



Compensation & Benefits Survey



Gallagher

Insurance | Risk Management | Consulting

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Our Approach to Organizational Wellbeing

Gallagher Better WorksSM: benefits and human resources expertise

ORGANIZATIONAL WELLBEING

- 1 Individual employee wellbeing is only part of the puzzle. Gallagher can help you develop a comprehensive strategy for managing risk, staying on top of compliance and clearly communicating your organization's vision.

PHYSICAL & EMOTIONAL WELLBEING

- 2 Medical insurance is only the tip of the iceberg when it comes to your employees' physical and emotional wellbeing. Gallagher Better WorksSM has dozens of ways to promote a healthier, happier workforce.

CAREER WELLBEING

- 3 In addition to developing a compensation structure that rewards the individuals who help your organization grow, Gallagher can help you set your employees up for career-long success.

FINANCIAL WELLBEING

- 4 Many employees experience financial stress. Meet your employees wherever they are in their financial journey with solutions supporting their spending and savings efforts. Gallagher can guide your investment strategy and help ensure your people are retirement-ready.





SURVEY OVERVIEW

This report is based on the results of a comprehensive survey conducted on behalf of the Association Societies Alliance (ASA), in which 167 associations participated. Data is effective as of July 1, 2024. As a benchmarking resource, the data and insights provided are intended to help associations position total rewards more competitively in the marketplace.

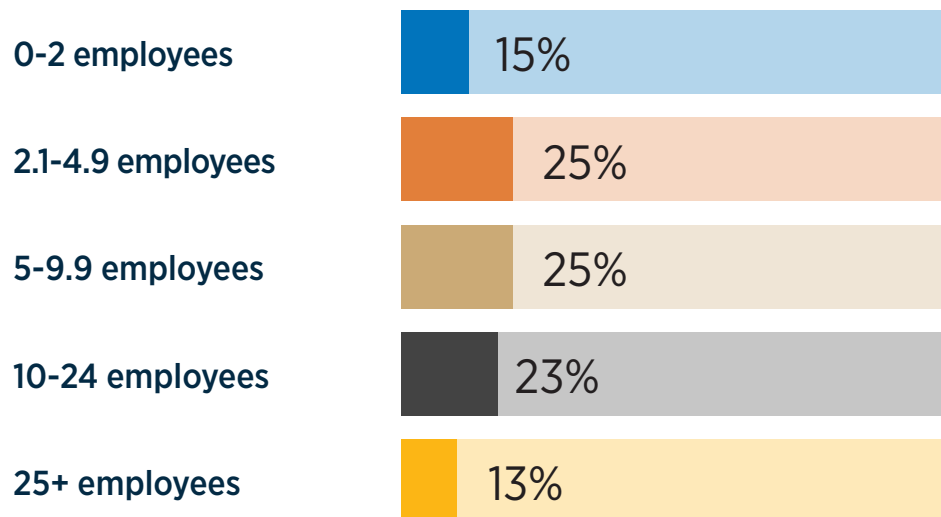
Findings are presented on a broad series of benefits topics and the report also highlights key takeaways.

Sections Cover:

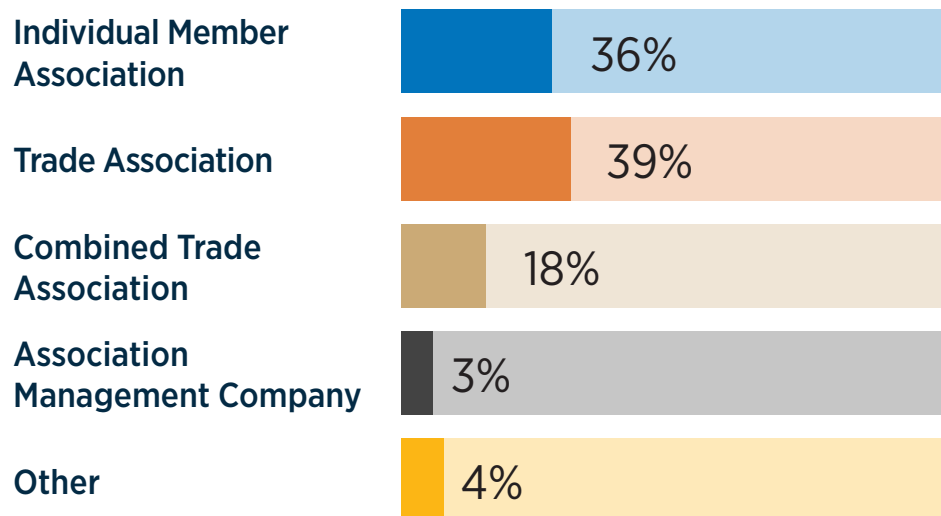
- 1) General Policy, Challenges, and Strategies,
- 2) Medical and Pharmacy Benefits,
- 3) Employee Wellbeing,
- 4) Absence Management,
- 5) Paid Time Off, and
- 6) Retirement.

PARTICIPANT PROFILE

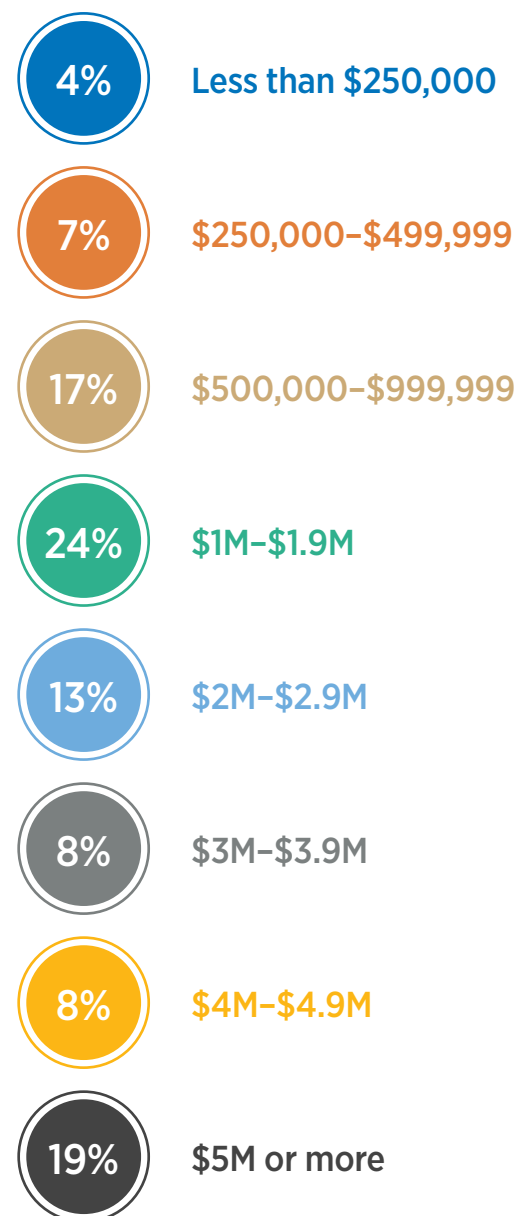
Workforce size — full-time equivalents (FTEs)



Organizational structure



Participants by annual operating revenue



GENERAL POLICY AND STRATEGIES

In 2023, organizations' turnover rate for full-time employees showed that 53% had a turnover rate of less than 3%, while 10% had 30% or more. By 2025, 51% of respondents expect revenue increases, with 46% anticipating slight and 5% substantial increases. Workforce headcount is expected to remain stable for 66%. Key operational priorities are legislative advocacy or lobbying (66%), growing revenue (51%), and maintaining market share (36%). HR priorities focus on retaining talent (59%), creating a strong culture (57%), and training and developing people (50%).

The primary purpose of DEI initiatives is to align with organizational core values (43%), followed by compliance (8%), talent attraction and retention (8%), stakeholder expectations (4%), and reputation enhancement (5%), with 33% finding DEI not applicable. Senior leadership or the C-suite mainly manage DEI initiatives (58%), followed by the Board of Directors (15%), dedicated DEI resources (9%), HR (7%), and other entities (12%). Key challenges include lack of robust data (40%), integration with business priorities (35%), funding/resources (32%), insufficient staff (27%), employee engagement (20%), and leadership support (8%).

Most agree with the statement "Our workforce is highly engaged", with 48% agreeing and 42% strongly agreeing, while a small fraction remain neutral (7%), disagree (1%), or strongly disagree (2%). The survey shows that 31% of organizations conducted an employee engagement survey in the last two years, 2% did so over two years ago, 14% plan to by 2026, and 53% have no plans. Regarding engagement strategies, 39% have one, 40% do not, and 21% plan to develop one by 2026. To improve engagement, organizations use various tactics: 48% give timely feedback, 52% communicate to build trust, 43% set clear goals, 40% link efforts to positive impacts, 39% support career development, 30% provide challenging work, 28% recognize superior performance, and 6% conduct stay interviews and communicate about bonuses or pay increases.

TOP OPERATIONAL PRIORITIES

Legislative advocacy or lobbying

66%

Growing revenue or sales

51%

Maintaining or growing market share

36%

KEY PURPOSE OF THE CURRENT DEI INITIATIVES OR STRATEGY

Align with the core values of the organization

43%

TOP HR PRIORITIES

Retaining talent

59%

Creating a strong culture

57%

Training and developing people

50%