



TAF BENCHMARKING SURVEY 2025

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126

TRADE ASSOCIATIONS

2,332

EMPLOYEES

£183M

TOTAL SALARY BILL

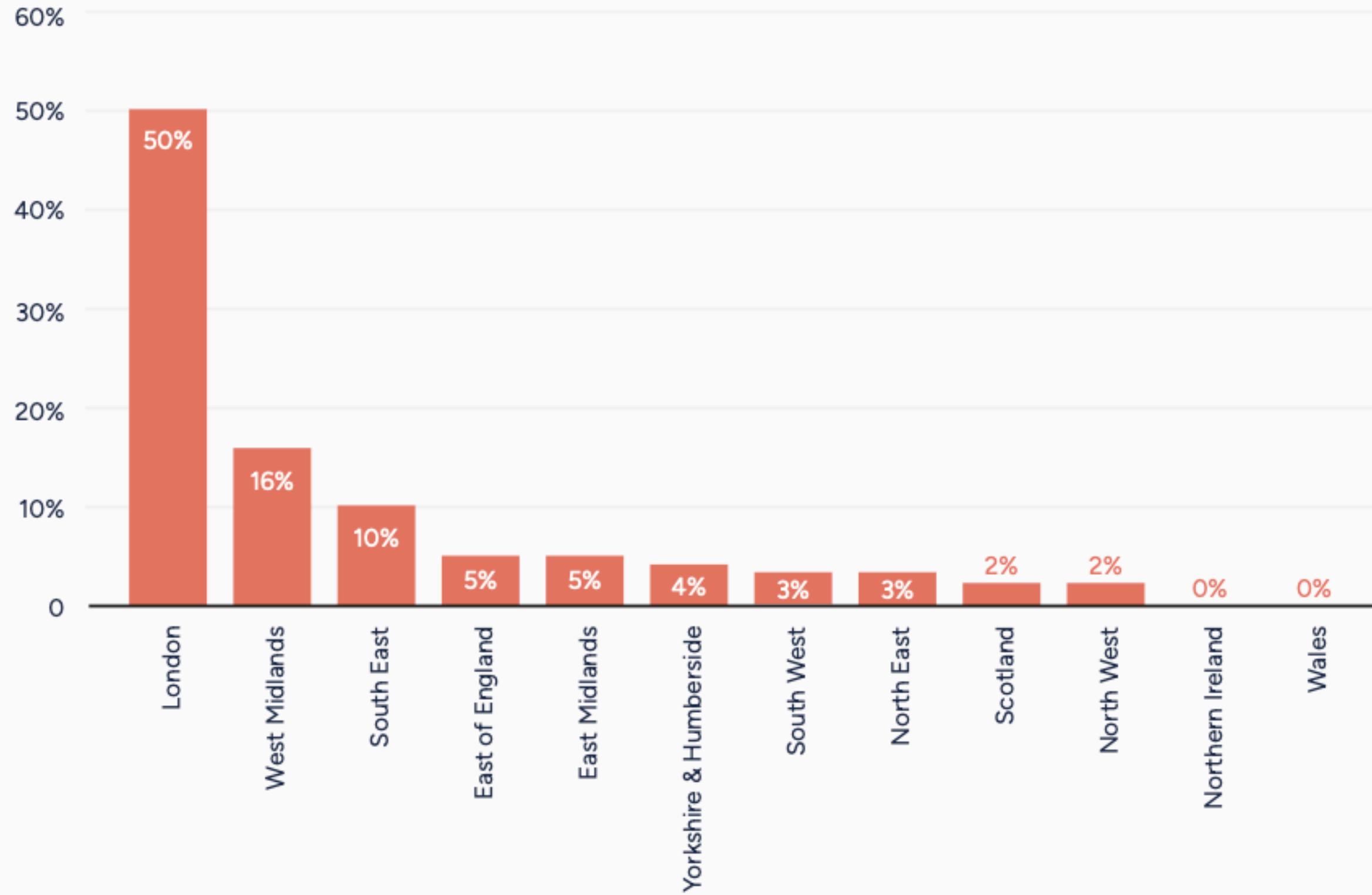
SEPT/OCT '25

FIELDWORK

ABOUT THE SURVEY



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



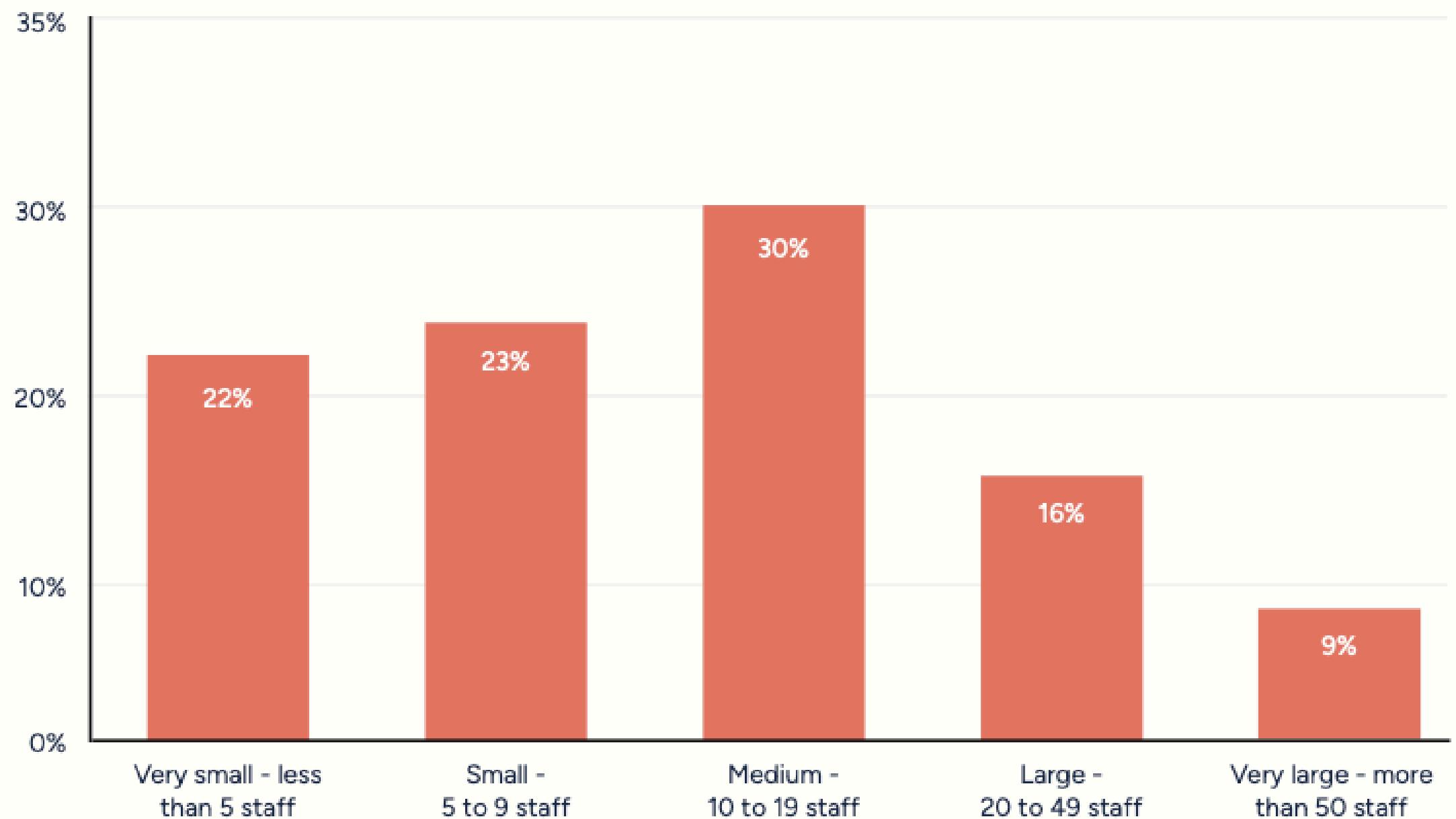
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Q: Size band of your organisation



SIZE OVER TIME



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THE FINANCIALS

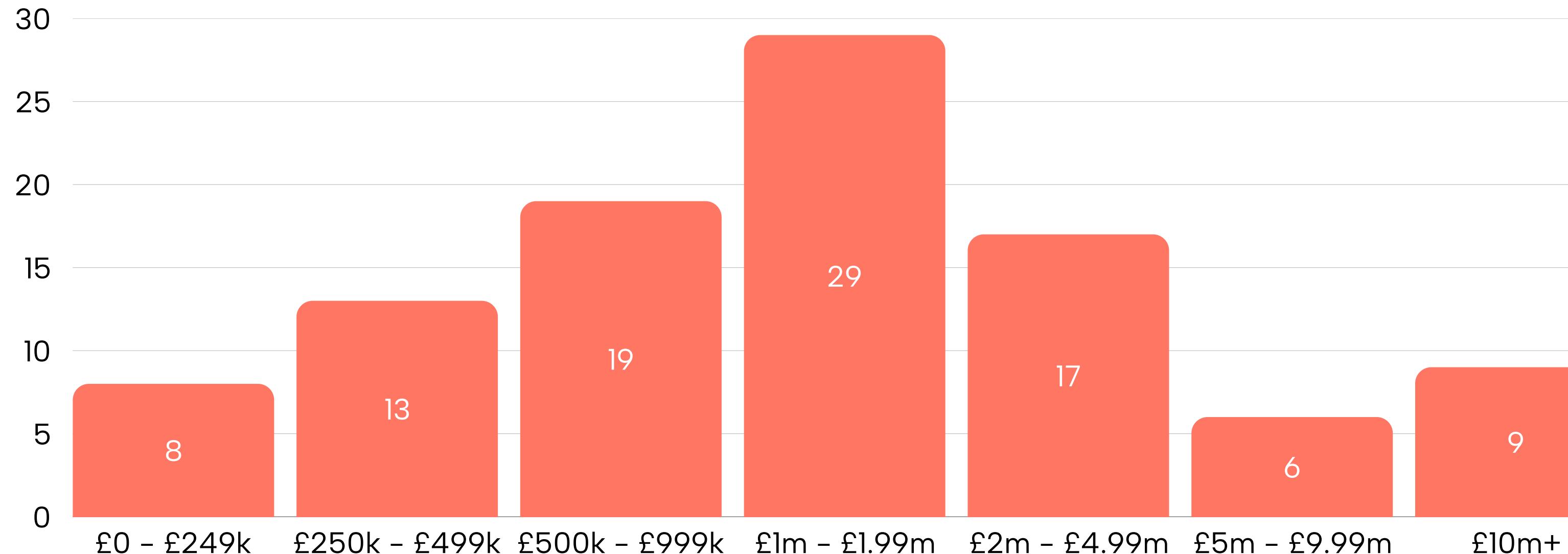
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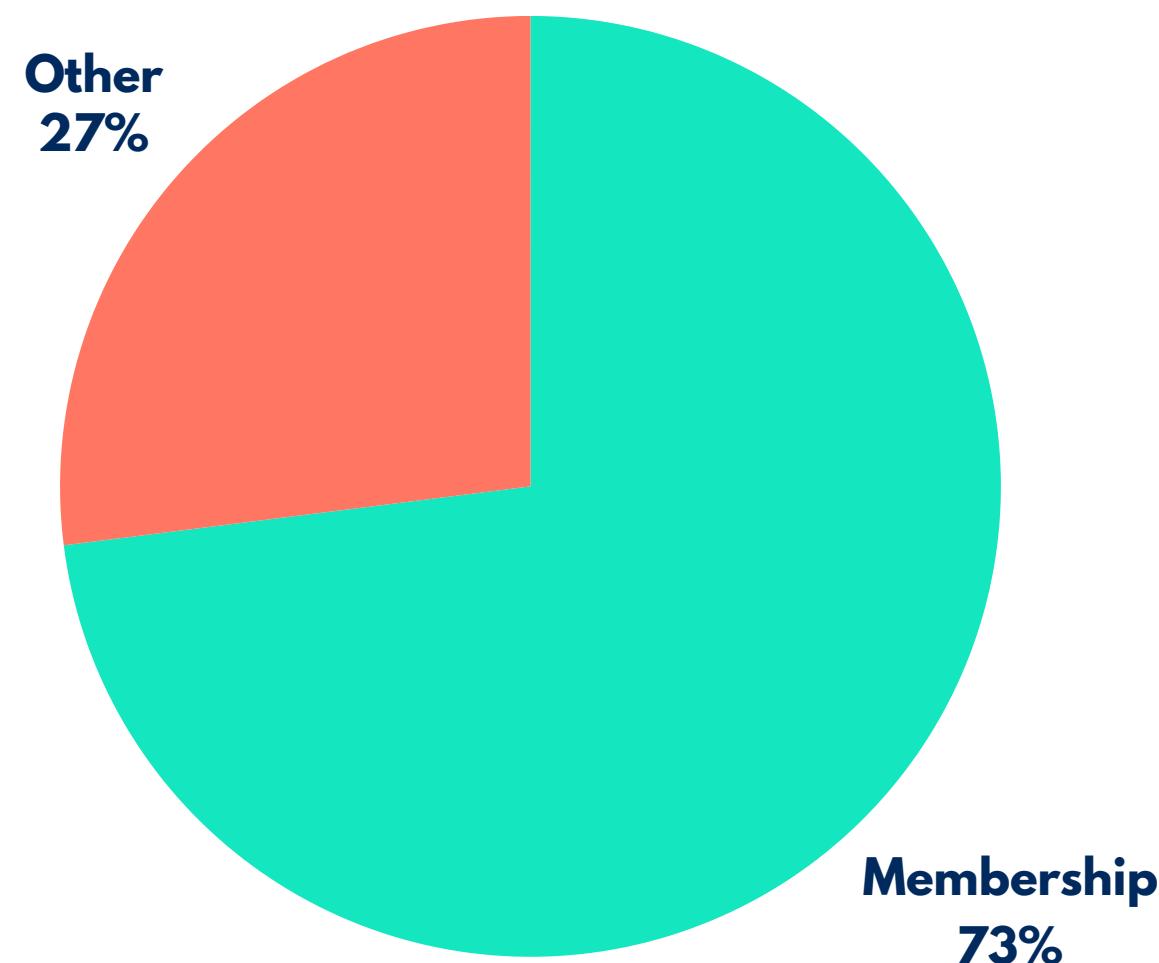
TURNOVER

(% of respondents)

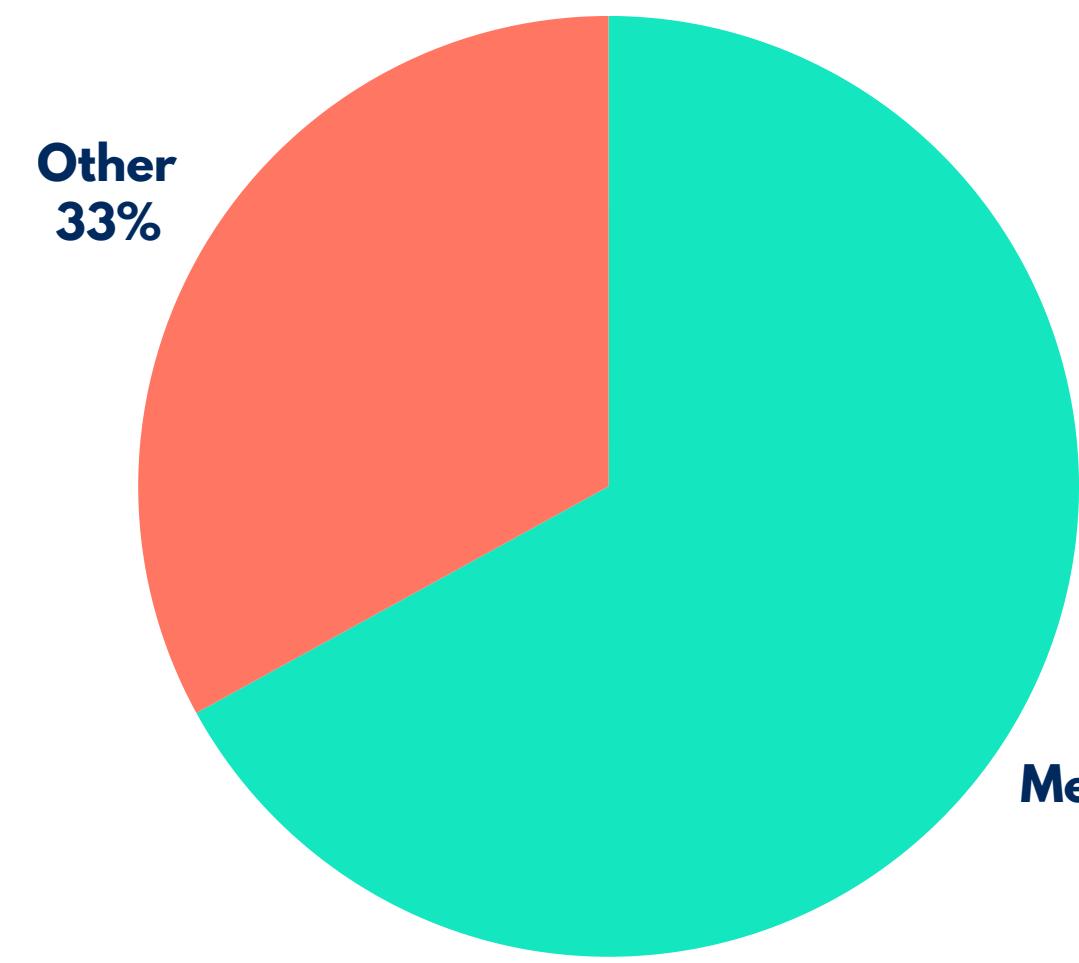


MEMBERSHIP INCOME

2025



2024



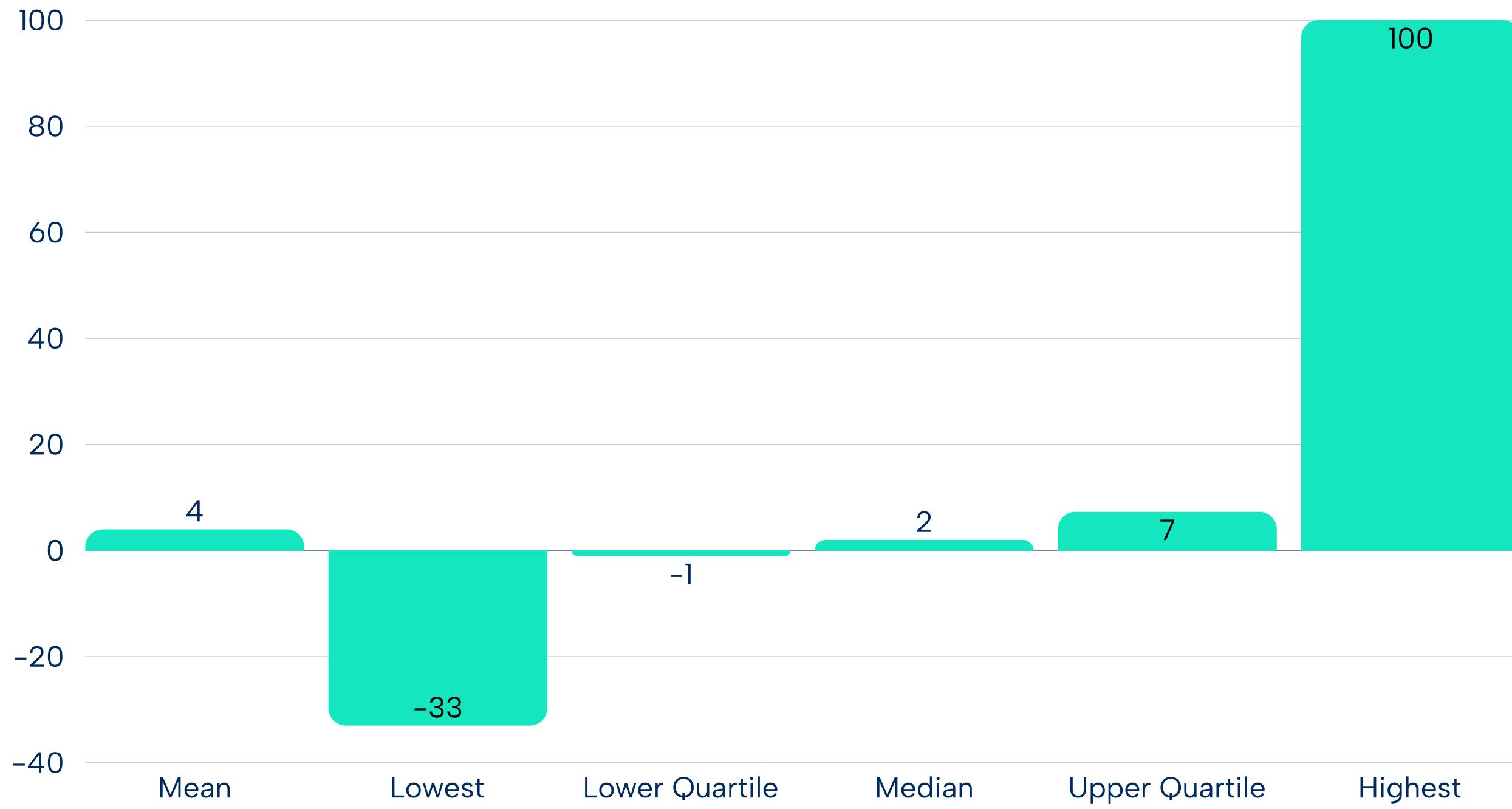


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MARGIN (%)



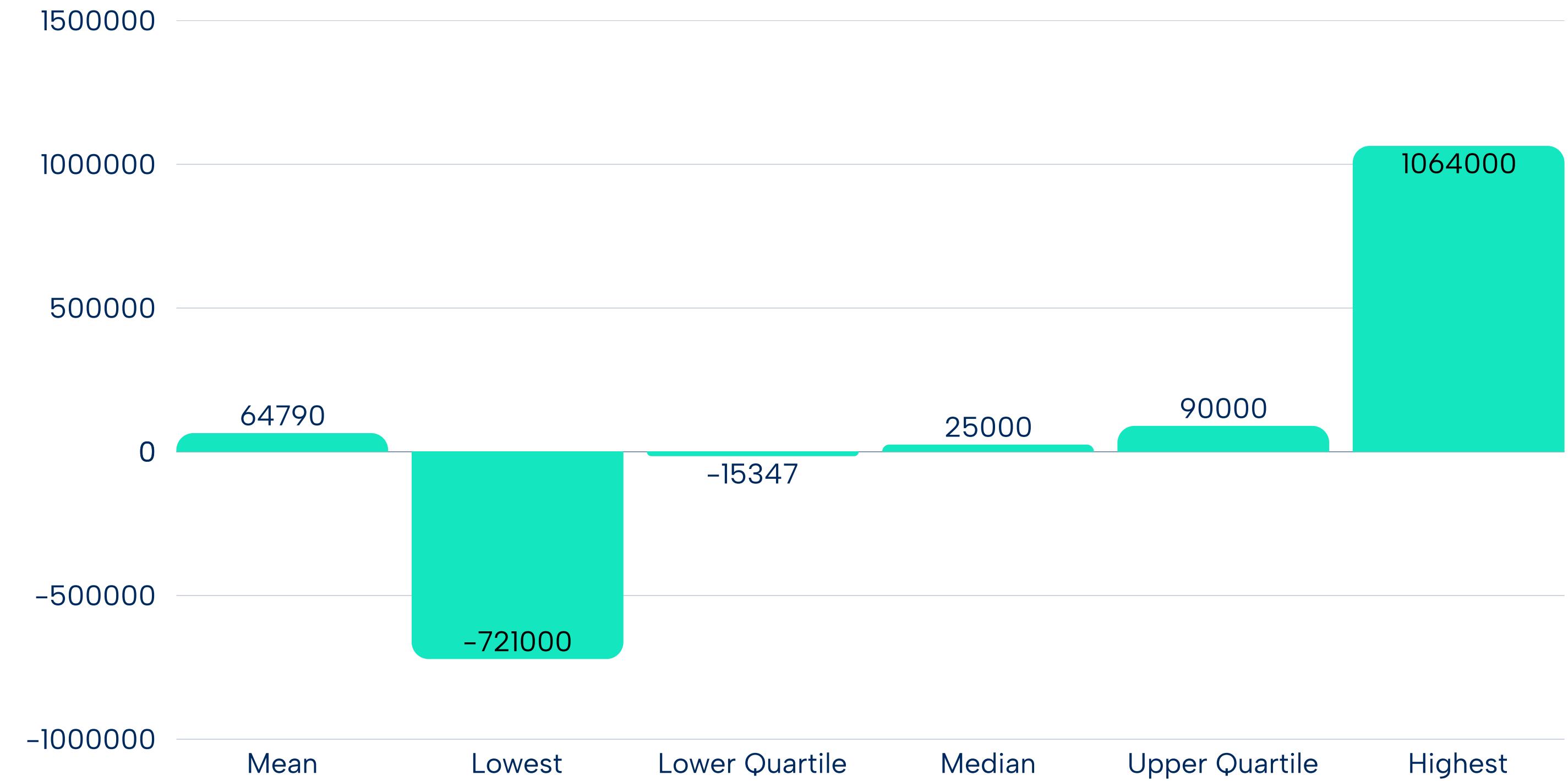


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SURPLUS (£)



SALARY COSTS

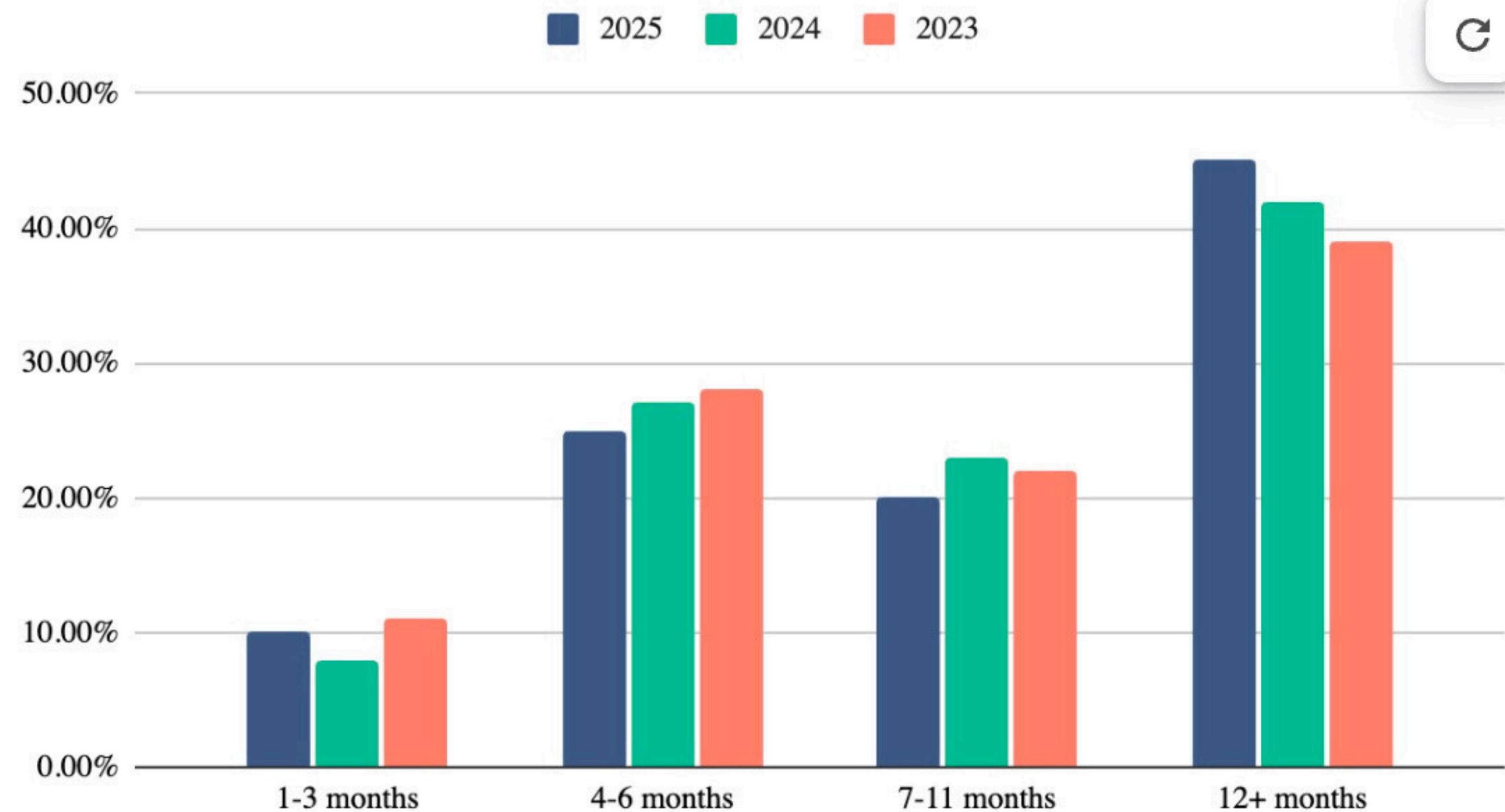
Q: Please express your salary bill as a percentage of your turnover

Mean Percentage

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

RESILIENCE

Q: Looking at your 'cash at hand' and assuming no new revenue, how many months would your association be able to maintain its normal operating expenditure?



MEMBERS

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NET MEMBERSHIP CHANGE YOY (%)

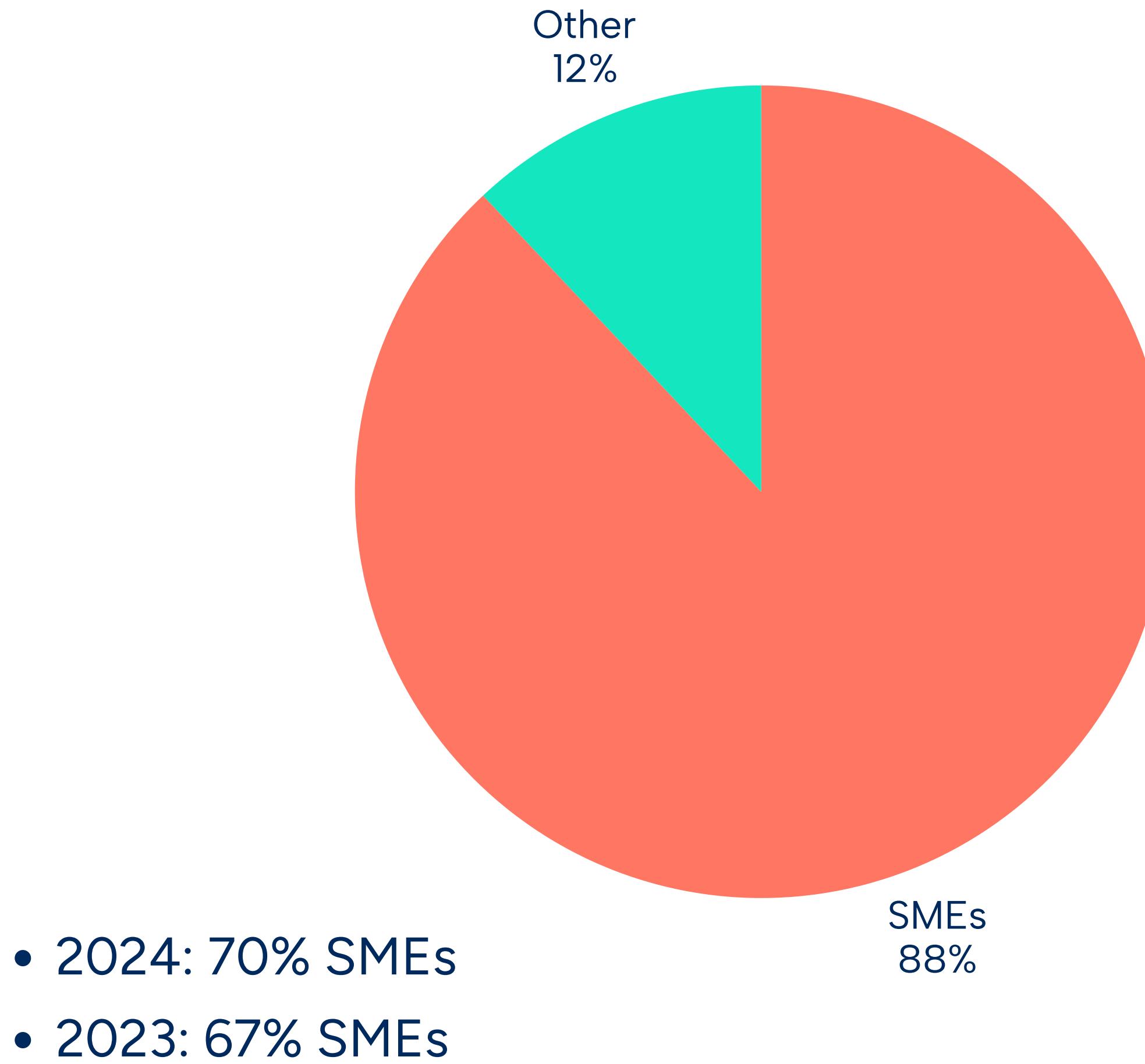
	Mean	Lowest	Lower Quartile	Median	Upper Quartile	Highest
Overall	1.83%	-23.08%	-0.60%	1.10%	4.45%	49.49%
Very small	2.18%	-13.38%	-0.65%	2.44%	5.48%	16.31%
Small	2.10%	-5.85%	0.27%	2.21%	4.8%	8.05%
Medium	2.47%	-8.99%	-1.24%	1.06%	4.09%	49.49%
Large	0.39%	-8.92%	-3.53%	0.23%	3.42%	16.67%
Very large	1.04%	-4.88%	-2.04%	0.00%	3.05%	12.64%

SMEs



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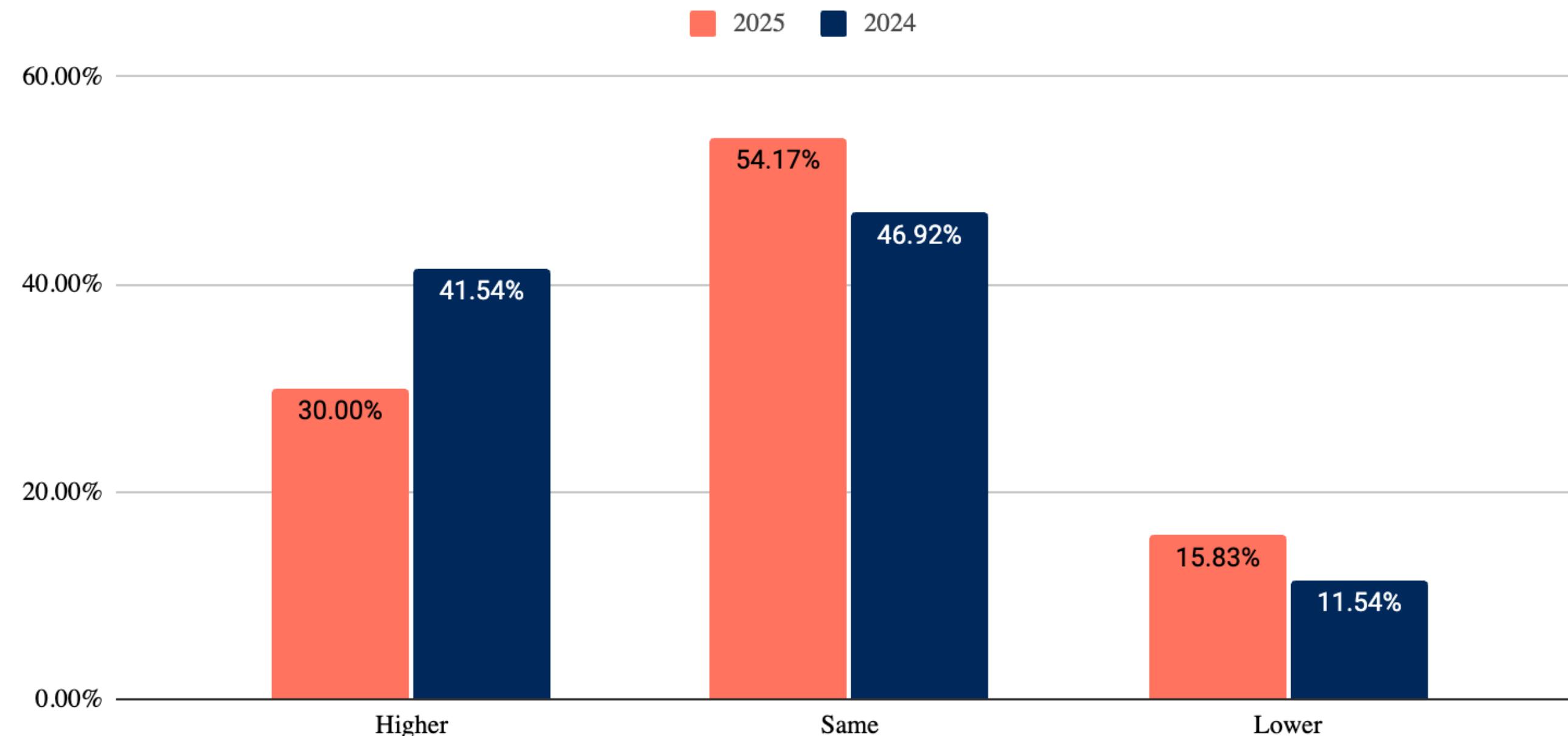
STAFFING & RECRUITMENT

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STAFF NUMBERS CHANGE YOY (%)

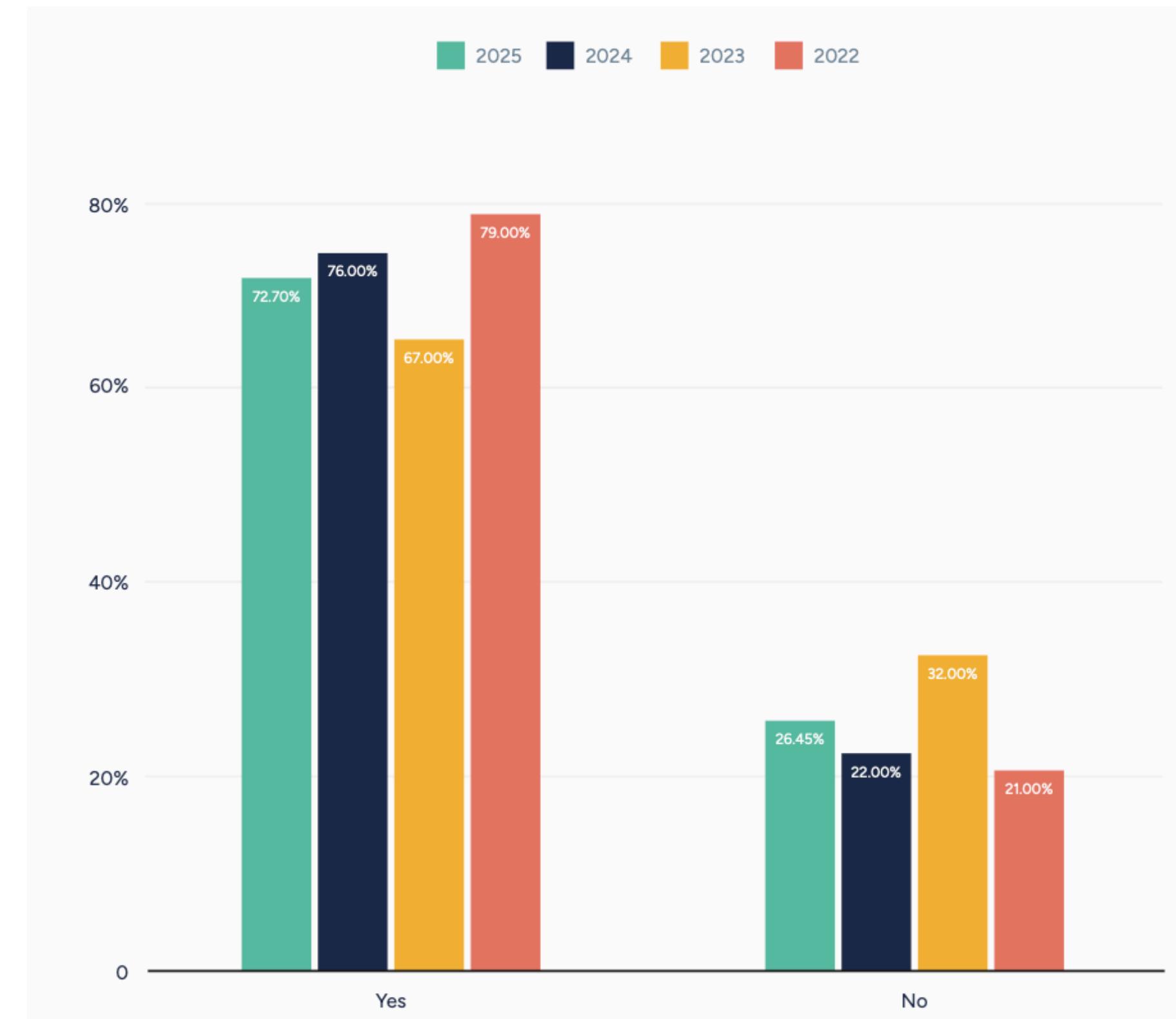


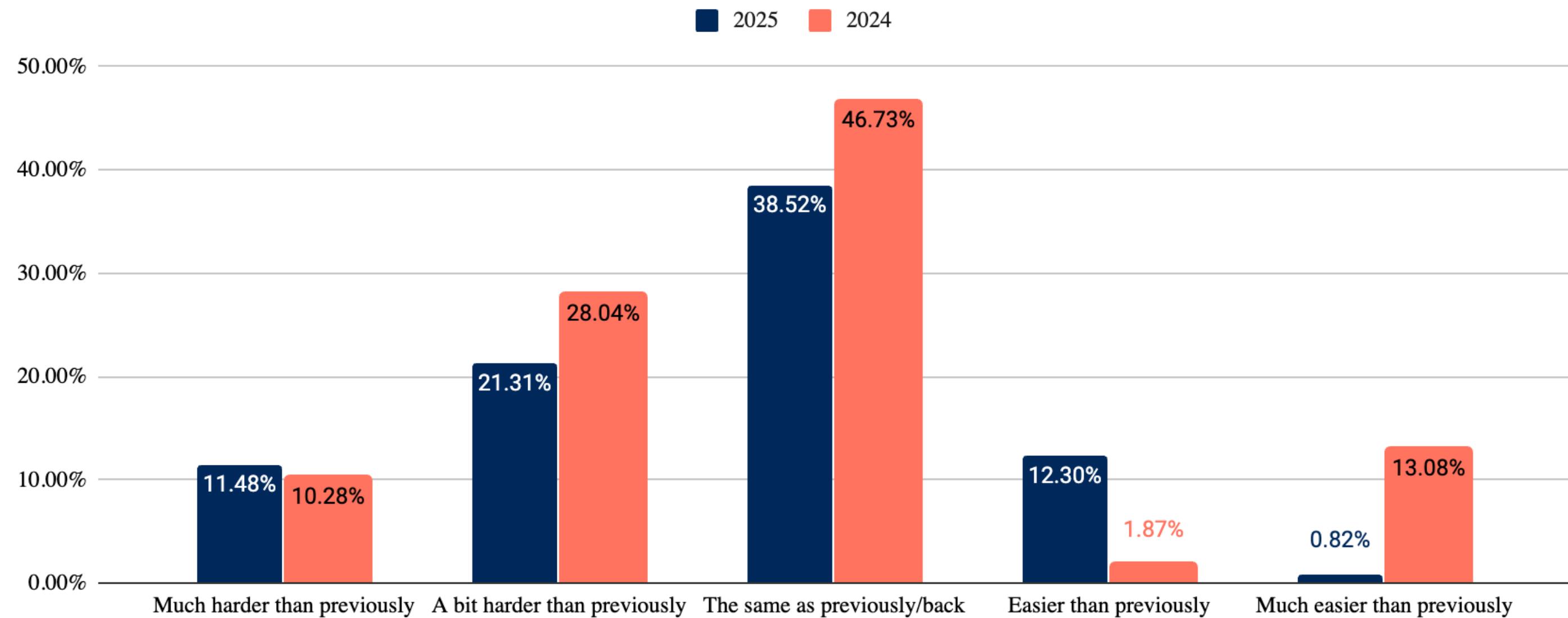
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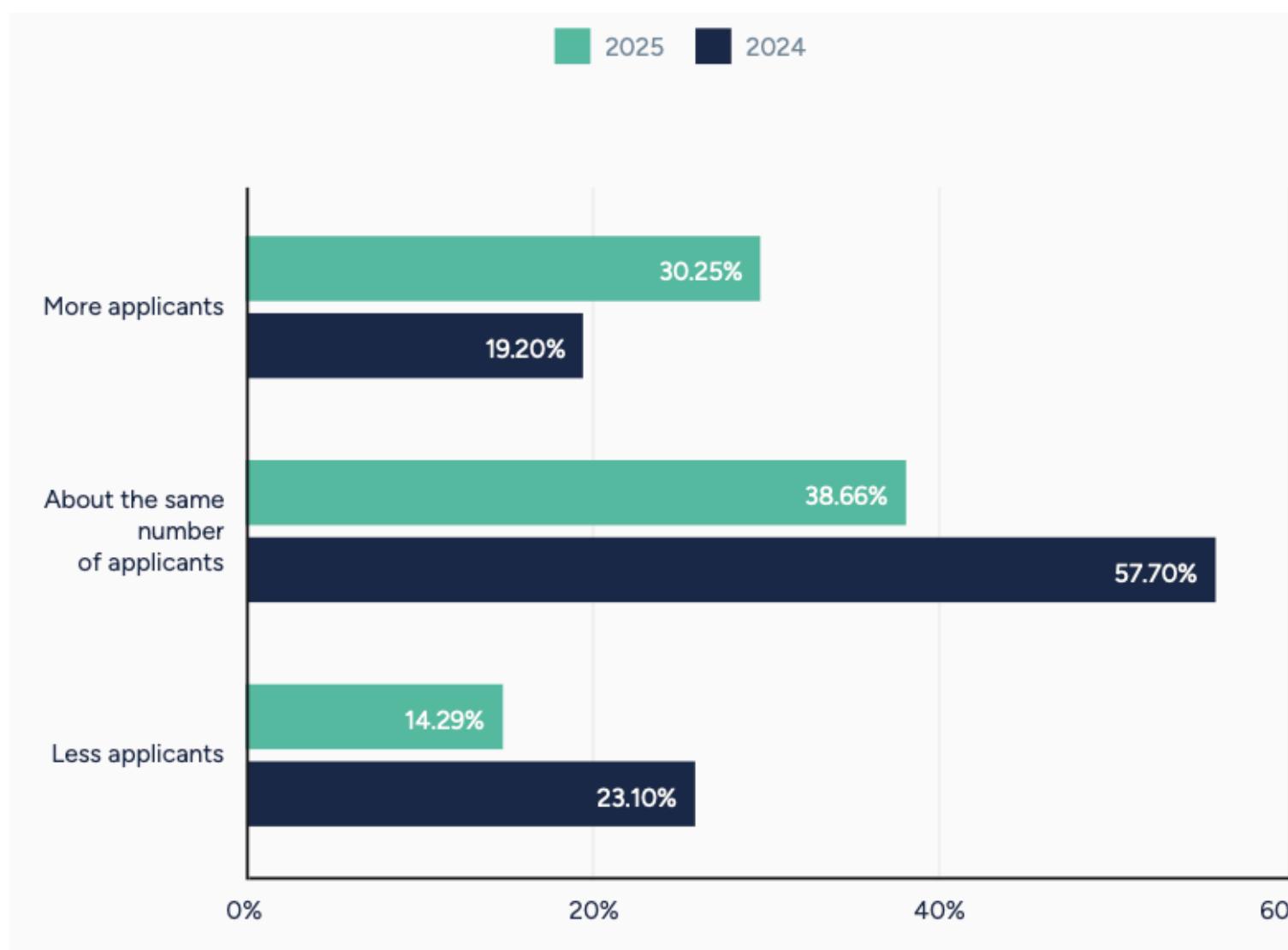
Q: HAS YOUR
ORGANISATION
ALREADY
RECRUITED OR IS IT
PLANNING TO
RECRUIT MORE
STAFF THIS YEAR?



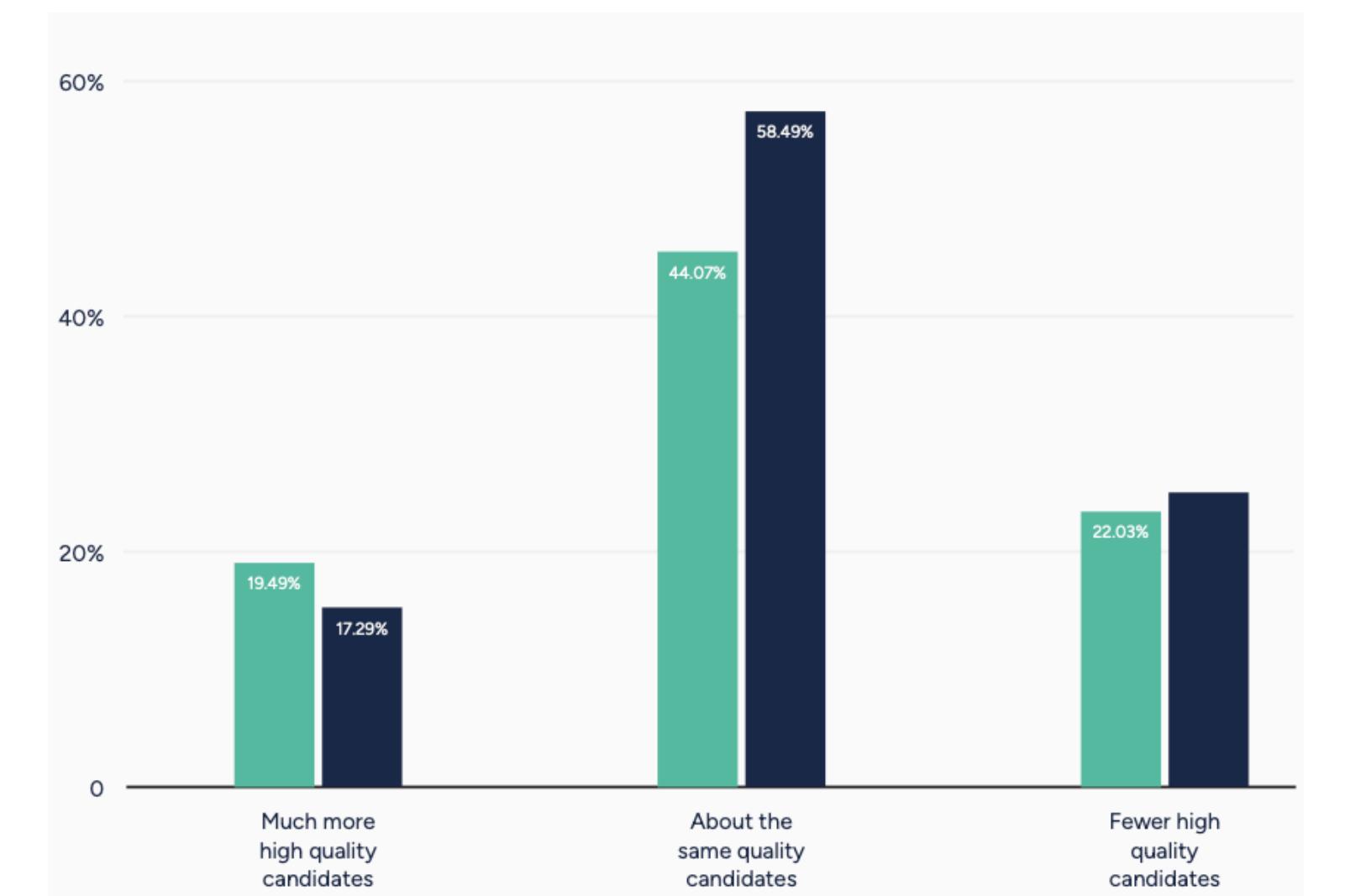
Q: How would you describe your experience of recruitment over the last 12 months?

CANDIDATES

VOLUME CHANGE YOY



QUALITY CHANGE YOY



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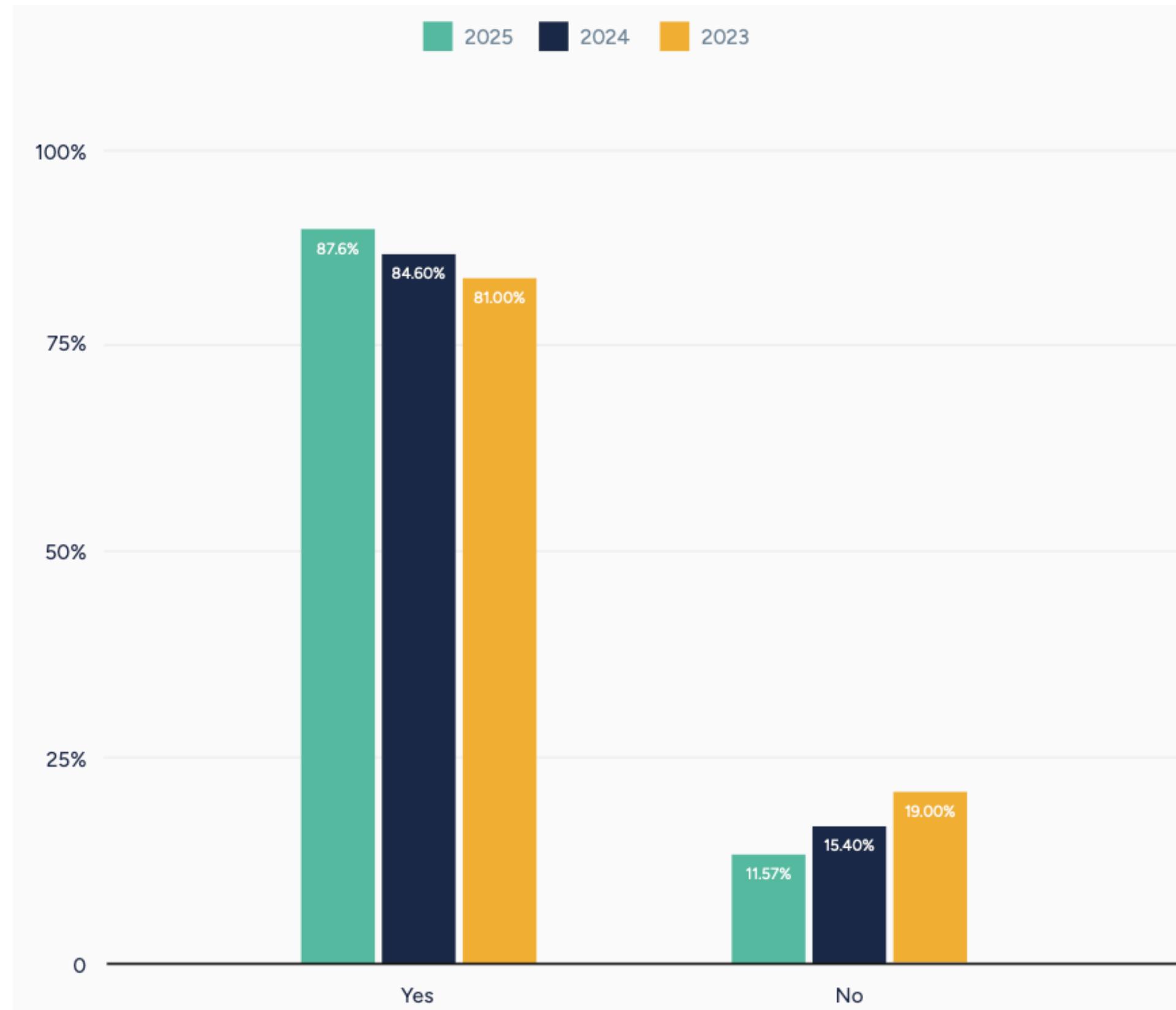
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Q: Are you
happy with your
current working
environment?



SALARIES, BONUSES & BENEFITS

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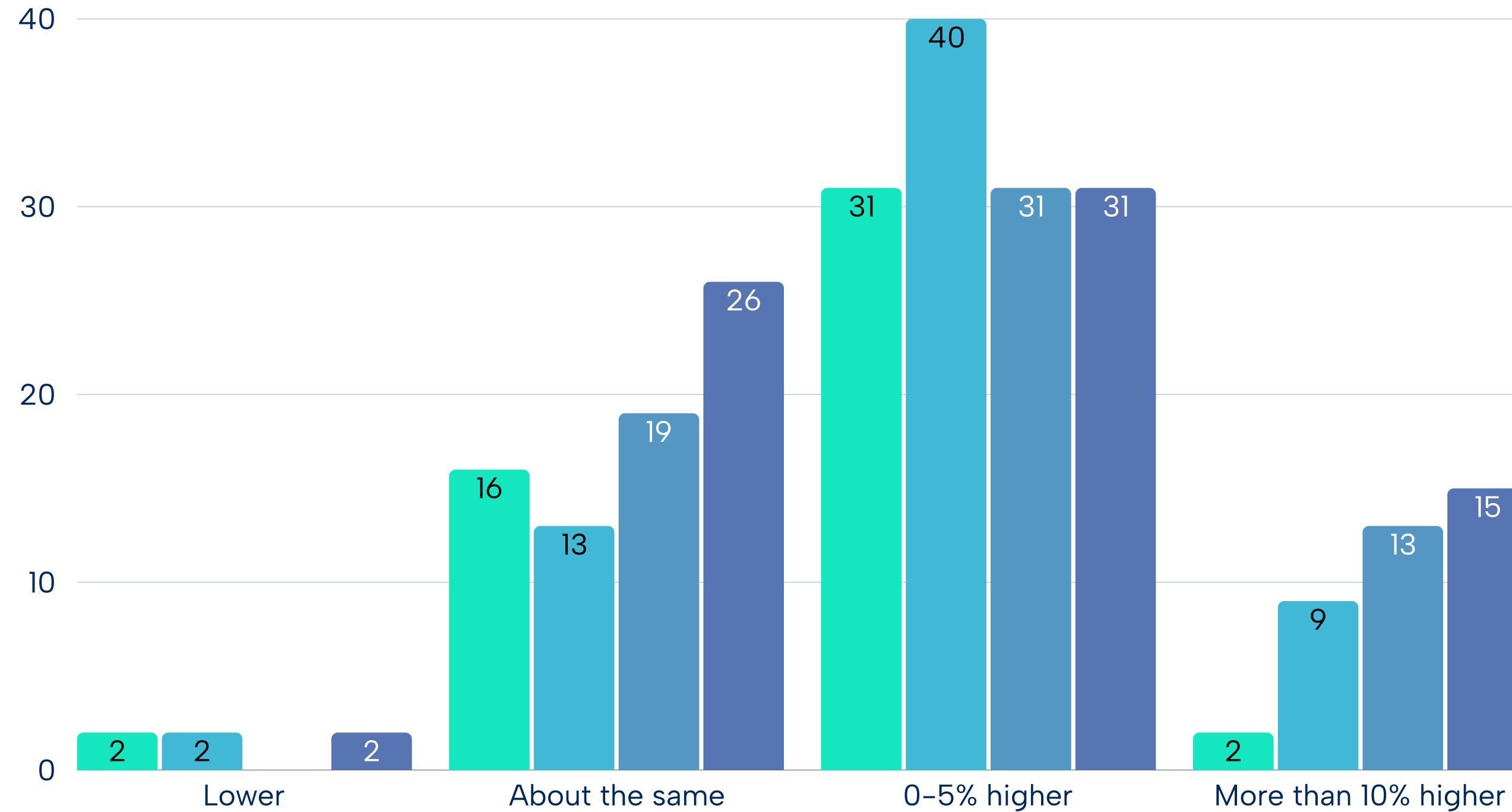
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SALARY CHANGES YOY (%)

2025 2024 2023 2022

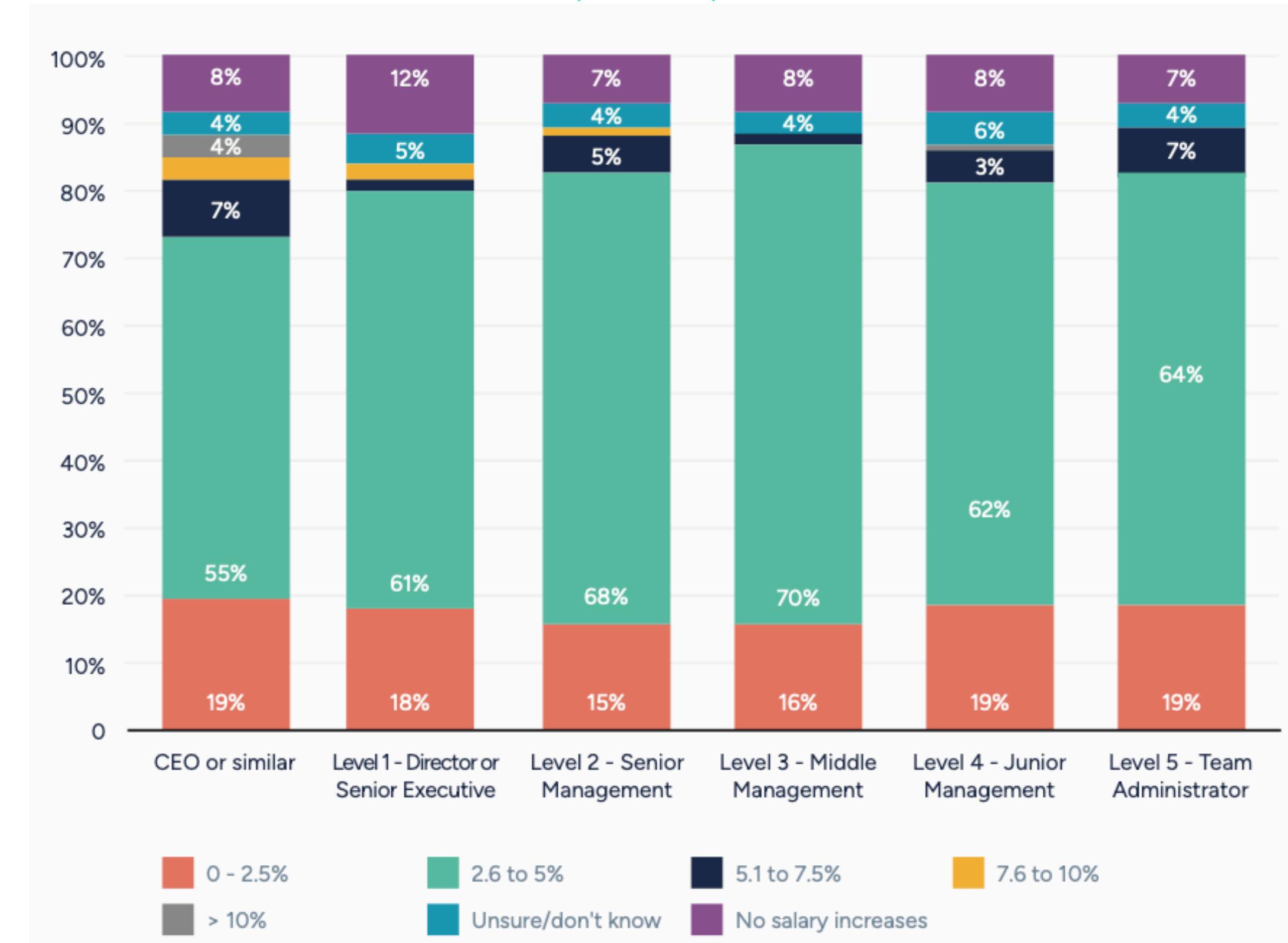


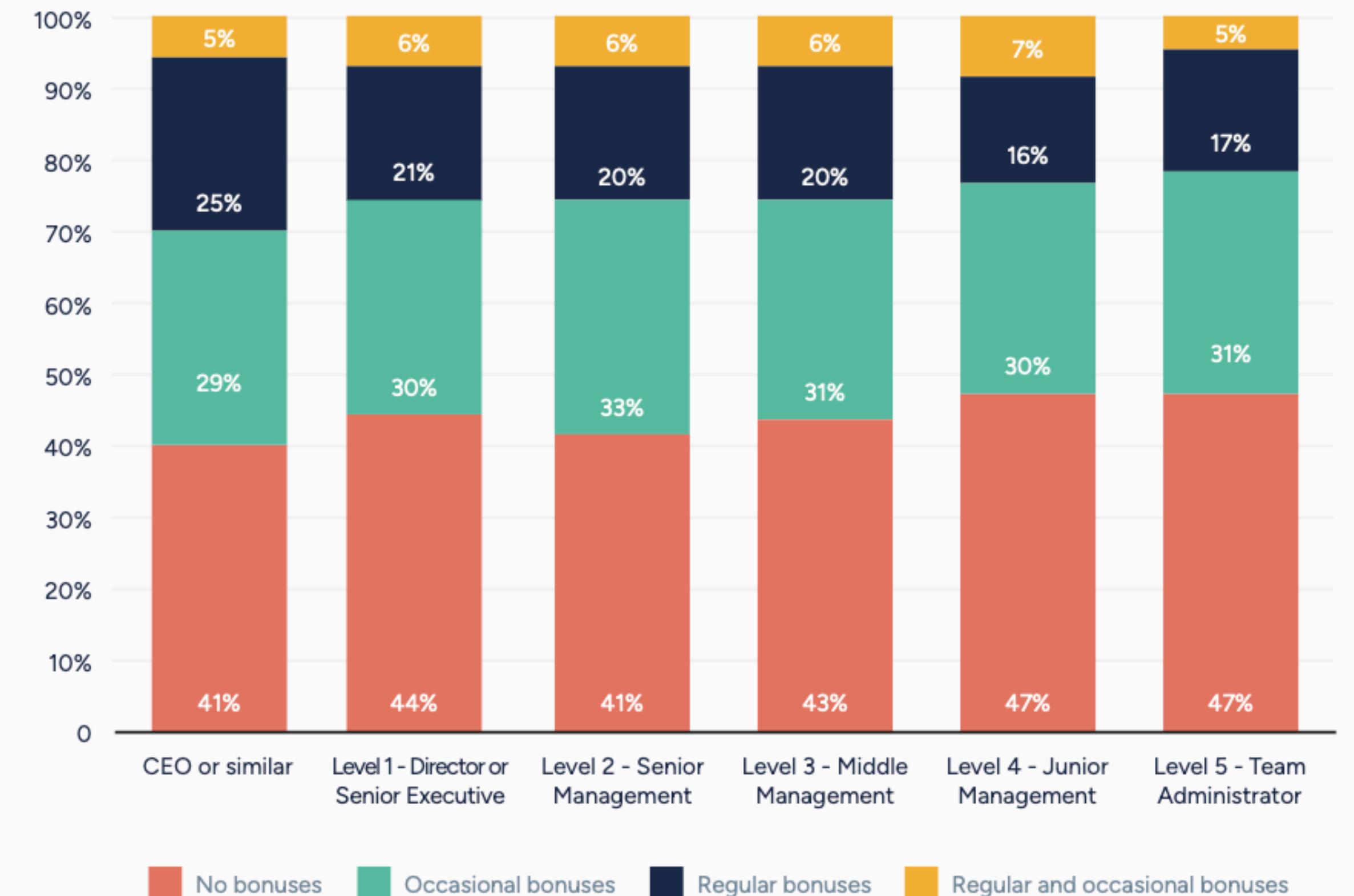
Q: Thinking about how your new starter salaries compare to last year, are they?

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

PAY INCREASES (%)

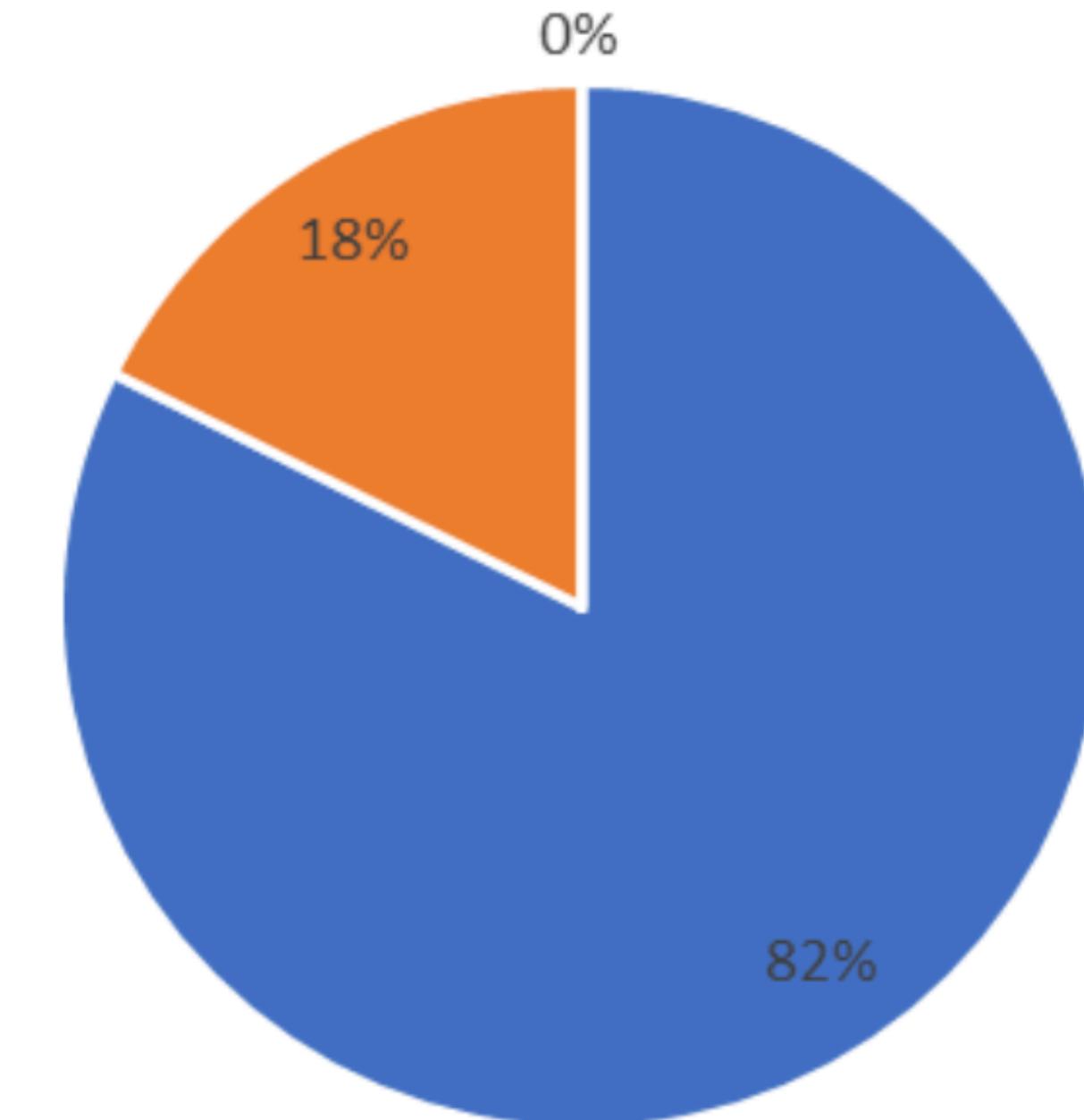
Q: By what percentage were salary increases awarded or budgeted for the following in 2025?



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

BENEFITS

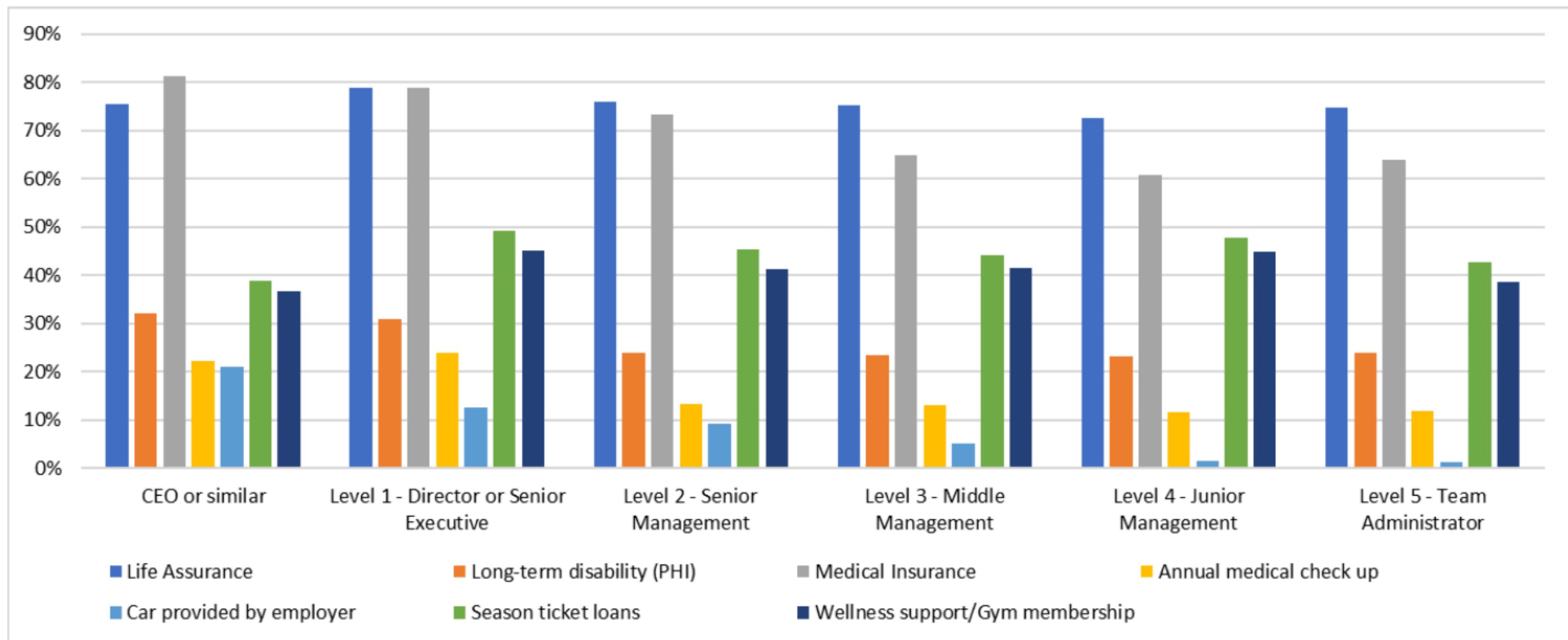
Q: How have
your staff
benefits
changed over
the last 12
months?



■ Stayed the same

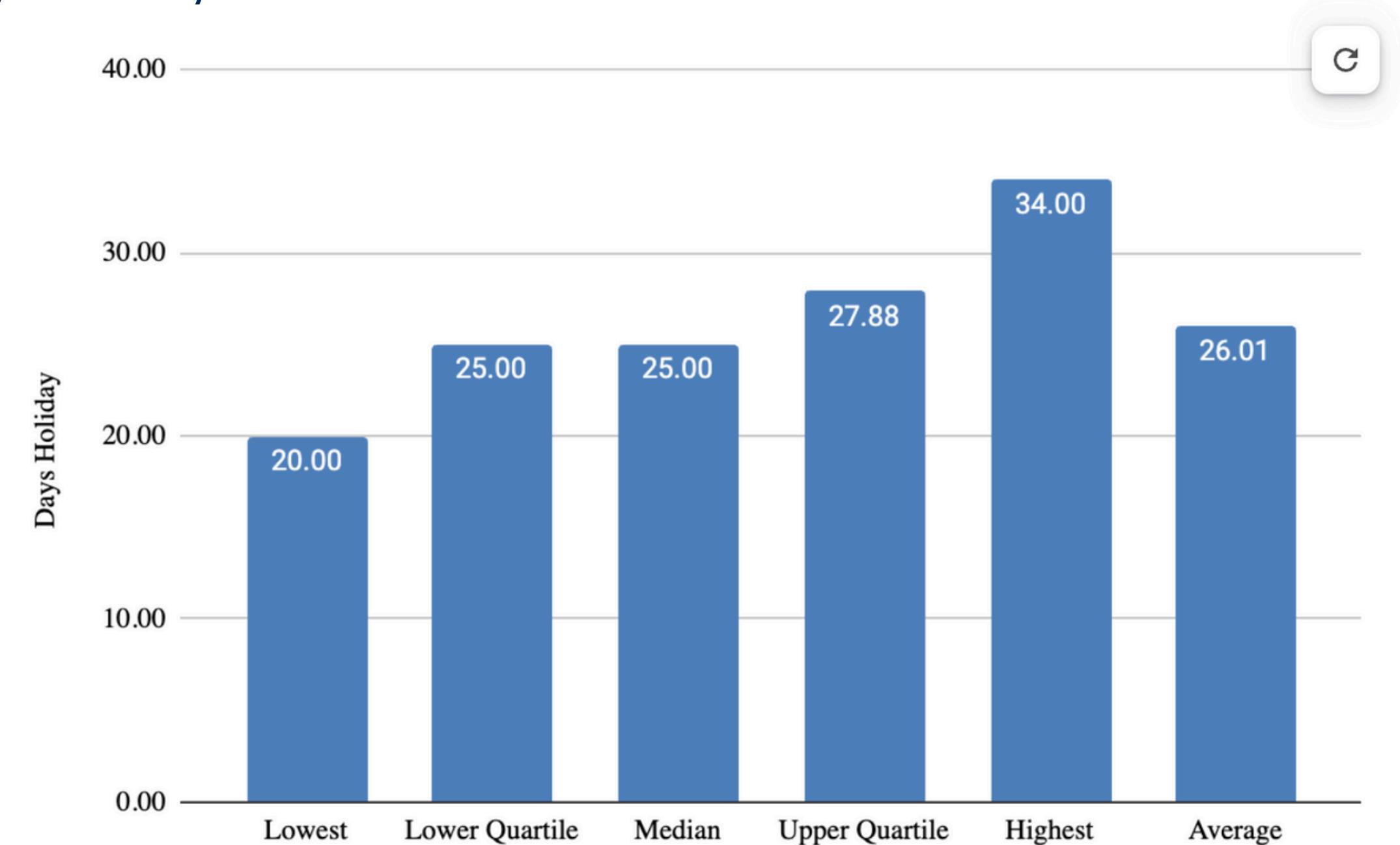
■ Introduced new benefits

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



ANNUAL LEAVE

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



ANALYSIS

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WHAT CAN WE LEARN?

CAUTION AND CONSOLIDATION DEFINE THE 2025 PICTURE.

- Staff headcount down slightly.
- Recruitment intention dipped from 76% to 72%.
- Salary increases and bonuses are still being offered — but more modestly than in previous years.

FINANCIAL BUFFERS IMPROVING.

- 41% of associations could now sustain 12+ months without new income — up from 2024.
- Margins are tight, but most associations are in the black.

MEMBERSHIP STILL DOMINATES.

- Median of 73% of income from subscriptions, showing resilience but also a dependency.
- Larger associations are diversifying income faster than smaller ones.

RECRUITMENT IS STABILISING.

- Candidate volume are steady.
- Hiring is more selective, with increased use of consultants.

FLEXIBLE WORKING IS HERE TO STAY.

- Near universal satisfaction with current models.
- Supports staff retention and cost efficiency.



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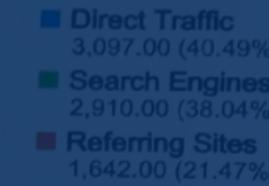
THE FULL REPORT



Visitors Overview



Traffic Sources Overview



Map Overlay

Content Overview

Pages

Page	Visitors
/	2,958
/information-resources	1,642
/decisions	1,500
/information-copywriting	1,000
/information-privacy-guidelines	1,000

Google Analytics

Google Analytics

- ✓ **FINANCIAL METRICS**
- ✓ **MEMBERSHIP**
- ✓ **STAFFING & RECRUITMENT**
- ✓ **BONUSES & BENEFITS**
- ✓ **BOARD REMUNERATION**
- ✓ **NEW WAYS OF WORKING**
- ✓ **ANNUAL LEAVE**
- ✓ **PENSIONS**
- ✓ **SALARY SCALES**

ALL BROKEN DOWN BY SIZE AND LOCATION

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**WHAT'S IN
THE FULL
REPORT?**

SLIDES

EMAILED TO EVERYONE HERE

PARTICIPANTS

EMAILED REPORT & DATA TABLES

NON - PARTICIPANTS

AVAILABLE ON TO PURCHASE

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