

2022 Philanthropic Foundations Salary & Benefits Report

August 2022

Prepared by



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About Philanthropic Foundations Canada

We are Canada's national network for grantmakers. We strengthen Canadian philanthropy – in all of its diversity and in its pursuit of a just, equitable, and sustainable world. We are an enabler for the common good, working in collaboration with civil society, the private sector, and governments. For more than 20 years, we have been bringing grantmakers together to connect, learn and advance the best solutions for change on the issues that matter most.

To learn more visit: <https://pfc.ca/>.

About The Portage Group Inc.

The Portage Group Inc. is a consulting group with a shared passion for helping your organization through the various stages of its journey. Our consulting team offers deep sector expertise across multiple service areas that include: Research, Strategy, Search, Human Resources, Organizational Performance and Governance. Through its Research and Strategy Division, the firm provides a broad range of research services to associations and to the members they serve.

For more information, please visit www.portagegroup.com.

Disclaimer

Although the information in this report has been obtained from sources that The Portage Group Inc. believes to be reliable, its accuracy and completeness cannot be guaranteed. This report is based on survey responses from participating foundations during the survey period of May 17 to June 17, 2022. This report is for information purposes only and represents only the organizations surveyed. All opinions and statistics included in this report constitute the views of survey respondents combined with our judgment as of this date and are subject to revision.

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PREFACE

PFC commissions a regular report on compensation and benefits within the PFC membership. For the 2022 report, we engaged the consulting firm, The Portage Group, based in Ottawa, to assist us in collecting the information and preparing the report on the aggregated data. We thank Geoff Thacker, the principal consultant working on this project, for his professional expertise and collaboration.

We hope that this report will be of use to all PFC members as a good governance and human resources tool as well as a valuable benchmark.

We encourage, and look forward to, your thoughts and questions on the report. Your feedback is always very helpful and much appreciated. PFC conducts this survey regularly, and we would like to make the data collection and reporting process as straightforward, comprehensive, and useful as possible.

Please let us know what you think! Thank you for your participation in the process.



Jean-Marc Mangin
President & CEO
Philanthropic Foundations Canada



EXECUTIVE SUMMARY

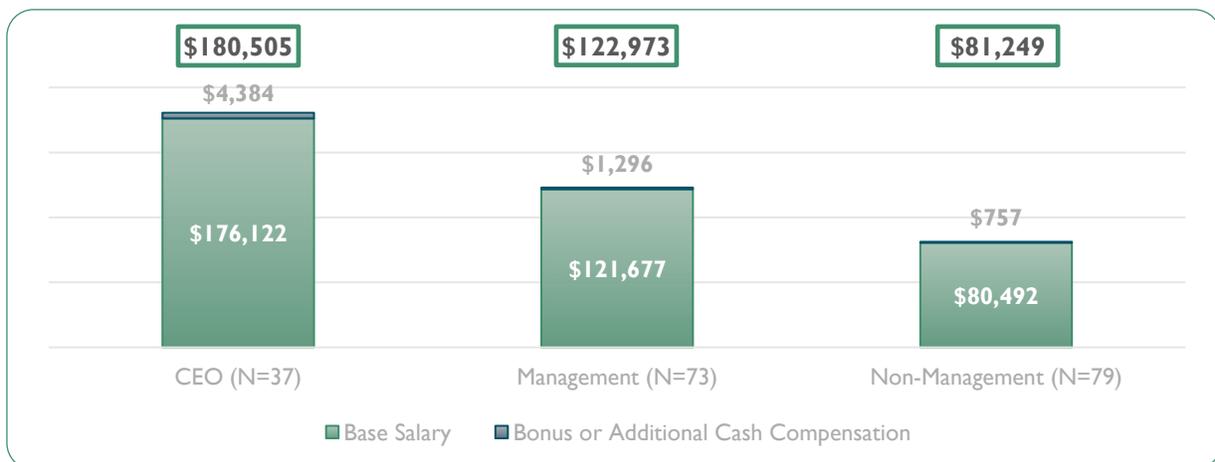
The 2022 Philanthropic Foundation Compensation Study provides a comprehensive review of salary and benefits currently provided to staff employed in PFC member organizations across Canada. This report investigates all aspects of benefits and compensation and is useful in determining the appropriate level of compensation and benefits offered to staff. The results are based on 42 responses by PFC members and non-members in May 2022. While the overall response rate for the study was only 16%, the response rate among PFC members was 37%.

The main report also includes some comparisons with the 2018 survey results and with the non-profit sector as a whole.

CASH COMPENSATION

Cash compensation comprises base pay as well as additional cash compensation in the form of bonuses or incentives.

Cash Compensation by Level



Following are the highlights for each staff level:

Chief Executive Officer: Compensation for the Chief Staff Officer in participating organizations averages approximately \$180,500 per year (base salary and bonus), an increase of 4.4% over 2018 (The 75th percentile for the 2022 benchmark is \$220,675, 8.1% higher than the 2018 benchmark.) While there is a significant gap in the average salary between genders among participating CEOs, the top quarter of female CEOs earn on par with the top quarter of male CEOs in the study sample. Just over one-fifth (22%) of staff at this level receive a bonus or additional compensation. For those that do receive a bonus, the value is an average of 6.5% of the base salary. Almost three-quarters (73%) of participant CEOs are full-time with 97% being salaried. 91% receive four or more weeks of vacation - with five weeks being the most common. Seven in ten have retirement plans available.

Management: Management level staff in participating foundations earn an average of almost \$123,000 per year. This represents a 16% increase from 2018. However, this increase should be interpreted with caution as this level spans various positions. Fifteen percent (15%) of management level staff receive a bonus or additional compensation. For those that do receive a bonus or additional compensation, the average value for this group is 8.8% of base salary.

Non-management: Non-management level staff in participating foundations earn \$81,250 per year. This represents an increase of 35% from 2018. Again, these differences should be interpreted with caution as the level spans various positions. Only 11% of staff at this level receives any bonus or additional compensation. If only those who receive a bonus are considered, the average bonus or additional compensation is 9.4% of base salary.

EMPLOYMENT BENEFITS

As reported in other sector compensation studies, employment benefits can add considerably to the value of the compensation package. Following are the key benefit highlights:

- A significant majority (83%) of participating organizations provide **health benefits** to at least one level of staff, which is on par with the 81% for the charitable sector in general.
- Three-quarters (75%) of participating organizations offer **retirement benefits** to at least some of their employees which is considerably higher than the



charitable sector in general (51% in 2021). RSP contributions continue to be the most common type of retirement benefit.

- Almost all (95%) PFC members offer **fringe benefits** to at least one staff level. Conference registration, laptop computers, professional dues and cell phones for personal use are among the most common fringe benefits at all staff levels.
- **Automobile benefits** are the least common benefit. 11% of CEOs receive them.

HR POLICIES

While they may or may not have a formal policy manual, almost all (93%) organizations have at least one HR policy in place.

- Just over half (52%) of PFC members use **formal ranges to set salaries** for staff.
- **Vacation carryover policies** are in place for management and non-management levels for most participants. This also holds true for three-quarters of CEOs. Policies allowing a carryover are more common than policies that do not allow carryover.
- Almost all have **work from home arrangements** at all levels. This is up significantly from 2018 and has likely shifted due to the impacts of the Covid-19 pandemic. Flex days and flexible hours are also popular.
- **Sick leave policies** are in place for three-quarters of CEOs and almost all non-management and non-management staff. Earned sick days is the most common policy for management and non-management.
- **Overtime policies** are in place for roughly nine in ten non-management, two-thirds of management and less than half of CEOs. The most common overtime policy is time off in lieu of overtime.
- **Professional development (PD) policies** are in place for almost all staff at the management and non-management levels and three-quarters of CEOs. Maternity/paternity policies are in place for two-thirds of CEOs and almost all management and non-management. The most common policy (by a significant margin) is to provide top-up pay.



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