2021 DBA Annual Survey Preview



2021 DBA Annual Survey

Preview version only – not for completion

Please complete the survey online via the unique link for your agency that will be sent to you.

The survey will be open for the whole of May. Please submit your response as soon as you can.

If you have any questions or concerns about completing the survey please contact Adam Fennelow on adam@dba.org.uk who will be happy to help.

Please note that this PDF includes ALL possible questions. When completing the survey online your responses will automatically exclude some questions that would not be relevant to your business.

Introduction

The DBA Annual Survey remains one of the most comprehensive and accurate surveys of design business each year. Since 1998 the report of the survey results has enabled DBA members to benchmark themselves against their peers and also to put their rates in context for clients.

So I urge you to complete the 2021 DBA Annual Survey - both to allow the DBA to understand what is happening in our member businesses and thereby better support you, and to enable you to get full access to the results and benchmark your performance.

You can keep logging in as many times as you like during the period the survey is open to complete your response up to the point that you submit your data.

When you submit your response you will be able to save a copy for your records.

Completing the survey is not a test. If you struggle with any questions, please contact me.

Adam Fennelow Head of Services Design Business Association adam@dba.org.uk

A note on data security

The data from this survey is analysed by Data Alive (who also manage the IPA's financial surveys). The data is analysed without any identifying marker, except your DBA Member number. At no point is any data which might identify an individual agency shared. Results are only ever shown as collective averages.

riease login below	
1) Please provide your DBA Membership Number*	

Please note that the membership number is listed in the email directing you to this survey. If you have difficulty finding it please contact Adam Fennelow on adam@dba.org.uk

About the business and staff 2) What type of entity is your business? * () Sole trader () Partnership () Limited Liability Partnership () Limited Company 3) When is your financial year end? () January () February () March () April () May () June () July () August () September () October () November () December 4) In which region(s) do you have an office? Please check all that are applicable. [] East Midlands [] East of England [] London [] North East [] North West [] Northern / Republic of Ireland [] Scotland [] South East [] South West [] West Midlands [] Wales [] Yorkshire & Humberside 5) Do you have any international offices? - By this we mean a trading entity rather than simply a sales presence.

() Yes () No

6) Please select the number of international offices for each region. If you do not have an office in a region, please leave blank.*
Europe (excl.UK)
North America
South America
Middle East
Asia (excluding China)
China
Australia
Africa
7) With regards to the UK business only, what is the full time equivalent (FTE) of staff in your business that are on payroll? - including directors and those that you might consider freelancers but are paid via PAYE (eg 3 half-time staff should be counted as 1.5 full time equivalent). Include staff on furlough.
8) Do you have any non-UK staff originating from the EU? *
() Yes
() No
9) If so, how many?
10) Do you have any non-UK staff originating from outside the EU?*
() Yes
() No
11) If so, how many?
12) What % of your employees are "indirect" - i.e. their time is not charged back to clients"

13) How many of your employees fall into each of the following racial or ethnic groups?
White (British, Irish, Other)
Black (Black British, Black African, Black Caribbean, Other)
South Asian (British, Indian, Pakistani, Bangladeshi, Other)
East & South East Asian (British, Chinese, Korean, Filipino, Other)
Arabic (Middle East, Other)
Mixed (White & Black, White and Asian, Black & Asian, Other)
Any other ethnic group
Unknown
14) What was your staff turnover during 2020?
How many individuals were working in your agency at the start of 2020?:
How many individuals were working in your agency at the end of 2020?:
How many individuals, if any, were made redundant during the 12 month period?:
How many individuals have left the agency during the 12-month period, excluding those made redundant?:
15) Once Covid-19 restrictions end how many days in the office are you planning for the bulk of your staff? () Full time - everyone in all the time () Generally, for most 1 day a week remote () Generally, for most 2 days a week remote () Generally, for most 3 days a week remote () Generally, for most 4 days a week remote
Fee Income
16) What was the total gross income of your business across all UK locations in your last year of accounts? Gross Income (sometimes known as Gross Profit) is the total of Turnover generated by the business less the Cost of Sale. This is the amount of money that the company has left to pay wages and salaries and to run the business. For example, if the Turnover of the business is £2,000,000 and the Cost of Sale is £750,000, then the Gross Income generated is £1,250,000. NB Cost of Sale does not include staff costs.

	ase indicate the % split of your total gross income between the design disciplines you work in. If a project spanned more than one ne, please split the income proportionally if possible. The total should add to 100%
	Branding / Corporate Identity
	Exhibition Stands / Displays
	Interior / Retail / Experiential Design
	Internal Communications
	Literature / Print
	Packaging
	Point of Sale
	Product / Industrial Design
	_Strategy / Research & Innovation
	Service / User Design
	Other
	_Other (eg Advertising)
18) Wh	at percentage of your income is derived from digital and what percentage is non - digital?
	Digital
	Non - Digital
irom w	UKEurope (excl. UK)
	North America
	South America
	Middle East
	Asia (excl. China)
	China
	Australia Africa
	Airica
20) Do	you claim R&D tax benefits?
() Yes	
() No	
	at % of your income in the last year has been from retained / existing clients (i.e. ongoing relationships that started over a year her than new clients)?

22) What % of your income in the last year (if any) has been on a retainer basis?
Charging Clients
23) Please indicate the figures that you apply when setting charge out rates:
No. of billable hours per day - The number of hours in a working day that are billable to a client (usually between 7 and 8.5):
No. of billable hours per annum - The number of working hours per day multiplied by the number of working days (usually worked out by taking 8 bank holidays and annual leave days and weekends from 365. Usually 225-230 days x no. of hours per day):
% Overhead recovery - The factor you add to chargeable salaries to recover office overheads (usually between 80 - 110%):
% profit margin - The % margin that you typically apply to chargeable salaries, oncosts and overhead in order to derive a profit:
24) Some agencies no longer work out a fee via hourly billing rates. Do you offer clients fixed prices depending on type of project or practise value pricing? () Yes () No 25) If Yes, what % of your income is charged this way?
26) On average what percentage of time incurred on billable projects do you actually manage to bill clients? For example, if you work 10 hours at £80 per hour but you only bill the client £600, the answer to this question would be £600 divided £800 x 100 = 75%. This is different to utilisation rates which are asked for later in the survey. Note: Please use numerical characters only
Invoicing
27) When do you invoice your clients?
() In advance, for work not started () Mostly in advance, but some in arrears () Even split between in advance and in arrears () Mostly in arrears, but some in advance
() In arrears, for work we have completed

28) What are your payment terms?
() Immediate payment
()7 days
() 14 days
() 21 days
() 28 days
() More than 28 days
29) What proportion of the time do you have to accept your clients' payment terms over yours?
30) What is the average time it takes your invoices to be paid (number of days)?
31) Have you had to reduce your prices due to the Covid-19 Pandemic? () Yes () No
32) If Yes, by how much?
() Upo to 5%
() 6-10%
() 11-15%
() 16-20%
() Over 20%
33) Which phrase best describes your approach to marking up bought in costs (such as print, photography, exhibition space etc.) which is then charged back to the client?*
() We don't - we charge the client exactly what we are billed
() We add a small fee of up to 10% to cover our time and costs
() We add between 10 and 20% to cover our time and costs and to acknowledge that we are managing cash flow for the client
() We add between 20 and 35% as a management fee to ensure smooth running of the project even when other services are bought in
() We add over 35% as a management fee as we feel our expertise ensure the smooth running of the project even when other services are bough in
() N/A - we never buy in services on behalf of a client.

34) Have you significantly changed your offer during the last 12 months?
() Yes
() No
35) Are you targeting new sectors that you have not worked in before?
() Yes
() No
36) Are you looking to increase income from overseas clients?
() Yes
() No
37) If Yes, which international regions are of interest to you?
[] Europe (excl. UK)
[] North America
[] South America
[] Middle East
[] Asia (excl. China)
[] China
[] Australia
[] Africa
Current Business State
38) How would you describe the health of your business at the moment? Consolidated results of this question will run in our Round Up newsletter during the summer and we will periodically poll the membership outside of this survey to see how business confidence changes throughout the year. (As with all questions in the survey responses are completely anonymous).*
() Business is great and growing
() We're doing OK, our client base is solid
() We're likely to break even this year
() Concerning; we are actively tightening our belts
() Critical; we're struggling to stay in business

New Business

39) What are the	biggest issues facin	ng the business rig	ht now?				
Future business s	state (next 12 mont	hs)					
40) On a scale of	0 - 100% how cont	ident are you abou	it the year ahead?				
Over 50% is posi	tive, under 50% in	dicates you feel th	is year will be wors	e than last.			
0	[]		100				
41) How do you r	ealistically expect	total gross income	to vary over the ne	xt 12 months com	pared to the previ	ous 12 months?*	
() -10% or more +3% to 4%	() -8% to -10% () +5% to 7%	() -5% to -7% () +8% to 10%	() -3% to -4% () +10% or more	()-1% to -2%	() No Change	() + 1% to 2%	()
42) How do you e	expect permanent s	taff levels to vary	over the next 12 mg	onths compared to	o the previous 12 m	onths? *	
() -10% or more +3% to 4%	() -8% to -10% () +5% to 7%	() -5% to -7% () +8% to 10%	() -3% to -4% () +10% or more	() -1% to -2%	() No Change	() + 1% to 2%	()
43) Are you plant	ning any pay rises	this year?					
() Yes							
() No							
44) Pay in 2021 -	What would be the	e average for the f	ollowing levels with	in your business?			

	Pay cut	0%	1-3%	4-6%	7-10%	11% or more
Executive Management	()	()	()	()	()	()
Other Board Directors	()	()	()	()	()	()
Senior Staff	()	()	()	()	()	()
Middleweight Staff	()	()	()	()	()	()
Junior Staff	()	()	()	()	()	()

vic realise many businesses use universit job titles	s, L
We realise many husinesses use different ioh titles	s, please use common sense in attributing figures.
In the section that follows you will only be asked q	questions about the departments that are applicable to your agency / company.
	that cannot fit into the categories already mentioned? For industrial design agencies these nd exhibition agencies theses might be workshop / shop-fitting staff)
] Support (HR / Studio / Traffic / Reception / PAs / I	
] New Business / Marketing	
Account Handling	
	Designer, Front End Developer, Back End Developer, Digital Strategist)
] Strategy & Planning (Senior Planner / Strategist, Planner / Strategist, Planning (Senior Planner / Strategist, Planner / S	
	er, Production Manager, Visualiser / Retoucher, Art Worker, Copywriter)
	EO, MD, FD, Strategy Director and all other director level positions)
taff.*	. The same same and the same of the same o
This is about job title rather than function. Small be and manages the studio. We only need the informative other people in those roles as well.	businesses may have an owner / manager that also account handles, does new busines ation for the owner / manager, not for the other functions too unless of course there equal the total number of staff you gave at the start of the survey. Include furloughed
17) In which of the following departments do you h	have employees?
Salaries, Charge Out Rates, Utilisation and Bonuso	es
	_
	_
l6) What do you consider are the biggest issues aff	fecting your business in the long term?
	_
	_

48) Business Management and Department Heads

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
CEO			,	, ,		
Managing Director						
Commercial /						
Operations Director						
Finance Director						
Executive Creative Director						
Creative Director						
Design Director						
Planning Director						
Strategy Director						
Client Services						
Director						
Digital Director						
HR Director						
New Business Director						
Other Director						

Notes for Completion

FTE Staff: Please indicate the number of male and female full-time equivalent (FTE) staff in each position. If you do not have any staff in a position, please leave blank. If a role is filled by a part-time member of staff put the appropriate decimal e.g. 0.5.

Average Salary: Please provide the average annual total salary including taxes, that members of staff receive in each position that you have staff in. If any part of the salary is paid as dividend this should be included when working out average salaries. We want a realistic picture of what people are earning not how they are reducing their tax liability.

If you have part-time staff, please provide the full time equivalent salary. For example, if you have a financial controller working 2 days a week earning £10,000 put 0.4 in the FTE Staff column and £25,000 in the salary column.

Hourly Charge Out Rate: Please provide the average hourly rate in pounds sterling for each position that you have staff in.

Utilisation Rate: Please provide the average utilisation rate for each position you have staff in. Utilisation rate is defined as the percentage of total time charged to fee generating work, excluding holidays and illness. For example, if a designer works 9am - 6pm with an hour for lunch they have 8 hours available to bill. If they bill 6 of those hours their utilisation rate will be 75% ($6/8 \times 100$). If you don't monitor utilisation of staff in certain positions, please leave blank.

49) Design

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
Senior Designer (>8 yrs experience)						
Designer (3-8 yrs experience)						
Junior Designer (
Production Manager						
Visualiser / Retoucher						
Senior Art Worker						
(>8 yrs experience)						
Art Worker (3-8 yrs						
experience)						
Junior Art Worker (
Senior Copywriter						
(>8 yrs experience)						
pywriter (3-8 yrs						
experience)						
Junior Copywriter (

Notes for Completion

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50) Strategy and Planning

	No of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
Senior Planner (>8 yrs experience)						
Senior Strategist (>8 yrs experience)						
Planner (3-8 yrs experience)						
Strategist (3-8 yrs experience)						
Junior Planner (_		
Junior Strategist (

Notes for Completion

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51) Digital

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
Technical Lead						
Senior UX / UI						
Designer (>8 yrs experience)						
UX / UI Designer (3-						
8 yrs experience)						
Junior UX / UI						
Designer (
Senior Front End						
Developer (>8 yrs						
experience)						
Front End Developer						
(3-8 yrs experience)						
Junior Front End						
Developer (
Senior Back End						
Developer (>8 yrs						
experience)						
Back End Developer						
(3-8 yrs experience)						
Junior Back End Developer (

Notes for Completion

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52) Account Handling

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
Senior Account /						
Client Director (>8						
yrs experience)						
Account / Client						
Director (>8 yrs						
experience)						
Senior Account /						
Client Manager (3-8						
yrs experience)						
Account / Client						
Manager (3-8 yrs						
experience)						
Senior Account /						
Senior Client						
Executive (
Account / Client						
Executive (

Notes for Completion

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53) New Business / Marketing

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
Head of Marketing /						
Communications						
New Business Manager						
Marketing / Communications						
Manager						
New Business Executive /						
Marketing Assistant /						
Coordinator						

Notes for Completion

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54) Support

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate (£)	Utilisation Rate (average %)	Bonus %
HR Manager						
Head of IT						
IT Coordinator /						
Administrator						
Studio Manager /						
Traffic Manager						
Project Manager						
Receptionist /						
Administrative						
Assistant						
Personal / Executive						
Assistant						
Finance Manager						
Bookkeeper / Finance						
Assistant						

Notes for Comp

FTE Staff: Please indicate the number of male and female full-time equivalent (FTE) staff in each position. If you do not have any staff in a position, please leave blank. If a role is filled by a part-time member of staff put the appropriate decimal e.g. 0.5.

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55) Additional Staff (Not Included Elsewhere)

	No. of Male Staff	No. of Female Staff	Average Salary (incl Dividend where applicable)	Hourly Charge Out Rate £	Utilisation Rate (average %)	Bonus %
Employed Business						
Management						
Senior Staff						
Middleweight Staff						
Junior Staff						

Notes for Completion

FTE Staff: Please indicate the number of male and female full-time equivalent (FTE) staff in each position. If you do not have any staff in a position, please leave blank. If a role is filled by a part-time member of staff put the appropriate decimal e.g. 0.5.

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56) There has been a significant amount written about the gender average pay gap with companies with more than 250 employees having to report their gender pay gap to the Government on an annual basis.

We want to use this survey to assess the size of the gender pay gap across DBA member agencies by looking at the average pay of males vs the average pay of females.

Please indicate the total number of male and female staff that you have at each grading level and the total salary bill applicable for male and female staff at each level.

NB. Part-time salaries should be weighted to their full-time equivalent and include dividend and bonus payments.

For example if you have 3 male junior staff earning £20,000, £22,000 £23,000 and 2 female junior staff earning £20,000 and £25,000 put 3 in the first box for this grade of employee, 2 in the second box, £65,000 in the 3rd box and £45,000 in the 4th box.

	No. of Male Staff	No. of Female Staff	Total Salaries - All Male Staff	Total Salaries - All Female Staff
Executive Management				
Other Board Directors				
Senior Staff				
Middleweight Staff				
Junior Staff				
All Employees				

Freelancers and temporary staff		

57) Does your company currently engage people on freelance contracts?

() Yes

() No

Definition: A freelancer is a person who sells services to several employers without a long-term commitment to any of them, without being on any employer's payroll and without being a third party. We use the term 'full-time equivalent' to compare the results of companies using different levels of non-permanent staff as described below:

Examples

One organisation may use 12 freelancers for just one month. This would equate to 1 full-time employee over the year. Another may use 4 freelancers for 6 months which would equate to 2 full-time employees over the year.

This does not need to be an exact science but allows us to compare companies and review the level of freelance staff used throughout different businesses.

58) What is the full time equivalent (FTE) of freelancers that are not on payroll, but are included in overheads? - (eg 2 freelancers a month for 6 months should be counted as 1, and 6 freelancers a month for 3 months should be counted as 1.5).

59) Approximately what is the percentage of total salary costs spent on freelancers? If total salary costs are £300,000 and £15,000 is spent on freelancers, the percentage of salary spent on freelancers is (£15,000 divided by £300,000 multiplied by 100) = 5%.
() 1 - 4%
() 5 - 8%
()9-12%
() 13 - 16%
() 17 - 19%
() 20% +
60) What day rate do you pay freelancers in the following positions, in £?
Designer (3-8 yrs experience):
Copywriter (3-8 yrs experience):
Art Worker (3-8 yrs experience):
Web Designer (3-8 yrs experience):
Planner / Strategist (3-8 yrs experience):
61) IR35 legislation relates to HMRC rules on when a freelancer should be treated as a worker in regards to tax and NI contributions. Have you encountered any difficulties with IR35?
() Yes
() No
62) If yes - Would you please share details
Internships and Placements
63) Does your company currently provide internships or placements?
() Yes
() No
64) If Yes.
What %, out of 100%, are still enrolled in a UK based further education course?
What %, out of 100%, are graduates?

() Up to 2 weeks	
() 2 - 4 weeks	
() 1 - 3 months	
() 4 - 6 months	
() 7 - 12 months	
() Over 1 year	
66) For those who have graduated what is the average duration of the internships or placements you offer?	
() Up to 2 weeks	
() 2 - 4 weeks	
() 1 - 3 months	
() 4 - 6 months	
() 7 - 12 months	
() Over 1 year	
67) Do you pay those who are still in education?	
() Yes	
() No	
68) How much do you pay student placement / interns per week?	
69) Do you pay those who have graduated?	
() Yes	
() No	
70) How much do you pay graduate placement / interns per week?	

65) For those still in education what is the average duration of the internships or placements you offer?

Maternity Leave and Pay

71) How many weeks of maternity leave are employees entitled to?

	Statutory leave only	Better than statutory
On joining	()	()
After 1 year	()	()
After 3 years	()	()
After 5 years	()	()

72) How are employees financially supported through maternity leave?

	Statutory pay only	Better than statutory
On joining	()	()
After 1 year	()	()
After 3 years	()	()
After 5 years	()	()

73) How many weeks of paternity leave are employees entitled to?

	Statutory leave only	Better than statutory
On joining	()	()
After 1 year	()	()
After 3 years	()	()
After 5 years	()	()

74) How are employees financially supported through paternity leave?

	Statutory pay only	Better than statutory
On joining	()	()
After 1 year	()	()
After 3 years	()	()
After 5 years	()	()

Other Benefits

75) Please indicate which of the following health related items you offer as part of the benefits package:

	Life Insurance	Private Health Insurance	Permanent Health Insurance	Critical Illness Insurance	Health Club Membership
Executive Management	[]	[]	[]	[]	[]
Other Board Directors	[]	[]	[]	[]	[]
Senior Staff	[]	[]	[]	[]	[]
Middleweight Staff	[]	[]	[]	[]	[]
Junior Staff	[]	[]	[]	[]	[]

Notes

Life Insurance - Insurance that pays out a sum of money either on the death of the person or after a set period.

Private Health Insurance - Covers treatments that may require long waiting times on the NHS.

Permanent Health Insurance - Insurance that will pay a replacement income if you cannot work through illness or accident.

Critical Illness Insurance - Also known as Critical Illness Cover, pays out a lump sum if you are diagnosed with a terminal illness.

Health Club Membership - Otherwise known as "the gym".

76) Please indicate which of the following travel related items you offer as part of the benefits package:

	Season Ticket Loan	Car / Cash Allowance	Bike to work Scheme	Car Parking	Travel Insurance	Flexible Working
Executive Management	[]	[]	[]	[]	[]	[]
Other Board Directors	[]	[]	[]	[]	[]	[]
Senior Staff	[]	[]	[]	[]	[]	[]
Middleweight Staff	[]	[]	[]	[]	[]	[]
Junior Staff	[]	[]	[]	[]	[]	[]

77) For the following categories, what % on top of basic salary forms additional benefits? i.e. any of the above excluding pension contributions

	0%	1-2%	3-5%	6-10%	11-20%	>21%
Executive Management						
Other Board Directors						
Senior Staff						
Middleweight Staff						
Junior Staff						

Pensions

78) Typically on what basis does the company contribute to staff pensions?

() Employee contributions matched
() Double employee contributions
() Employee contributions matched +1%
() Employee contributions matched $+2\%$
() Employee contributions matched +3%
() Employee contributions matched +4-7%
() Employee contributions matched +8-10%

() Flat rate of company

79) What % of basic salary does the agency contribute towards pensions for the following categories of staff? - Choose percentage from drop down lists

	Executive Management	Other Board Directors	Senior Staff	Middleweight Staff	Junior Staff
None					
0.50%					
1%					
1.50%					
2%					
2.50%					
3%					
3.50%					
4%					
4.50%					
5%					
5.50%					
6%					
6.50%					
7%					
7.50%					
8%					
8.50%					
9%					
9.50%					
10% or more					

80) Does your company set aside a budget each year for staff training?* () Yes
() No
81) How much is allocated to actual training costs per annum - Note: We are looking for your total training budget not the amount per head.
82) What percentage of your training budget is spent on external courses and qualifications?
And finally
83) If you have any questions, comments or changes you would be interested in seeing in future please leave a note here:
Review Your Answers
Thank You!
Thank you for taking our survey. Your response is very important to us, and it means you will have full access to the results later in the year.
Scroll to the bottom of the page to download and then save your responses as a pdf, which will help you complete the survey even faster next year.

Training