

European Association Compensation & Benefits 2021

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10.00am CET



Dober Partners
Executive Search
& Consultancy

Webinar for Association Leaders based in Belgium



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Our focus is association leadership recruitment.



Dober Partners Executive Search & Consultancy



Mark Dober



Natalia Kurup



Christophe Lécoreuil



Brian Ager



Florence Ranson



Michele Savarese



Helen Dunnett



Frédéric Goffard

Our team has first-hand experience of advising and recruiting association leaders.

2020



Very bad.

I want a refund.

Lots of good news coming in 2021



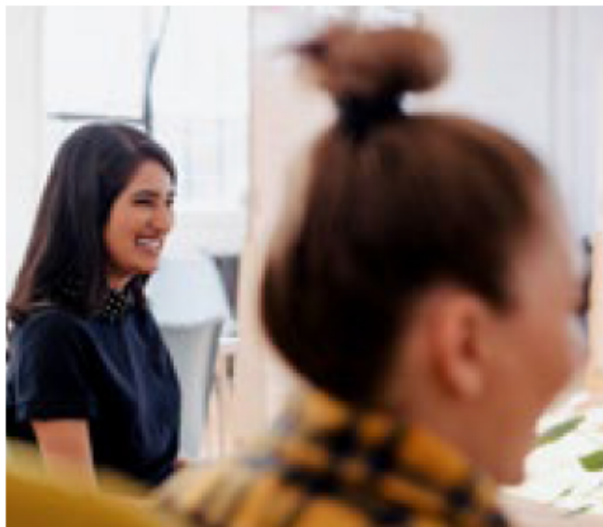
And more good news for you ...

According to a discrete piece of research we conducted in May 2020, 70% of corporate staff across government affairs, regulatory affairs and communication functions around Europe consider their associations either "much more" or "more" important than before coronavirus.

If you are an association leader, your members need you!



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77%

Of staff told us they are either happy or very happy

– The European Trade Association Happiness Quotient

Very Happy



Happy



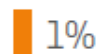
OK



Unhappy



Very Unhappy



– European Trade Association Job Titles & Function

Function	Most common job titles
Association Leadership	<ul style="list-style-type: none"> – Person leading the association secretariat i.e. Secretary General, Director General, Executive Director, Managing Director or CEO – Deputy Director General or Deputy Secretary General or Deputy Executive Director or Deputy CEO or Deputy MD – Head or Director of Public Affairs AND Communications
Policy	<ul style="list-style-type: none"> – Head/Director of Policy or Public Affairs or EU Affairs or Advocacy across the Association – Senior Policy Officer or Senior Public Affairs Manager or Senior Adviser – Policy Officer or Adviser or Public Affairs Manager
Communications	<ul style="list-style-type: none"> – Head or Director of Communications – (Senior) Communications Manager
Sector Group	<ul style="list-style-type: none"> – Director, Chief, Head, Executive Director or MD of specific Sector Group (specific Business or Policy Area) – Sector Group Manager
Regulatory Affairs	<ul style="list-style-type: none"> – Director or Head of Regulatory Affairs and/or Technical & Scientific Affairs – (Senior) Regulatory Affairs Manager or Technical Manager or Scientific Affairs Manager
Legal Affairs	<ul style="list-style-type: none"> – Head or Director of Legal Affairs – (Senior) Legal Affairs Adviser or Legal Counsel
Trade	<ul style="list-style-type: none"> – Head/Director of Trade Policy – (Senior) Manager, Trade Policy
Sustainability	<ul style="list-style-type: none"> – Director, Sustainability or Environment and/or Climate Change – (Senior) Manager, Sustainability or Environment and/or Climate Change
Operations	<ul style="list-style-type: none"> – Chief Operations Officer (COO) or Head of Operations or Head of Finance & Operations working closely with or in the Association Leadership Group – Office Manager – Finance/Administration/HR/IT Managers – Secretaries/Receptionists
Membership	<ul style="list-style-type: none"> – Head of Membership Services – Membership Manager or Marketing Manager or Sales Manager
Events	<ul style="list-style-type: none"> – Head of Events & Conferences – Events & Conference Manager
Projects	<ul style="list-style-type: none"> – (Senior) Project Manager



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– European Trade Association Compensation & Benefits 2020

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2ND EDITION

- Most Popular Titles for European Association Leaders

Secretary General



Director General



Executive Director



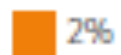
Managing Director



Chief Executive Officer



General Manager



Other



Salary Variables for Association Leaders

1. Salary histories of the previous leaders in an environment where there are fixed annual budgets with typically small incremental upward movements.
2. Size of association, as determined by the numbers of members, the number of staff employed in Brussels office or by the “wealth” of the sector.
3. Impact of EU regulation governing a sector can be a factor in attracting senior talent to complex roles.
4. The tax arrangements, whereby independents usually earn much higher incomes than their salaried employee counterparts.



Salaried Employee Association Leaders

– Of the salaried employee association leaders

Earn less than €100,000.



Earn €100,000 to €120,000



Earn €120,000 - €140,000



Earn €140,000 - €160,000



Earn €160,000 to €210,000.



Earn €210,000 up to €300,000



Earn €300,000 to €350,000



Earn €350,000 to €400,000



+ Fortunate few earning more than €400,000

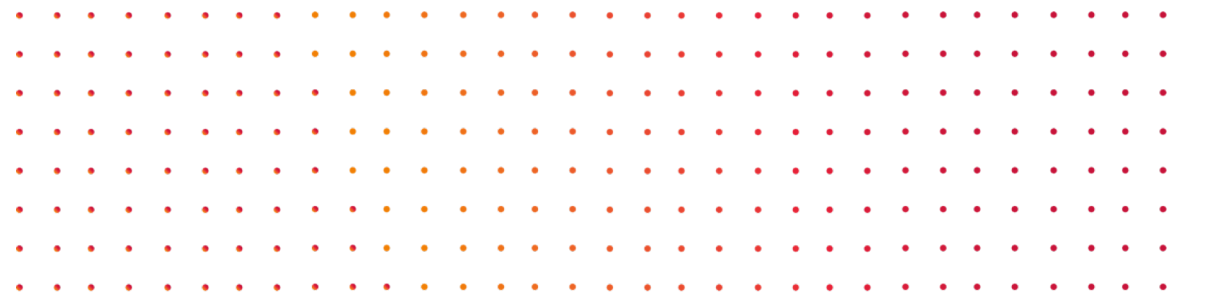


Salaried

Approx. 20% earn less than 100K


Approx. 60% earn 100 - 200K

Approx. 20% earn over 200K



- Annual bonus of salaried employee

0% as not eligible for a bonus in 2019 (e.g. recently started work) but I do expect to receive a bonus in 2020

 6% of those surveyed

0% as an annual bonus is not part of my typical compensation

 41% of those surveyed

1% - 4%

 13% of those surveyed

5% - 8%

 9%

9% - 12%

 13%

13% - 16%

 4%

17% - 20%

 7%

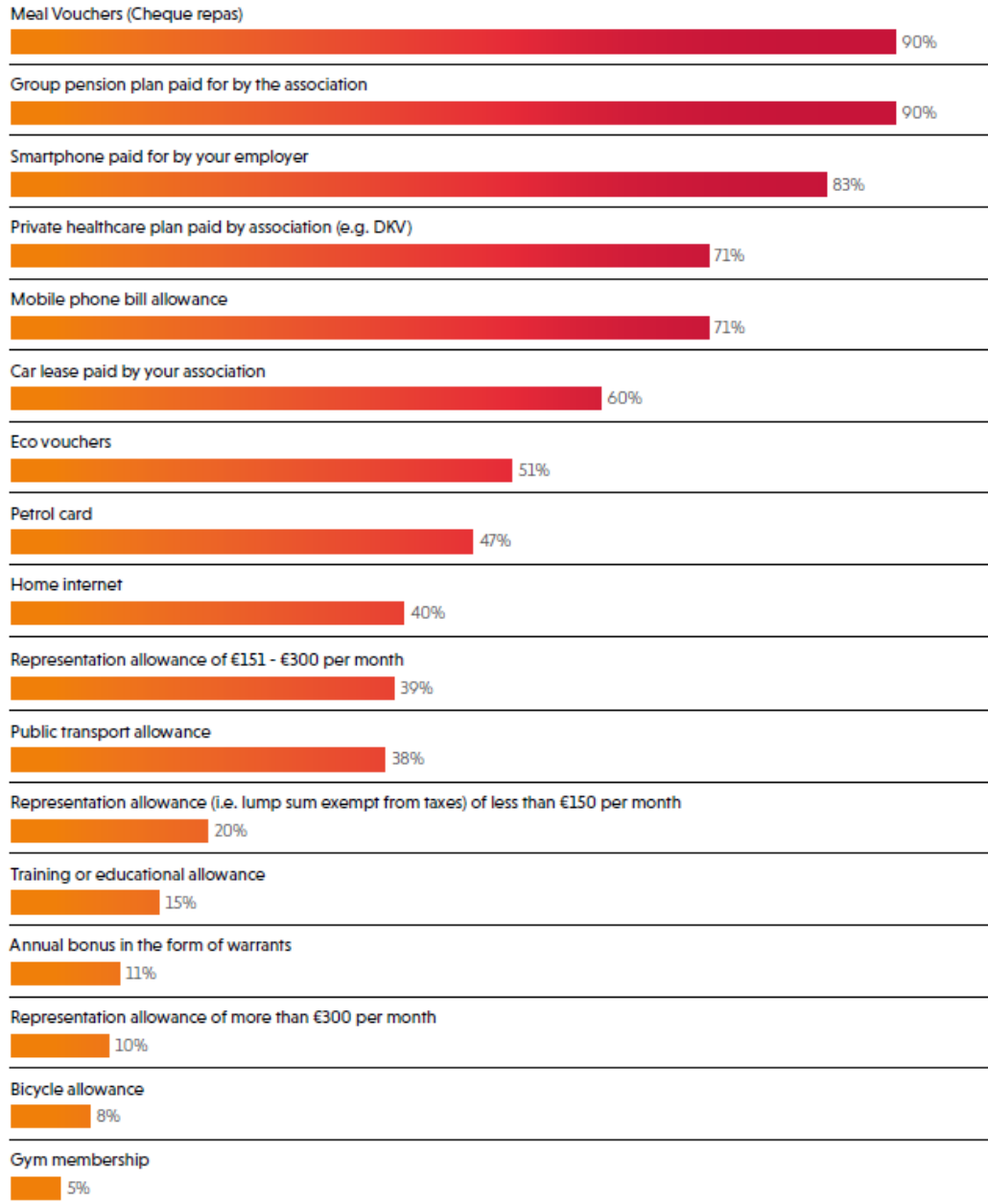
21% - 24%

 2%

More than 24%

 5%

– Salaried Association Leader benefits



Cheque repas, pension, smartphone, private healthcare are standard

Training allowances, warrants, bicycles and gym memberships are unusual

- **40% do not have an association car**
- **30% do not have a representation allowance**
- **20% representation allowance < 150 EUR pcm**
- **60% do not have home internet allowance**

Independent Association Leaders

– Base annual 'salaries' of independent contractor association leaders

Earn less than €100,000.



Earn €100,000 to €120,000



Earn €120,000 - €140,000



Earn €140,000 - €160,000



Earn €160,000 to €210,000.



Earn €210,000 up to €300,000



Earn €300,000 to €350,000



Earn €350,000 to €400,000



Earning more than €400,000



Independents

Approx. 10% earn less than 100K

Approx. 50% earn 100 - 200K

Approx. 40% earn over 200K

Versus

Salaries


Approx. 20% earn less than 100K

Approx. 60% earn 100 - 200K

Approx. 20% earn over 200K

- Annual bonus as a % of independent leaders' salary


0% as not eligible for a bonus in 2019 (e.g. recently started work) but I do expect to receive a bonus in 2020

 2% of those surveyed

0% as an annual bonus is not part of my typical compensation

 54% of those surveyed

1% - 4%

 4% of those surveyed

5% - 8%

 12%

9% - 12%

 15%

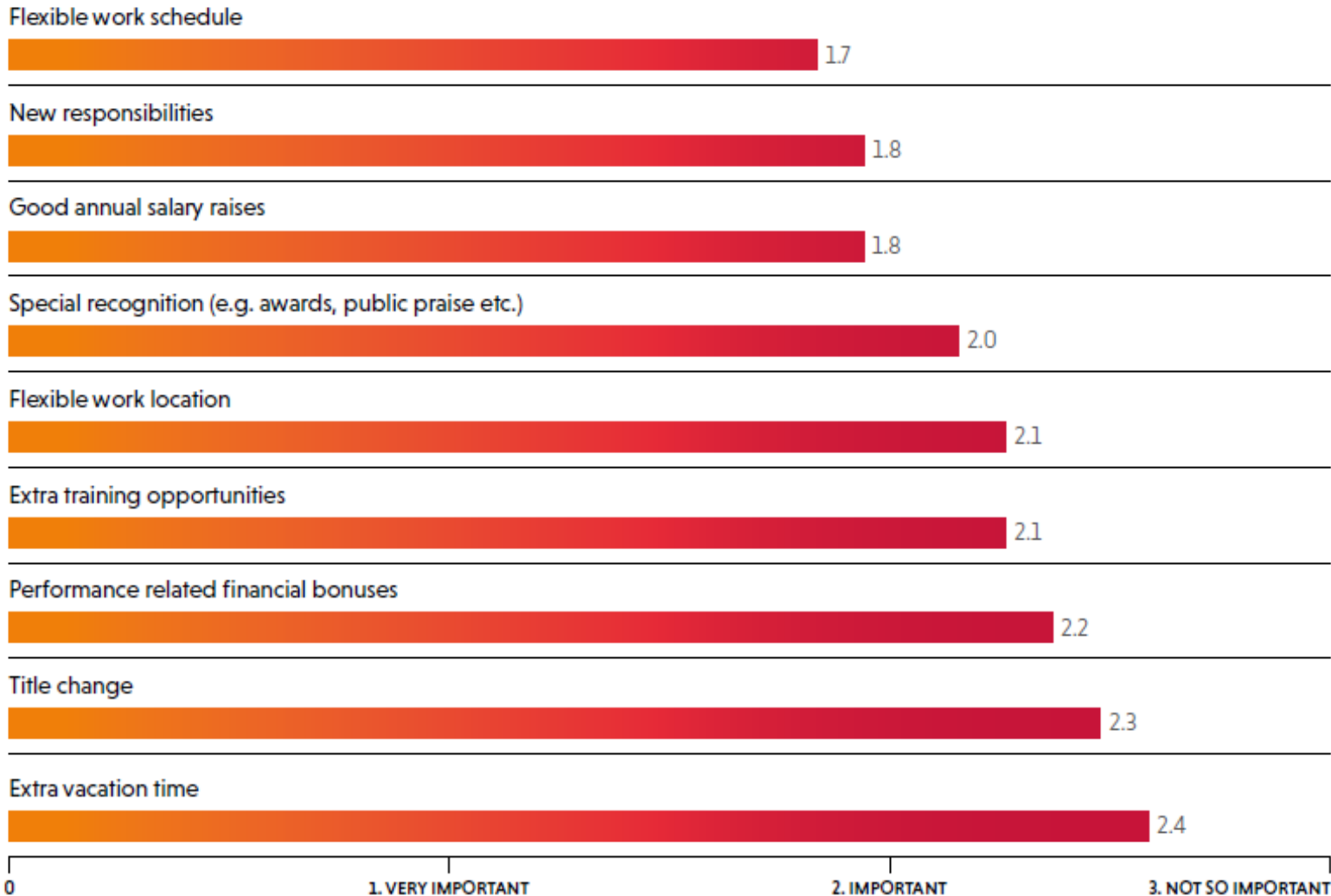
13% - 16%

 8%

More than 17%

 6%

– The key factors in rewarding individuals for high performance in association secretariats (in order of importance)



Most workers believe the COVID-19 crisis marks the end of full-time work in the office and are looking for a hybrid model that blends work and home finds new research from ManpowerGroup.

- Almost all workers (94%) report concerns about going back to the workplace
- Most people agree that work-life balance will be better going forward.



Thank you for listening

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