ASSOCIATION LEADERSHIP SURVEY 2026

MAVENCE

ESAE
EUROPEAN SOCIETY OF ASSOCIATION EXECUTIVES

TABLE OF CONTENTS

Foreword from Mavence by Anna Koj	2
Foreword from ESAE by Ioannis Pallas	3
Executive Summary	4
Methodology	5
Three Years On	6
Section 1: Diversity, Equity & Inclusion	9
Section 2: Organisation Type & Geography	12
Section 3: Remuneration & Benefits	20
Section 4: Skills & Professional Development	40
Conclusions & Forward Commitment	46
About Mavence & ESAE	48

FOREWORD FROM MAVENCE BY ANNA KOJ

The world associations operate in has changed. Not in its fundamentals: associations remain indispensable, bringing together industries, professions, and entire sectors to act on challenges no single organisation can address alone. But the environment around them has shifted considerably. Member scrutiny of budgets has intensified. The pace of regulatory change has accelerated. Geopolitical uncertainty has become a permanent feature of the landscape rather than an occasional disruption. In that context, the quality of leadership at the top of associations matters more than ever, and the data to support good decisions about that leadership has never been more necessary. Three years ago, Mavence and ESAE published the first joint Association Leadership Survey: the first systematic attempt to examine who leads European associations, how they are compensated, what skills they bring, and where their careers are headed. More than 200 association professionals responded. The conversations it sparked confirmed what we had long suspected: the sector was hungry for this kind of mirror. This second edition returns to the same questions with a larger dataset, a richer set of findings, and three years of market evolution to draw upon. The picture that emerges is one of a professional community that is resilient, experienced, and increasingly self-aware – but also one that is under more pressure than it was in 2023, and that has not yet fully built the people management infrastructure to respond. We hope this report offers useful points of reference, opens new conversations, and motivates associations to invest more deliberately in the leaders who carry their missions forward.

Anna Koj
Managing Director, Mavence Brussels

FOREWORD FROM ESAE BY IOANNIS PALLAS

Associations are forced to professionalise. Fast. The more demanding the world becomes, the more we need to elevate the quality of our work if we wish to remain not only relevant, but impactful. The increased perplexity of the world around us demands fast decision-making processes, agility and resilience. Associations with heavy structures, outdated Governance models and inability to innovate will stay behind. What will ultimately make the difference is the quality of staff we attract, and on that level, compensation is key. The fact that Associations are not-for-profit, purpose-driven entities, doesn't mean that we don't require highly skilled staff to run the day-to-day business and guide our volunteer leaders through strategic decisions. This joint initiative, the Association Leadership Survey, is the most comprehensive tool to help us understand how Associations in Europe attract and retain personnel, giving a unique perspective into the expectations of Association Leaders. The coverage is unique, comprising both Trade Associations and Professional Societies, across the continent, and although there will always be strong differences from one organisation to the other, even among the same sector of activity, we are starting to see that the job market in Association Management is finally taking shape, while Association Management is becoming a widely recognized career path. The comparison with the 2023 survey allows us to trace the evolution through time, and the high number of responses creates a solid basis for future editions. Many thanks to ESAE's Leadership Circle, who helped curate the questions, and for hosting the sensitive, but much needed conversations around the topic, and of course, to our partners at Mavence for their exemplary work in designing the survey and for creating this top-level publication.

Ioannis Pallas
ESAE Managing Director

EXECUTIVE SUMMARY

This second joint ESAE-Mavence Association Leadership Survey returns to the questions that defined the 2023 edition - who leads European associations, how they are compensated, what skills they bring, and where their careers are headed - with 211 respondents, a richer dataset, and three years of additional market evolution to reflect upon.

Gender balance holds, but broader diversity remains a work in progress. Women represent a clear majority of respondents at 55.9% for the second consecutive edition, a finding that stands in meaningful contrast to the persistent gender gaps in comparable leadership communities in the private sector. Representation of minority groups, however, remains low at approximately 8% of respondents, and the sector's progress on gender has not yet been matched by comparable progress on broader diversity.

The community is experienced, mobile, and open to opportunities. Most leaders bring extensive professional experience to roles they have held for fewer than five years. Nearly 2/3 are open to a new opportunity, with just over one in three explicitly ruling a move out of their current plans - a share that has fallen since 2023.

Salary dispersion is wide and benchmarks remain scarce. Base compensation spans from below €80,000 to above €500,000 within the same professional community. The absence of shared reference points is itself a finding, and a gap this report begins to address. Salary progression remains predominantly discretionary across all seniority levels, with fewer than one in four leaders benefiting from a structured annual review cycle.

Hybrid work is now the baseline, not a benefit. Flexible arrangements are near-universal. The debate has shifted from whether flexibility exists to what its terms are - and whether those terms are clearly formalised. Nearly one in four respondents operates without a defined remote-from-abroad framework, a gap that represents a retention risk associations can and should address.

One in four association leaders is self-employed. This structural feature of the Brussels association world has held steady across editions, with significant implications for how organisations think about talent attraction and the benefits they can offer. The overwhelming majority of self-employed leaders commit more than 75% of their working time to their association role, confirming that independent status reflects contractual structure rather than reduced commitment.

The demand for structured development and professional support is high, and unmet. Half of all respondents want formal training as part of a structured growth plan. Nearly one in four want professional coaching support - up from fewer than one in five in 2023. Yet three quarters of association leaders work without any formal career development plan, and fewer than one in three have a defined training budget. The gap between what leaders are asking for and what organisations are providing is the most consistent finding across both editions of this survey, and the clearest signal of where associations need to invest.

METHODOLOGY

This report reflects the collaborative work of the ESAE and Mavence teams, building on a survey structured around four main sections with **over 40 questions** covering diversity and inclusion, organisational structures and roles, remuneration and benefits, and skills and professional development.

The survey was shared with senior association professionals drawn from the ESAE membership and Mavence's network of association leaders across Europe and beyond. In total, **211 responses** were received: a figure that closely mirrors the 210 responses gathered in the inaugural 2023 edition, and which carries particular significance given the more challenging market environment in which this edition was conducted.

As in 2023, the survey was structured around contingent sub-sections, with respondents directed into tailored tracks based on their contractual arrangement and seniority level. This approach balances macro-level insights on association leadership with more granular analysis of differentiated groups, and allows for a clearer picture of how compensation, career patterns, and skills priorities differ across roles and contractual types. With respect to seniority and nomenclature, while the survey itself sought to capture as much diversity across different senior levels as possible, for the sake of simplicity we refer to three levels throughout the report: the "executive" level, sometimes the SecGen/CEO or just SecGen level, which represents the senior-most leader in their association respective of title; the "deputy" level, be it Deputy Director General, DSG, or similar; and the "Head of" level, which - inclusive of Chiefs of Staff (CoS) - lead departments or sit on organisational management teams while retaining responsibility for more focused missions or functions.

The survey was conducted between January and March 2026.

THREE YEARS ON

Three years separate the first and second editions of this survey. In that time, the environment in which European associations operate has shifted considerably, as has (in specific ways) the community of professionals who lead them.

Not every movement in the data is meaningful: sample variation, methodological refinements, and the natural evolution of a growing respondent base all introduce noise. What follows are the shifts we consider genuinely significant: the ones that tell a story about where the sector is heading, not just where it stands today.

1 THE LEADERSHIP COMMUNITY IS AGEING.

The 25–35 age cohort has more than halved as a share of respondents, from 18.1% in 2023 to 8.1% in 2026. The 46–55 bracket has grown to become the single largest age group (34.8%), and the 56–65 cohort has also expanded. The pipeline question this raises is not yet a crisis, but it is visible in the data: the association sector is drawing its senior leadership from a narrowing and ageing pool.

2 LEADERS ARE MORE MOBILE, AND MORE DISSATISFIED.

The share of respondents who say definitively they are staying has declined from 40% to 36% in three years. More significant is the composition of that change: the proportion citing active dissatisfaction as a driver of their mobility has grown from 6.7% to 11.8% - an increase of more than three quarters. Leaders are not simply more open to change; a growing share are being pushed toward it.

3 COACHING INTEREST HAS GROWN.

In 2023, 18.6% of respondents expressed interest in professional coaching support. In 2026, that figure is 24.7%: a six-percentage-point increase over three years, driven by growth in both supplementary and primary coaching demand. The direction is clear and consistent with the broader development appetite visible across the data.

4 SALARY REVIEW PRACTICE IS UNCHANGED.

Employer discretion remains the dominant model for salary progression at SecGen and Deputy levels, at virtually the same rate as in 2023 (51.2% then, 51.3% now for SecGens). The proportion receiving no increase beyond legal indexation has held steady or worsened. Three years of sector evolution have not produced any measurable shift toward more structured, transparent compensation practice.

5 STRUCTURED CAREER DEVELOPMENT PLANS REMAIN THE EXCEPTION, AND ARE DECLINING.

The proportion of associations with a formal career development plan has contracted from 30% in 2023 to 25% in 2026. This means an increasing majority of association leaders continue to work without one, and the gap between what leaders want and what organisations provide remains the most consistent finding across both editions of this survey.

TAKEN TOGETHER, THESE FIVE SHIFTS TELL A COHERENT STORY.

The association leadership community is more experienced, more mobile, and more demanding of its employers than it was three years ago. Leaders are asking for better benchmarks, more structured development, and more personalised support. The organisations that respond to these signals – not just on compensation, but on career investment and professional growth – will be better placed to attract and retain the talent this community is increasingly competing for.

SECTION 1:

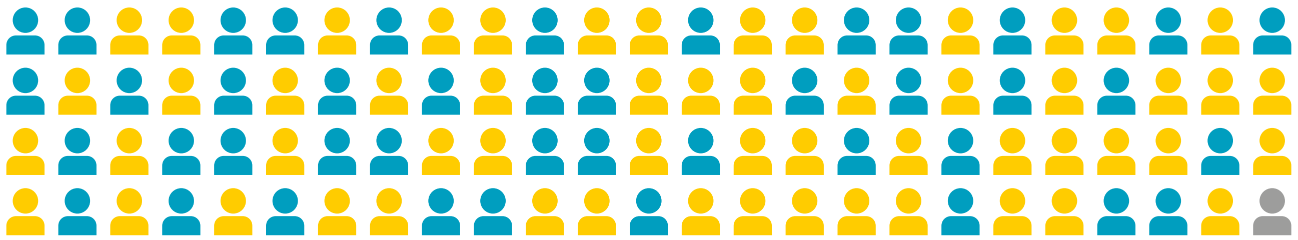
DIVERSITY, EQUITY & INCLUSION

The first section of the survey builds a picture of the talent diversity across association leadership: who these professionals are, beyond their titles and organisations. Gender, age, minority representation, and disability are examined not as compliance metrics but as indicators of the sector's evolution as a professional community.

1.1. GENDER & MINORITY

Gender identity. Female respondents represent a slight majority of the 2026 cohort (approximately 55.9%) with male respondents at approximately 43.1% and the remainder preferring not to specify or identifying otherwise. For the second consecutive edition, gender balance at the aggregate level is a defining feature of the association leadership community – a finding that stands in meaningful contrast to the persistent gender gaps in comparable leadership communities in the private sector. The more important question, as this dataset grows, is what lies beneath the aggregate: whether gender balance holds across seniority tiers, sectors, and most critically, compensation levels. One respondent raised the question directly in their open comments: "Maybe also good to see if there are differences between salaries paid to men and women." This is a question that previous studies have not been able to adequately answer, although our latest analysis and dataset help shed light not just on the question of if, but where and how.

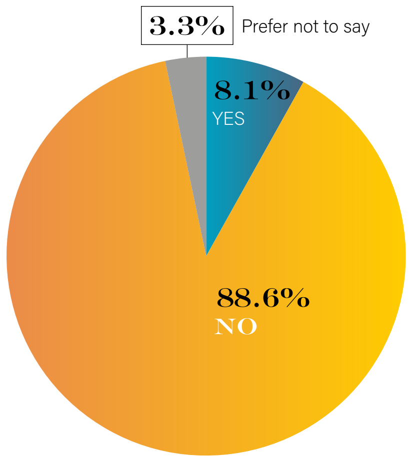
Diversity & Demographics



55.9% Women 43.1% Men 1% Other / Undisclosed

Minority Representation

Do you consider yourself to be a representative of a minority group?



Minority group representation. Approximately 8% of respondents identify as a member of a minority group. The remainder either do not (approximately 89%) or prefer not to say (approximately 3%). Minority representation among association leaders remains low. The sector's progress on gender balance has not yet been matched by comparable progress on broader diversity, a gap that associations committed to inclusive leadership will need to address more deliberately.

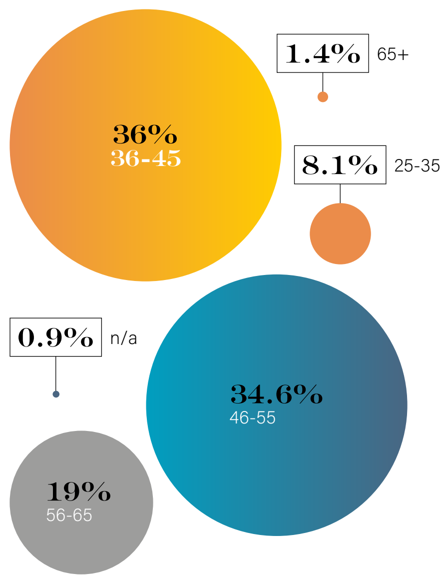
Disability. Approximately 1% of respondents identify as a person with disability, consistent with the 2023 finding and likely an undercount given the sensitivity of the question.

1.2. AGE DEMOGRAPHICS

Age demographics. The age profile of association leadership skews toward mid-to-late career professionals. **The 36–45 bracket accounts for approximately 36% of respondents and the 46–55 bracket for approximately 34.6%, together representing just over 70% of the total.** The 25–35 cohort accounts for approximately 8%, the 56–65 cohort for approximately 19%, and those aged 65 and above for approximately 1.4%, with less than 1% declining to respond. The relative underrepresentation of under-35s at leadership level reflects the experience thresholds typical of Secretary General and equivalent roles.

Most top executive positions in associations require a depth of policy knowledge, stakeholder management experience, and organisational credibility that takes years to build. That is not a problem in itself, but it does place a premium on how associations identify and develop the next generation of leaders before they are ready for the top job. Accordingly, the pipeline question is not urgent today, but will most likely be in five years.

Age



COMMENT BY MAVENCE

In 2023, we noted that the top job was no longer seen as a destination, and that younger professionals were accessing senior roles earlier and moving more frequently. The 2026 age profile introduces a nuance worth watching: the under-35 cohort has contracted noticeably. Whether this reflects a genuine narrowing of the pipeline into senior association roles, or a sampling effect, is a question we will track carefully in future editions. What we can say with confidence is that a leadership community that skews older without a visible pipeline of younger successors is one that may face structural renewal challenges in the years ahead.

SECTION 2:

ORGANISATION TYPE & GEOGRAPHY

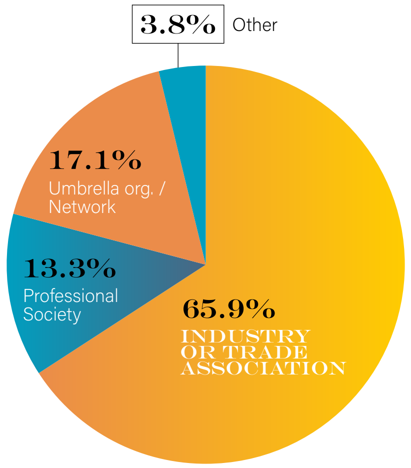
While the first section looked at the talent diversity in association leadership, the second section builds a more nuanced picture of the types of organisations and specific sectors that survey respondents represent, as well as the roles they occupy within them.

2.1. ORGANISATION TYPE & GEOGRAPHY

Organisation type. Trade and industry associations remain the dominant organisational form, accounting for 65.9% of respondents and consistent with the 2023 finding of 66.2%. Professional societies represent 13.3% of respondents. The more notable feature of the 2026 respondent mix is the explicit emergence of umbrella organisations and networks as a distinct category, representing 17.1% of respondents. In 2023, this group was largely absorbed into the "other" category. Its visibility in 2026 reflects both a methodological refinement in how the survey categorises organisations and a genuine growth in federated and coalition-based structures across the Brussels association landscape – a trend that mirrors the increasing complexity of the policy environment these organisations navigate.

Geographic distribution. Belgium accounts for approximately 85% of respondents, a slight increase on the 81% figure of the 2023 study and unsurprising given Brussels' role as the primary hub for European association secretariats. The international respondents come from the UK (3.3%), France and Switzerland (2.8% each), and the Netherlands (1.4%), with 4.4% spread across another 25 countries. Several respondents noted that their secretariats have no fixed location or are spread across countries, which is a reflection of the growing flexibility in how associations structure their operations even though Brussels remains the gravitational centre of this professional community.

Type of Organisation



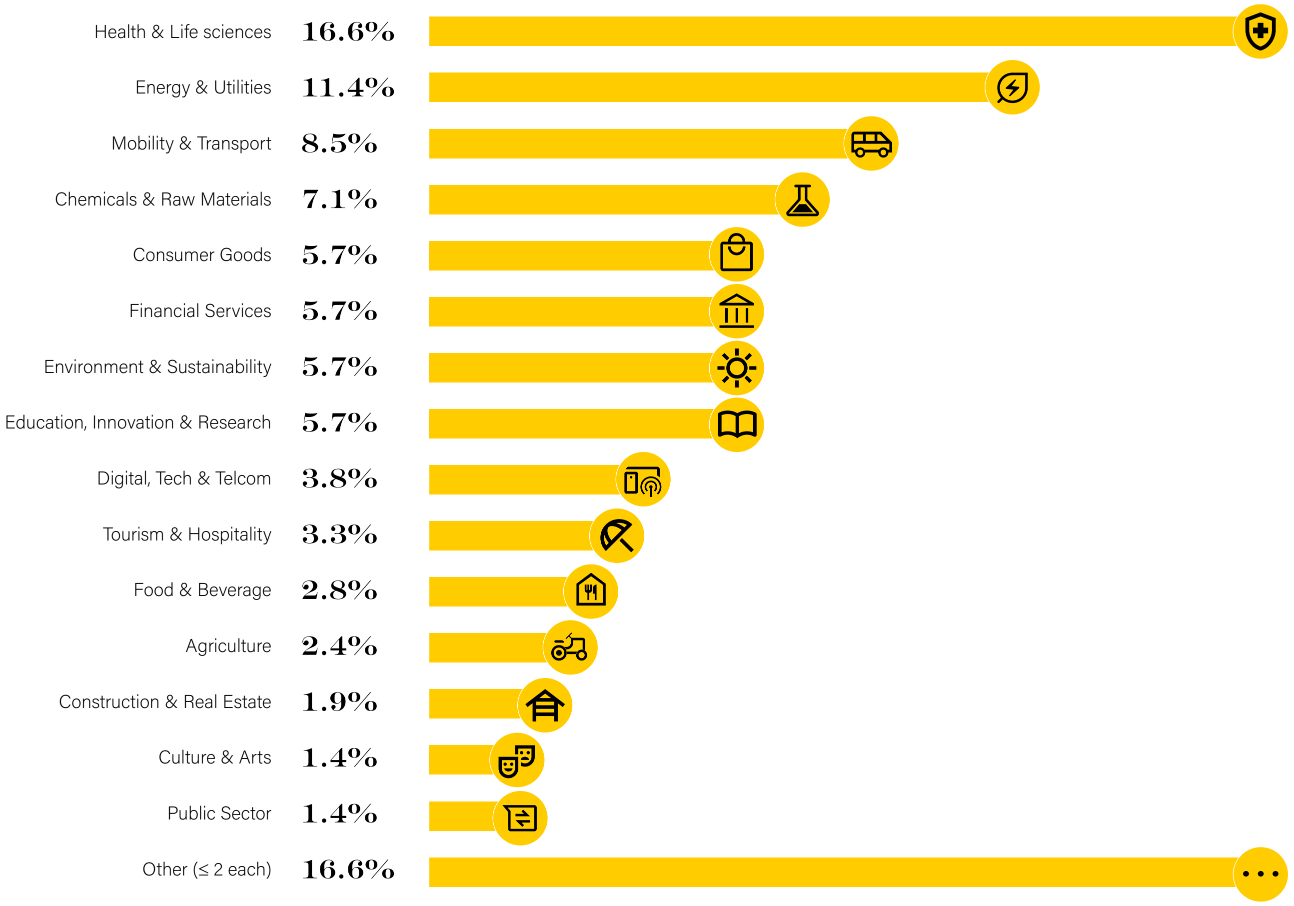
Geographic Distribution

- 85.3% Belgium
- 3.3% UK
- 2.8% France
- 2.8% Switzerland
- 1.4% Netherlands
- 4.4% Others (25 countries)

2.2. SECTORS & SECRETARIAT SIZE

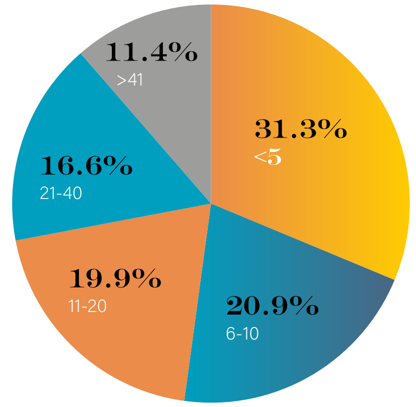
Sectors. The 211 respondents represent a wide range of sectors, reflecting the diversity of interest groups active across Europe. Healthcare and life sciences account for approximately 17% of respondents, followed by energy and utilities for 11.4%, and mobility and transport for 8.5% – together representing over one third of the total. Chemicals and raw materials account for 7.1%, followed by consumer goods; environment and sustainability; education, innovation & research; and financial services - all at 5.7% each. Between 5% and 2% are digital, tech & telecoms (3.8%), tourism & hospitality (3.3%), food and beverage (2.8%), and agriculture (2.4%). Healthcare and energy remain the two dominant sectors, reflecting the intensity of EU regulatory activity in both fields and the corresponding demand for strong association advocacy. The (relatively) middle-of-the-pack showing from environment and sustainability reflects a tension between the growing institutionalisation of that policy agenda across Brussels-based associations, on the one hand, and the strength of more focused sector approaches over organisations with broader thematic remit on the other.

Respondents by Sector



Secretariat size. Over half of respondents work in secretariats of 10 or fewer people: approximately 31% in teams of fewer than 5, and approximately 21% in teams of 6–10. A further ~20% work in secretariats of 11–20 people, ~17% in teams of 21–40, and approximately 11% in secretariats of more than 41 staff. The association world is predominantly a world of small teams. This structural reality shapes everything from workload and career progression to the breadth of skills any individual leader must command. In small secretariats, the Secretary General is rarely just a strategist: they are also the HR department, the finance function, and often the primary face of the organisation to its members. Association management is, by structural necessity, a generalist profession.

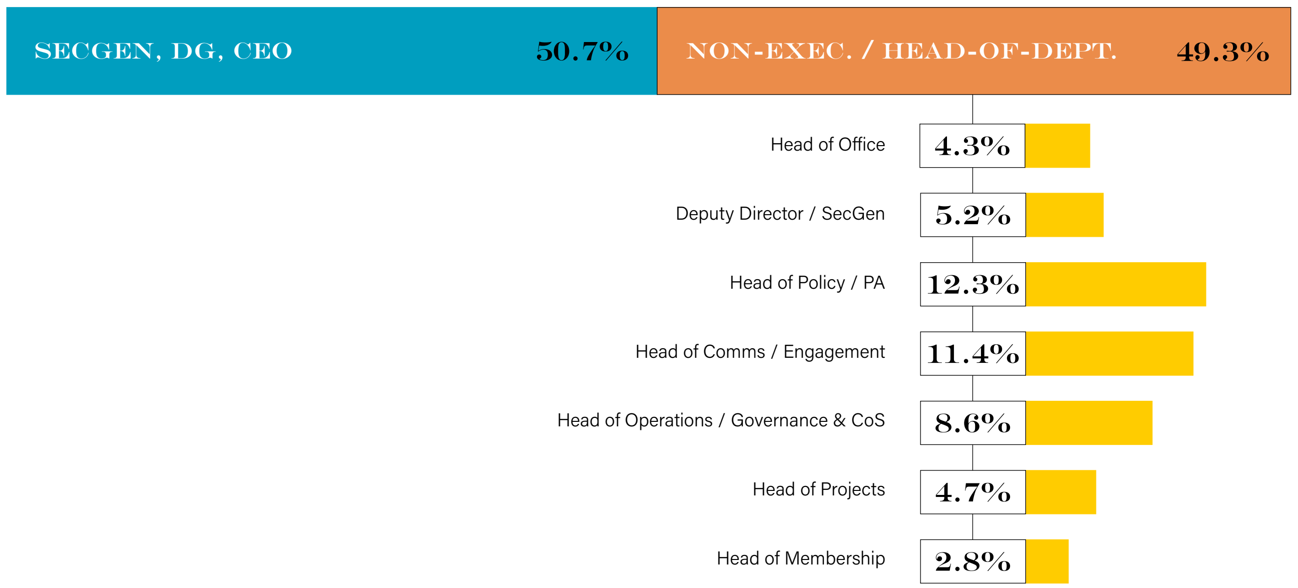
Secretariat size



2.3. ROLE, SENIORITY & CONTRACTUAL ARRANGEMENT

Role and seniority. Slightly more than half of respondents – 50.7% – lead their organisations as Secretary General, Director General, Chief Executive Officer, or equivalent. A further 5.2% work as deputies of the top executive. The remaining respondents are split across head of department functions: policy and advocacy (12.3%), communications and stakeholder engagement (11.4%), Chiefs of Staff ("CoS") or governance, operations, finance and HR (8.6%), projects (~5%), and membership (~3%).

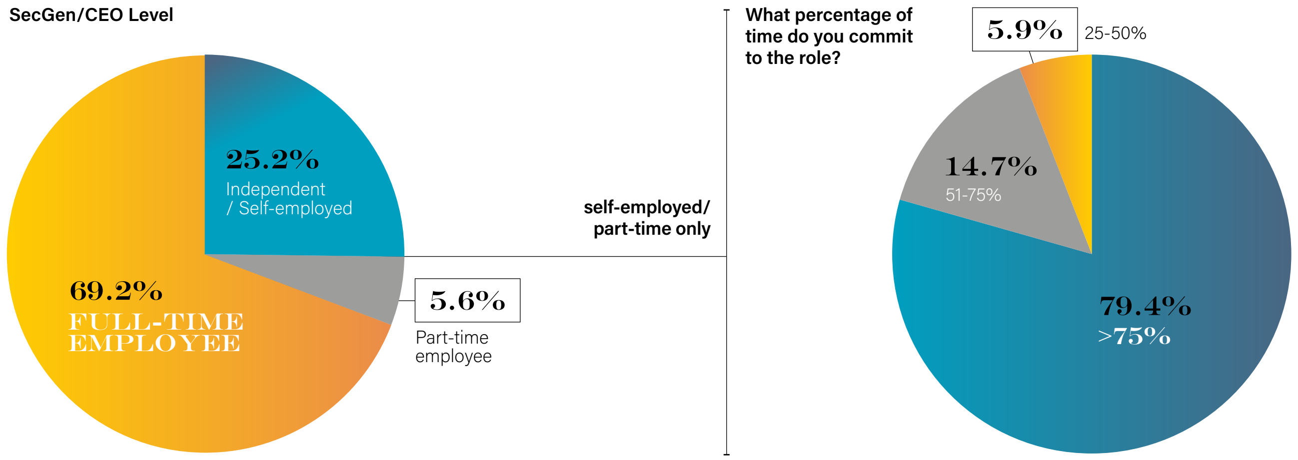
Respondents by Role



Contractual arrangement. Approximately 69.2% of Executive-level respondents work as full-time employees, 25% as independent or self-employed professionals, and 5.6% as part-time employees. One in four association leaders operates as an independent or self-employed professional – a proportion that would be striking in most other sectors. Interestingly, **100% of Deputy SecGen respondents are full time employees**, with part-time and independent contracting re-emerging at the Chief of Staff (CoS) / Head of Department level (9.7% and 8.6%, respectively). This reflects a structural feature of the Brussels association world: many smaller secretariats engage their leadership on a consultancy basis, which could even allow the Secretary General to serve multiple associations or split their time across mandates. That said, the overwhelming majority among self-employed respondents commit more than 75% of their working time to the association role, confirming that independent status reflects a contractual preference or structural necessity rather than a reduced commitment.

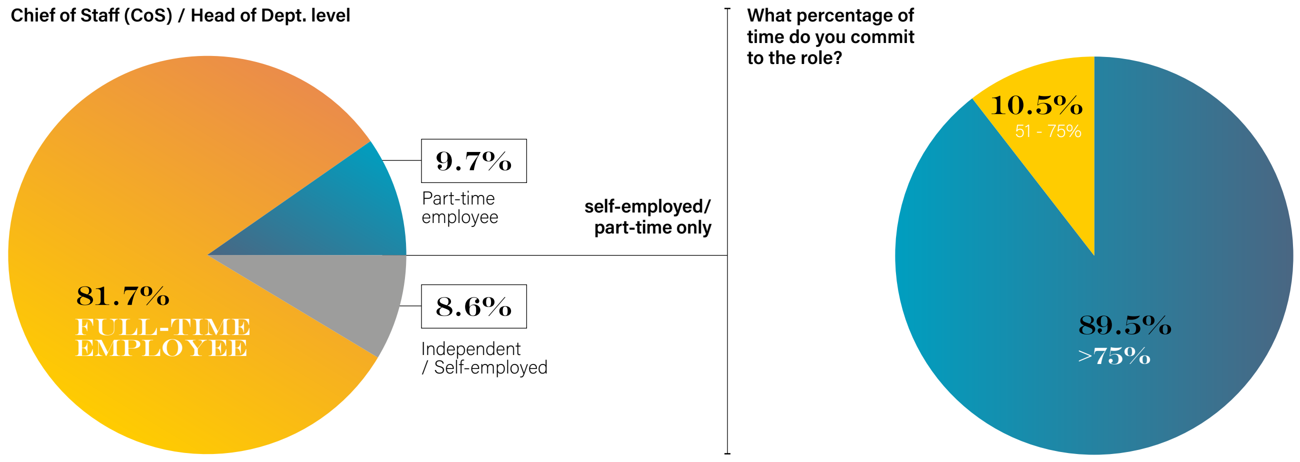
Contractual Arrangement

SecGen/CEO Level



Deputy SecGen/CEO Level

Chief of Staff (CoS) / Head of Dept. level



COMMENT BY MAVENCE

The persistence of the self-employed model at this scale is one of the most distinctive structural features of the Brussels association world. In most professional sectors, a quarter of senior leaders operating as independent contractors would be remarkable. Here, it is simply the norm – and one that carries significant implications for how associations think about talent attraction, retention, and the benefits they can offer. In some cases, the self-employed model reflects a genuine preference for flexibility and portfolio working. In others, it is a structural accommodation by smaller associations that cannot sustain a full-time executive on an employee basis. Understanding which is which matters for how the sector thinks about its talent pipeline.

2.4. EXPERIENCE, TENURE & CAREER MOBILITY

**37.9%
16-25 YEARS OF EXPERIENCE**

**1-IN-3
OVER 25 YEARS EXPERIENCE**

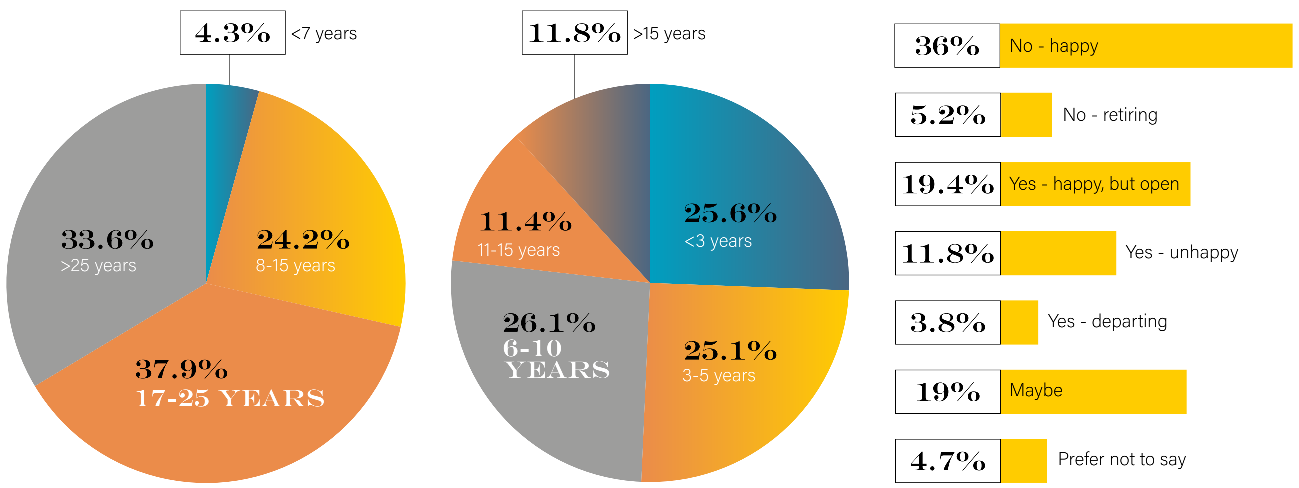
Professional experience and tenure. The majority of respondents bring more than 16 years of professional experience to their roles. The most common single bracket is 16 to 25 years (37.9%), closely followed by those with more than 25 years experience (33.6%), reflecting a community of deeply experienced practitioners. At the same time, tenure in current roles remains concentrated in the 0–5 year range: approximately 25.6% have been in their current role for fewer than three years, and a further 25.1% for three to five years. Only 23.2% have been in the same role for more than ten years. Association leaders are experienced professionals – but relatively new to their current roles. The concentration of tenure in the 0–5 year range, combined with high overall experience levels, confirms a pattern identified in 2023: senior professionals move between organisations with some regularity, bringing accumulated expertise to new mandates rather than building careers within a single association. This reinforces the sense that the top job is not a destination in itself, but is rather a stage in a broader professional journey.

Experience, Tenure & Mobility

Years of Professional Experience

Tenure in current role

Do you plan on looking for a new professional opportunity in the next year?



Openness to new professional opportunities. When asked whether they are open to new professional opportunities within the next year or so, **only approximately 36% of respondents said definitively that they are not – that they are happy where they are and plan to stay.** A further 19% fell into the "maybe" camp. 19.4% said they are open to new opportunities even though they enjoy their current role, 12% are partly or fully dissatisfied and therefore actively interested in a change, and 3.8% are planning to leave in the near future. A further 5.2% indicated they are approaching retirement. Fewer than a third of association leaders say definitively that they are staying put. This is significant in that it means that while two out of every three associations have some degree of risk of losing senior leadership, in all but 5% of those cases they will lose this leader to a different professional opportunity. The rest are either actively considering a move, openly dissatisfied, or approaching retirement. The "maybe" cohort – a quarter of all respondents – represents a latent mobility pool that could be activated by the right opportunity or the wrong trigger. This is not a community in crisis, but it is one where retention cannot be taken for granted, and is in fact the exception rather than the norm.

COMMENT BY MAVENCE

Leaders in associations no longer see the top job as a destination. What the 2026 data adds to this observation is a note of urgency: not only are leaders more mobile, but a growing share are actively dissatisfied rather than simply open to change. This is a meaningful distinction. Openness to change is a feature of a healthy, dynamic talent market. Dissatisfaction is a warning signal about the conditions in which leaders are operating – and one that associations should take seriously as they think about what they offer beyond compensation.

SECTION 3:

REMUNERATION & BENEFITS

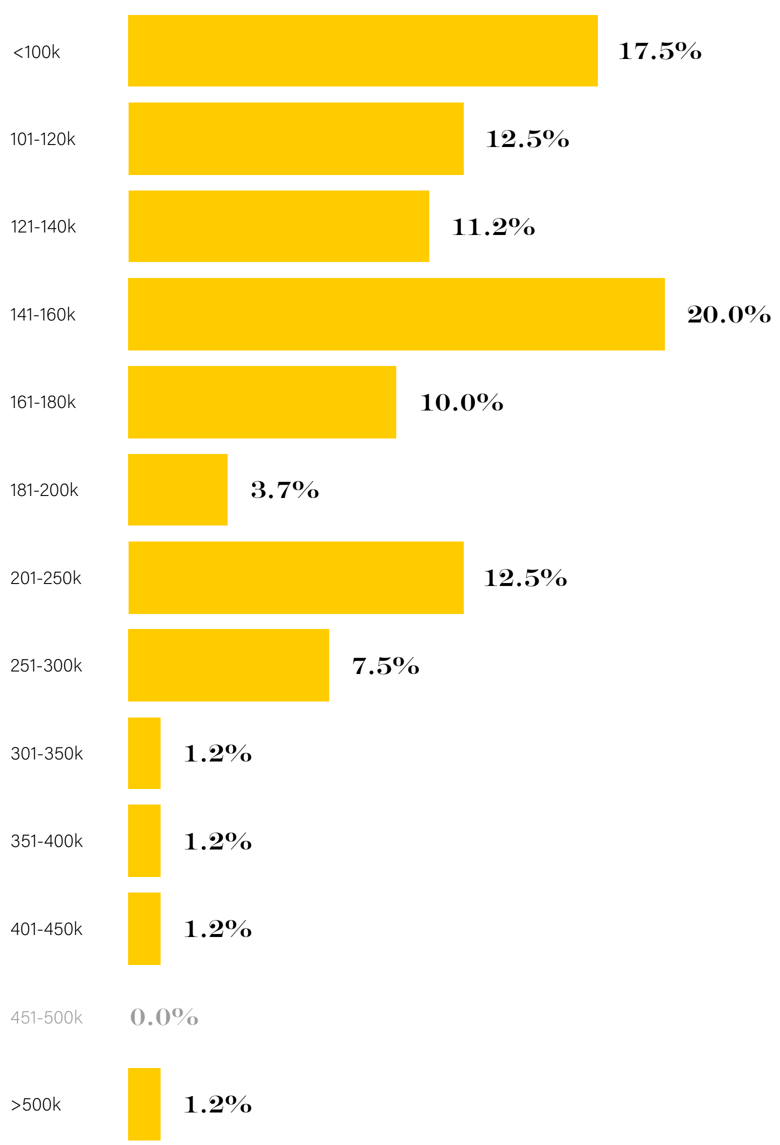
One of the primary purposes of this survey has been to provide the association community with the benchmarking data it has historically lacked. This section – the most detailed in the report – examines base salaries, bonus structures, extra-legal benefits, and working arrangements across leadership levels and contractual types. The goal is not simply to describe what exists, but to give association leaders and their organisations a clearer point of reference as they make decisions about compensation, flexibility, and investment in their people.

3.1. BASE SALARY

Base salary: employees. Looking at the remuneration levels across leadership roles in associations, we asked all respondents who work as employees to provide an overview of their annual gross salaries on a 12-month basis, excluding any 13th or 14th month or other benefits. The spread is wide. At the **CEO/SecGen level**, 17.5% earn less than €100,000, with 12.5% earning between €101,000 and €120,000. The largest single bracket is the €141,000 - €160,000 range (20%), with the majority of all respondents at this level - 74.9% - earning less than €200,000. 20% earn between €201,000 and €300,000, while the remaining 5.1% earning more - and one respondent reporting over €500,000 a year.

Annual Salary

SecGen/CEO Level: What is your base annual salary?



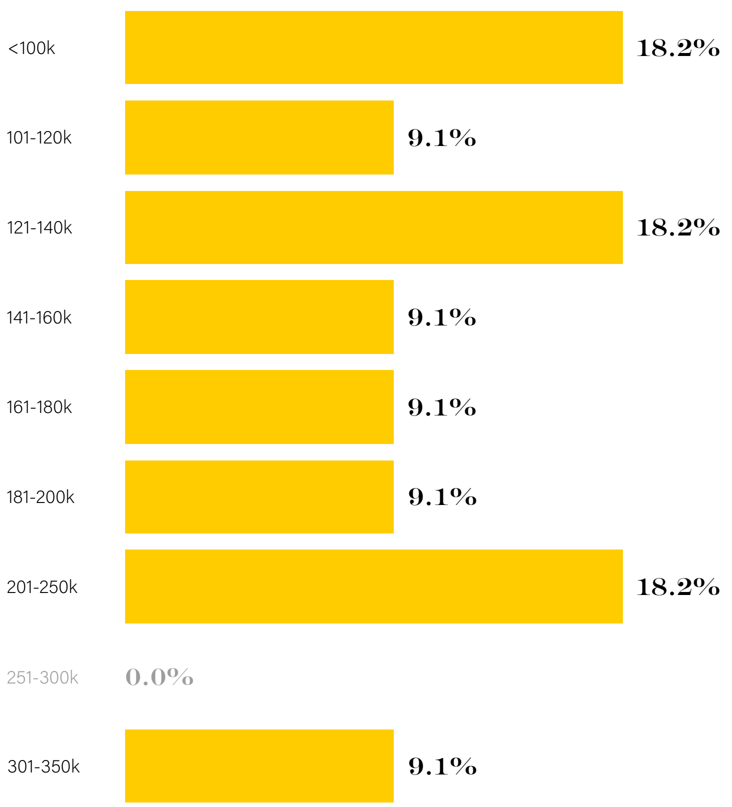
Digging Into the Data - Salary, Location, and Organisation

Given how significant the majority of Brussels-based associations are relative to the rather fragmented minority, it is difficult to draw clear conclusions about the impact of location on salaries. That said, there are some interesting highlights and potential indications. Respondents from associations based in France tend to fall in the lower salary brackets, while those based in the UK or Switzerland tend towards the higher end of the range. Comparing association types runs into a similar problem, given the preponderance of industry/trade associations compared to both professional societies and umbrella organisations. Nevertheless, from the responses we gathered, it appears that umbrella organisations tend towards the lower end of the range, while professional societies are distributed similarly to industry associations.

At the **Deputy SecGen** level, the distribution appears much more even - within a lower range - with slightly more than half earning below €160,000, and the remainder earning up to €350,000, with the <100k, 121-140k, and 201-250k segments all tied for largest segments with 18.2%.

Annual Salary

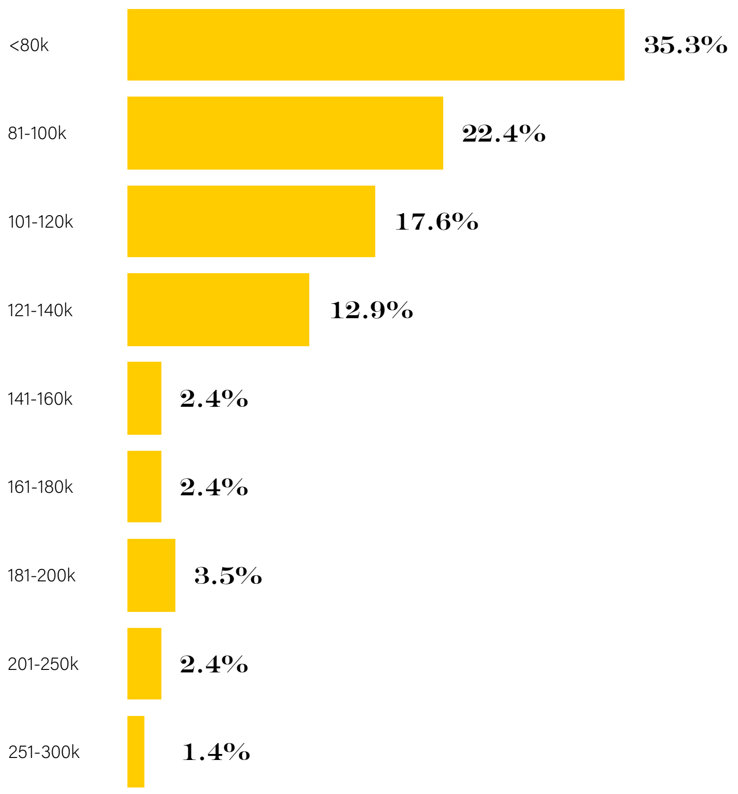
Deputy SecGen/CEO Level: What is your base annual salary?



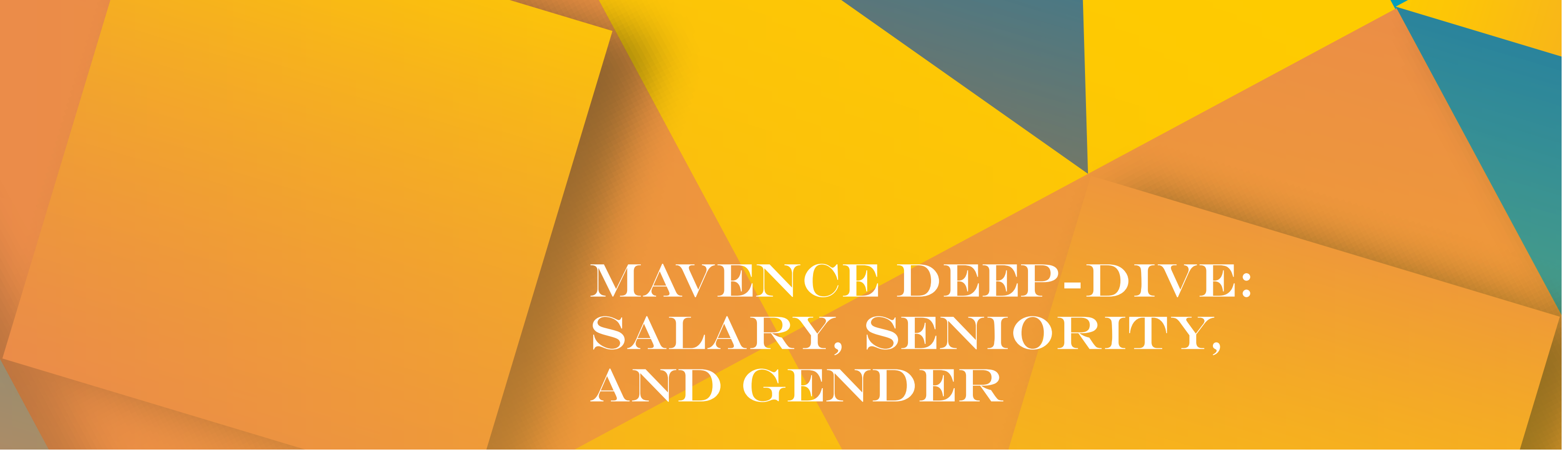
The Chief of Staff / Head of Department level sees a similar overall distribution as CEO level, but at a notably lower range of remuneration than either CEOs or Deputies: ~75% fall within the first three (lowest) bands, with 35.3% earning less than €80,000, 22.4% earning between €81,000 and €100,000, and 17.6% earning between €101,000 and €120,000. Of the remaining quarter of respondents, approximately half - 12.9% - earn between 121-140k, with the rest distributed roughly evenly across ranges laddering up to a lone respondent at the 251-300k range.

Annual Salary

CoS/Head of Department Level: What is your base annual salary?



The salary distribution is strikingly wide. A meaningful share of association leaders earn below €100,000, while another cohort earns above €300,000 – within the same professional community, serving broadly comparable mandates. This dispersion is not easily explained by seniority alone: Secretaries General appear across virtually every salary band. Organisation size, sector, and contractual arrangement all play a role, but no single variable cleanly accounts for the range. The absence of shared benchmarks is itself a finding, and one that this report is designed to begin addressing.



MAVENCE DEEP-DIVE: SALARY, SENIORITY, AND GENDER

The Challenge

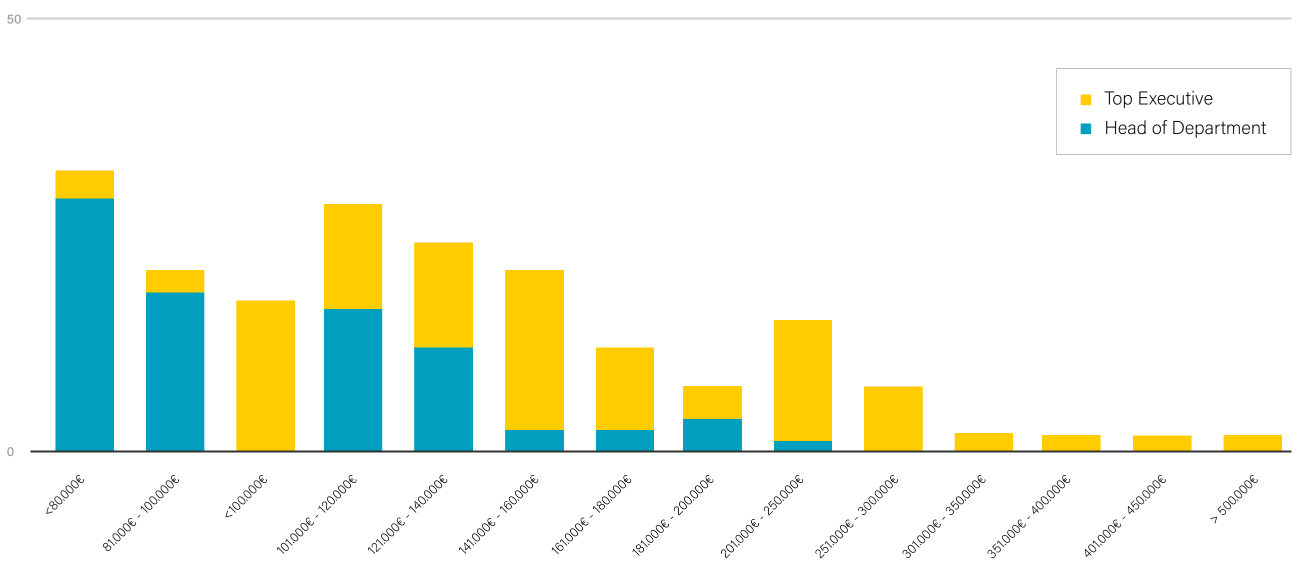
It is one thing to understand the overall shape and makeup of association leadership in Europe through high-level benchmarks and frames of reference, but quite another to understand how different variables interact in meaningful ways.

We wanted to go beyond mere observation and understand what factors influence and impact the realities of these senior roles. The salary dispersion we observe in our aggregate findings is not simply a function of market diversity: it reflects a structural absence of benchmarking infrastructure, consistent and thorough study, and an exploration of how different factors interact. We parsed the data through multiple lenses, initially controlling for full- and part-time employment models, and this is what we found:

Salary x Seniority

When looking at the responses for Full- and Part-Time Employees, there is a clear signal that seniority is one of the major predictors of salary: 75% of CoS/HoD level earn less than 120k per year, while 25% of SecGen/CEOs earn over 200k.

Salary x Seniority

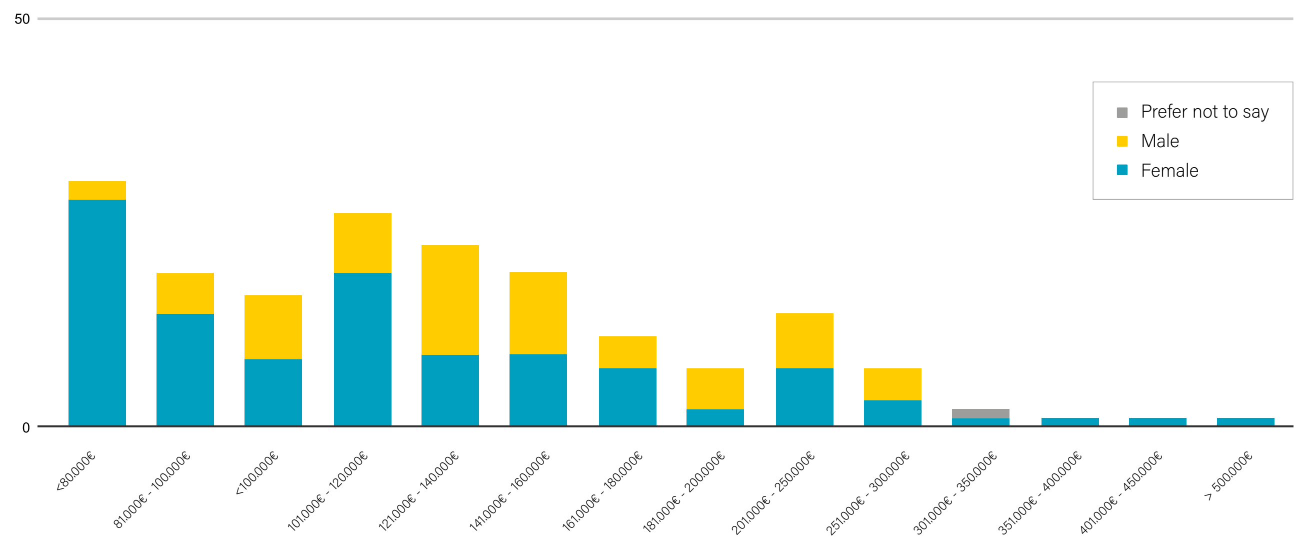


Salary x Gender

There is an immediate and significant gender pay gap visible in the data, especially at the lower ranges, where 45% of women make less than 100k, compared to 23% of men.

That a gender pay gap exists is undeniable, but given how strong seniority is as a predictor, the question arises: what drives the gap? Is the difference explainable by unequal pay for equal work alone, or is the pay gap more a reflection of unequal access to the most senior roles? Or, as a pivot from percentages to absolute response count shows, is there even more going on?

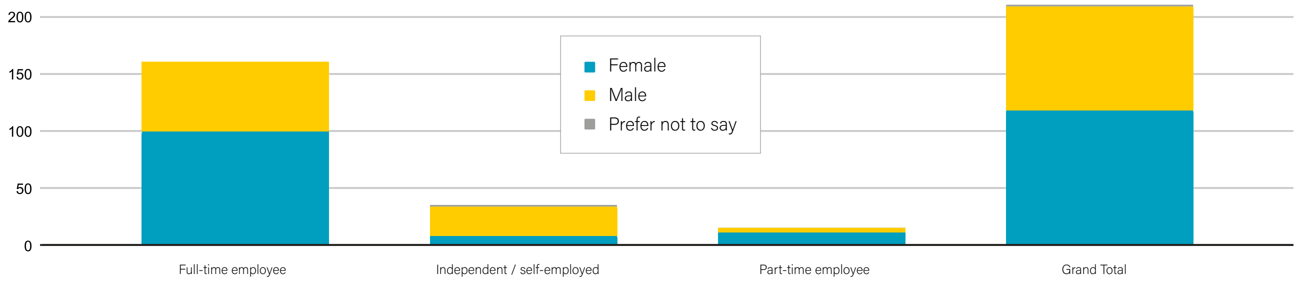
Salary x Gender



Gender x Employment

Despite a relatively close gender split overall - 118 Female responses vs 91 Male responses - when still controlling for type of employment women outnumber men as FTE and PTE nearly 2-to-1: 110 to 65. Only 7% of women are self-employed or independent, compared to 28.5% of men. What's more, women are nearly 3x more likely to work part-time than men - a finding which has implications for questions about gender role biases on multiple levels.

Gender x Employment



Employment Type x Salary

So how do independents and the self-employed fare compared to their FTE/PTE counterparts? The answer is very, very well: 28.5% invoice over 250k a year. All of them are men, which account for 1/3 of all men in this category.

Notably, only 6.2% of FTE/PTE men earn in this bracket, strongly correlating type of employment to salary when controlling for gender.

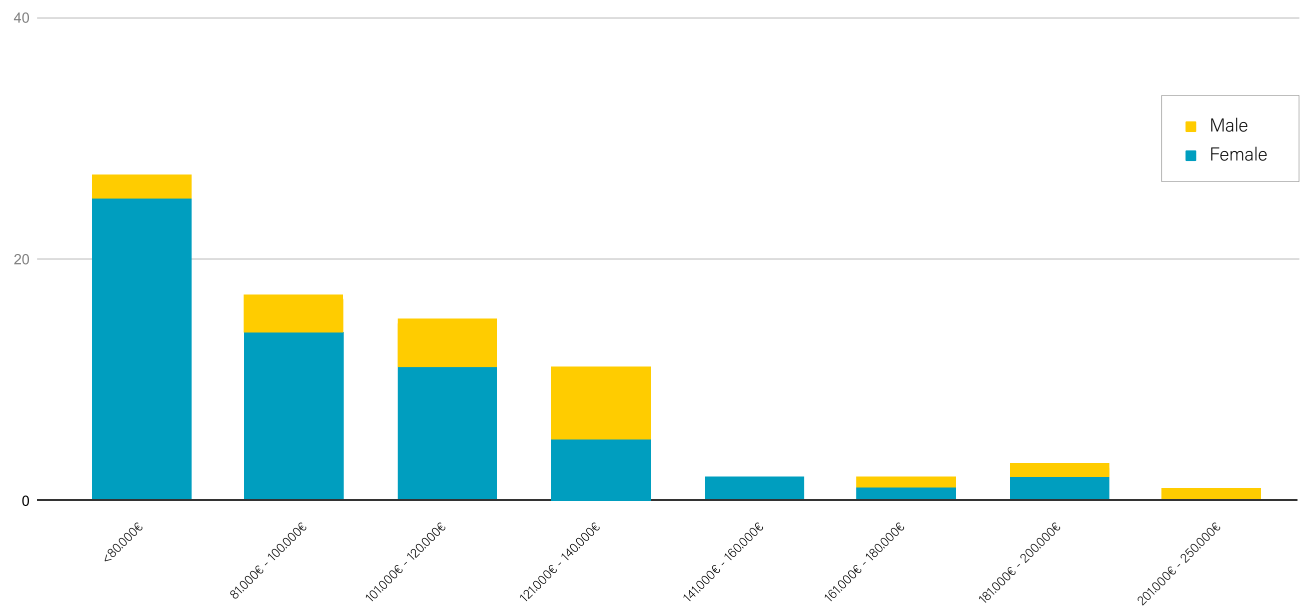
Gender x Seniority x Employment

Now we can put all the pieces together. Considering SecGen & Deputy levels only and removing independents: gender balance goes back to nearly even, with 50 female respondents and 47 males. Just as notable is the fact that gender balance in the >200k range is essentially even at these senior levels.

Conversely, the Head of Department level is far more imbalanced: 77% of FTE/PTE respondents at this level are female, compared to 23% male, one of the widest divides anywhere in the report. Of these, a majority of women - 65% - reported earning less than 100k, compared to only 27.8% of men. Finally, 50% of men earned over 120k as Heads of Department, compared to only 16.7% of women.

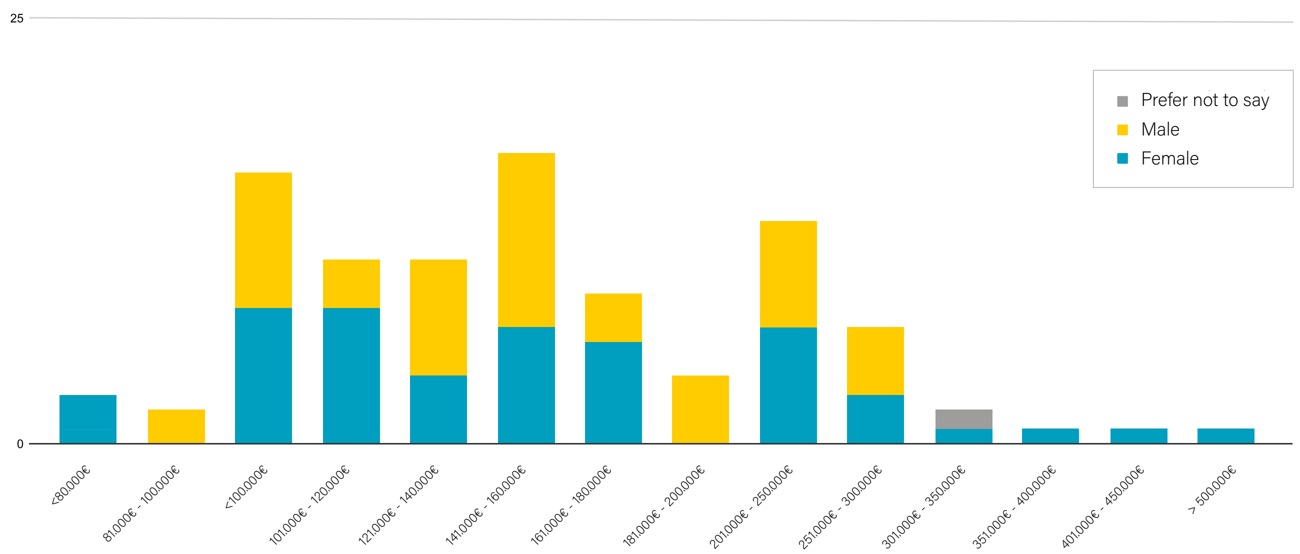
In concrete terms, this means that while the majority of operational lead roles below SecGen or Deputy levels are heavily dominated by women, men get paid much more than their female counterparts at the same level.

Head of Department Salary by Gender (FTE/PTE)



It also means that while women dominate what *should* be the natural pipeline or springboard into executive leadership roles - where the pay disparity disappears - we actually see gender balance at the very top across organisations, which (counter-intuitively) is actually a bad sign: if executive roles reflected the executive-minus-one pipeline - i.e. if promotion from HoD to Deputy and SecGen levels was gender neutral - then women should continue to outnumber men by a similar ratio. But this is not the case. Women outnumber men 3-to-1 at HoD level, but that means ~2x as many men are getting promoted out of that level than women, making it statistically much easier to reach executive positions as a male Head of Department than it is as a female one.

Top Exec. Salary by Gender (FTE/PTE)



Conclusion

Putting it all together, there is a clear gender gap at all levels, but the nature of the gap changes as you move through the different levels of seniority. At the Head of Department level, it is the most direct and perhaps the most blatant: women are overrepresented and underpaid in these roles compared to their male counterparts. At the senior leadership levels, however, the gender earnings gap is driven not by within-tier pay discrimination, but by a combination of access and employment models - not just a glass ceiling, but glass "walls" that keep women inside the organisation as employees, while men far more often go independent, where the most earning potential most frequently can be found.

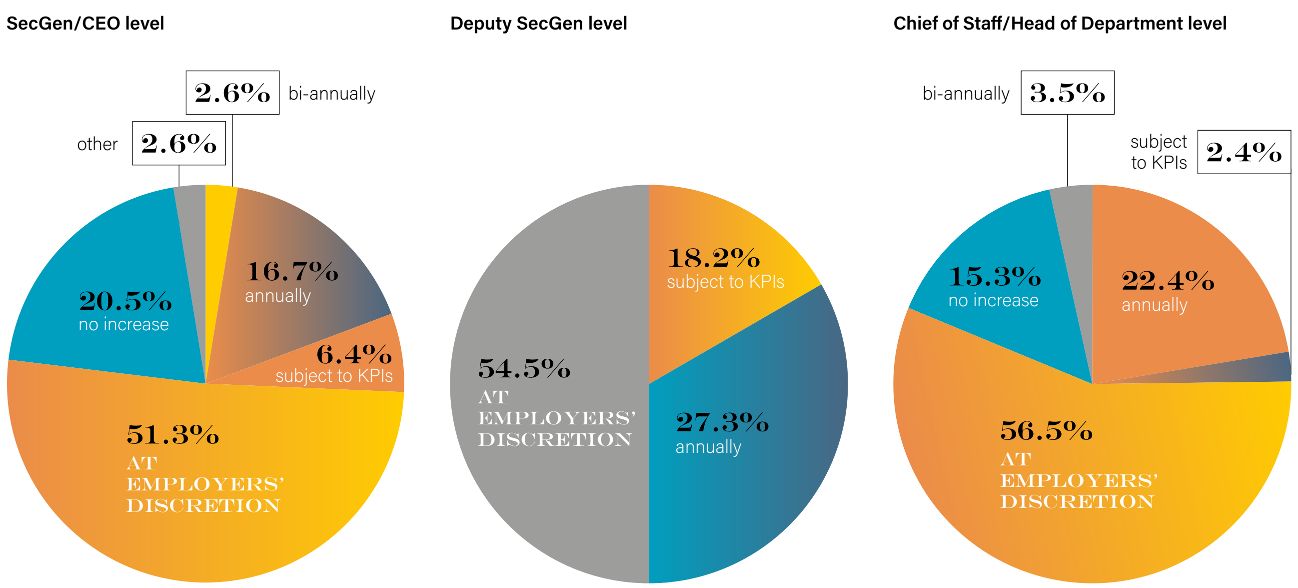
3.2. SALARY REVIEWS

Salary review regularity. Salary progression in the association sector is predominantly discretionary, a pattern which holds consistently across seniority levels. At Secretary General and CEO level, 51.3% of leaders have salary increases that are entirely at their employer's discretion, with no guaranteed cadence. A further 20.5% receive no increase beyond legally mandated indexation, a figure that is striking at this level of seniority, and one that will have been felt acutely given the inflationary environment of the past three years. Only 16.7% benefit from a structured annual review, and 6.4% have increases tied to KPIs.

The picture at Head of Department level is broadly similar: 56.5% discretionary, 15.3% receiving no increase beyond indexation, and 22.4% with a structured annual review. Deputy Secretaries General show a slightly more structured profile - 27.3% annual review and 18.2% KPI-linked - though the sample size limits the conclusions that can be drawn.

Taken together, **fewer than one in four association leaders benefits from a structured, guaranteed salary review cycle**. Discretionary increases dominate the sector, and a meaningful minority - concentrated at the most senior levels - receive no real-terms progression at all.

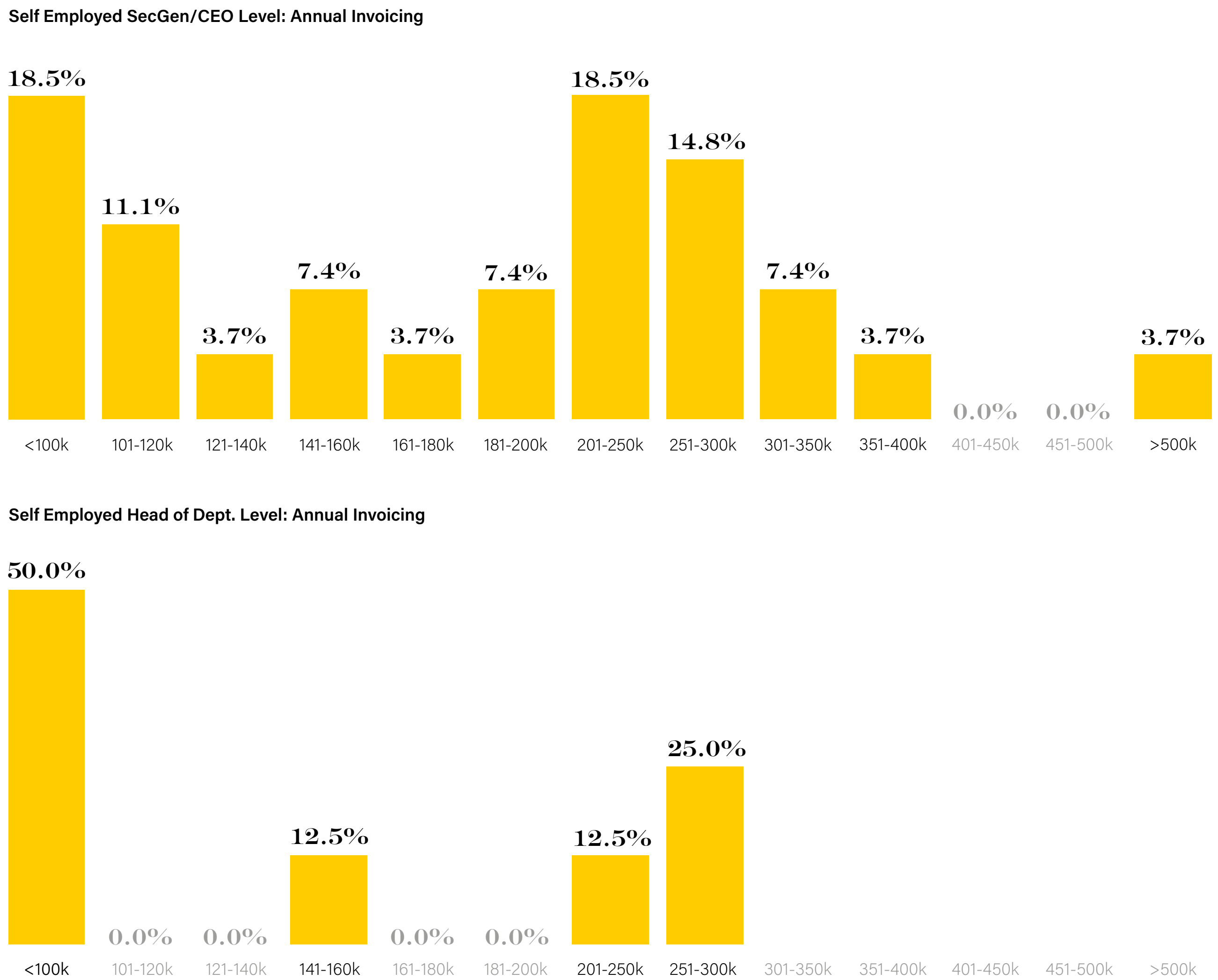
Salary Reviews



3.3. INVOICE LEVELS

Invoice levels: self-employed. For those who work as independent contractors or via their own management consultancy firm, we asked respondents to provide the level of their annual invoice for the work done for the association. Self-employed respondents invoice across a similarly wide range, from below €100,000 to above €500,000 annually, with half of all self-employed respondents across all levels falling between €141,000 and €300,000. There nevertheless remains a significant group invoicing below €100,000 per year: 18.5% of CEO-level respondents and 50% of Heads of Department levels invoiced within this sub-100k range. Interestingly, there is only a minor correlation between part-time independent work and annual invoice, although as a minority of total respondents the sample size may make it difficult to read too much into this particular data-point. While those issuing the highest invoices - more than 200k a year - all dedicated a minimum of 75% of their time to the role, a small minority also invoiced less than 100k, on par with those who dedicated only 25%-50% of their time.

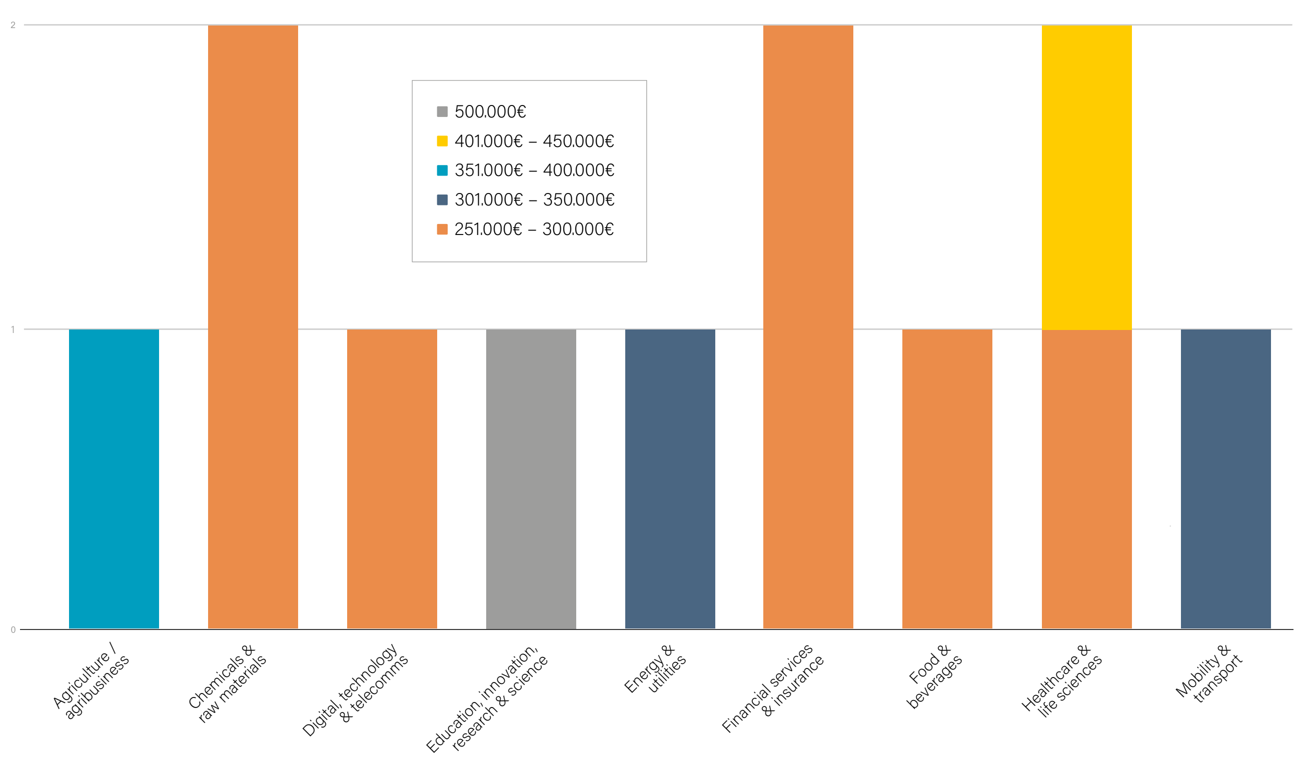
Invoicing



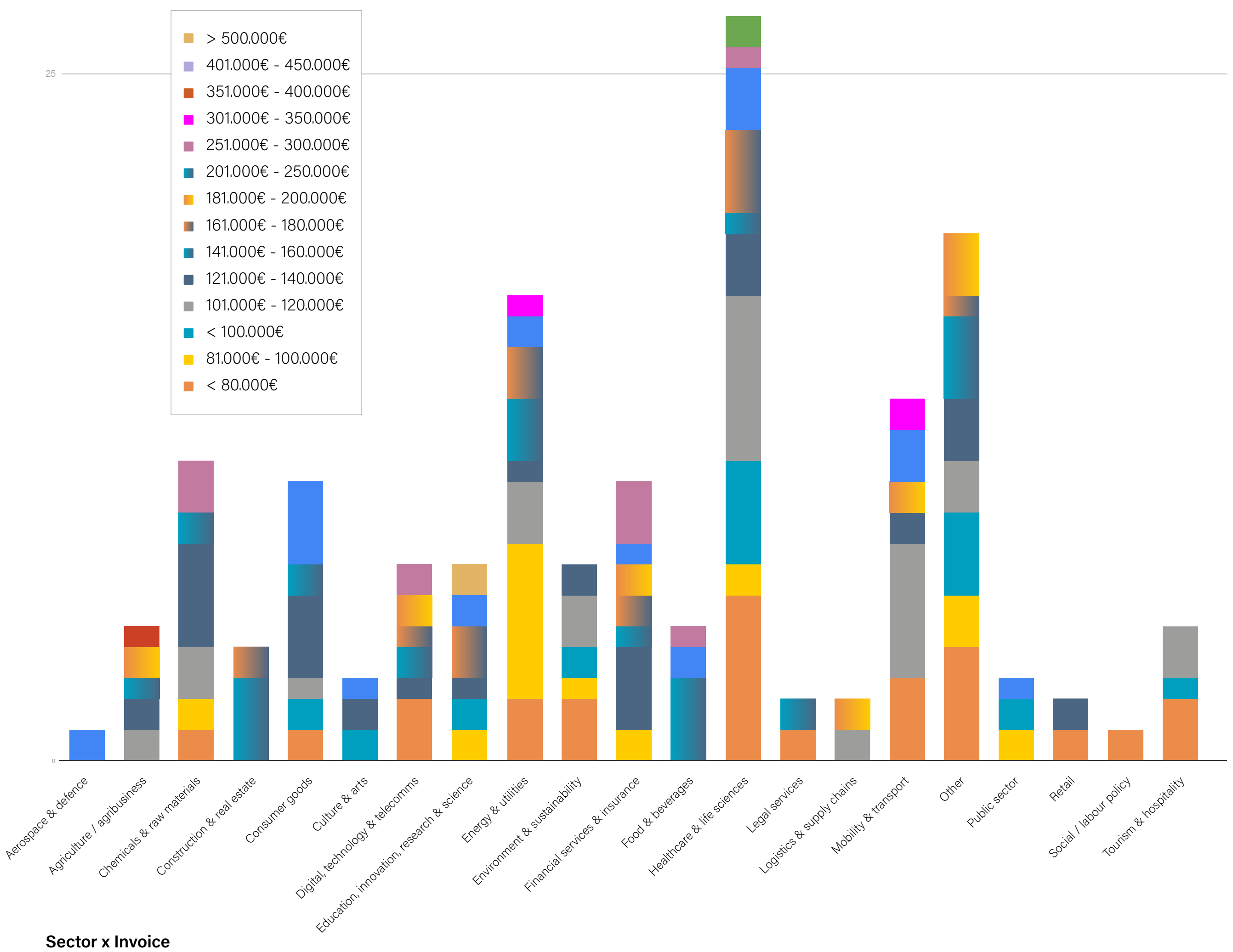
SALARIES & INVOICING BY SECTOR

The impact of sector: Cross-referencing salaries and invoice levels with sectors, two pictures emerge with significant overlap. In both cases, there are high-earners across many sector associations: for FTE respondents, 9 sectors reported salaries over 250k annually, with the top salaries in agriculture & agribusiness; education, innovation, research & science; and healthcare & life sciences. For independents and the self-employed, many of the sectors repeated, but the concentration of where there were consistently the highest earners shifted: energy & utilities and mobility & transport break out to lead the pack, with chemicals & raw materials also showing greater response counts and higher average ranges. Conversely, while healthcare & life sciences still maintain a high relative response count, invoicing is on the lower end of the range.

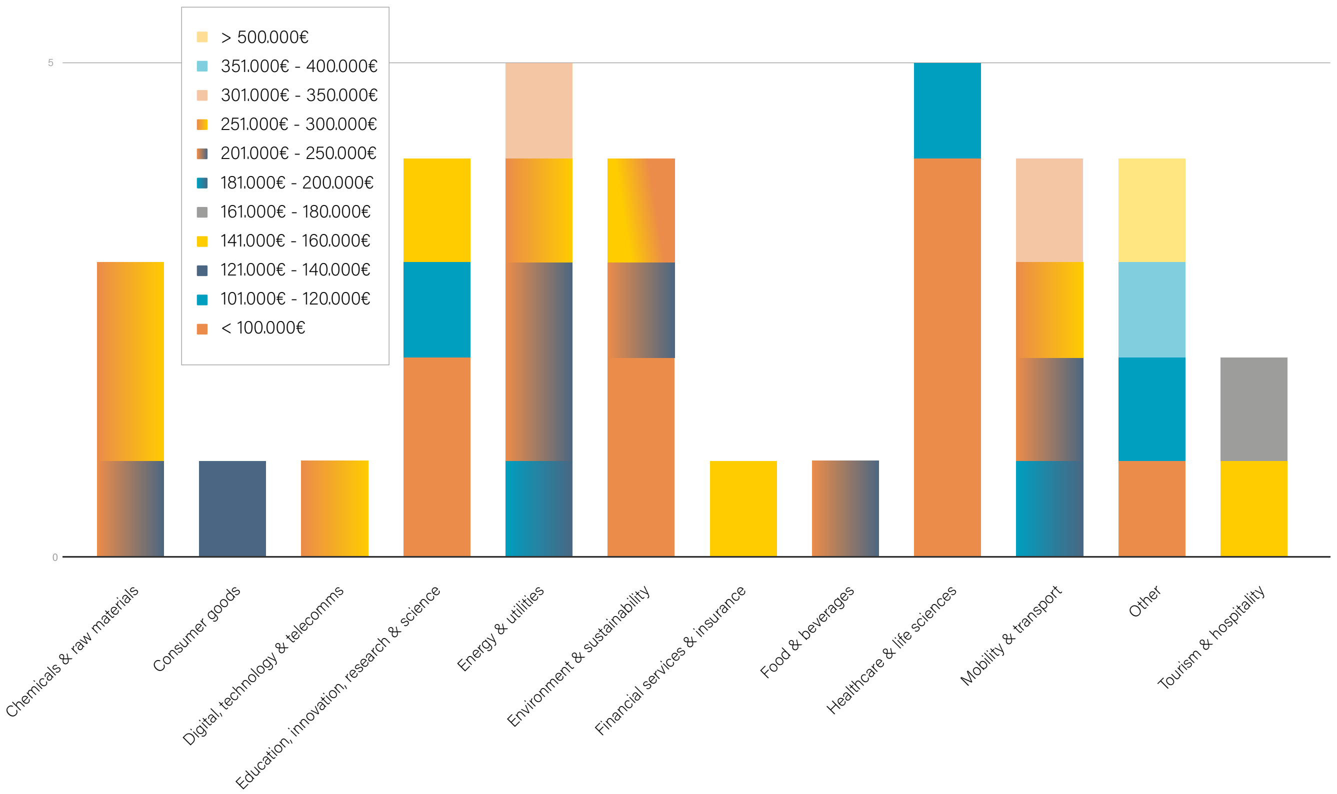
Sector x Salary: Top Earners



Sector x Salary: All



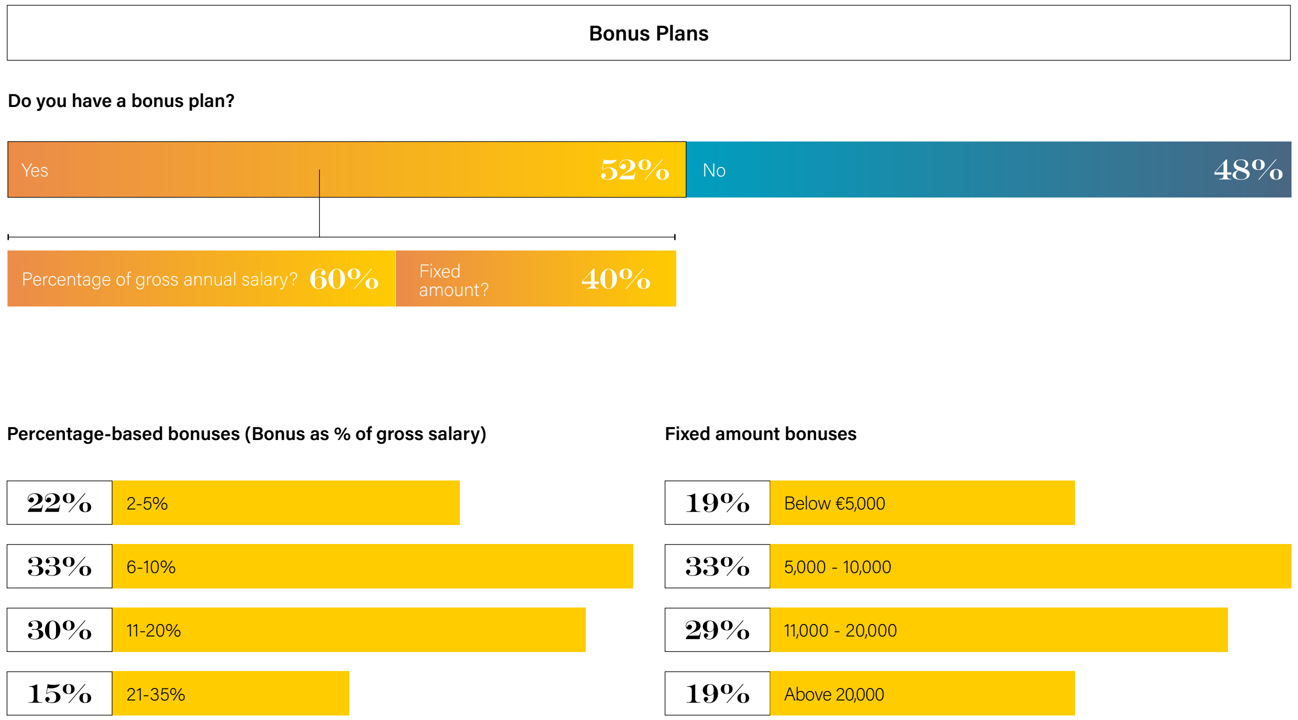
Sector x Invoice

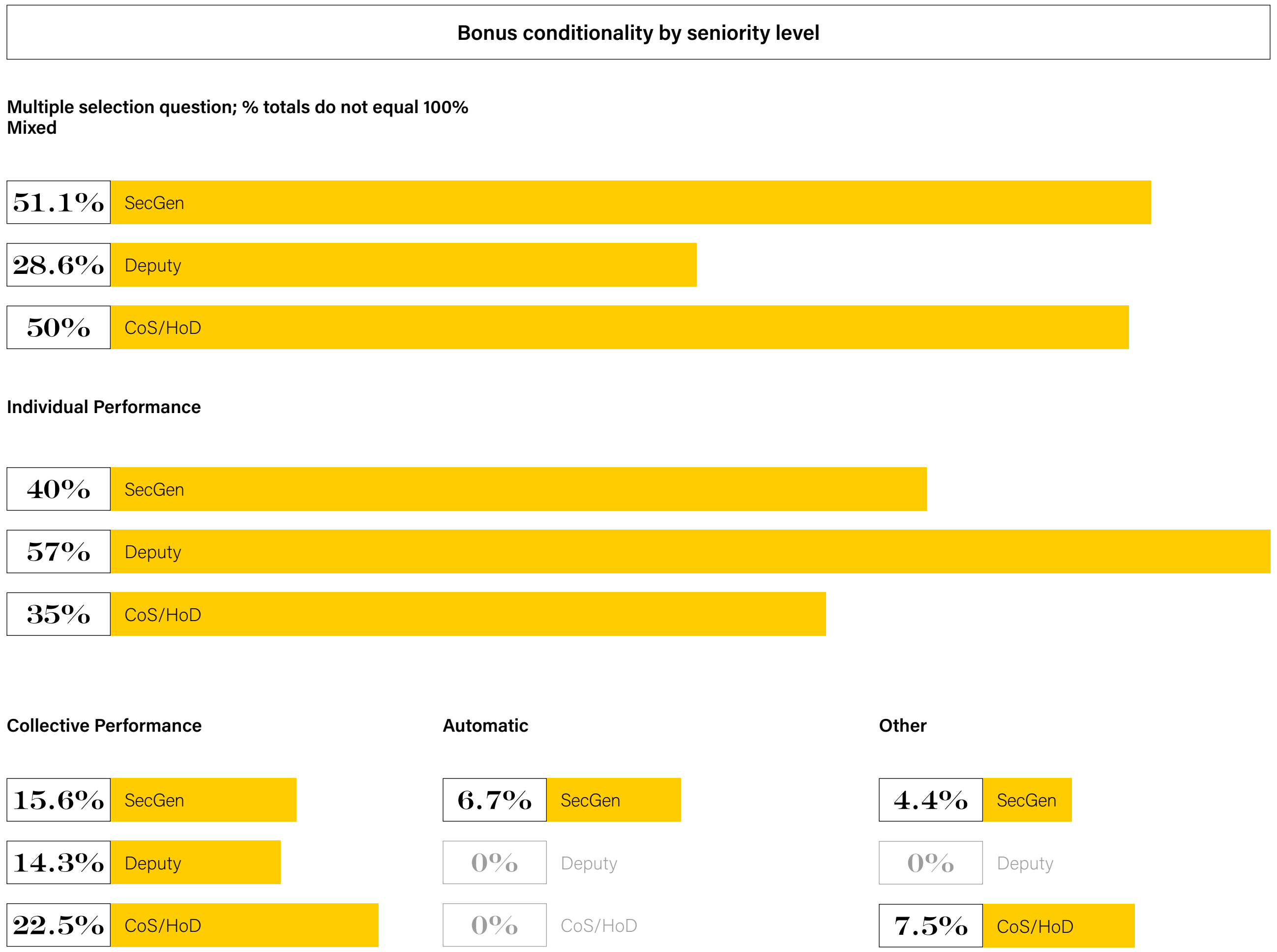


3.4. BONUS PLANS

Bonus plans. A little over half of respondents – approximately 52% – have a bonus plan in place, while the remaining 48% do not. Bonus plans are present for just over half of association leaders, higher than might be expected in a sector often perceived as operating closer to the non-profit model. The near-even split also confirms that performance-related pay remains far from universal.

Among those with a bonus plan, approximately 60% receive a percentage of their gross annual salary, while 40% receive a specific fixed amount. Percentage bonuses range from 2% to 35% of gross salary, with the most common range falling between 10% and 20%. Fixed amount bonuses range from €1,000 to €45,000, clustering between €5,000 and €20,000. In terms of conditionalities, approximately 45% of bonus plans are tied to a mix of individual and collective performance, 35% to individual performance only, 12% to collective or team performance only, and 5% are automatic based on seniority or other contractual factors.





Where bonuses exist, they are most commonly tied to a blend of individual and collective performance, reflecting the consensus-driven, team-oriented nature of association management. The range of structures in practice is wide, from rigorous KPI-linked frameworks to fully discretionary awards.

Digging Into the Data

The verbatim responses reveal the full spectrum of approaches: "One month of salary maximum." / "0–100% of a maximum of 35% of fixed salary." / "It is quite arbitrary." / "Automatic based on seniority." / "Fixed with an additional on-top payment decided by the board." / "At employer's discretion."

3.5. EXTRA-LEGAL BENEFITS

> The gap between what employed association leaders have and what they want is most visible in two areas: time and wellbeing. More paid leave and a gym subscription lead the aspirations list, with structured professional development - the training allowance - close behind. All three speak to the same underlying pressure: leaders who are working hard, investing in their own development, and looking to their organisations to do the same.

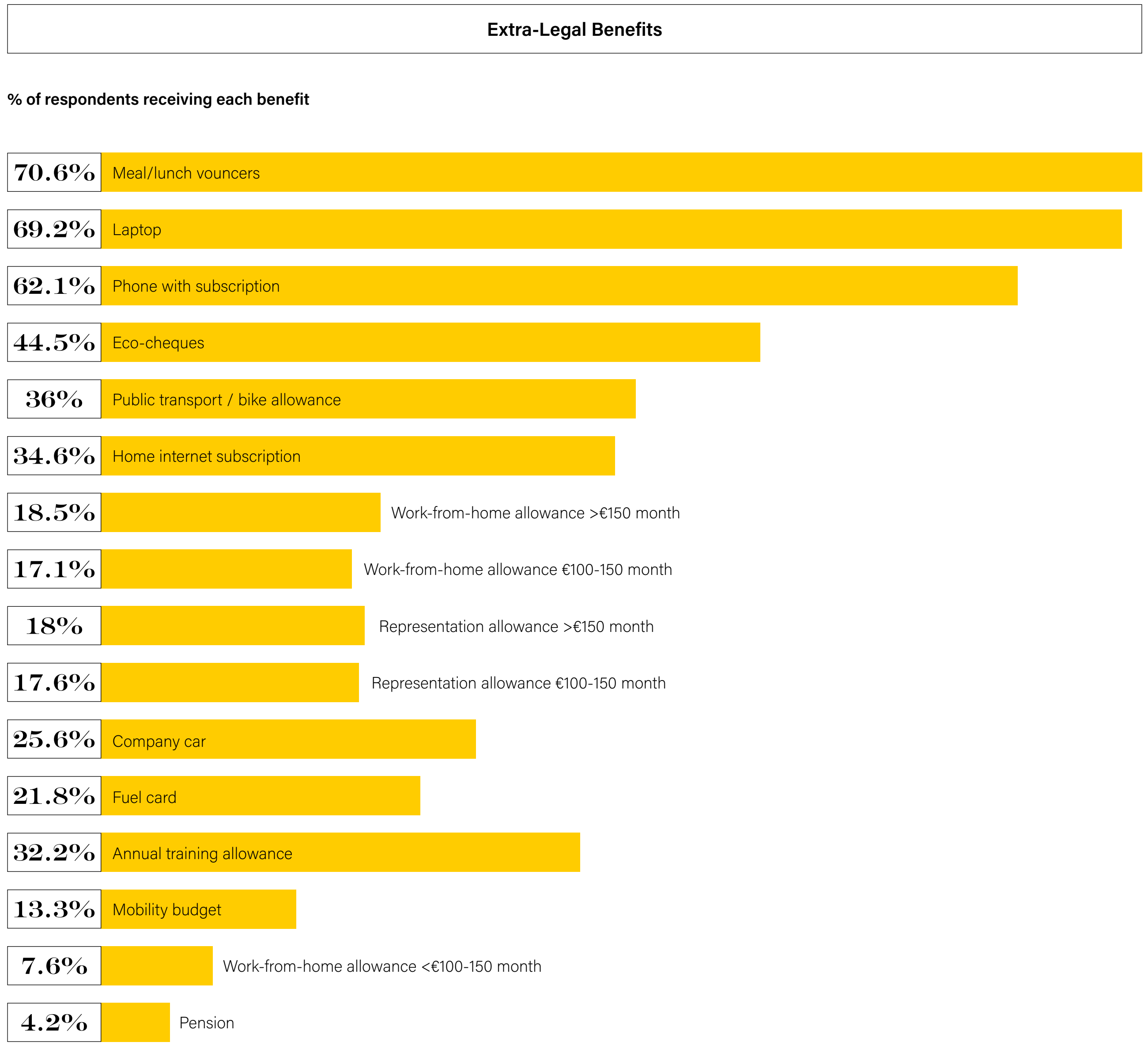
Extra-legal benefits. The benefits landscape across association leadership has a clear core and a more variable periphery. Central to these are healthcare and retirement savings, in particular for FTE and PTE respondents - highlighting one of the clearest trade-offs for senior professionals. **80.6% of FTE and PTE respondents receive pension contributions** as part of their extra-legal benefits - compared to only 5% of independents. Similarly, while the vast majority of self-employed leaders do not receive health insurance as extra-legal benefits, most FTE respondents do. **82.6% of FTEs have hospitalisation coverage, with ~50% receiving full family benefits**, while 51.5% receive dental and outpatient coverage, with ~28% full family coverage. Meal and lunch vouchers (70.6%), laptops (69.2%), and phone subscriptions (62.1%) are the most consistently provided benefits, received by roughly two thirds of respondents. These form what might be called the sector baseline: present in the majority of packages regardless of seniority, sector, or organisation size.

Beyond the baseline, prevalence drops considerably. Less common is life insurance (~48% of FTEs) and disability (~40%), extending to only the employee in most of those cases. Eco-cheques are received by 44.5% of respondents. Public transport or bike allowances (36.0%) and home internet subscriptions (34.6%) are each present in roughly a third of packages.

Annual training allowances - among the most practically significant benefits for professional development - are received by 32.2% of respondents, fewer than one in three, of which 47.6% are allocated on a case-by-case basis rather than as a committed annual budget.

Company cars are present in 25.6% of packages and fuel cards in 21.8%, reflecting their concentration in larger secretariats and more senior roles. Representation allowances of any level are received by approximately 35% of respondents in aggregate, though the amounts vary considerably: 18.0% receive allowances above €150 per month, while 17.6% receive between €100 and €150. Work-from-home allowances follow a similar pattern of wide variation: 18.5% receive more than €150 per month, 17.1% between €100 and €150, and 7.6% below €100. Mobility budgets are present in 13.3% of packages, and allowances below €50 per month across any category account for a further 4.7%. Even fewer - 4.2% - wrote-in some form of pension contribution as an extra-legal benefit, and only 2.4% highlighted hospitalisation or other health insurance related benefits.

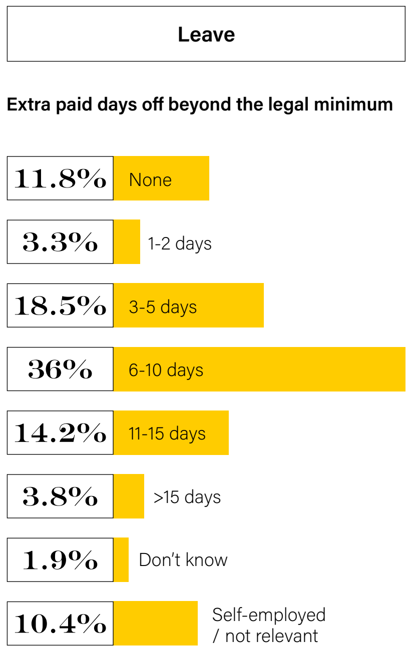
The benefits picture that emerges is one of a sector with a consistent but modest core, and an extended, variable periphery. The most meaningful differentiators - representation allowances, company cars, training budgets, and family support benefits - remain concentrated in a minority of packages, typically those associated with larger secretariats or more senior contractual arrangements.



Respondents were also asked to select the three additional benefits they would most appreciate but do not currently receive. More paid holidays is the clear leading aspiration, cited by 28.9% of respondents: the most requested benefit across all levels by a 6 point margin. A gym subscription follows at 22.7%, ahead of an annual training allowance (17.5%) and family and kids allowances (16.6%). A higher representation allowance is cited by 13.3%. Notably, 12.8% of respondents - the self-employed cohort - indicated this question was not relevant to their situation, a reflection of the structural reality that standard benefits frameworks simply do not apply to a significant portion of association leadership.

Team size is a stronger predictor of benefit breadth than sector. Leaders in secretariats of more than 20 staff receive, on average, twice the number of extra-legal benefits as those in teams of fewer than five.

3.6. PAID LEAVE & SENIORITY LEAVE

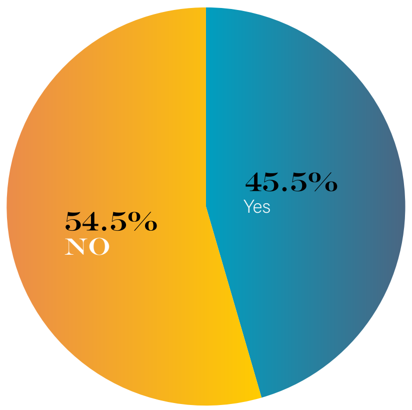


Additional paid leave. The amount of paid leave received beyond the legally mandated minimum varies considerably across the community. Among the full respondent base, 10.4% are self-employed and for whom standard leave frameworks do not apply. Of the remainder, 11.8% receive no additional days beyond the legal minimum. The largest single bracket - 36.0% of all respondents - receives between 6 and 10 additional days per year, suggesting this range has become the de facto sector standard. A further 21.8% receive between 1 and 5 extra days (3.3% one to two days, 18.5% three to five days), 14.2% receive between 11 and 15 additional days, and 3.8% receive more than 15. A small share (1.9%) were unable to specify their entitlement.

Additional paid leave beyond the legal minimum is the clear norm for employed association leaders. The concentration of responses in the 6-10 day bracket points to an implicit sector convention that sits meaningfully above the legal floor, and the relatively small share receiving more than 15 additional days confirms that genuinely generous leave packages remain the exception rather than the rule.

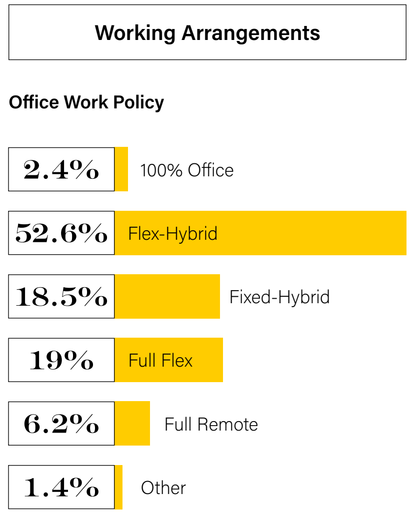
Seniority leave. Approximately 45% of employed respondents benefit from seniority leave: additional paid days accrued based on the number of years worked in the organisation. The most common arrangement is one additional day for every five years of service, though some organisations are more generous, offering an extra day every two or three years. A small number of respondents benefit from one additional day per year of service. Seniority leave, where it exists, adds a further layer of tenure-based reward – and a modest but meaningful incentive for longer-term commitment in a community where mobility is otherwise high.

Seniority leave



3.7. WORKING ARRANGEMENTS – HYBRID & OFFICE DAYS

Working arrangements. Almost every single respondent benefits from some form of flexible work arrangement. Approximately 52.6% operate under a flexible hybrid model, where they have a minimum number of days in the office but choose which days those are. A further 18.5% have a fixed hybrid arrangement with specific compulsory days. Approximately 19% have a fully flexible arrangement with no office requirement, while approximately 6.2% work exclusively from home. Only approximately 2.4% work exclusively from the office. Among those with a hybrid arrangement, two to three days in the office per week is the dominant model. Approximately 37.9% of hybrid workers are required to come in two days per week, and approximately 46.6% three days per week. A further 8.1% have only one compulsory day, and 7.5% are required four days per week. Hybrid work has become the clear default for association leaders: more than two-thirds operate under some form of hybrid arrangement. Mandatory full-time office attendance is now the exception, present in fewer than 1 in 40 cases.



COMMENT BY MAVENCE

Flexibility has evolved from a post-pandemic accommodation into a baseline expectation, although norms and practices continue to evolve. Compared to our 2023 study, today we see a greater share worked flex-hybrid than a few years ago, with more or less the same proportion working fully flexibly, and fewer working under fixed-hybrid terms, while full remote has doubled. Even though organisations provide a greater degree of flexibility to their team leaders and members, a hesitancy vis-à-vis fully remote work remains in place compared to other employment sectors. In many ways, particularly when it comes to associations whose core role is to engage in public affairs, this highlights how association management remains a very personal and people-centric profession. The conversation has shifted from whether flexibility exists to what its terms are, and whether those terms are clearly documented and consistently applied.

3.8. REMOTE WORK FROM ABROAD & WORKING HOURS

Remote work from abroad. Across the full respondent base, the majority of association leaders have some ability to work remotely from another country, but the terms under which they do so vary considerably, and in many cases are not formally defined.

The most common arrangement is unlimited remote-from-abroad working subject to internal approval, cited by 28.4% of respondents. A further 17.1% operate on a case-by-case basis with no fixed entitlement, and 6.6% report that their organisation has no clear policy on the matter at all. Together, nearly one in four respondents (23.7%) works without a defined framework governing remote-from-abroad arrangements - a figure that is both notable and consistent with the broader pattern of informal, undocumented flexibility visible elsewhere in the data.

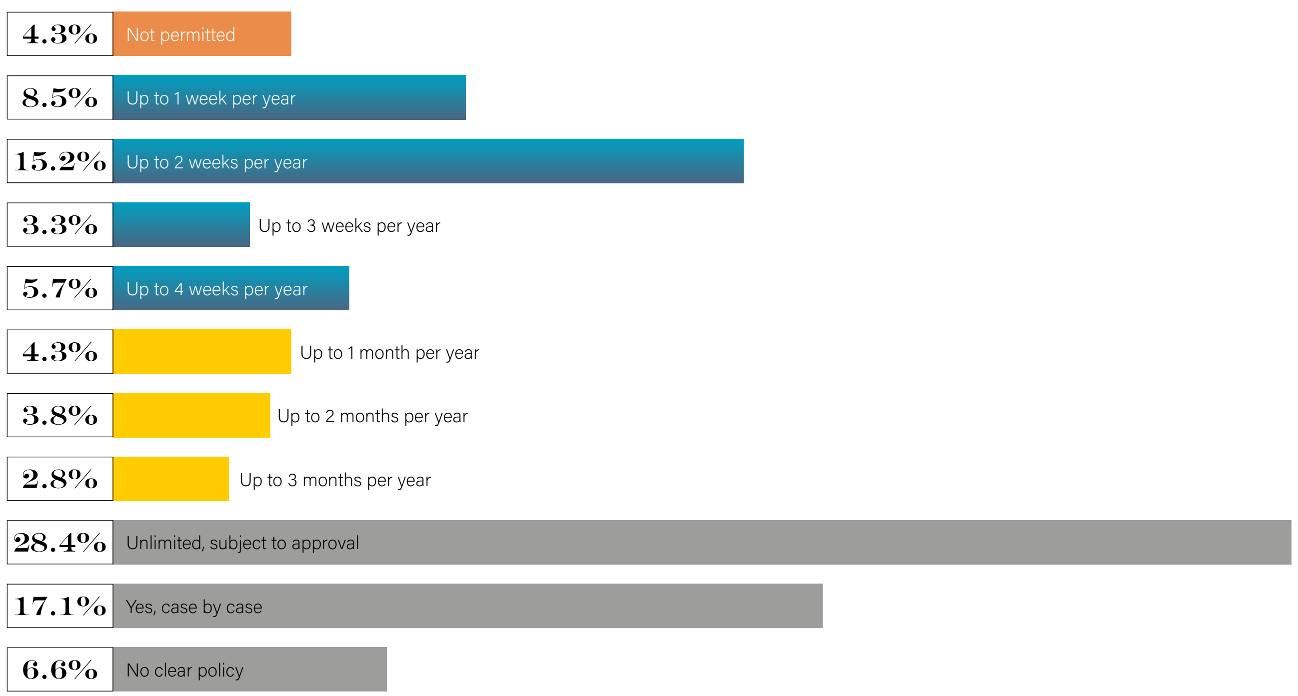
Among those with a defined entitlement, short-term arrangements dominate: 8.5% can work remotely from abroad for up to one week per year, and 15.2% for up to two weeks, making the up-to-two-weeks bracket the most common defined limit at 23.7% combined. Longer arrangements are less common: 3.3% have up to three weeks, 5.7% up to four weeks, and 10.9% have entitlements ranging from one to three months. Only 4.3% are not permitted to work remotely from abroad at all.

Flexibility without formalisation is fragile. In a professional community where talent mobility is high and hybrid working is the baseline expectation, ambiguity on remote-from-abroad policy is a retention risk that associations can and should address.

Working hours. 40% of respondents work 40 hours or more per week, and a further 36% work 38-39 hours. Fewer than 8% work below 37 hours. One in ten has no official working hours, reflecting the self-employed cohort for whom the standard working week framework does not apply. Among those with a clear preference, the community is almost evenly divided between those who would opt for a longer week in exchange for recuperation days and those who prefer their current arrangement - a genuine tension between workload reality and work-life balance aspiration.

Working Arrangements

Flex-Work: From Abroad



Working Arrangements

How many hours do you work per week?

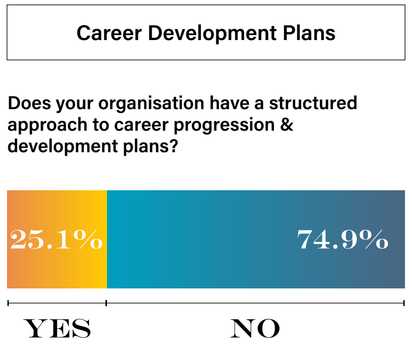
SECTION 4:

SKILLS & PROFESSIONAL DEVELOPMENT

Traditionally, surveys looking at talent management focus on salary levels and benefits packages. While these have been explored in detail in the previous section, it is equally important to reflect on the evolving skillsets that are key to thriving in a senior association role, and on how organisations are, or are not, investing in developing them.

4.1. CAREER DEVELOPMENT PLANS

Structured career development plans. When asked whether their organisation had a structured approach to individual employees' career progression in the form of a development plan, just one in four respondents (25%) said yes. The remaining 75% responded negatively. Three quarters of association leaders therefore work without any formal framework for individual development - a gap that sits in direct tension with the strong appetite for training and coaching visible throughout the rest of the data. This highlights the dual role of structured development plans as both retention tool, and means of signaling how seriously an organisation takes its people.



COMMENT BY MAVENCE

The drop from 30% to 25% since 2023 is somewhat concerning, but should not be read in isolation. A structured plan on paper is not the same as a functioning one in practice. In our daily work with associations, we continue to encounter leaders who have a nominal development framework but no real investment behind it. Professional growth in associations does not mean exclusively direct promotions: it can also encompass acquiring new skills, increased exposure to external stakeholders, and growing responsibilities. Many might be tempted to say this already is part of a professional journey in associations. While it might be the case, professionals these days present a much more strategic and structured approach to managing their careers. Associations will need to depend less on implicit growth opportunities and adopt a more proactive approach to developing their people.

4.2. THE SKILLS THAT MATTER MOST

The skills that matter most. We asked respondents to self-assess which skills they consider most important in their role. We kept the question open on purpose, so as not to influence the answers and to see whether a pattern would emerge. The answer was that yes, a pattern did emerge, one consistent with what we found in 2023.

The responses cluster around three pillars. Leadership and people management is the most frequently cited cluster, encompassing people management, team leadership, coaching, delegation, and the ability to motivate and develop others. In small-team environments where the Secretary General is often the only senior manager, this is a central pillar of the job as much as it is a specialized skillset. **Strategic thinking and vision** – the ability to see the bigger picture, set direction, and make decisions under uncertainty – is cited across all role types and sectors, and is particularly prominent among Secretaries General and Deputy SGs. **Communication** in all its forms – listening, presenting, writing, negotiating, and the particular art of representing diverse member interests in a single coherent voice – rounds out the top three. Association management is, at its core, a communication profession. Beyond these three pillars, diplomacy and stakeholder management, empathy and emotional intelligence, and resilience and adaptability have grown in prominence since 2023, reflecting the more complex and contested policy environment of 2025–26, and the personal toll of navigating sustained uncertainty. AI and digital literacy appear for the first time as cited priorities; a minority view in 2026, but one to watch closely in future editions. The skills that association leaders consider most essential are overwhelmingly relational and strategic rather than technical.

Digging Into the Data

The verbatim responses carry a distinctive texture: more personal, more reflective of pressure than the 2023 equivalents: "Reading between the lines." / "Strategic sense with political instinct." / "Ability to switch between high and low level tasks." / "Lead by example; resilience; being able to read the room." / "Listening, strategic vision, diplomacy." / "Caring, available and transparent." / "Responsibility and humility." / "Put people first – family and health first."

4.3. APPETITE FOR DEVELOPMENT & TRAINING BUDGETS

Appetite for training and development. Association leaders express a strong and multidimensional appetite for professional development, but the shape of that appetite is more nuanced than a single headline figure suggests.

Half of all respondents (50.2%) say they would appreciate following specific training as part of a formal professional growth plan. A further 16.6% would appreciate training but would pursue it in their own time rather than through a structured organisational framework. This distinction speaks to the gap between individual motivation and institutional provision identified throughout the survey.

Approximately 30.3% of respondents already follow, or have previously followed, specific training: 19.9% as part of a formal growth plan and 10.4% in their own time.

In total, 24.7% of respondents express interest in professional coaching: 20.4% want coaching on top of skill-specific training, and a further 4.3% want coaching instead of formal training, indicating that for this smaller cohort, reflective and personalised support is the priority rather than a complement to structured learning. Only 12.3% of respondents feel they already possess the skills necessary to excel in their role.

Taken together, the data points to a professional community that is actively engaged with its own development, but that is largely self-directed in pursuing it. The organisations that formalise this appetite - through structured plans, training budgets, and access to coaching - will be better placed to retain the leaders who currently invest in themselves without institutional support.

Training budgets. Among the 32.2% of respondents who benefit from an annual training allowance, the picture is one of striking informality. Nearly half of these - 47.6% - have their training budget allocated on a case-by-case basis rather than through any fixed annual entitlement. A further 12.6% report that their budget depends on the year, with no guaranteed amount. Together, these two categories account for over 60% of training allowance recipients, meaning that for the majority of those who nominally have a training budget, the actual amount is discretionary and unpredictable.

Among those with a defined budget, amounts are modest: 10.7% fall in the €1,001–€2,000 band, 9.7% in the €2,001–€3,000 band, and 8.7% between €501 and €1,000. Fewer than 5% receive less than €500. Budgets above €3,000 are present but represent a small minority of respondents.

The training budget picture mirrors the broader discretionary culture visible in salary reviews and bonus structures: investment in people is real in principle, but informal and negotiated in practice. For an organisation seeking to attract and retain senior leaders who have explicitly stated their appetite for structured development, the gap between aspiration and institutional commitment is visible.

Digging Into the Data

The open comments reveal both the appetite and the barriers: "Difficult to identify the right courses to follow on AI or strategy – those I have seen are out of our budget." / "Given my workload already prevents me from using all the leave time that I am entitled to, adding training time seems impossible without negatively affecting the association or reducing my leave time even further." / "I believe in life-long learning and am always keen to improve my existing skills and gain new ones."

COMMENT BY MAVENCE

The coaching signal has been growing steadily over the past three years, and the 2026 data gives it sharper definition. In 2023, approximately 19% of respondents expressed interest in professional coaching support. In 2026, that figure stands at approximately 25% - a consistent, measurable shift that reflects something broader than individual preference.

Association leaders operate in uniquely demanding environments: small teams, complex governance structures, member pressure, and policy volatility, often without a peer group to turn to. Coaching is designed to address that gap, and strikingly this need is not concentrated at the top of the hierarchy. That tells us something important: the isolation and complexity that make coaching valuable are structural features of association life, regardless of seniority.

The question for associations is whether they are willing to invest in coaching as a strategic tool rather than a personal indulgence. One in four of their leaders is telling them it would make a difference. What makes a lasting difference for leaders in this sector is rarely built on technical knowledge alone.

CONCLUSIONS & FORWARD COMMITMENT

We greatly appreciate the level of engagement of the association community on this report. 211 association professionals have generously provided their insight with the objective of better understanding our industry and learning from each other. The overall picture that emerges from the 2026 survey is one of a professional community that is resilient, experienced, and increasingly self-aware, but one that is also under more pressure than it was three years ago, and that has not yet fully built the people management infrastructure to respond. Five themes define our conclusions.

A community under pressure, but holding. The association leadership community has remained remarkably consistent in its core profile across three years: gender-balanced, Brussels-centred, experienced, and predominantly drawn from trade and industry associations. What has changed is the landscape of that stability: leaders are older, more experienced, and more mobile than in 2023, operating in a more pressured environment with higher expectations of their employers. The sector is holding, but the signals of strain are real, and they are visible in the data.

The compensation benchmark gap. Salary dispersion remains wide and benchmarks remain scarce. The upward shift in the distribution since 2023 is encouraging, but the fundamental problem - that two Secretaries General at comparable organisations may earn vastly different amounts with no shared reference point - has not been resolved. Future editions, with a growing dataset, will allow for increasingly granular benchmarking by sector, organisation size, and role type. The association community deserves the same quality of compensation data that comparable professional communities take for granted.

Flexibility consolidated, informality persists. Hybrid work is now the baseline. But the informality that characterises much of the sector's people management - discretionary salary reviews, undocumented remote-work policies, case-by-case training budgets - remains a structural vulnerability. Nearly one in four respondents operates without a defined remote-from-abroad framework. Over 60% of those with a training allowance have no fixed budget, only a discretionary or case-by-case entitlement. Flexibility without formalisation is fragile. Associations that want to compete for talent need to move from informal accommodation to institutional commitment.

The retention signal. The share of leaders who say definitively they are staying has fallen from 40% in 2023 to 36% in 2026. The direction of travel matters: fewer leaders are anchored in their current roles, and a growing share cite dissatisfaction rather than simply openness as the driver of their mobility. The sector's informal culture is a strength; it is also a retention risk when it substitutes for structured investment in people. Associations that are not actively thinking about what they offer beyond compensation - in terms of development, recognition, and professional community - are already behind.

The development imperative. Half of all respondents (50.2%) want structured training as part of a formal growth plan. A further 24.7% want professional coaching support on top of, or instead of, formal training. Yet 47.6% of those with a training allowance have no fixed budget to draw on, and three quarters of association leaders work without any formal career development plan. The gap between what leaders are asking for and what organisations are providing is the most consistent finding across both editions of this survey. Associations that close that gap - through structured plans, defined budgets, and access to coaching - will have a meaningful advantage in attracting and retaining the talent this community is increasingly competing for.

Mavence and ESAE are committed to supporting the sector in meeting this need. Given the level of engagement this survey has generated, we intend to continue it on a regular basis: diving deeper into areas explored here, covering new subjects, and expanding the respondent base to give an ever more complete picture of the European association world. We are proud of what we have built together, and we intend to do better in future editions, counting on the continued engagement of the ESAE membership and the broader Mavence and ESAE community to make it possible.

If you would like to discuss the survey's findings or have ideas as to what we could further explore in future editions, please contact:

Anna Koj, Managing Director Brussels, Mavence
anna.koj@mavence.com

Ioannis Pallas, Managing Director, ESAE
ioannis@esae.eu

ABOUT MAVENCE & ESAE

ABOUT MAVENCE

Mavence is a recruitment and strategic talent management firm specialised in international and public affairs. With deep expertise in the Brussels association world and a network that spans European institutions, trade associations, professional societies, and public affairs consultancies, Mavence supports organisations in identifying, attracting, and developing the leadership talent they need to succeed.

www.mavence.com

ABOUT ESAE – EUROPEAN SOCIETY OF ASSOCIATION EXECUTIVES

ESAE is the leading organisation in Europe for bringing together association professionals. Through its network of members, events, and knowledge-sharing initiatives, ESAE supports the professional development of association executives and promotes excellence in association management across Europe.

www.esae.eu