£7,123	£42,829	£100,000	£34,048	£54,886	£30,000	£62,439	£146,500	£44,820	£771,785		
153.	Currency	Profit/Loss	Subfield: Max	£1,064,000	£274,382	£21,942	£126,000	£1,064,000	£66,000	£113,534	£145,000	£1,064,000	£415,800	£896,000	£839,000		
154.	Currency	Profit/Loss	Subfield: Sum	£719,169	£666,202	£42,070,754	£277,084	£5,975,202	£67,689	£726,246	£447,444	£1,122,791	£2,480,011	£148,763	£2,726,649		
155.	Currency	Profit/Loss	Subfield: 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?													
156.	Currency	Percent	Subfield: Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members		
157.	Percent	Percent	Subfield: Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members		
158.	Percent	Percent	Subfield: Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members	Number of lapsed members		
159.	Percent	Percent	Subfield: Number of lapsed members	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
160.	Percent	Percent	Subfield: Number of lapsed members	1-3 months	10%	0%	9%	10%	0%	1%	1%	1%	1%	1%	20%		
161.	Percent	Percent	Subfield: Number of lapsed members	4-6 months	25%	17%	0%	30%	67%	20%	20%	22%	20%	47%	20%		
162.	Percent	Percent	Subfield: Number of lapsed members	7-11 months	20%	17%	0%	36%	33%	20%	19%	19%	17%	12%	20%		
163.	Percent	Percent	Subfield: Number of lapsed members	12+ months	45%	67%	100%	45%	41%	0%	48%	40%	56%	51%	40%		
164.	Percent	Percent	Subfield: Number of lapsed members	Sum	£6305,00	-1056,00	-100,00	-1825,00	-1925,00	-36,00	-1359,00	-321,00	-562,00	-2434,00	-2503,00	-532,00	
165.	Percent	Percent	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members		
166.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	108	6	4	11	70	3	24	24	25	35	17		
167.	Percent	Percent	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members		
168.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	108	6	4	11	70	3	24	24	25	35	17		
169.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	634,00	915,50	591,00	1076,27	535,81	709,33	173,16	339,96	1004,94	1,083,29	671,20		
170.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	54,140	22,75	50,26	42,56	14,33	45,00	12,68	25,96	68,137	409,53	75,00		
171.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	7,00	37,00	52,00	29,00	9,00	342,00	7,00	17,00	9,00	15,00	122,00		
172.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	122,00	84,50	151,00	116,50	114,50	148,50	176,00	70,00	130,00	144,00	157,00	170,75	
173.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	235,50	164,70	202,00	257,00	231,50	355,00	258,50	142,00	210,00	255,00	305,00	533,50	
174.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	47,000	34,170	42,600	42,400	23,50	23,50	23,50	20,00	62,00	62,00	75,20	50,00	
175.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	8655,00	4665,00	1968,00	8555,00	7500,00	312,00	4466,00	730,00	1353,00	7500,00	8655,00	173,00	
176.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	74812,00	5493,00	2364,00	11839,00	37507,00	609,00	17000,00	4329,00	9179,00	35173,00	18416,00	6712,00	
177.	Number	Number	Subfield: Number of members at the start of the reporting period (i.e. month #1)	Count	102	6	4	11	57	2	22	23	24	29	13		
178.	Number	Number	Subfield: Number of members at the end of the reporting period (i.e. month #12)	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members	Members		
179.	Number	Number	Subfield: Number of members at the end of the reporting period (i.e. month #12)	Count	118	6	4	11	70	2	25	25	27	35	17		
180.	Number	Number	Subfield: Number of members at the end of the reporting period (i.e. month #12)	Count	54,140	22,75	50,26	42,56	14,33	45,00	12,68	25,96	68,137	409,53	75,00		
181.	Number	Number	Subfield: Number of members at the end of the reporting period (i.e. month #12)	Count	7,00	37,00	52,00	29,00	9,00	342,00	7,00	17,00	9,00	15,00	122,00		
182.	Number	Number	Subfield: Number of members at the end of the reporting period (i.e. month #12)	Count	122,00	84,50	151,00	116,50	114,50	148,50	176,00	70,00	130,00	144,00	157,00	170,75	
183.	Number	Number	Subfield: Number of members at the end of the reporting period (i.e. month #12)	Count	235,50	164,70	202,00	257,00	231,50	355,00	258,50	142,00	210,00	255,00	305,00		

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	20.50	7.00	4.50	11.50	20.00	15.00	40.00
219	Number	Members	Median	23.50	11.00	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	20.25	98.75	11.00	98.00	21.00	48.00	33.00	93.00	60.00	155.00	160.00
221	Number	Members	Max	943.00	44.00	170.00	240.00	943.00	22.00	230.00	230.00	520.00	144.00	943.00	600.00
222	Number	Members	Sum	6821.00	96.00	265.00	361.00	5207.00	42.00	850.00	885.00	1606.00	1228.00	192.00	1162.00
223	Number	Members													
224	Number	Members	Subfield: SME members												
225	Number	Members	Count	102	6	4	11	57	2	22	23	24	29	13	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	1194.85	576.89
227	Number	Members	Min	0.00	37.00	14.00	27.00	0.00	120.00	0.00	3.00	1.00	0.00	0.00	0.00
228	Number	Members	Q1	65.50	45.25	27.50	104.00	52.00	123.75	119.50	30.00	103.75	80.00	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	330.00	322.25	62.50	48.50	345.00	133.25	140.00	164.00	184.25	240.00	384.00	591.00
231	Number	Members	Max	8655.00	4660.00	1833.00	8655.00	7450.00	335.00	4250.00	500.00	1756.00	7450.00	8655.00	1625.00
232	Number	Members	Sum	52019.00	5400.00	2098.00	11483.00	21422.00	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	102	6	4	11	57	2	22	23	24	29	13	9
236	Number	Members	Average	576.86	915.00	580.00	1076.73	467.18	148.50	555.00	167.53	345.67	758.45	1322.77	706.00
237	Number	Members	Min	7.00	37.00	52.00	27.00	9.00	142.00	7.00	17.00	9.00	15.00	122.00	
238	Number	Members	Q1	106.25	83.00	151.00	115.50	105.00	145.25	151.50	57.50	126.00	112.00	141.00	
239	Number	Members	Median	210.50	164.00	202.00	190.00	148.50	259.00	139.00	191.00	220.00	435.00	712.00	
240	Number	Members	Q3	474.00	145.00	64.00	435.00	157.50	125.00	211.00	385.75	400.00	752.00	1025.00	
241	Number	Members	Max	8655.00	4660.00	1968.00	8655.00	7450.00	155.00	4250.00	720.00	1756.00	7500.00	8655.00	1721.00
242	Number	Members	Sum	58840.00	5496.00	2364.00	11844.00	26629.00	297.00	12210.00	385.00	8296.00	21995.00	17126.00	6354.00
243	Number	Members													
244	Percent	Recruitment	Q12: Has your organisation already recruited or is it planning to recruit more staff in 2025?												
245	Percent	Recruitment	Answer Choices		Percentage										
246	Percent	Recruitment	Yes, already recruited in 2025	51%	50%	100%	45%	51%	33%	50%	36%	44%	72%	50%	55%
247	Percent	Recruitment	Yes, planning to recruit in 2025	8%	0%	0%	27%	7%	0%	8%	8%	19%	3%	6%	0%
248	Percent	Recruitment	Yes, already recruited and planning to recruit in 2025	13%	17%	0%	9%	17%	0%	8%	8%	4%	14%	22%	36%
249	Percent	Recruitment	No, not recruited and don't plan to in 2025	26%	33%	0%	18%	25%	67%	31%	44%	33%	11%	22%	9%
250	Percent	Recruitment	Unsure/Don't know	1%	0%	0%	0%	0%	0%	4%	4%	0%	0%	0%	0%
251	Percent	Recruitment													
254	Percent	Recruitment													
255	Percent	Recruitment	Q13: How would you describe your experience of recruitment over the last 12 months?												
256	Percent	Recruitment	Answer Choices		Percentage										
257	Percent	Recruitment	Much harder than previously	11%	17%	0%	5%	13%	0%	12%	12%	15%	11%	9%	9%
258	Percent	Recruitment	A bit harder than previously	21%	0%	0%	36%	21%	0%	28%	12%	19%	31%	26%	18%
259	Percent	Recruitment	The same as previously/back to normal	39%	33%	75%	36%	41%	33%	24%	31%	38%	39%	42%	45%
260	Percent	Recruitment	Easier than previously	12%	17%	0%	9%	14%	0%	12%	8%	11%	21%	18%	
261	Percent	Recruitment	Unsure/Don't know	1%	0%	0%	0%	13%	0%	0%	0%	0%	0%	0%	0%
262	Percent	Recruitment	Did not recruit in the last 12 months	16%	33%	25%	9%	10%	67%	24%	35%	19%	8%	0%	0%
263	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 have had...												
268	Percent	Recruitment	Answer Choices		Percentage										
269	Percent	Recruitment	More applicants	30%	0%	33%	18%	39%	33%	21%	29%	19%	29%	47%	45%
270	Percent	Recruitment	About the same number of applicants	39%	67%	33%	45%	39%	0%	38%	25%	42%	42%	36%	
271	Percent	Recruitment	Less applicants	14%	0%	35%	18%	14%	0%	13%	0%	23%	0%	34%	
272	Percent	Recruitment	Did not recruit in the last 12 months	17%	33%	0%	18%	0%	67%	29%	46%	15%	9%	0%	
273	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 have been recruited...												
278	Percent	Recruitment	Answer Choices		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%	50%	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%	12%	6%	0%	0%
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										
289	Percent	Salary	More than 10% higher	2%	0%	0%	0%	3%	0%	0%	0%	7%	0%	0%	0%
290	Percent	Salary	5-10% higher	31%	33%	50%	36%	30%	0%	31%	15%	41%	47%	33%	0%
291	Percent	Salary	0.5-5% higher	31%	0%	25%	27%	34%	67%	31%	27%	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%	0%	0%	0%
294	Percent	Salary	Not applicable	17%	33%	23%	18%	10%	33%	31%	38%	19%	8%	0%	0%
295	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										
301	Percent	TAF Membership	TAF members with a lot in	50%	50%	75%	64%	43%	33%	67%	50%	47%	30%	36%	
302	Percent	TAF Membership	TAF member without a log in	12%	33%	25%	18%	7%	33%	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													
307	Percent	TAF Membership													
308	Percent	TAF Membership	Q18: Which of the following TAF Member benefits are you aware of?												
			If you are a TAF member and are interested in making the full use of your membership, get involved/get in touch today: <a href="mailto:secretariat@taf.org.uk">secretariat@taf.org.uk</a>												
309	Percent	TAF Membership	Answer Choices		Percentage										
310	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%
311	Percent	TAF Membership	Training - TAF curates resources and provides a number of training courses to help professionals in the sector in their personal and professional development.	47%	60%	50%	82%	38%	33%	55%	46%	56%	33%	26%	27%
312	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 needed. It also suggests training courses and further reading. It is also available to explore the TAF website.	20%	40%	50%	36%	11%	0%	35%	27%	19%	19%	11%	0%
314	Percent	TAF Membership	TAF Portable Dads 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 employer 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 work from home on other days	31%	0%	25%	27%	39%	0%	24%	15%	19%	33%	42%	82%
329	Percent	Working practices	Most/entire day staff must be in the office on specific days each week	23%	33%	0%	18%	21%	0%	28%	12%	30%	33%	16%	18%
330	Percent	Working practices	Staff can only work from home in exceptional circumstances	4%	0%	0%	9%	3%	0%	8%	0%	7%	6%	5%	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%	6%	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%
334	Percent	Working practices	Other	6%	0%	0%	9%	4%	0%	12%	8%	11%	3%	5%	0%
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	86%	100%	75%	100%	80%	100%	92%	92%	81%	84%	91%	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%	8%	8%	19%	11%	9%	
342	Percent	Working practices	Other	1%	0%	0%	0%	1%	0%	0%	0%	0%	5%	0%	
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	4%	17%	0%	18%	4%	0%	8%	4%	15%	6%	0%	
350	Percent	Staff	Increased	28%	0%	36%	21%	33%	8%	36%	36%	24%	6%	9%	
351	Percent	Staff	About the same	60%	83%	100%	45%	53%	67%	79%	60%	52%	58%	72%	64%
352	Percent	Staff	Slightly decreased	4%	0%	0%	0%	6%	0%	4%	8%	0%	0%	11%	9%
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: CLO or similar												
362	Number	Staff	Count	119	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	0.96	1.00	1.09	1.09	
364	Number	Staff	Min	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	
365	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	
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	
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	
368	Number	Staff	Max	3.00	1.00	1.00	3.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00	
369	Number	Staff	Sum	117.80	4.10	4.00	12.00	72.30	3.00	22.40	23.30	25.80	35.90	20.80	12.00
370	Number	Staff													
371	Number	Staff	Subfield: Level 1 - Director or Senior Executive												
372	Number	Staff	Count	119	5	4	10	72	3	25	26	27	36	19	11
373	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
374	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	
375	Number	Staff	Max	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	
376	Number	Staff	Median	1.00	1.00	0.50	0.50	2.00	0.00	0.00	1.00	2.00	3.00	6.00	
377	Number	Staff	Q3	3.00	3.00	1.50	1.50	3.85	0.00	1.00	1.00	2.25	4.30	8.00	
378	Number	Staff	Max	18.00	4.80	3.00	3.00	18.00	0.00	3.00	1.60	3.00	4.80	18.00	
379	Number	Staff	Sum	234.55	10.15	4.00	8.00	192.00	0.00	20.40	4.95	23.60	61.90	164.50	79.60
380	Number	Staff													
381	Number	Staff	Subfield: Level 2 - Senior Management												
382	Number	Staff	Count	119	5	4	10	72	3	25	26	27	36	19	11
383	Number	Staff	Average	3.19	0.54	1.75	2.00	4.19	1.33	0.28	1.30	2.30	5.34	13.94	
384	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.80	
385	Number	Staff	Max	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
386	Number	Staff	Median	1.80	0.00	1.50	1.00	2.00	1.00	0.00	1.00	2.00	4.80	15.00	
387	Number	Staff	Q3	4.00	1.00	3.25	3.75	5.00	2.00	3.00	2.00	4.00	4.00	7.00	17.75
388	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
389	Number	Staff	Sum	379.94	2.70	7.00	20.00	301.84	4.00	44.40	7.30	35.00	82.90	101.40	153.34
390	Number	Staff													
391	Number	Staff	Subfield: Level 3 - Middle Management												
392	Number	Staff	Count	119	5	4	10	72	3	25	26	27	36	19	11
393	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
394	Number	Staff	Min	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.50	
395	Number	Staff	Max	1.00	1.00	1.00	0.25	4.00	0.24	0.00	0.50	0.50	2.75	14.00	
396	Number	Staff	Median	2.00	2.00	2.00	1.00	2.00	0.48	2.00	0.70	1.00	2.95	6.00	15.00
397	Number	Staff	Q3	4.00	2.50	3.50	1.75	6.85	1.24	3.00	1.00	2.00	4.00	4.00	17.00
398	Number	Staff	Max	28.00	5.40	8.00	10.00	28.00	2.00	8.30	3.00	4.00	8.30	28.00	
399	Number	Staff	Sum	444.88	10.90	12.80	19.00	345.10	2.48	54.60	18.68	35.00	99.70	109.20	182.30
400	Number	Staff													
401	Number	Staff	Subfield: Level 4 - Junior Management												
402	Number	Staff	Count	119	5	4	10	72	3	25	26	27	36	19	11
403	Number	Staff	Average	2.89	0.60	2.25	0.60	4.09	0.33	1.19	0.23	0.67	1.87	3.29	17.23
404	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	
405	Number	Staff	Max	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
406	Number	Staff	Median	1.00	0.00	2.50	0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.90	15.00
407	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
408	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
409	Number	Staff	Sum	343.40	3.00	9.00	6.00	294.60	1.00	29.80	6.00	18.00	67.40	62.50	189.50
410	Number	Staff													
411	Number	Staff	Subfield: Level 5 - Team Administrator												
412	Number	Staff	Count	119	5	4	10	72	3	25	26	27	36	19	11
413	Number	Staff	Average	3.38	2.16	0.70	0.80	4.29	0.23	2.84	0.55	1.15	2.15	5.62	15.75
414	Number	Staff	Min	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	
415	Number	Staff	Max	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
416	Number	Staff	Median	1.00	2.00	0.90	1.00	1.55	0.00	1.00	0.00	1.00	1.00	4.00	12.00
417	Number	Staff	Q3	3.80	3.80	1.00	1.00	4.00	0.35	6.80					

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	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	0.00	0.00	0.00	0.00		
426	Number	Staff	Median	0.00	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00		
427	Number	Staff	Q3	1.50	0.00	2.25	3.50	2.13	0.00	0.00	0.00	0.00	0.30	3.00	17.00	18.80						
428	Number	Staff	Max	80.00	0.50	6.00	22.00	6.00	0.00	0.00	1.00	4.00	8.00	21.00	89.00							
429	Number	Staff	Sum	408.42	0.35	7.00	35.00	333.27	0.00	33.00	1.65	17.60	60.90	152.67	176.60							
430	Number	Staff																				
431	Number	Staff	Subfield: Total FTE Staff																			
432	Number	Staff	Count	179	5	4	10	72	3	25	26	27	36	19	11							
433	Number	Staff	Average	19.00	8.44	15.65	10.80	25.67	3.73	11.05	2.93	8.89	13.50	32.52	87.87							
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	3.09	4.00	2.00	5.80	11.00	24.70	51.65							
436	Number	Staff	Median	10.50	9.00	11.50	8.00	11.75	3.18	12.00	3.00	7.00	13.15	29.00	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	9.80	19.80	49.20	160.00							
439	Number	Staff	Sum	232.47	42.20	46.60	108.00	11.18	276.30	76.13	186.00	466.00	617.80	966.54								
440	Number	Staff																				
441	Number	Staff	Q23: How many full-time equivalent consultants (if any) are engaged in running the association (as opposed to handling special projects)?																			
442	Number	Staff	Q23: 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	Count	Count	Count	Count	Count	Count		
445	Number	Staff	Subfield: FTE External consultants																			
446	Number	Staff	Count	50	4	2	7	30	1	6	10	15	12	6	4							
447	Number	Staff	Average	1.50	1.29	1.00	1.78	3.17	0.15	1.58	1.43	1.50	1.55	2.35								
448	Number	Staff	Min	0.15	0.50	1.00	0.20	0.20	0.15	0.20	0.15	0.40	0.20	1.00								
449	Number	Staff	Q1	0.66	0.61	1.00	1.00	1.00	0.15	0.53	0.39	1.00	0.58	1.75								
450	Number	Staff	Median	1.00	0.83	1.00	1.00	1.00	0.15	0.65	1.00	1.00	0.85	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	1.00	2.00								
452	Number	Staff	Max	4.00	3.00	1.00	4.00	4.00	0.15	2.50	4.00	3.00	1.50	3.10	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	Subfield: Total External consultants																			
455	Number	Staff	Count	50	4	2	7	30	1	6	10	15	12	6	4							
456	Number	Staff	Average	1.50	1.29	1.00	1.78	3.17	0.15	1.58	1.43	1.50	1.55	2.35								
457	Number	Staff	Min	0.15	0.50	1.00	0.20	0.20	0.15	0.20	0.15	0.40	0.20	1.00								
458	Number	Staff	Q1	0.66	0.61	1.00	1.00	1.00	0.15	0.53	0.39	1.00	0.58	1.75								
459	Number	Staff	Median	1.00	0.83	1.00	1.00	1.00	0.15	0.65	1.00	1.00	0.85	1.50	2.20							
460	Number	Staff	Q3	2.00	1.50	1.00	2.25	1.88	0.15	1.68	1.75	1.00	1.00	2.00								
461	Number	Staff	Max	4.00	3.00	1.00	4.00	4.00	0.15	2.50	4.00	3.00	1.50	3.10	4.00							
462	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							
463	Number	Staff	Q24: How have staff numbers changed compared to the year last 12-month reporting period?																			
464	Percent	Staff	Answer Choices			Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage		
465	Percent	Staff	Lower	16%	33%	0%	20%	20%	0%	4%	75%	56%	47%	47%	27%							
466	Percent	Staff	Same	54%	50%	100%	44%	67%	72%	8%	15%	14%	26%	27%								
467	Percent	Staff	Higher	16%	33%	0%	20%	20%	0%	4%	75%	56%	47%	47%	27%							
468	Percent	Staff	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.																			
469	Percent	Staff	Please enter a number e.g. £10,000 or "10000"																			
470	Percent	Staff	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.																			
471	Percent	Staff	Please enter a number e.g. £10,000 or "10000"																			
472	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					
473	Currency	Salary	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
474	Currency	Salary	Subfield: CEO or similar																			
475	Currency	Salary	Count	174	5	4	10	69	3	25	25	25	10	10	10	10	10	10	10	10		
476	Currency	Salary	Average	£14,971	£59,634	£130,500	£167,040	£105,214	£105,954	£118,745	£137,893	£203,703	£252,404									
477	Currency	Salary	Min	£18,000	£49,000	£63,000	£71,000	£18,000	£46,000	£75,000	£63,000	£139,000										
478	Currency	Salary	Q1	£91,125	£90,000	£117,000	£81,250	£105,000	£81,754	£74,500	£94,500	£110,000	£114,964	£158,125								
479	Currency	Salary	Median	£120,000	£100,000	£135,000	£95,500	£145,000	£100,538	£86,500	£110,000	£130,958	£237,769									
480	Currency	Salary	Q3	£150,000	£115,000	£145,000	£125,000	£115,000	£117,058	£111,250	£130,000	£165,500	£284,453	£279,000								
481	Currency	Salary	Max	£200,000	£120,000	£150,000	£140,000	£150,000	£140,000	£120,000	£150,000	£180,000	£240,000	£340,000								
482	Currency	Salary	Sum	£16,321,065	£489,000	£512,000	£1,053,250	£111,529,779	£304,100	£2,436,936	£2,213,145	£2,968,619	£4,805,612	£3,648,652	£2,534,037							
483	Currency	Salary	Subfield: Level 1 - Director or Senior Executive																			
484	Currency	Salary	Count	76	5	2	6	52	0	11	14	28	17	11	11	11	11	11	11	11		
485	Currency	Salary	Average	£86,971	£59,634	£130,500	£67,583	£84,045	£80,076	£73,487	£65,780	£67,915	£81,857	£120,566								
486	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							
487	Currency	Salary	Q1	£69,473	£45,000	£98,250	£71,250	£70,000	£61,000	£67,000	£67,000	£60,500	£70,000	£80,000	£93,511							
488	Currency	Salary	Median	£80,000	£60,000	£105,000	£77,500	£90,500	£75,000	£75,000	£70,000	£64,000	£75,000	£87,000	£110,000							
489	Currency	Salary	Q3	£98,801	£70,000	£111,250	£87,500	£111,250	£87,500	£87,500	£87,500	£87,500	£87,500	£87,500	£87,500							
490	Currency	Salary	Max	£200,000	£140,000	£160,000	£120,000	£155,000	£120,000	£120,000	£120,000	£120,000	£120,000	£120,000	£120,000							
491	Currency	Salary	Sum	£6,609,814	£298,118	£203,000	£405,500	£4,890,334	£0	£812,862	£263,118	£950,805										

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		£28,043	£28,000	£43,500	£33,000	£60,000	£33,200	£218,043	£50,000	£60,000	£218,043	£45,000	£48,500	
535	Currency	Salary	Sum		£2,817,672	£79,000	£106,500	£227,790	£1,731,559	£33,200	£659,623	£358,700	£614,262	£1,033,883	£497,979	£326,848	
536	Currency	Salary															
537	Currency	Salary		Q26: Please enter the average maximum salary for the following in GBP:  Please enter a number e.g. £10,000 as "10000".													
538	Currency	Salary		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.													
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	Subfield: CEO or similar	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count		
541	Currency	Salary		114	5	4	10	69	2	23	24	25	35	18	10		
542	Currency	Salary	Count														
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	£79,060	£63,000	£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	£110,100	£110,100	£133,000	£125,000	£130,000	£120,000	£120,000	£134,724	£120,000	£120,000	£130,000	£130,000		
547	Currency	Salary	Q3	£160,500	£120,000	£125,000	£140,000	£122,000	£122,000	£122,000	£160,608	£135,000	£125,000	£284,453	£333,125		
548	Currency	Salary	Max	£500,000	£135,000	£129,000	£159,000	£90,000	£124,100	£185,000	£159,000	£250,000	£240,000	£335,800	£500,000		
549	Currency	Salary	Sum	£16,777,466	£509,000	£512,000	£1,057,250	£11,890,180	£314,100	£2,494,936	£2,176,145	£3,083,619	£4,911,613	£3,703,652	£2,747,437		
550	Currency	Salary															
551	Currency	Salary	Subfield: Level 1 - Director or Senior Executive														
552	Currency	Salary	Count	77	5	2	6	52	0	11	4	15	28	17	11		
553	Currency	Salary	Average	£103,506	£66,224	£120,000	£69,333	£114,914	£60,000	£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	£75,891	£73,021	£51,780	£60,768	£76,002	£96,200	£125,000			
556	Currency	Salary	Median	£92,000	£60,000	£120,000	£80,000	£80,000	£100,000	£80,000	£100,000	£80,000	£80,000	£110,000	£130,000		
557	Currency	Salary	Q3	£115,000	£80,000	£120,000	£84,500	£142,000	£80,000	£84,000	£82,846	£105,000	£150,000	£192,438			
558	Currency	Salary	Max	£266,400	£96,000	£132,000	£90,000	£266,400	£96,000	£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	3	2	8	53	2	20	6	17	21	19	15		
563	Currency	Salary	Average	£75,434	£48,333	£29,750	£52,500	£81,824	£72,525	£71,593	£57,026	£60,732	£71,117	£87,438	£107,320		
564	Currency	Salary	Min	£35,000	£40,000	£77,000	£40,000	£37,000	£70,000	£35,000	£45,000	£40,000	£46,000	£72,647			
565	Currency	Salary	Q1	£36,508	£42,500	£78,375	£45,750	£58,856	£71,288	£59,021	£40,000	£55,000	£57,653	£81,145			
566	Currency	Salary	Median	£68,067	£40,000	£47,500	£77,000	£72,575	£63,500	£56,000	£60,000	£65,000	£78,000	£90,000			
567	Currency	Salary	Q3	£83,430	£45,000	£85,000	£45,000	£85,000	£70,000	£70,000	£70,000	£70,000	£70,000	£85,000	£105,000		
568	Currency	Salary	Max	£215,091	£60,000	£82,500	£80,000	£200,000	£75,150	£215,053	£84,000	£85,000	£151,053	£172,101	£200,000		
569	Currency	Salary	Sum	£6,638,168	£145,000	£159,500	£420,000	£4,336,698	£145,150	£1,431,820	£513,233	£1,032,442	£2,204,623	£1,661,346	£1,380,524		
570	Currency	Salary															
571	Currency	Salary	Subfield: Level 3 - Middle Management														
572	Currency	Salary	Count	85	3	4	7	39	2	28	15	17	22	18	15		
573	Currency	Salary	Average	£54,932	£43,748	£57,000	£39,571	£58,944	£56,650	£47,762	£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	£26,000	£34,000	£30,000	£28,000	£54,075		
575	Currency	Salary	Q1	£43,500	£40,000	£52,000	£32,000	£45,000	£49,325	£40,000	£36,870	£40,000	£44,750	£48,676	£64,651		
576	Currency	Salary	Median	£50,000	£40,000	£60,000	£40,000	£55,000	£56,650	£41,000	£45,000	£45,000	£49,874	£65,918	£69,371		
577	Currency	Salary	Q3	£64,430	£45,000	£65,000	£45,000	£65,000	£57,139	£51,637	£50,000	£55,000	£55,000	£63,500	£75,000		
578	Currency	Salary	Max	£175,000	£55,000	£65,000	£175,000	£75,000	£73,300	£65,000	£120,000	£67,000	£120,000	£134,505	£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	21	4	19	24	15	9		
583	Currency	Salary	Average	£45,006	£31,500	£49,000	£20,662	£42,749	£31,500	£47,878	£31,250	£44,119	£49,439	£47,850	£53,882		
584	Currency	Salary	Min	£8,000	£28,000	£35,000	£28,000	£8,000	£29,000	£26,000	£28,000	£25,000	£30,900	£41,000			
585	Currency	Salary	Q1	£34,908	£29,750	£38,500	£28,000	£35,000	£30,250	£34,939	£26,750	£31,000	£35,000	£47,965			
586	Currency	Salary	Median	£39,750	£24,000	£42,000	£28,000	£41,000	£35,000	£41,000	£34,000	£41,000	£34,000	£50,316			
587	Currency	Salary	Q3	£64,030	£35,000	£63,000	£35,000	£60,000	£60,000	£60,000	£60,000	£60,000	£60,000	£73,740	£85,000		
588	Currency	Salary	Max	£173,784	£35,000	£70,000	£36,000	£77,000	£34,000	£73,784	£42,000	£45,000	£45,000	£73,784	£75,000		
589	Currency	Salary	Sum	£2,970,383	£63,000	£147,000	£92,000	£1,968,712	£63,000	£636,651	£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	80	3	2	9	52	1	27	14	19	29	17	11		
593	Currency	Salary	Average	£36,519	£28,333	£35,500	£25,754	£36,877	£42,600	£42,387	£29,079	£34,224	£40,077	£39,099	£39,692		
594	Currency	Salary	Min	£8,000	£27,000	£31,000	£8,000	£25,000	£42,600	£12,000	£12,000	£22,790	£24,000	£28,000	£30,591		
595	Currency	Salary	Q1	£29,250	£27,500	£31,500	£24,000	£30,000	£42,600	£27,500	£26,250	£29,000	£30,000	£30,136	£36,950		
596	Currency	Salary	Median	£32,000	£28,000	£32,000	£28,000	£36,050	£42,600	£31,255	£28,000	£30,000	£32,000	£38,496			
597	Currency	Salary	Q3	£40,043	£29,000	£37,750	£30,000	£41,047	£42,600	£37,322	£30,500	£40,000	£37,500	£45,000	£50,000		
598	Currency	Salary	Max	£123,843	£30,000	£43,000	£43,883	£43,000	£42,600	£50,000	£40,000	£40,000	£40,000	£40,000	£51,408		
599	Currency	Salary	Sum	£3,286,746	£65,000	£106,500	£231,790	£2,101,971	£42,600	£718,885	£407,100	£650,263	£1,122,169	£664,680	£643,534		
600	Currency	Salary															
601	Percent	Pay awards	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	Pay awards	Answer Choices	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	Percentage	
603	Percent	Pay awards	No remuneration or expenses	47%	50%	25%	55%	46%	42%	52%	48%</						

643	Percent	Pay awards	5.1 to 7.5%	2%	0%	0%	2%	0%	0%	5%	3%	0%	0%	
644	Percent	Pay awards	7.6 to 10%	2%	0%	0%	2%	0%	0%	0%	3%	5%	0%	
645	Percent	Pay awards	>10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
646	Percent	Pay awards	Unsure/don't know	5%	0%	0%	6%	0%	17%	5%	3%	0%	9%	
647	Percent	Pay awards	No salary increases	12%	20%	25%	33%	8%	0%	33%	9%	6%	11%	
648	Percent	Pay awards											9%	
649	Percent	Pay awards	Row: Level 2 - Senior Management											
650	Percent	Pay awards	Column	Percentage										
651	Percent	Pay awards	0 to 2.5%	15%	0%	0%	17%	0%	26%	6%	4%	14%	33%	
652	Percent	Pay awards	2.6 to 5%	60%	80%	100%	70%	60%	68%	56%	73%	74%	61%	
653	Percent	Pay awards	5.1 to 7.5%	5%	0%	0%	10%	5%	0%	6%	8%	6%	0%	
654	Percent	Pay awards	7.6 to 10%	2%	0%	0%	3%	0%	0%	0%	8%	0%	0%	
655	Percent	Pay awards	>10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
656	Percent	Pay awards	Unsure/don't know	4%	0%	0%	5%	0%	13%	4%	0%	0%	9%	
657	Percent	Pay awards	No salary increases	7%	20%	0%	20%	5%	0%	19%	0%	6%	6%	
658	Percent	Pay awards											0%	
659	Percent	Pay awards	Row: Level 3 - Middle Management											
660	Percent	Pay awards	Column	Percentage										
661	Percent	Pay awards	0 to 2.5%	16%	20%	0%	0%	17%	0%	26%	6%	0%	32%	
662	Percent	Pay awards	2.6 to 5%	70%	80%	70%	70%	100%	68%	56%	73%	74%	63%	
663	Percent	Pay awards	5.1 to 7.5%	5%	0%	0%	10%	5%	0%	6%	8%	6%	0%	
664	Percent	Pay awards	7.6 to 10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
665	Percent	Pay awards	>10%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
666	Percent	Pay awards	Unsure/don't know	4%	0%	0%	5%	0%	13%	5%	0%	0%	9%	
667	Percent	Pay awards	No salary increases	8%	0%	25%	30%	6%	0%	25%	5%	0%	5%	
668	Percent	Pay awards											0%	
669	Percent	Pay awards	Row: Level 4 - Junior Management											
670	Percent	Pay awards	Column	Percentage										
671	Percent	Pay awards	0 to 2.5%	19%	0%	0%	20%	50%	33%	9%	14%	19%	26%	
672	Percent	Pay awards	2.6 to 5%	62%	75%	100%	67%	64%	50%	45%	71%	65%	58%	
673	Percent	Pay awards	5.1 to 7.5%	5%	0%	0%	11%	5%	0%	10%	0%	0%	0%	
674	Percent	Pay awards	7.6 to 10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
675	Percent	Pay awards	>10%	1%	0%	0%	0%	0%	0%	0%	3%	0%	0%	
676	Percent	Pay awards	Unsure/don't know	6%	0%	0%	7%	0%	13%	5%	3%	5%	10%	
677	Percent	Pay awards	No salary increases	8%	25%	0%	22%	5%	0%	18%	0%	9%	11%	
678	Percent	Pay awards											0%	
679	Percent	Pay awards	Row: Level 5 - Team Administrator											
680	Percent	Pay awards	Column	Percentage										
681	Percent	Pay awards	0 to 2.5%	19%	25%	0%	22%	0%	25%	12%	8%	20%	33%	
682	Percent	Pay awards	2.6 to 5%	64%	75%	100%	70%	63%	100%	55%	53%	71%	64%	
683	Percent	Pay awards	5.1 to 7.5%	7%	0%	0%	10%	5%	0%	10%	11%	3%	0%	
684	Percent	Pay awards	7.6 to 10%	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%	
686	Percent	Pay awards	Unsure/don't know	4%	0%	0%	5%	0%	12%	4%	0%	0%	9%	
687	Percent	Pay awards	No salary increases	7%	0%	20%	6%	0%	6%	0%	0%	6%	11%	
688	Percent	Pay awards											0%	
689	Percent	Pay awards												
690	Percent	Bonus	Q30: Which criteria have to be met to qualify for a bonus?											
691	Percent	Bonus	Please select all that apply.											
692	Percent	Bonus												
693	Percent	Bonus												
694	Percent	Bonus	Answer Choices	Percentage										
695	Percent	Bonus	Dependent on financial surplus	43%	50%	25%	45%	42%	67%	35%	35%	41%	53%	32%
696	Percent	Bonus	Dependent on membership/subscription target levels	20%	17%	0%	18%	20%	33%	22%	12%	15%	33%	9%
697	Percent	Bonus	Dependent on non-financial targets/KPIs	29%	17%	25%	27%	28%	67%	19%	22%	39%	37%	18%
698	Percent	Bonus	Dependent on individual merit	30%	21%	25%	36%	41%	33%	22%	41%	39%	33%	9%
699	Percent	Bonus	Dependent on company strategy	44%	17%	0%	36%	58%	33%	17%	35%	48%	39%	55%
700	Percent	Bonus	Other	7%	17%	0%	0%	10%	0%	0%	4%	11%	5%	18%
701	Percent	Bonus	We do not have a bonus scheme	24%	33%	75%	27%	14%	33%	43%	42%	22%	17%	21%
702	Percent	Bonus											9%	
703	Percent	Bonus												
704	Percent	Bonus	Q31: Please select how often were bonuses awarded or budgeted for in 2025?											
705	Percent	Bonus												
706	Percent	Bonus	Row: CEO or similar											
707	Percent	Bonus	Column	Percentage										
708	Percent	Bonus	No bonuses	41%	67%	75%	50%	35%	33%	57%	35%	20%	31%	27%
709	Percent	Bonus	Regular bonuses	29%	17%	0%	20%	23%	37%	26%	30%	24%	50%	36%
710	Percent	Bonus	Regular and occasional bonuses	25%	17%	25%	20%	26%	33%	19%	9%	38%	33%	27%
711	Percent	Bonus	Regular bonuses	5%	0%	0%	10%	6%	0%	0%	0%	8%	3%	9%
712	Percent	Bonus	Regular and occasional bonuses	5%	0%	0%	10%	6%	0%	5%	4%	8%	3%	6%
713	Percent	Bonus											9%	
714	Percent	Bonus	Row: Level 1 - Director or Senior Executive											
715	Percent	Bonus	Column	Percentage										
716	Percent	Bonus	No bonuses	44%	67%	75%	55%	35%	100%	48%	82%	35%	38%	29%
717	Percent	Bonus	Occasional bonuses	30%	17%	0%	40%	40%	0%	24%	18%	30%	26%	36%
718	Percent	Bonus	Regular bonuses	21%	17%	25%	18%	20%	0%	24%	0%	30%	29%	27%
719	Percent	Bonus	Regular and occasional bonuses	6%	0%	0%	18%	5%	0%	0%	4%	6%	12%	9%
720	Percent	Bonus											9%	
721	Percent	Bonus	Row: Level 2 - Senior Management											
722	Percent	Bonus	Column	Percentage										
723	Percent	Bonus	No bonuses	41%	67%	75%	45%	34%	33%	45%	82%	27%	34%	29%
724	Percent	Bonus	Occasional bonuses	33%	17%	0%	18%	43%	33%	30%	18%	32%	31%	45%
725	Percent	Bonus	Regular bonuses	20%	17%	25%	18%	18%	33%	20%	0%	36%	28%	38%
726	Percent	Bonus	Regular and occasional bonuses	6%	0%	0%	18%	5%	0%	0%	5%	6%	12%	9%
727	Percent	Bonus											9%	
728	Percent	Bonus	Row: Level 3 - Middle Management											
729	Percent	Bonus	Column	Percentage										
730	Percent	Bonus	No bonuses	4%	0%	0%	24%	4%	5%	8%	34%	34%	34%	27%
731	Percent	Bonus	Occasional bonuses	31%	17%	0%	41%	50%	25%	26%	24%	26%	50%	45%
732	Percent	Bonus	Regular bonuses	20%	17%	25%	18%	19%	0%	20%	5%	33%	29%	18%
733	Percent	Bonus	Regular and occasional bonuses	6%	0%	0%	18%	7%	0%	0%	5%	5%	6%	9%
734	Percent	Bonus											9%	
735	Percent	Bonus	Row: Level 4 - Junior Management											
736	Percent	Bonus	Column	Percentage										
737	Percent	Bonus	No bonuses	47%	67%	75%	50%	37%	50%	61%	88%	25%	40%	41%
738	Percent	Bonus	Occasional bonuses	30%	17%	0%	20%	43%	0%	17%	13%	40%	30%	41%
739	Percent	Bonus	Regular bonuses	16%	17%	25%	10%	13%	50%	17%	0%	25%	23%	20%
740	Percent	Bonus	Regular and occasional bonuses	7%	0%	0%	20%	7%	0%	6%	0%	10%	7%	10%
741	Percent	Bonus											9%	
742	Percent	Bonus	Row: Level 5 - Team Administrator											
743	Percent	Bonus	Column	Percentage										
744	Percent	Bonus	No bonuses	47%	67%	75%	45%	43%	50%	53%	68%	38%	40%	40%
745	Percent	Bonus	Occasional bonuses	31%	17%	0%	43%	39%	50%	26%	21%	40%	40%	30%
746	Percent	Bonus	Regular bonuses	17%	17%	25%	18%	15%	0%	16%	11%	24%	23%	20%
747	Percent	Bonus	Regular and occasional bonuses	5%	0%	0%	18%	4%	0%	5%	0%	5%	3%	10%
748	Percent	Bonus											9%	
749	Percent	Bonus												
750	Percent	Bonus	Q32: By what percent[%] were bonus increases awarded or budgeted for the following in 2025?											
751	Percent	Bonus	Row: CEO or similar											
752	Percent	Bonus	Column	Percentage										
753	Percent	Bonus	0 to 5%	18%	0%	0%	11%	17%	33%	29%	14%	21%	44%	30%
754	Percent	Bonus	5.1 to 7.5%	14%	0%	25%	0%	16%	0%	14%	14%	21%	24%	20%
755	Percent	Bonus	7.6 to 10%	9%	0%	0%	22%	12%	0%	0%	0%	26%	9%	10%
756	Percent	Bonus	5.1 to 7.5%	2%	0%	0%	0%	3%	0%	0%	0%</td			

765	Percent	Bonus	>10%	17%	20%	0%	22%	19%	33%	10%	0%	5%	3%	0%	0%		
766	Percent	Bonus	Unsure/don't know	0%	20%	0%	20%	1%	0%	1%	0%	0%	0%	0%	0%		
767	Percent	Bonus	No bonuses	34%	60%	75%	44%	25%	33%	48%	59%	32%	35%	31%	40%		
768	Percent	Bonus	5.1 to 7.5%	8%	0%	0%	11%	0%	5%	0%	0%	10%	9%	17%	0%		
769	Percent	Bonus	7.6 to 10%	5%	20%	0%	10%	5%	0%	0%	0%	10%	6%	6%	0%		
770	Percent	Bonus	>10%	10%	0%	0%	10%	0%	10%	0%	0%	10%	12%	11%	18%		
771	Percent	Bonus	Unsure/don't know	7%	20%	0%	20%	12%	20%	12%	20%	20%	20%	20%	27%		
772	Percent	Bonus	No bonuses	36%	60%	75%	50%	23%	100%	50%	72%	24%	29%	33%	27%		
773	Percent	Bonus															
774	Percent	Bonus	<b>Row: Level 1 - Director or Senior Executive</b>														
775	Percent	Bonus	<b>Column</b>														
776	Percent	Bonus	0 to 5%	19%	0%	0%	20%	21%	0%	25%	6%	24%	21%	28%	1%	9%	
777	Percent	Bonus	2.6 to 5%	16%	0%	25%	0%	21%	0%	10%	11%	24%	18%	6%	18%		
778	Percent	Bonus	5.1 to 7.5%	8%	0%	0%	11%	0%	5%	0%	0%	10%	9%	17%	0%		
779	Percent	Bonus	7.6 to 10%	4%	20%	0%	0%	3%	33%	0%	0%	14%	15%	11%	9%		
780	Percent	Bonus	>10%	3%	0%	0%	0%	0%	0%	0%	0%	5%	6%	0%	0%		
781	Percent	Bonus	Unsure/don't know	5%	20%	0%	0%	6%	20%	0%	11%	20%	20%	20%	18%		
782	Percent	Bonus	No bonuses	36%	60%	75%	40%	26%	33%	56%	67%	29%	30%	33%	27%		
783	Percent	Bonus															
784	Percent	Bonus	<b>Row: Level 2 - Senior Management</b>														
785	Percent	Bonus	<b>Column</b>														
786	Percent	Bonus	0 to 5%	24%	0%	0%	27%	27%	50%	20%	15%	15%	21%	89%	1%	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%	9%		
789	Percent	Bonus	7.6 to 10%	2%	0%	0%	0%	3%	0%	0%	0%	5%	3%	0%	0%		
790	Percent	Bonus	>10%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
791	Percent	Bonus	Unsure/don't know	6%	20%	0%	0%	6%	0%	5%	10%	0%	2%	6%	0%	18%	
792	Percent	Bonus	No bonuses	34%	60%	75%	45%	24%	50%	45%	60%	30%	29%	28%	27%		
793	Percent	Bonus															
794	Percent	Bonus	<b>Row: Level 3 - Middle Management</b>														
795	Percent	Bonus	<b>Column</b>														
796	Percent	Bonus	0 to 5%	19%	0%	0%	22%	22%	0%	17%	6%	11%	19%	89%	1%	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%	32%	6%	11%	10%		
799	Percent	Bonus	7.6 to 10%	1%	0%	0%	0%	2%	0%	0%	0%	0%	3%	0%	0%		
800	Percent	Bonus	>10%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
801	Percent	Bonus	Unsure/don't know	6%	20%	0%	0%	7%	0%	6%	12%	0%	3%	6%	0%	20%	
802	Percent	Bonus	No bonuses	41%	60%	75%	44%	31%	100%	56%	71%	32%	38%	33%	40%		
803	Percent	Bonus															
804	Percent	Bonus	<b>Row: Level 4 - Junior Management</b>														
805	Percent	Bonus	<b>Column</b>														
806	Percent	Bonus	0 to 5%	22%	0%	0%	20%	25%	50%	20%	14%	16%	21%	44%	1%	10%	
807	Percent	Bonus	2.6 to 5%	19%	0%	25%	10%	23%	0%	20%	14%	21%	24%	13%	20%		
808	Percent	Bonus	5.1 to 7.5%	10%	20%	0%	20%	10%	0%	5%	0%	26%	9%	6%	10%		
809	Percent	Bonus	7.6 to 10%	3%	0%	0%	0%	5%	0%	5%	0%	0%	6%	0%	0%		
810	Percent	Bonus	>10%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
811	Percent	Bonus	Unsure/don't know	6%	20%	0%	0%	7%	0%	5%	9%	0%	3%	6%	0%	20%	
812	Percent	Bonus	No bonuses	39%	60%	75%	40%	31%	50%	59%	59%	32%	35%	31%	40%		
813	Percent	Bonus															
814	Percent	Bonus															
815	Percent	Bonus															
816	Percent	Bonus	<b>Q33: What staff benefits do you provide?</b>														
817	Percent	Benefits	<b>Please tick all that apply.</b>														
818	Percent	Benefits	<b>Row: CEO or similar</b>														
819	Percent	Benefits	<b>Column</b>														
820	Percent	Benefits	Life Assurance	76%	100%	75%	67%	75%	100%	74%	24%	52%	63%	59%	91%		
821	Percent	Benefits	Long-term disability (LTD)	32%	33%	75%	33%	36%	0%	13%	8%	32%	37%	39%	55%		
822	Percent	Benefits	Medical insurance	81%	67%	100%	83%	84%	100%	74%	38%	68%	82%	72%	82%		
823	Percent	Benefits	Annual medical check up	22%	23%	25%	20%	27%	100%	11%	28%	5%	7%	5%	4%		
824	Percent	Benefits	Car provided by employer	11%	23%	22%	10%	20%	100%	10%	20%	10%	10%	10%	10%		
825	Percent	Benefits	Season ticket loans	13%	33%	0%	25%	0%	0%	21%	0%	0%	11%	14%	18%		
826	Percent	Benefits	Wellness support/Gym membership	39%	0%	0%	61%	0%	0%	4%	0%	19%	19%	58%	25%		
827	Percent	Benefits		45%	0%	33%	50%	57%	0%	14%	0%	19%	37%	33%	73%		
828	Percent	Benefits															
829	Percent	Benefits	<b>Row: Level 1 - Director or Senior Executive</b>														
830	Percent	Benefits	<b>Column</b>														
831	Percent	Benefits	Life Assurance	79%	100%	67%	75%	76%	0%	80%	0%	30%	68%	59%	91%		
832	Percent	Benefits	Long-term disability (LTD)	31%	33%	67%	0%	35%	0%	14%	0%	11%	32%	39%	55%		
833	Percent	Benefits	Medical insurance	79%	67%	100%	83%	84%	100%	74%	38%	68%	82%	72%	82%		
834	Percent	Benefits	Annual medical check up	24%	23%	25%	33%	20%	0%	20%	0%	20%	10%	45%	45%		
835	Percent	Benefits	Car provided by employer	13%	23%	22%	10%	20%	100%	10%	20%	10%	10%	11%	11%		
836	Percent	Benefits	Season ticket loans	49%	0%	0%	74%	0%	0%	0%	0%	19%	19%	58%	28%		
837	Percent	Benefits	Wellness support/Gym membership	45%	0%	33%	40%	54%	0%	20%	0%	19%	37%	31%	73%		
838	Percent	Benefits															
839	Percent	Benefits	<b>Row: Level 2 - Senior Management</b>														
840	Percent	Benefits	<b>Column</b>														
841	Percent	Benefits	Life Assurance	76%	100%	67%	80%	73%	100%	79%	8%	33%	63%	57%	91%		
842	Percent	Benefits	Long-term disability (LTD)	24%	33%	50%	17%	26%	0%	7%	0%	32%	37%	39%	55%		
843	Percent	Benefits	Medical insurance	61%	67%	100%	40%	63%	100%	53%	30%	47%	58%	64%	73%		
844	Percent	Benefits	Annual medical check up	13%	23%	25%	20%	12%	100%	10%	20%	10%	10%	11%	11%		
845	Percent	Benefits	Car provided by employer	5%	0%	0%	17%	4%	0%	7%	0%	7%	5%	0%	0%		
846	Percent	Benefits	Season ticket loans	45%	0%	0%	70%	0%	0%	0%	0%	19%	19%	58%	25%		
847	Percent	Benefits	Wellness support/Gym membership	41%	0%	25%	40%	54%	0%	20%	0%	19%	37%	31%	73%		
848	Percent	Benefits															
849	Percent	Benefits	<b>Row: Level 3 - Middle Management</b>														
850	Percent	Benefits	<b>Column</b>														
851	Percent	Benefits	Life Assurance	75%	100%	75%	74%	100%	73%	15%	33%	63%	64%	91%			
852	Percent	Benefits	Long-term disability (LTD)	23%	33%	50%	17%	28%	0%	7%	0%	32%	37%	36%	56%		
853	Percent	Benefits	Medical insurance	65%	67%	100%	50%	66%	100%	53%	30%	47%	58%	64%	73%		
854	Percent	Benefits	Annual medical check up	13%	23%	25%	20%	12%	100%	10%	20%	10%	10%	11%	11%		
855	Percent	Benefits	Car provided by employer	5%	0%	0%	17%	4%	0%	7%	0%	7%	5%	0%	0%		
856	Percent	Benefits	Season ticket loans	44%	0%	0%	70%	0%	0%	0%	0%	19%	19%	58%	25%		
857	Percent	Benefits	Wellness support/Gym membership	42%	0%	25%	40%	54%	0%	20%	0%	19%	37%	31%	73%		
858	Percent	Benefits															
859	Percent	Benefits	<b>Row: Level 4 - Junior Management</b>														
860	Percent	Benefits	<b>Column</b>														
861	Percent	Benefits	Life Assurance	72%	100%	75%	80%	72%	0%	70%	4%	30%	58%	56%	91%		
862	Percent	Benefits	Long-term disability (LTD)	23%	33%	50%	17%	26%	0%	7%	0%	32%	37%	34%	56%		
863	Percent	Benefits	Medical insurance	61%	67%	100%	40%	63%	0%	50%	8%	22%	47%	42%	73%		
864</td																	

875	Percent	Benefits	Car provided by employer	1%	0%	0%	0%	0%	8%	0%	0%	5%	0%	0%	0%
876	Percent	Benefits	Season ticket loans	43%	0%	0%	65%	0%	0%	19%	47%	25%	82%		
877	Percent	Benefits	Wellness support/Gym membership	39%	0%	25%	33%	50%	0%	0%	15%	32%	31%	73%	
878	Percent	Benefits													
879	Percent	Benefits													
880	Percent	Benefits													
881	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
885	Percent	Benefits	Stayed the same	82%	83%	75%	91%	77%	100%	91%	92%	81%	80%	74%	82%
886	Percent	Benefits	Introduced new benefits	18%	17%	25%	9%	23%	0%	9%	8%	19%	20%	26%	18%
887	Percent	Benefits	Removed some benefits	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
888	Percent	Benefits													
889	Percent	Benefits													
890	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	116	5	4	10	72	2	22	24	27	25	19	11
896	Number	Holidays	Average	26.01	26.00	25.50	24.60	26.44	25.67	25.41	25.38	25.74	26.10	26.26	27.36
898	Number	Holidays	Min	20.00	24.00	25.00	21.00	30.00	25.00	23.00	20.00	23.00	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	25.00	25.00	25.00	25.00	25.00	25.00	25.00
901	Number	Holidays	Q3	27.63	28.00	28.50	28.00	28.00	28.00	28.00	28.00	28.00	27.25	28.00	29.00
902	Number	Holidays	Max	34.00	28.00	27.00	28.00	34.00	26.00	30.00	31.00	30.00	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 offer?												
906	Percent	Pension	Answer Choices	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%	9%
908	Percent	Pension	Defined Contribution/Money Purchase Scheme	13%	0%	0%	9%	20%	0%	0%	0%	15%	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%	40%	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													
914	Percent	Pension													
915	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.'															
917	Number	Pension	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 (%)	102	4	2	10	67	2	16	21	29	20	19	11
921	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
922	Number	Pension	Min	3.00	5.00	3.00	4.00	3.00	5.00	3.00	3.00	3.00	3.00	6.00	
924	Number	Pension	Q1	5.00	5.75	6.50	5.00	5.00	5.00	5.00	5.00	5.00	5.25	6.00	9.50
925	Number	Pension	Median	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.25	8.38	10.00
926	Number	Pension	Q3	10.00	11.25	10.00	9.00	10.50	5.50	8.25	10.00	10.00	11.50	13.00	
927	Number	Pension	Max	21.00	15.00	10.00	21.00	6.00	12.00	15.00	15.00	16.10	15.00	21.00	
928	Number	Pension	Sum	851.39	36.00	23.00	67.00	602.35	16.00	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?												
Please enter the % as a number. For e.g. 10.5% as "10.5".															
932	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
933	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	72.83	95.00	78.75	69.90	68.78	87.67	74.54	81.95	72.65	72.24	62.75	
937	Number	Pension	Min	21	55	25	20	20	20	20	20	20	20	20	20
938	Number	Pension	Q1	33.85	92.50	78.75	33.75	24.00	81.50	63.90	84.75	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	100.00	91.50	100.00	100.00	100.00	100.00	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	380.00	315.00	699.00	4333.07	263.00	1192.60	1803.00	1671.00	2022.60	1004.00	682.07
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 contribution 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	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
947	Number	AI	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
948	Number	AI	Subfield: Average rate (%) of employer contribution	84	4	2	8	55	2	12	16	21	26	12	9
949	Number	AI	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
950	Number	AI	Min	1.00	4.00	8.30	4.00	6.00	3.00	3.00	3.00	3.00	3.00	6.50	
952	Number	AI	Median	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	AI	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	AI	Q3	10.00	10.63	10.70	8.50	10.25	9.08	7.43	10.00	10.00	8.96	10.88	13.20
955	Number	AI	Max	30.00	12.50	11.50	10.00	30.00	10.10	10.00	10.10	15.00	30.00	21.00	
956	Number	AI	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	AI													
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	Now: AI chatbots and virtual agents	29%	33%	0%	33%	29%	0%	33%	67%	62%	50%	25%	44%
962	Percent	AI	No: Not planning to use	54%	67%	100%	67%	48%	100%	40%	10%	24%	9%	25%	33%



1078	Percent	AI	Policy and advocacy (e.g. horizon scanning, sentiment analysis)	44%	50%	25%	40%	46%	33%	43%	35%	41%	33%	37%	73%	
1079	Percent	AI	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	121	6	4	11	73	3	24	26	27	34	17	10	
1087	Percent	Revenue	Average	67%	74%	62%	66%	68%	70%	66%	73%	65%	67%	69%	44%	
1088	Percent	Revenue	Min	5%	38%	36%	21%	5%	64%	29%	27%	12%	5%	27%	5%	
1089	Percent	Revenue	Q1	4%	70%	54%	40%	60%	68%	52%	64%	45%	47%	53%	20%	
1090	Percent	Revenue	Median	73%	78%	66%	70%	74%	71%	67%	73%	69%	71%	75%	39%	
1091	Percent	Revenue	Q3	88%	86%	75%	92%	90%	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	8150%	444%	249%	724%	4935%	211%	1588%	1897%	1759%	2280%	1178%	436%	
1094	Percent	Revenue														
1095	Percent	Revenue	% Sponsorship/partnership													
1096	Percent	Revenue	Count	121	6	4	11	73	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%	0%	0%	0%	0%	0%	1%	0%	1%	
1100	Percent	Revenue	Median	0%	2%	0%	0%	0%	0%	0%	0%	0%	1%	0%	2%	
1101	Percent	Revenue	Q3	10%	2%	14%	9%	10%	6%	7%	10%	9%	7%	13%	6%	
1102	Percent	Revenue	Max	77%	5%	20%	48%	77%	6%	26%	44%	48%	77%	26%	40%	
1103	Percent	Revenue	Sum	875%	12%	39%	113%	57%	11%	144%	210%	203%	229%	121%	77%	
1104	Percent	Revenue														
1105	Percent	Revenue	% Training/accreditations													
1106	Percent	Revenue	Count	121	6	4	11	73	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%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
1110	Percent	Revenue	Median	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
1111	Percent	Revenue	Q3	6%	5%	15%	12%	3%	10%	15%	2%	12%	10%	3%	3%	
1112	Percent	Revenue	Max	59%	53%	52%	59%	37%	16%	57%	55%	59%	57%	21%	7%	
1113	Percent	Revenue	Sum	795%	65%	56%	140%	276%	19%	238%	114%	215%	238%	76%	23%	
1114	Percent	Revenue														
1115	Percent	Revenue	% Other revenue													
1116	Percent	Revenue	Count	121	6	4	11	73	3	24	26	27	34	17	10	
1117	Percent	Revenue	Average	19%	13%	14%	11%	21%	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%	7%	0%	2%	15%	6%	15%	4%	4%	5%	30%	
1120	Percent	Revenue	Median	28%	15%	14%	14%	37%	22%	27%	23%	33%	19%	30%	71%	
1121	Percent	Revenue	Q3	91%	28%	36%	60%	91%	29%	60%	64%	69%	91%	73%	88%	
1122	Percent	Revenue	Max	2280%	79%	57%	123%	1533%	58%	430%	380%	523%	552%	325%	464%	
1123	Percent	Revenue	Sum													
1124	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%	21%	61%	28%	38%	24%	32%	21%	45%		
1129	Percent	Expenses	Q1	49%	49%	41%	47%	49%	63%	45%	45%	43%	48%	59%	58%	
1130	Percent	Expenses	Median	59%	53%	44%	60%	58%	65%	61%	65%	58%	60%	62%		
1131	Percent	Expenses	Q3	74%	61%	49%	76%	70%	67%	80%	75%	68%	67%	69%		
1132	Percent	Expenses	Max	100%	67%	55%	89%	100%	70%	100%	100%	100%	100%	100%	100%	
1133	Percent	Expenses	Sum	7126%	327%	137%	683%	4166%	196%	1618%	1537%	1461%	1896%	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%	33%	45%	11%	0%	30%	0%	0%	0%	0%	0%	0%	
1139	Percent	Expenses	Q1	26%	39%	51%	24%	30%	33%	20%	25%	32%	33%	31%		
1140	Percent	Expenses	Median	41%	47%	56%	40%	42%	55%	35%	47%	44%	48%	48%		
1141	Percent	Expenses	Q3	51%	51%	59%	53%	51%	57%	55%	57%	52%	41%	42%		
1142	Percent	Expenses	Max	79%	56%	62%	62%	79%	39%	72%	62%	76%	68%	79%	55%	
1143	Percent	Expenses	Sum	4474%	273%	163%	417%	2734%	104%	782%	863%	1139%	1310%	583%	335%	
1144	Percent	Expenses														
1145	Percent	Members	% SMEs													
1146	Percent	Members	Count	102	6	4	11	57	2	22	22	24	29	12	9	
1147	Percent	Members	Average	74%	86%	66%	91%	66%	86%	71%	79%	75%	56%	74%		
1148	Percent	Members	Min	0%	46%	8%	68%	0%	85%	0%	0%	18%	11%	0%	0%	
1149	Percent	Members	Median	63%	81%	48%	86%	46%	85%	75%	58%	81%	73%	46%		
1150	Percent	Members	Q1	88%	95%	79%	95%	81%	83%	86%	84%	87%	83%	92%		
1151	Percent	Members	Q3	97%	100%	97%	100%	92%	98%	99%	97%	94%	92%	97%		
1152	Percent	Members	Max	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
1153	Percent	Members	Sum	7506%	515%	265%	1004%	3764%	172%	1629%	1904%	2180%	2104%	734%	665%	
1154	Percent	Members														
1155	Percent	Profit/Loss	% Operating profit to Revenue													
1156	Percent	Profit/Loss	Count	110	6	4	10	65	2	23	23	25	29	17	10	
1157	Percent	Profit/Loss	Average	4%	5%	4%	11%	4%	4%	7%	5%	5%	5%	-1%	3%	
1158	Percent	Profit/Loss	Min	-33%	-3%	-9%	-33%	-14%	0%	-10%	-33%	-8%	-8%	-14%	-4%	
1159	Percent	Profit/Loss	Q1	-13%	-1%	-8%	-1%	-1%	0%	-2%	0%	-3%	0%	-14%	-1%	
1160	Percent	Profit/Loss	Median	2%	5%	-5%	0%	2%	0%	2%	2%	2%	2%	5%		
1161	Percent	Profit/Loss	Q3	7%	6%	11%	7%	6%	7%	7%	7%	7%	7%	10%		
1162	Percent	Profit/Loss	Max	100%	19%	1%	90%	100%	12%	50%	90%	100%	100%	19%	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	119	6	4	11	70	2	24	25	27	35	17	10	
1167	Percent	Members	Average	8%	6%	-6%	-7%	-6%	-7%	-6%	-5%	-5%	-6%	-8%	-6%	
1168	Percent	Members	Min	0%	3%	2%	3%	0%	3%	0%	1%	1%	0%	0%	0%	
1169	Percent	Members	Q1	4%	4%	3%	7%	4%	5%	4%	4%	4%	4%	3%	2%	
1170	Percent	Members	Median	0%	5%	4%	9%	6%	7%	6%	7%	6%	7%	5%		
1171	Percent	Members	Q3	11%	8%	4%	10%	11%	10%	11%	9%	11%	11%	10%		
1172	Percent	Members	Max	50%	13%	4%	28%	50%	12%	13%	18%	19%	50%	21%	22%	
1173	Percent	Members	Sum	902%	38%	14%	112%	565%	22%	152%	182%	191%	284%	138%	67%	
1174	Percent	Members														
1175	Percent	Members	% Lapsed members													
1176	Percent	Members	Count	119	6	4	11	70	2	24	25	27	35	17	10	
1177	Percent	Members	Average	45%	-6%	-6%	-7%	-6%	-7%	-6%	-5%	-5%	-6%	-8%	-6%	
1178	Percent	Members	Min	-22%	-20%	-10%	-17%	-19%	-22%	-14%	-22%	-15%	-20%	-19%	-12%	
1179	Percent	Members	Q1	-8%	-7%	-8%	-9%	-8%	-11%	-8%	-7%	-7%	-8%	-14%	-7%	
1180	Percent	Members	Median	-5%	-4%	-6%	-5%	-5%	0%	-5%	-5%	-5%	-4%	-7%	-6%	
1181	Percent	Members	Q3	-2%	-2%	-3%	-2%	-2%	0%	-2%	-2%	-2%	-2%	-4%	-4%	
1182	Percent	Members	Max	0%	0%	-1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
1183	Percent	Members	Sum	-679%	-37%	-2										

1195	Percent	Members	% Net members												
1196	Percent	Members	Count	118	6	4	11	70	3	24	25	27	35	17	10
1197	Percent	Members	Average	2%	0%	-2%	4%	2%	-1%	1%	2%	2%	2%	0%	1%
1198	Percent	Members	Min	-23%	-8%	-7%	-9%	-23%	-13%	-9%	-13%	-6%	-9%	-9%	-5%
1199	Percent	Members	Q1	1%	1%	1%	1%	1%	0%	0%	0%	1%	0%	0%	-2%
1200	Percent	Members	Median	1%	2%	-2%	2%	1%	3%	2%	2%	2%	1%	0%	0%
1201	Percent	Members	Q3	4%	3%	0%	7%	5%	5%	4%	5%	5%	4%	3%	3%
1202	Percent	Members	Max	49%	3%	1%	24%	49%	7%	6%	16%	8%	49%	17%	13%
1203	Percent	Members	Sum	216%	0%	-10%	39%	174%	-4%	17%	55%	57%	87%	7%	10%