ASSOCIATION SOCIETIES ALLIANCE

2026 Compensation & Benefits Survey

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SURVEY OVERVIEW

This report captures the insights and practices of the associations that participated in a comprehensive survey conducted on behalf of the Association Societies Alliance (ASA). Reflecting benefits and workforce programs in effect as of January 1, 2026, the findings provide a valuable snapshot of how associations are approaching total rewards in an evolving talent landscape. As a benchmarking resource, the report is designed to help organizations assess their competitiveness, identify emerging trends and make informed decisions about their rewards strategies. The results span a broad range of benefits and human capital topics, with key findings and takeaways highlighted throughout to help associations translate data into action.

Findings are presented on a broad series of benefits topics and the report also highlights key takeaways.

Sections Cover:

1) General Policy, Challenges, and Strategies
2) Medical and Pharmacy Benefits
3) Employee Wellbeing
4) Absence Management
5) Paid Time Off
6) Retirement

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PARTICIPANT PROFILE

Workforce size — full-time equivalents (FTEs)

0-2 employees	25%
2.1-4.9 employees	26%
5-9.9 employees	22%
10-24 employees	18%
25+ employees	9%

Organizational structure

Individual Member Association	42%
Trade Association	32%
Combined Trade Association	20%
Association Management Company	2%
Other	4%

Participants by annual operating revenue

Less than $250,000	5%
$250,000–$499,999	15%
$500,000–$999,999	25%
$1M–$1.9M	23%
$2M–$2.9M	13%
$3M–$3.9M	1%
$4M–$4.9M	6%
$5M or more	13%

GENERAL POLICY AND STRATEGIES

In 2025, workforce stability remained a defining characteristic, with 61% of organizations reporting full-time employee turnover below 3%, while only 11% experienced turnover of 30% or more. Looking ahead to 2027, organizations are generally optimistic but measured, with 41% expecting revenue growth and 47% anticipating revenues will remain stable. Workforce headcount expectations are even more conservative, as 73% expect staffing levels to remain unchanged and 22% anticipate modest growth.

Operational priorities reveal an increased focus on business growth and external influences. Growing revenue or sales (55%) and legislative advocacy or lobbying (54%) emerged as the leading priorities, followed by maintaining or growing market share (40%) and increasing innovation (38%). Compared with the prior survey, managing risk and regulatory demands has become less prominent, suggesting organizations are shifting attention toward growth initiatives, competitive positioning and navigating a rapidly evolving legislative environment. Business continuity, operating costs and profitability remain important considerations but trail the top growth-focused priorities.

HR priorities continue to center on culture and talent retention. Creating a strong culture (60%), training and developing people (53%) and retaining talent (47%) remain the most frequently cited priorities, while 84% of respondents agree that their workforce is highly engaged. Despite this positive outlook, only 19% have conducted an employee engagement survey within the last two years, and two-thirds have no plans to do so. Organizations most commonly strengthen engagement through clear communication that fosters trust (55%), timely and constructive feedback (55%), defining performance goals (50%) and connecting employees' work to broader organizational objectives (36%), reinforcing the importance of culture, communication and employee development in sustaining engagement.