



2026 Compensation & Benefits Survey



Gallagher

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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.

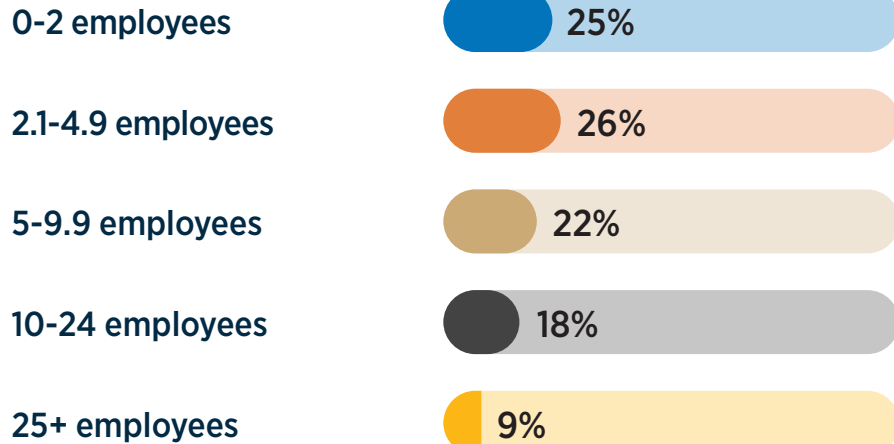
Findings are presented on a broad series of benefits topics and the report also highlights key takeaways.

Sections Cover:

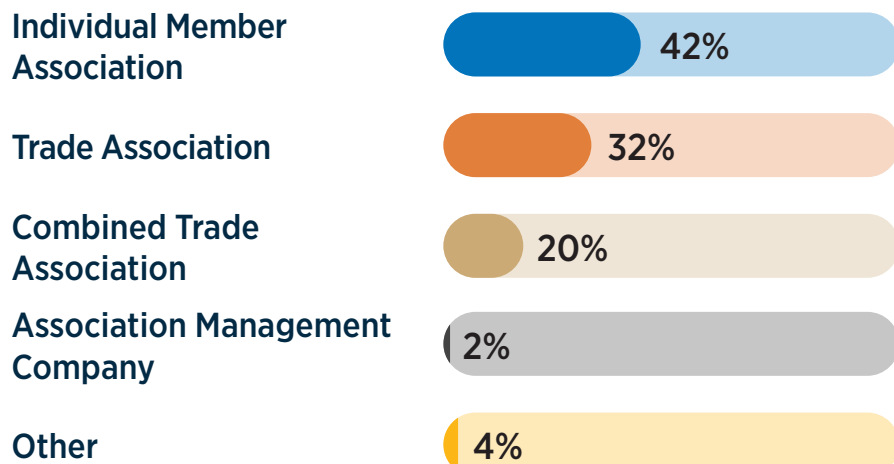
- 1) General Policy, Challenges, and Strategies
- 2) Medical and Pharmacy Benefits
- 3) Employee Wellbeing
- 4) Absence Management
- 5) Paid Time Off
- 6) Retirement

PARTICIPANT PROFILE

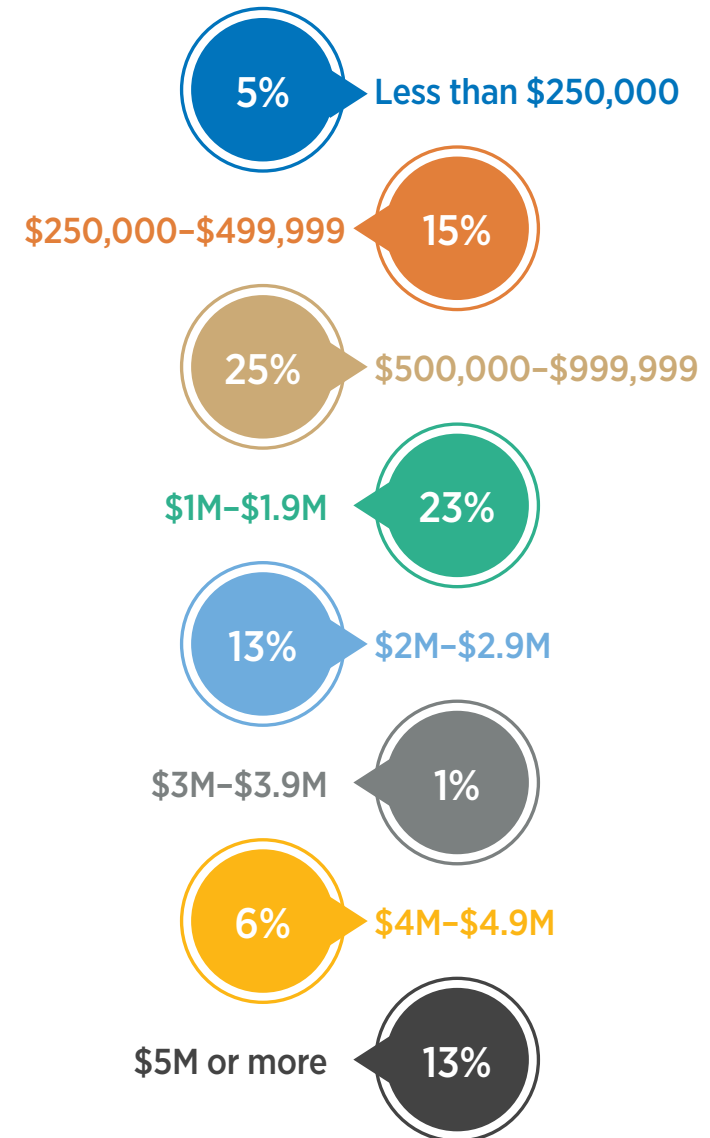
Workforce size — full-time equivalents (FTEs)



Organizational structure



Participants by annual operating revenue



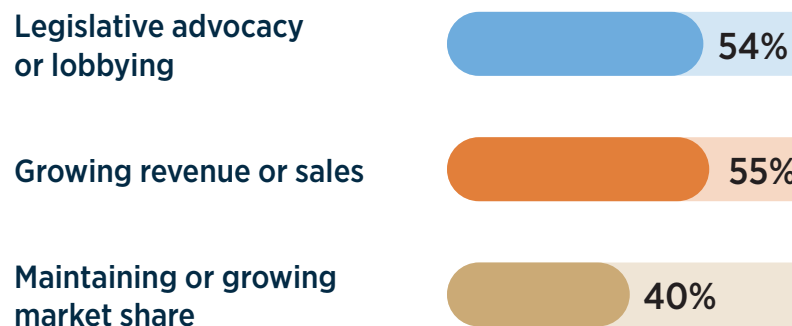
GENERAL POLICY AND STRATEGIES

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.

Top operational priorities



Our workforce is highly engaged



Top HR priorities

