

Please use this questionnaire to identify the data required for the survey. Please complete your return online on the link provided



TAF Salary & Benefits Survey 2021

About your Organisation

All information submitted in this questionnaire will be treated as confidential. Data published to participants will be anonymous and in aggregated form only.

(If you prefer to draft your response on paper before entering your answers into this form, you can download a pdf of the questionnaire [here](#))

1. Your details

Please include an e-mail address so that we can ensure you receive a copy of the survey results and a telephone number in case we need to check any data with you (*obligatory question*).

Organisation name

Your e-mail address

Telephone number

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

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

3. Size band of your organisation

- Very small - less than 5 staff
- Small - 5 to 9 staff
- Medium - 10 to 30 staff
- Large - more than 30 staff

4. What is the normal month for pay awards in your organisation?

- | | | |
|--------------------------------|------------------------------|---------------------------------|
| <input type="radio"/> January | <input type="radio"/> May | <input type="radio"/> September |
| <input type="radio"/> February | <input type="radio"/> June | <input type="radio"/> October |
| <input type="radio"/> March | <input type="radio"/> July | <input type="radio"/> November |
| <input type="radio"/> April | <input type="radio"/> August | <input type="radio"/> December |

5. How does your organisation approach gender pay policy?

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

Comment (if any)

6. Has your organisation awarded or budgeted for salary increases in 2021?

- Yes
- No

- Don't know

7. Has your organisation recruited or planned to recruit more staff in 2021?

- Yes
- No

- Don't know



TAF Salary & Benefits Survey 2021

Brexit & Covid-19 Impact

8. In the last 12 months, what impact has Brexit had on hiring staff?

- No difference
- Harder
- Easier

Other / Comment (if any)

9. Are you expecting Brexit to impact your staffing needs in the future?

- Yes
- No

- Don't know

Comment (if any)

10. What impact did Covid-19 have on staff numbers in 2020?

- Increase in staff numbers
- Decrease in staff numbers
- No change in staff numbers

11. Did you use the furlough scheme (CJRS) in 2020?

- Yes
- No
- Don't know

12. If you used the furlough scheme in 2020 what overall staff time was spent on furlough?

- 0-25%
- 26-50%
- 51-75%
- over 76%

13. Has the impact of Covid-19 affected your ability to increase staff pay in 2021?

- Yes
- No
- Don't know

14. Has the impact of Covid-19 had any other positive or negative effect on staff pay, benefits or conditions?

15. How has Covid-19 affected where your staff work?

- We have returned/plan to return to office working
- We have/will adopt a hybrid arrangement (time split between home and office working)
- We have allowed/will allow staff to work from home and not return to the office

Other (please specify)



TAF Salary & Benefits Survey 2021

Key Numbers - Staff, Salary Ranges and Pay Awards by Level

Many associations – especially smaller associations – will have quite a limited hierarchy and so will not have staff at all the levels described below. Please provide responses only for those levels which correspond with the types of staff that are actually employed in your organisation.

16. Total Staff Size

Enter the total number of employees in your organisation. (Exclude Consultants)

(Total should equal the sum of the categories below: Chief Executive + staff at levels 1 to 5 + any other staff).

Total employees

17. How have staff numbers changed since 2019 (the last TAF survey)?

- Higher
- Same
- Lower

18. Total Salary Bill

Please indicate the total salary cost of employees in your organisation (exclude Consultants). (Total figure should exclude National Insurance).

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Total salaries

19. How has the total salary bill changed since 2019 (last TAF survey)?

- Higher
- Same
- Lower

Guidance

Enter the numbers of (full-time equivalent) staff employed at each level. Definitions of the levels appear in the questions. (Use decimals for part-timers - e.g. person working 3 days = 0.6)

Enter **Minimum** and **Maximum** salary figures actually paid to staff in post rather than theoretical salary bands. However, if any salary is placed exceptionally high or low for special reasons, you may wish to omit the extreme value.

Please enter values in full - e.g. 50000 not 50k.

Last award - if you have made no pay awards during the last 12 months, please enter 0 (zero).

Next award - if you are able to indicate a realistic expectation of the next salary increase (e.g. based on estimates, forecasts or provisional budgets) please enter the percentage, otherwise leave blank.

20. CHIEF EXECUTIVE or equivalent - e.g. Director General

The most senior member of the paid staff with responsibility for running the organisation

Chief Exec - Number of staff (should normally be 1)

21. Chief Executive Salary

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Chief Exec - Salary

22. Chief Executive pay awards

	0 - 2.5%	2.6 - 5.0%	5.1% - 7.5%	7.6% - 10%	More than 10%
Chief Exec - Last pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chief Exec - Expected next pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. LEVEL 1 - Functional Directors (or equivalent) (enter 0 if none)

A Director or senior executive responsible to the Chief Executive for a major area of activity or a region.

- e.g. Director External Affairs, Director Finance and Operations

Level 1 - Number of staff

24. Level 1 Salaries

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Level 1 - Minimum salary - £

Level 1 - Maximum salary - £

25. Level 1 Pay Awards

	0 - 2.5%	2.6 - 5.0%	5.1% - 7.5%	7.6% - 10%	More than 10%
Last pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expected next pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. LEVEL 2 - Senior Managers (enter 0 if none)

A senior executive responsible for the day-to-day implementation of policy at the operational level and will usually have a part to play in its formation.

- e.g. Head of PR, Technical Manager, Research Director

Level 2 - Number of staff

27. Level 2 Salaries

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Level 2 - Minimum salary - £

Level 2 - Maximum salary - £

28. Level 2 pay awards

	0 - 2.5%	2.6 - 5.0%	5.1% - 7.5%	7.6% - 10%	More than 10%
Level 2 - Last pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2 - Expected next pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. LEVEL 3 - Middle Management (enter 0 if none)

Senior staff who normally report to a level 2 position holder or may occasionally run small or compact functions or departments reporting to level 1. They are usually specialists with some years of experience or seniority.

- e.g. Membership Executive, Policy Development Manger

Level 3 - Number of staff

30. Level 3 Salaries

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Level 3 - Minimum salary - £

Level 3 - Maximum salary - £

31. Level 3 Pay Awards

	0 - 2.5%	2.6 - 5.0%	5.1% - 7.5%	7.6% - 10%	More than 10%
Level 3 - Last pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 3 - Expected next pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. LEVEL 4 - Junior Management (enter 0 if none)

Staff with similar training and/or qualifications to staff at level 3 (to whom they are normally responsible) but have less experience or seniority.

- e.g. Events Organiser, Member Services Officer, Press Officer

Level 4 - Number of staff

33. Level 4 Salaries

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Level 4 - Minimum Salary - £

Level 4 - Maximum Salary - £

34. Level 4 Pay Awards

	0 - 2.5%	2.6 - 5.0%	5.1% - 7.5%	7.6% - 10%	More than 10%
Level 4 - Last Pay Award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 4 - Expected Next Pay Award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. LEVEL 5 - Team Administrator (enter 0 if none)

Staff who normally report to one of the above levels. They are responsible for a wide range of administrative support duties.

Level 5 - Number of staff

36. Level 5 Salaries

(Enter a whole number only e.g. 150000, not £150k or £150,000)

Level 5 - Minimum salary - £

Level 5 - Maximum salary - £

37. Level 5 Pay Awards

	0%	0 - 2.5%	2.6 - 5.0%	5.1% - 7.5%	7.6% - 10%	More than 10%
Level 5 - Last pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 5 - Expected next pay award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. Other Staff (enter 0 if none)

Number of other employees not included in the above staff categories.

Number of other employees

39. Consultants (enter 0 if none)

Some TAs use independent consultants (rather than employed staff) to manage the association (or key functions) on a day-to-day basis.

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

(Use decimals for part-timers - e.g. person working 3 days = 0.6.)

Number of Consultants

40. Consultancy Rates

If you make use of consultants, how do the consultancy rates compare with salary rates?

41. To what extent do you pay members of your Board, excluding any salaried staff that are also Board members - e.g. the Chief Executive?

- No remuneration or expenses
- Expenses only
- Remuneration and expenses

Comment (if any)



TAF Salary & Benefits Survey 2021

Other Remuneration

42. Do you operate any bonus arrangements?

Tick all that apply

	No Bonuses	Occasional Bonuses	Regular Bonuses	Regular and Occasional Bonuses
Chief Exec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1 - Functional Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2 - Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 3 - Middle Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 4 - Junior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 5 - Team Administrator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment (if any)

43. Which criteria have to be met to qualify for a bonus?

Tick all that apply

- Dependent on financial surplus
- Dependent on membership subscription target levels
- Dependent on non-financial targets / KPIs
- Dependent on individual merit
- Discretionary
- We do not have a bonus scheme

Comment (if any)

44. If you operate a bonus scheme, what percentage of salary was the typical recent bonus payment at each level?

	0%	1-5%	6%-10%	11%-15%	16%-20%	More than 20%
Chief Executive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 1 - Functional Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 2 - Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 3 - Middle Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 4 - Junior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level 5 - Team Administrator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment on bonus rates (if any)



Fringe Benefits and Holidays

45. What fringe benefits do you provide?

Tick all that apply

	Life Assurance	Long-term disability (PHI)	Medical Insurance	Annual medical check up	Car, provided by employer	Season ticket loans
Chief Exec	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 1 - Functional Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 2 - Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 3 - Middle Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 4 - Junior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level 5 - Team Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

46. How many days paid holiday (excluding bank holidays) do you generally allow your staff?

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

For example, increased entitlement with length of service or seniority, facility to exchange holiday for more or less pay, etc.



Nearly all employers are now required to have arrangements in place that meet pensions auto-enrolment standards.

48. Which of the following types of pension arrangement do you currently operate?

Tick all that apply

- Defined Benefit/ Final Salary Scheme
- Defined Contribution/ Money Purchase Scheme
- Group Personal Pension Scheme or Stakeholder Scheme to which company contributions are paid
- Employer contributions paid to individuals' Personal Pension or Stakeholder Scheme
- Auto-enrolment scheme - e.g. NEST

Other / Comment (if any) on changes made to comply with auto-enrolment requirements.



TAF Salary & Benefits Survey 2021

Defined Benefit / Final Salary Pensions (DB/FS)

49. What is the status of your Defined Benefit/ Final Salary pension arrangements, if any?

- No DB/FS scheme *(if no, skip to next section, Q53)*
- DB/FS scheme open to new employees and accruing for existing scheme members
- DB/FS scheme closed to new employees but still accruing for existing scheme members
- DB/FS scheme closed to new employees and no further accrual for existing scheme members

50. Is your Defined Benefit/Final Salary scheme in deficit?

- Yes
- No

If in deficit, what actions have you had to take to meet the deficit?

51. Contribution Rates

Please indicate the actual contribution rates paid as a percentage of relevant salaries in the current year

Percentage = total employer contributions to the Defined Benefit/ Final Salary scheme divided by payroll of employees who are members of the scheme x 100

Employer contribution rate in 2020, excluding deficit/surplus funding - %

Employer contribution rate in 2021, including deficit/surplus funding - %

52. Planned changes to Final Salary/Defined Benefit/Final Salary Scheme

- No plans to change current DB/FS pension arrangements
- Plan to close DB/FS arrangements to new employees
- Plan to end future accrual for existing scheme members
- Plan to wind up the DB/FS scheme entirely in the foreseeable future

Other / comment (if any)



complicated. While some schemes have a uniform employer contribution rate that applies to all employees, many have variable contribution rates that depend on some or all of the following: age, staff grade, length of service or the amount that the employee contributes (the matching principle).

53. Employer Contribution rates for Defined Contribution/Money Purchase arrangements.

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

What was the maximum employer contribution available to staff in Defined Contribution schemes last year? - %
e.g. 'the association will pay up to x% into defined contribution schemes'

What percentage of employees take advantage of / benefit from this maximum employer contribution rate? - %

54. Actual Contribution Levels

This question seeks an indication of the actual cost to the employer of contributions to Defined Contribution/ Money Purchase arrangements - as a percentage of relevant salaries

What was the average rate of employer contribution to Defined Contribution schemes last year? - %

Percentage = total employer contributions to Defined Contribution arrangements divided by payroll of employees covered by those arrangements x 100

55. Comments on Defined Contribution / Money Purchase Pension Arrangements (if any)