

# EUROPEAN ASSOCIATION REMUNERATION REPORT

 ellwood atfield



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Front page picture by Wiktor Dabkowski. Logo of 60th anniversary of the Rome Treaties displayed on the European Commission headquarters in Brussels.

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The communications and advocacy headhunters

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# INTRODUCTION AND METHODOLOGY

After publishing the last Ellwood Atfield Brussels Remuneration report, I was greeted by a mixture of emotions around Brussels' Place du Luxembourg. Some people thanked me for helping a difficult salary negotiation with their boss, others said some of the salaries were too low and others said they were too high. In broaching such a sensitive subject as how much people are paid, implying how much they are "worth", we were not surprised to court some controversy.

Our last Ellwood Atfield Brussels Remuneration report was widely read in Brussels and featured in media including the Wall Street Journal and Euractiv.

"Ellwood Atfield...the only specialist executive search firm focused on communications and public affairs to have a dedicated office in Brussels."

THE WALL STREET JOURNAL

"As Brussels gains clout in world governance, salaries in public affairs and communication mirror the professionalisation of the sector according to the first ever Brussels remuneration report published by executive recruitment firm Ellwood & Atfield."

EURACTIV

This report is dedicated to the 13,400 people who work in European associations, in and around Brussels. Ellwood Atfield Brussels specialises in the recruitment of Directors General and senior secretariat staff who typically lead policy, communications or regulatory functions. Therefore, this report focuses on compensation for the more senior grades where we have the most substantive data, although we do present some interesting findings for more junior roles such as policy officers and communication managers, where we work from time to time.

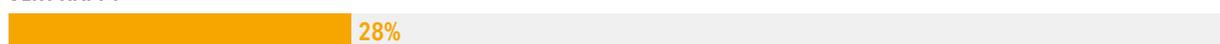
Ellwood Atfield has been operating in Brussels for more than 10 years placing many candidates in public affairs, communication and association leadership positions. Through regular contacts with clients and candidates we have amassed considerable data on compensation packages in Brussels, across sectors and seniority levels. The core of this salary report is based on an in-depth survey we finalized in 2017 of over 200 senior association secretariat staff. Naturally readers will be most interested in the highest salaries in any given sector. We have tried to satisfy this appetite without over-sensationalising or distorting normal salary bands. Hopefully, this report will inform association employers and employees with some (but not all) of our insider information.

The key finding of our previous remuneration analysis was that salaries in Brussels vary enormously, not just between sectors but between organizations in the same sector. Some of these variations are easy to explain by relative size, wealth and importance of the organizations their staff represent, other times 'Lady Luck' seems to have played more than her fair part. We must emphasize these findings again in this report.

There are a number of new elements presented here, including job satisfaction. Notably, according to our 2017 study of senior staff in Brussels-based European associations, almost three quarters reported being happy or very happy as the graph on page 2 shows. Indeed, we find that over 82% of DGs of European Associations are happy or very happy in their jobs. There are many reasons and interesting personal examples behind this data. In our one-to-one interviews we do find tremendous satisfaction amongst association leaders which is often explained by a strong sense of freedom to operate, and long term thinking, especially compared to corporate environments.

## ELLWOOD ATFIELD ASSOCIATION SURVEY QUESTION: HOW HAPPY ARE YOU IN YOUR CURRENT ROLE AT YOUR EUROPEAN ASSOCIATION?

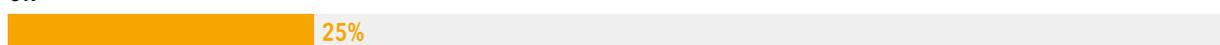
VERY HAPPY



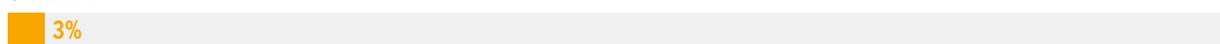
HAPPY



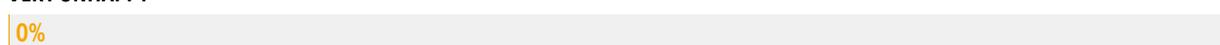
OK



UNHAPPY



VERY UNHAPPY



So a word of caution to our readers – please be happy with what you have, rather than unhappy with what others might seem to earn. In my experience, money is only one part of overall job satisfaction, it is also about having positive colleagues and bosses, work/life balance, job autonomy, career development opportunities, job security, and possibly even a higher purpose to what you do. European association jobs typically tick many of these boxes. So my advice is enjoy what you have, and appreciate the fact that you are in one of the world’s most interesting cities to work.

Yours sincerely,

Author of this report,  
Mark Dober,  
Senior Director at Ellwood Atfield  
[mark@ellwoodatfield.com](mailto:mark@ellwoodatfield.com)

The 2017 edition of the World Happiness Report puts Belgium in 17th place just ahead of Luxembourg (18) and the United Kingdom (19). The Report finds generally that although “those in well-paying jobs are happier and more satisfied with their lives”, that effect has diminishing returns - “an extra €100 of salary is worth much more to someone at the lower end of the income distribution than someone already earning much more.”



# THE BRUSSELS ASSOCIATIONS MARKET

EU-focused associations are big business. According to the Federation of European and International Associations (FAIB) there are 2,265 associations based in and around Brussels, which have a total estimated annual income of €2.9 billion, and employ 13,400 people. These include professional associations representing specific professions; important Non-Governmental Organisations; and some 1,600 European trade associations representing business sectors.

Business associations constitute the largest individual group of entries in the EU Transparency Register and tend to consider Brussels as their natural base of operations. Their composition, vocation and outreach vary considerably due to their particular histories and EU competencies covering their sectors. Most European associations are registered as international not-for-profit associations under Belgian law. Approximately 60% are traditionally pure federations, composed

of national associations; 25% are composed of national associations and companies; and around 15% have exclusive direct company membership. Their budgets and staff size often depend on the nature of the business sector that they represent, the degree to which their industries are regulated, and who is in charge. The popularity of Ellwood Atfield's Association Leadership Academy and annual Association Leadership Forum are indicative of a growing sense of community, common purpose and professionalization of the sector in Brussels.

Recent budget pressures may have encouraged some EU business associations to lobby on fewer issues. In general, however, it seems that allocated lobbying activities and budgets have been protected, and if anything have become more focused. One interviewee told us: "In some cases the financial crisis helped clarify the role and mission of associations and they have now more resources than before".

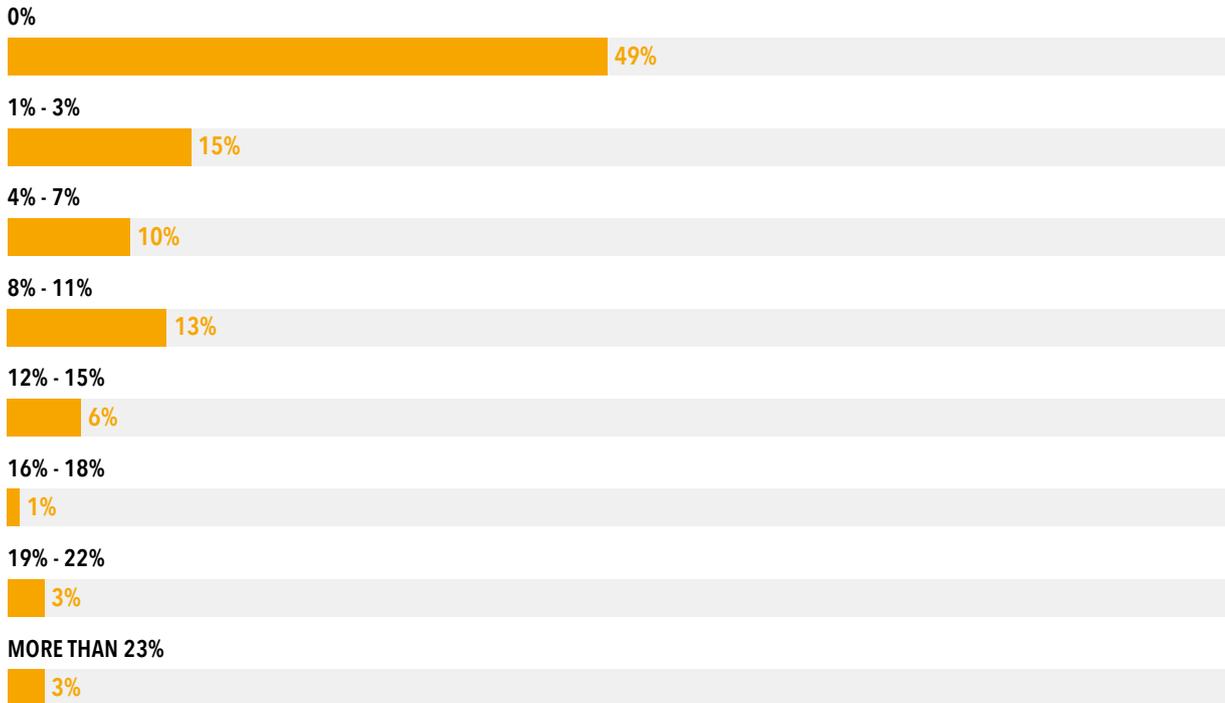
## ASSOCIATION REMUNERATION

Every association needs a strategic reward system for its staff, which addresses four key areas: compensation, benefits, recognition and appreciation. Many associations are missing one or more of these elements (usually recognition and/or appreciation), and the room for manoeuvre for financial reward is limited in a not-for-profit setting and a Belgium tax regime that, with the exception of the new Belgian group bonus scheme, almost penalises bonuses.

Looking at online discussions on Belgian tax provokes a sad smile to see one post entitled "How can the Belgian government take two-thirds of my bonus?" Indeed, Belgian taxation partly explains why associations do not tend to have a strong bonus culture. According to our research almost half of secretariat staff receive no bonus whatsoever, and only about 15% receive more than a 10% annual bonus.

Clearly larger bonuses are an attraction for association staff wanting to move to corporates, as well as stock option and restricted stock units which are simply not available to association staff. However, we have noticed a number of creative associations use Warrants, as an alternative incentive scheme for secretariat members which is a relatively tax efficient way to reward the most valued staff.

## ANNUAL BONUS AS % OF GROSS ANNUAL SALARY



Most mid to senior level secretariat staff in European associations earn in excess of the highest income tax bracket of €38,080 and incur the highest 50% tax rate as per the table below. In addition staff pay social security contributions and local taxes.

| TAXABLE INCOME BRACKET |        | TOTAL TAX ON INCOME BELOW BRACKET |  | TAX RATE ON INCOME IN BRACKET |
|------------------------|--------|-----------------------------------|--|-------------------------------|
| FROM EUR               | TO EUR | EUR                               |  | PERCENT                       |
| 0                      | 10,860 | 0                                 |  | 25                            |
| 10,860                 | 12,470 | 2,715.00                          |  | 30                            |
| 12,470                 | 20,780 | 3,198.00                          |  | 40                            |
| 20,780                 | 38,080 | 6,522.00                          |  | 45                            |
| 38,080                 | Over   | 14,307.00                         |  | 50                            |

Overall European association salaries are considerably higher than those found in the general Belgian economy, reflecting the premium paid for European affairs positions, which attract high calibre staff from around the European Union.

“According to the Belgian Economy Ministry, the average Belgian employee earns 3,414 euros (per month) before tax. This is a mathematical average: two thirds of the Belgian employees have to be content with a lower salary. The median is situated at 2,976 euros. This means that half of the population earns less, and the other half more.”



“Everybody moans about paying their taxes, but Belgians have more reason than most to complain. Data from the Organisation for Economic Co-operation and Development shows that Belgium has the highest income taxes in the developed world. ”



When we recruit senior positions for European Associations, board members who are not residing in Belgium are often shocked at the relatively high costs of employing staff compared to their own countries. Given the high levels of social security and income taxation such high salaries are hardly surprising, however.

The Organization for Economic Co-operation and Development recently reported that Belgium had the highest tax burden for childless, single workers who earn the national average. The 55.3 percent those workers pay in tax is 19.4 percentage points above the average for the 34 OECD member countries. Austria ranks second at 49.5 percent, followed by Germany at 49.4 percent.

Although highly taxed there are a number of perks and benefits available to association staff in Belgium, which are less common elsewhere. For instance, cars in Belgium with the free use of fuel are fairly common for senior staff due to their relatively favourable tax treatment. According to our research summarized below, meal vouchers, group pension plans, phones and private healthcare insurance are available to the majority of mid to senior secretariat staff.



Picture by Daniel Bockwoldt. “Pulse of Europe” demonstration in Hamburg.

## PLEASE TICK THE FOLLOWING BOXES IF YOU RECEIVE

MEAL VOUCHERS (CHEQUE REPAS)



GROUP PENSION PLAN PAID FOR BY THE ASSOCIATION



SMARTPHONE PAID FOR BY YOUR EMPLOYER



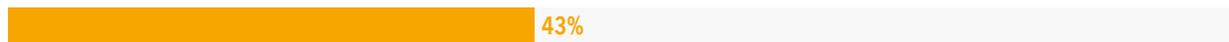
MOBILE PHONE BILL PAID FULLY



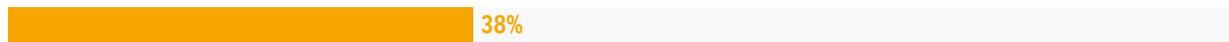
PRIVATE HEALTHCARE PLAN PAID BY ASSOCIATION (E.G. DKV)



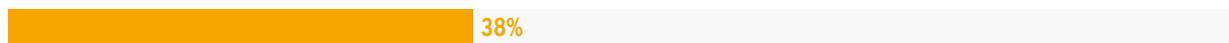
PUBLIC TRANSPORT ALLOWANCE



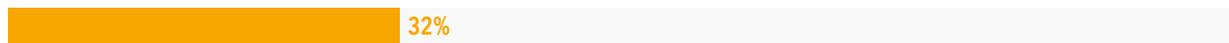
CAR LEASE PAID BY YOUR ASSOCIATION



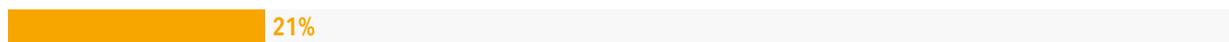
ECO VOUCHERS



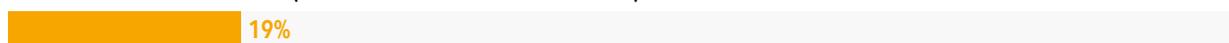
PETROL CARD



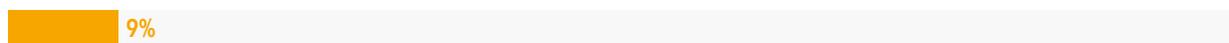
REPRESENTATION ALLOWANCE OF €151 - €300 PER MONTH



REPRESENTATION ALLOWANCE (I.E. LUMP SUM EXEMPT FROM TAXES) OF LESS THAN €150 PER MONTH



REPRESENTATION ALLOWANCE OF MORE THEN €300 PER MONTH



# DIRECTORS OR SECRETARIES GENERAL

We interviewed 94 Directors General (DGs) or Secretaries General (SGs) between November 2016 and January 2017 with regard to their remuneration and fulfilment. This leadership segment reported a higher life satisfaction than the mean with 83% reporting they are happy or very happy in their jobs, while 15% are just ok and only 2% unhappy.

There are significant differences in the remuneration of association leaders depending on their financial, industry and membership base. We have encountered many DGs of small to mid-size associations earning under €100,000 but the majority earn substantially above this number. Indeed, a number of exceptional DGs enjoy salaries above €300,000.

Given the large distribution of salaries any average figure must be taken with caution, but no doubt it will interest our readers to learn that the DG of a European association on average earns €144,550 as a base salary per year, according to our research.

Equal pay for equal work is an important consideration for any association to consider in its human resources management. Our survey gives some cause for concern in this respect, as we found that the average salary for a male DG is €156,300, whereas the average salary for a female DG is €130,050. Nevertheless our general experience in Brussels is that women are considered equally alongside male candidates in salary negotiations, and that the association sector is relatively balanced compared to other white collar sectors. However, there is still some way to go in Brussels toward achieving greater diversity, particularly among association boards.

## International DG Remuneration

**Comparisons:** While some Brussels DG salaries may seem high, they are not the highest in the world. On a recent visit to meet our Washington DC headhunter associates at Lochlin Partners we discovered that the average DG/CEO of a US trade association earns in excess of \$650,000. Indeed, the US Chamber of Commerce CEO earns more than \$6 million in base salary and bonus per year. DGs can also earn very high salaries in other European jurisdictions where we operate especially when running international associations in Geneva. Our Australian headhunter partners Salt & Shein have also revealed to us the relatively high salaries of association leaders there in a market where average wages are almost 50% higher than in Belgium.

In the UK, Ellwood Atfield recently partnered with the Trade Association Forum to survey salaries from 102 trade associations that together employ 1,530 staff. According to the research UK DGs typically earn £73,000 to £124,000 with a number earning up to £332,000 per annum excluding bonus. The detailed report is available on request.

Overall there are four major factors explaining the large variation in European DG remuneration:

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

This last factor will be of greatest interest to our readers, and we compare salaried employee versus independent DGs on the following pages.



Picture by Claudio Bresciani.

# INDEPENDENT DGs

## Basic salaries independent DGs:

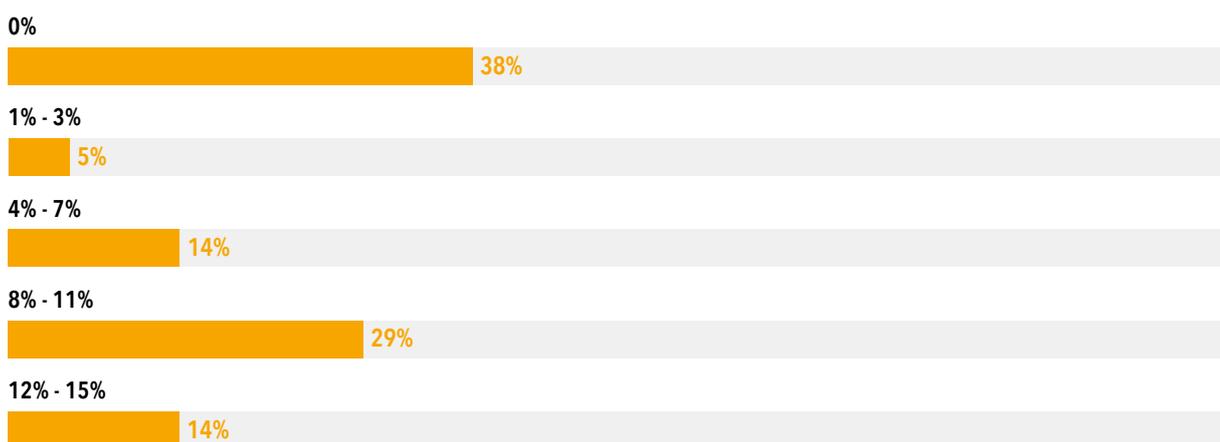
|  |     |
|--|-----|
| Earn less than €100,000                  | 5%  |
| Earn €100,000 to €120,000                | 4%  |
| Earn €120,000 - €140,000                 | 14% |
| Earn €140,000 - €160,000                 | 17% |
| Earn €160,000 to €210,000                | 19% |
| Earn €210,000 up to €300,000             | 36% |
| Earn €300,000 to €350,000                | 5%  |
| Fortunate few earning more than €350,000 |     |

## Independent DG benefits:

|   |     |
|---|-----|
| Mobile phone bill paid fully                      | 80% |
| Smartphone paid for by your employer              | 60% |
| Car lease paid by your association                | 27% |
| Petrol card                                       | 20% |
| Group pension plan paid by your association       | 13% |
| Private healthcare plan paid by association       | 13% |
| Representation allowance of €151 - €300 per month | 13% |
| Public transport allowance                        | 7%  |

As most independent DGs operate their own management firms (sprls/bvbas) they tend to organize their own pension plans and don't receive salaried employee benefits like cheque repas. However, it is possible for associations to pay independent DGs their car leases, phones and other costs as our research shows.

## ANNUAL BONUS AS A % OF INDEPENDENT DGs SALARY



# SALARIED EMPLOYEE DGs

## Of the salaried employee DGs:

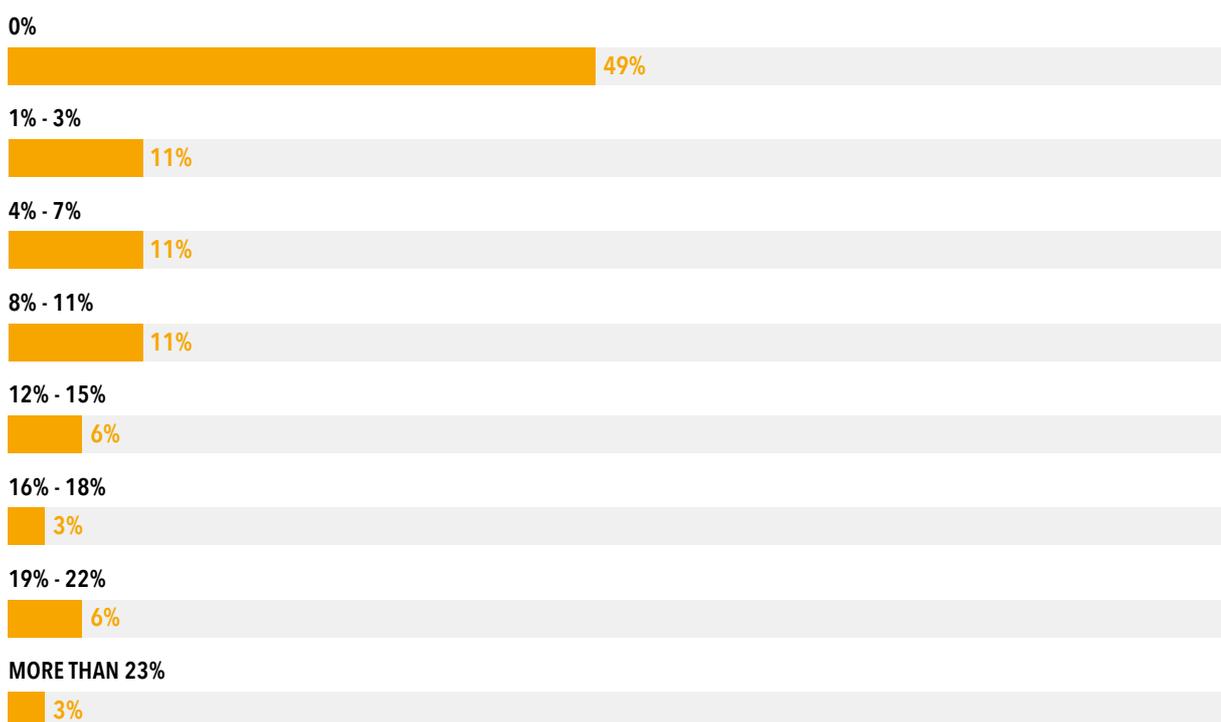
|                              |     |
|------------------------------|-----|
| Earn less than €100,000      | 27% |
| Earn €100,000 to €120,000    | 14% |
| Earn €120,000 - €140,000     | 16% |
| Earn €140,000 - €160,000     | 9%  |
| Earn €160,000 to €210,000    | 18% |
| Earn €210,000 up to €300,000 | 14% |
| Earn €300,000 to €350,000    | 2%  |

Fortunate few earning more than €350,000

## Salaried DGs benefits:

|  |     |
|--|-----|
| Meal Vouchers (Cheque repas)   | 92% |
| Group pension plan paid by your association  | 89% |
| Smartphone paid for by your employer   | 85% |
| Mobile phone bill paid fully   | 85% |
| Private healthcare plan paid by association  | 66% |
| Car lease paid by your association   | 60% |
| Petrol card  | 55% |
| Eco vouchers   | 40% |
| Representation allowance of €151 - €300 per month                                      | 35% |
| Public transport allowance   | 29% |
| Representation allowance (i.e. lump sum exempt from taxes) of less than €150 per month | 21% |
| Representation allowance of more than €150 per month                                   | 15% |

## ANNUAL BONUS OF SALARIED EMPLOYEE DGs



# DEPUTY DIRECTORS GENERAL



Picture by Wiktor Dabkowski. German Federal Chancellor Angela Merkel and Jean-Claude Juncker, President of the European Commission.

It is worth noting that the position of Deputy Director General tends to only exist in the larger associations, such as the European Federation of Pharmaceutical Industries and Associations and Insurance Europe.

According to our poll of salaried and independent Deputy DGs:

- Around two thirds of Deputy DGs are men and one third women.
- In nearly all cases they have over 10 years' of work experience since leaving higher education.
- Around one third have 11 - 20 years' work experience.
- More than half have 20 - 30 years' experience.
- 10% have over 30 years' experience.
- Over 80% are salaried employees and almost 20% are independents.

Salaries are much higher for independents in this category, with a number of independent Deputy DGs earning in excess of €200,000 in larger associations.

According to our poll of Deputy DGs:

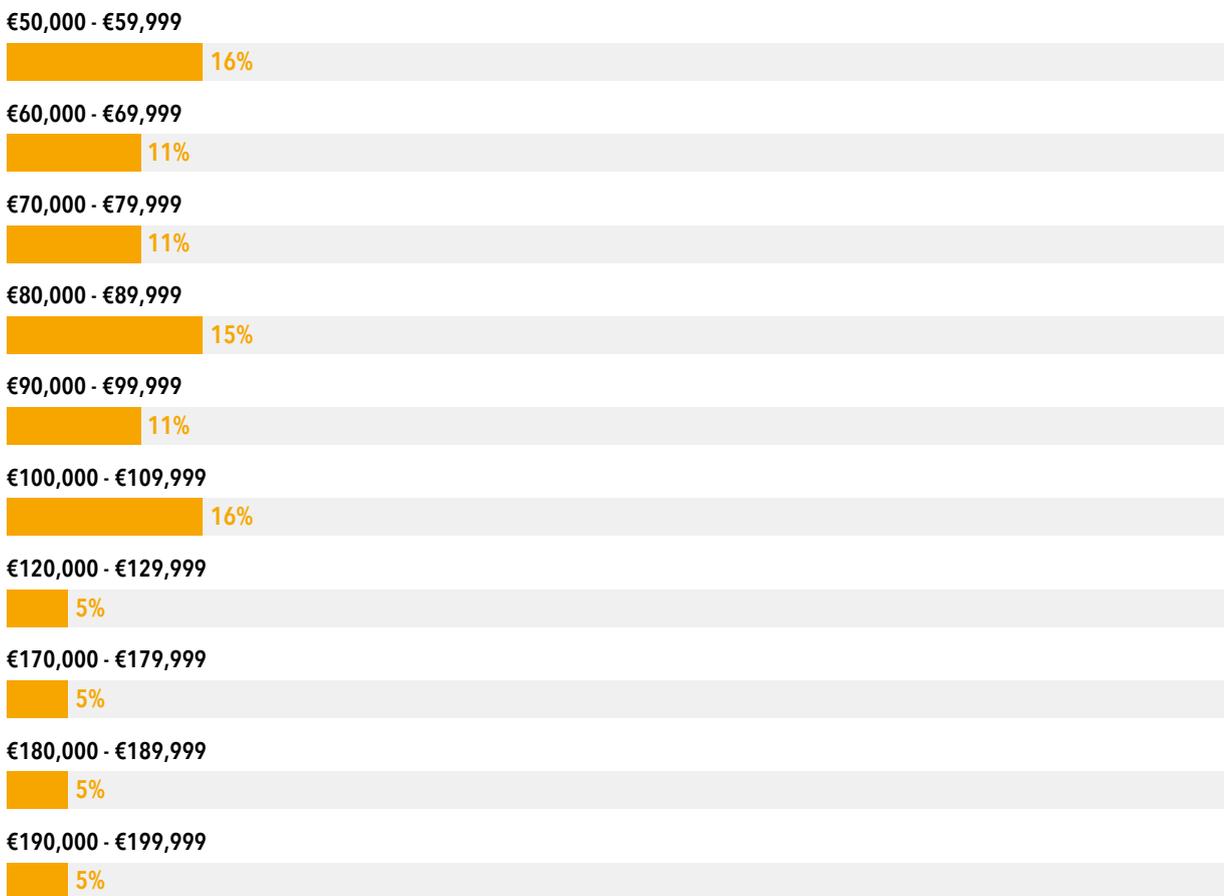
- Around 45% earn less than €120,000.
- Around 40% earn €120,000 to €200,000.
- About 15% earn just over €200,000 in some larger associations.

Perks and benefits were largely similar to those of DGs, although generally with lower amounts in their group pension plans and less representation allowances. Around 40% receive no bonus or a small bonus up to 4%, about 20% earn an annual bonus of 4% to 15%, and about 20% mostly independents receive an annual bonus in excess of 20% of salary.

# HEADS OF POLICY

According to our research the majority of heads of policy in trade associations are highly experienced (almost 70% have between 10 and 20 years' work experience since leaving university). Around 85% are salaried employees and 15% are self-employed.

## HEADS OF POLICY BASIC GROSS SALARY (I.E. BEFORE TAX AND EXCLUDING BONUSES)



We are aware of a number of policy heads who are earning in excess of €200,000 but these tend to be outliers and in our experience nearly all employed as independents.

# POLICY OFFICERS

According to our research 85% of policy officers in trade associations have less than 10 years' work experience, and nearly all are salaried employees. The vast majority of policy officers or public affairs managers earn less than €80,000 per annum. The average salary for this category is around €45,000 with around 40% earning less than €40,000 per annum.

A study launched by Ellwood Atfield on the lobbying effectiveness of European business associations showed that achieving favourable EU policy outcomes is the primary expectation of European business association members, even ahead of promoting an industry and its reputation. The Ellwood Atfield survey found that timing is critical. Ensuring effective process to make timely decisions is the most important success factor for associations' lobbying efforts. Business cannot afford to wait for governments to come up with a legislative proposal – associations have to put down what they want ahead of time.

Most European associations are set up so that they lead on EU issues, but are restricted to lobbying the EU institutions in Brussels, Strasbourg, and Luxembourg, rather than contacting policymakers in Member States.

Our research identifies the importance of: keeping ahead of regulation; making timely decisions; conveying clear messages; teamwork between members and secretariat; building coalitions; targeting the right audience; and behaving transparently.



# COMMUNICATION ROLES

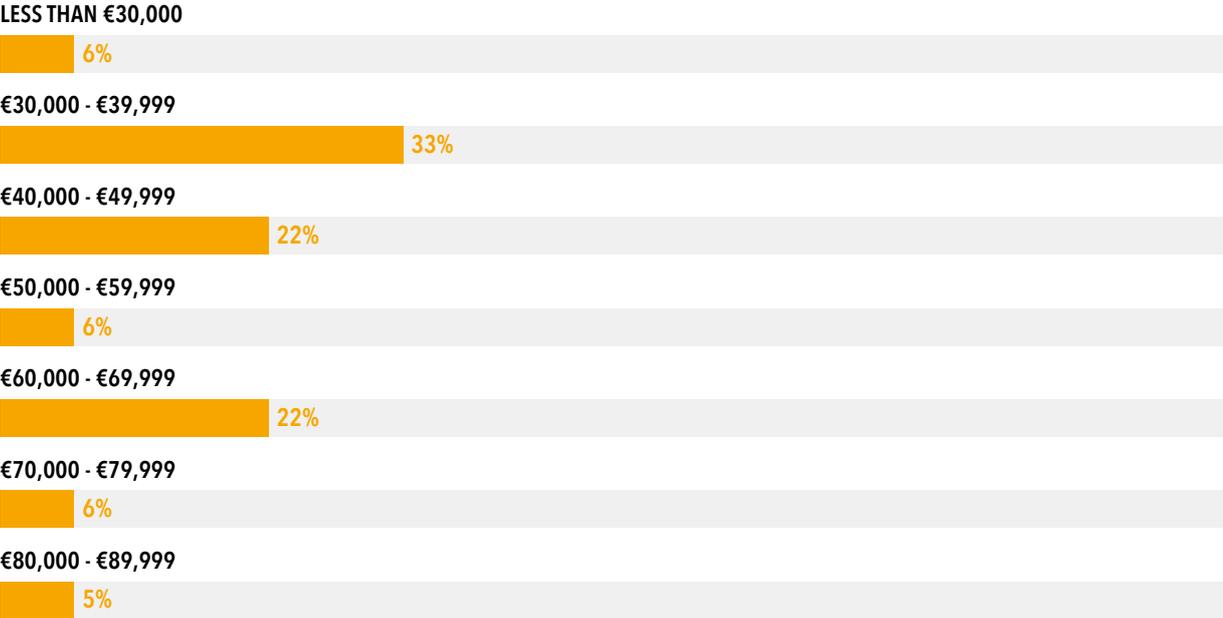
Interestingly around two thirds of heads of communications are women, and the majority are highly experienced with over 15 years' of work experience. Around 70% earn less than €100,000 as a gross salary, and only 20% earn more than €120,000.

Communication managers are less experienced with around three quarters with less than 14 years' of experience. Salaries are much lower with the vast majority earning less than €70,000 per annum. The overall average for communications managers is around €55,000 but a fortunate experienced few earn over €100,000 per annum.



Picture by Xinhua. European Council President Donald Tusk speaks during a press statement at the European Council in Brussels.

## COMMUNICATION MANAGER BASIC GROSS SALARY (I.E. BEFORE TAX AND EXCLUDING BONUSES)

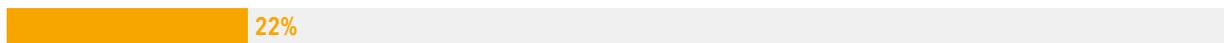


# HEAD OF LEGAL/TECHNICAL OR REGULATORY AFFAIRS

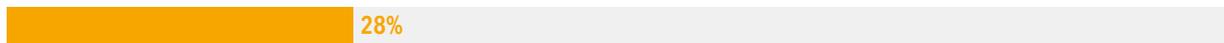
Almost two thirds have over 15 years' work experience. Around 40% get decent bonuses of 8-10% of annual salary.

## HEAD OF LEGAL/TECHNICAL/REGULATORY AFFAIRS BASIC GROSS SALARY (I.E. BEFORE TAX AND EXCLUDING BONUSES)

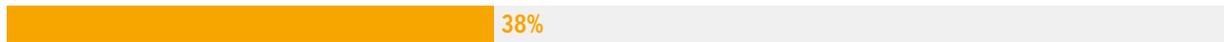
€40,000 - €79,999



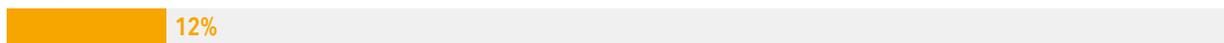
€80,000 - €109,999



€110,000 - €129,999



€130,000 - €170,000



FORTUNATE FEW EARN MORE THAN €170,000

“Thank you for taking the time to read this report, and we hope you find it useful. We are grateful to everybody who contributed their time to the salary survey, and to all our clients and candidates without whom we would not be able to give back to the association community through our knowledge-sharing endeavours.”

# ABOUT ELLWOOD ATFIELD



## Association leadership recruitment specialists

Ellwood Atfield is the specialist in European corporate affairs and association leadership recruitment. We recruit the people responsible for your organisation's communications, reputation, change and influence. Our Leadership Team is directly involved in contacting, vetting and assessing all candidates for each assignment.

We really understand like no other search firm how European Associations work from the inside, and our external networks are exceptional due to our experience and engagement. Unusually the entire Brussels Leadership Team has served on European Association Boards in different roles, including as Secretary General, Treasurer and Director of Communications.

We lead search assignments that are local, national and global. We conduct our work from offices in Brussels, London, Sydney and Washington D.C. We also work from our clients' offices, on planes, trains, in restaurants, cafes – anywhere that ensures the work is done, on time and in budget.

“Ellwood Atfield is the only specialist executive search firm focused on communications and public affairs to have a dedicated office in Brussels.”

THE WALL STREET JOURNAL.

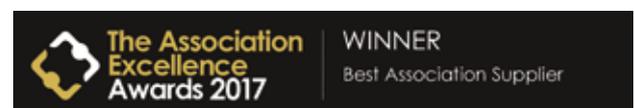
We bring our specialists' understanding to every assignment, every search, and every interview, finding exceptional candidates that fit demanding briefs. Our end goal is always loyalty and satisfaction. We do this by honestly representing our clients in the market and ensuring that we support and continually advise our candidates during assignments. We have a very strong record of recruiting leaders for diverse and important European associations. All of our association placements have been successful.

## Giving back to the association community

Ellwood Atfield is committed to improving the professionalization of association leadership through our work, and our investment in pioneering research and educational activities. Since 2013, Ellwood Atfield has hosted the annual Association Leadership Forum attracting hundreds of association Directors General and leading figures within the EU institutions and business. In 2014 we launched the Association Leadership Academy, the pre-eminent educational institution for leaders, members and secretariat staff of European associations.

Through these insights and engagement, we hope to contribute to the pool of knowledge that helps association leaders run high-performing organisations and pursue rewarding careers.

Ellwood Atfield won Best Association Supplier at The Association Excellence Awards 2017.



# WHAT OUR CLIENTS SAY ABOUT OUR ASSOCIATION SERVICES



"The most enjoyable part of working with the Ellwood Atfield team was their accurate understanding of the profile we were looking for, as it was not a standard search. The whole process was very professional and it was very reassuring that throughout the selection, they really understood our organisation and specific needs."

CATHERINE VAN REETH, DIRECTOR GENERAL AT TOY INDUSTRIES OF EUROPE



"We found Ellwood Atfield absolutely client-oriented, enhancing and complementing our own actions. Interaction with management at Ellwood Atfield was not only professional but also personally stimulating."

LOIC ARMAND, PRESIDENT OF COSMETICS EUROPE AND L'OREAL



"I would like to thank Ellwood Atfield for finding such excellent candidates at longlist and shortlist stage for the position of Secretary General. It was a genuine pleasure working with their team on this recruitment."

GUDBJORG EGGERTSDOTTIR, EX-PRESIDENT OF MEDICINES FOR EUROPE AND CEO OF ACTAVIS



"Ellwood Atfield did an excellent job for us in finding a great list of suitable candidates for the position of Director General for the European Centre for Ecotoxicology and Toxicology of Chemicals (ECETOC). They were instrumental in helping us manage the planning, selection and final decision making process in a very open minded way against our needs. Their professional attitude ensured a sound decision, meeting the needs of the diverse Board membership."

PETRA HANKE-BAIER, VP, PROCTER & GAMBLE AND BOARD OF ECETOC AND CEFIC



"Ellwood Atfield did a great job at recruiting our new Head of Public Affairs. The team helped me think though carefully the selection criteria, and identified some excellent candidates with the requisite EU policy knowledge and skills. They also carefully supported me through detailed contractual negotiations with regard to Belgian employment terms and conditions. I would happily recommend Ellwood Atfield to any European association seeking to recruit senior staff."

AARTI HOLLA-MAINI, SECRETARY GENERAL AT THE EMEA SATELLITE OPERATORS ASSOCIATION

# ELLWOOD ATFIELD'S KEY SUCCESS FACTORS FOR EUROPEAN ASSOCIATIONS

Ellwood Atfield has published numerous reports and studies on association effectiveness covering leadership issues, communications and lobbying including the widely-read 'Key Success Factors for European Associations'. We have conducted literally thousands of interviews with senior figures and leaders in European Associations and their members. We have also reviewed the limited literature in this field, and have discussed our findings with acknowledged experts in association management. We have presented research to the annual congress of the European Society of Association Executives (ESAE), the Federation of European and International Associations established in Belgium (FAIB), Kellen's Euroconference and the Association Leadership Forum.

Ellwood Atfield has conducted numerous events and bespoke research on the following themes, available on request:

- How corporations measure the value of their association memberships
- Leadership and Team Building in Associations
- The role of Associations in promoting their sector's Reputation
- Association Governance
- Key Success Factors for Association Boards
- EU Association Lobbying Effectiveness



# ELLWOOD ATFIELD'S UNIQUE 'ASSOCIATION LEADERSHIP ACADEMY'



The Academy aims to be the pre-eminent institution for leaders, members and secretariat staff of European and international associations. It provides the education, skills and training necessary to support those who run successful associations. The Faculty of the Academy brings together renowned professionals who are proven leaders in their respective areas of expertise. The Academy focuses on the highest quality of tuition and pertinence of materials to make for a truly valuable learning and networking experience.

For further information and details of upcoming sessions visit the website: [www.associationleadership.eu](http://www.associationleadership.eu)

## Association Leadership Academy

The Association Leadership Academy aims to be the pre-eminent institution in Brussels for education in European and International Associations, Civil Society Organisations, NGOs, Business Groups and Professional Societies.

### We strive to capture the entire spectrum of association related knowledge and know-how.

Because we believe that diversity leads to a more satisfying and durable learning experience, we seek to include all professionals who work in or for such complex organisations.

### We develop our own original research material through surveys and interviews.

The research devised and undertaken by Ellwood Atfield provides quality reference and training material. We constantly inquire of our audience, test and update established practice, identify and highlight innovative initiatives with a drive to engage and enthuse.

### We share it all with you.

This website [www.associationleadership.eu](http://www.associationleadership.eu) is updated regularly with the presentation of our expert speakers who recently have covered:

- EU Competition Law for Associations
- Governance best practice for EU business associations
- Influence and Media Messaging for associations
- Associations and the new EU
- HR Law for Associations
- Leadership and High Performing Cross Functional Teams
- Brexit for Associations
- The "ideal" board and how to achieve it

In 2017 The Association Leadership Academy was chosen as finalist for the European Association Awards, Training category.

We seek a 360° viewpoint from all stakeholders involved, from the association leader to the public affairs, communications, legal and accounting service providers as well as the members. The Faculty of the Academy brings together renowned professionals who are proven leaders in their respective areas of expertise. The Academy focuses on the highest quality of tuition and pertinence of materials to make for a truly valuable learning and networking experience.



"The Association Leadership Academy is of great value as it offers qualitative, forward looking and interactive tuition in an efficient format with key opinion leaders in their fields of expertise. The debates combine both the strategic angle and the insight into the practice and operations being the right ingredients to make the value proposition so attractive."

FLORENCE BINDELLE, SECRETARY GENERAL, EUROPEAN ISSUERS

# THE ELLWOOD ATFIELD ASSOCIATION TEAM IN BRUSSELS



Mark Dober is a Senior Director in the Brussels office of Ellwood Atfield. He has recruited many Brussels association leaders and senior public affairs executives around Europe. He was previously APCO's first employee in Europe and set up its office in 1995, acting as Managing Director in various roles until 2010. Mark has twice been voted 'European Consultant of the Year' by 'Public Affairs News' and members of 'The European Public Affairs Directory'. Mark was involved with recruiting many key positions around Europe for APCO Worldwide and its clients during 16 years of rapid growth at the company. Prior to APCO, he joined the London office of Hill & Knowlton and left its Brussels office as Associate Director. Mark has consulted on key communications and public affairs issues with over 40 European association leaders, right up to the President of BUSINESSEUROPE. He has also authored numerous reports and studies on associations and public affairs including 'Key Success Factors for European Associations'. He has a Masters in Political Science from the PUC University of Rio de Janeiro in Brazil. A dual Belgo-British citizen Mark speaks English, French, Spanish and Portuguese.



Dr. Rachel Barlow, Senior Adviser to Ellwood Atfield works on executive search assignments for associations and NGOs. As a former Vice President of Kellen Europe, Rachel's 20 year career has centred on the optimal interest representation and management of European business associations. A guest lecturer at the College of Europe, and Adjunct Professor of lobbying at Vesalius College in Brussels, Rachel has combined academic and business platforms to identify innovation and best practice in public affairs and lobbying. A self-confessed governance geek, she completed her PhD on the accountability of business associations in EU policy-making in 2014. Rachel co-founded and manages Ellwood Atfield's Association Leadership Academy, a dedicated training platform for professionals serving complex organisations. Educated in Paris and Brussels, Rachel is British and speaks fluent French and Italian.



Natalia Kurop is a Senior Adviser to Ellwood Atfield and specialises in recruitment of senior association and corporate staff. Natalia recently served as Director of Communications for the European Technology and Travel Services Association (ETTSA). She was previously Senior Adviser to the Interactive Advertising Bureau (IAB Europe) and Director of Communications at DIGITAL EUROPE, the leading European digital technology industry association. Natalia started her career as a broadcast journalist with the BBC. She is a former Board Member of the European Association of Communication Directors (EACD). Educated at Sydney and Monash Universities, Natalia is a Belgian citizen with fluent English and French.

# EUROPEAN ASSOCIATION REMUNERATION REPORT



The communications and advocacy headhunters

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