

# 2022 Philanthropic Foundations Salary & Benefits Report

August 2022

Prepared by



Philanthropic  
Foundations  
Canada

Fondations  
Philanthropiques  
Canada



Philanthropic  
Foundations  
Canada

Fondations  
Philanthropiques  
Canada

# 2022 Philanthropic Foundations Salary & Benefits Report

Prepared by



August 2022

### **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](http://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.

### **Copyright**

This document contains information that is proprietary to Philanthropic Foundations Canada. No disclosure or use of any portion of the contents of this material may be made without the express written consent of Philanthropic Foundations Canada. For permission to reproduce any material contained in this publication, please email your request to [info@pfc.ca](mailto:info@pfc.ca). If consent is granted, attribution to Philanthropic Foundations Canada and The Portage Group Inc. should be made. All rights reserved.



## 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



# CONTENTS

|   |           |
|---|-----------|
| <b>EXECUTIVE SUMMARY</b>                          | <b>I</b>  |
| CASH COMPENSATION                                 | I         |
| EMPLOYMENT BENEFITS                               | II        |
| HR POLICIES                                       | III       |
| <b>INTRODUCTION</b>                               | <b>I</b>  |
| APPROACH AND METHODOLOGY                          | I         |
| STUDY LIMITATIONS                                 | 6         |
| <b>PARTICIPANT PROFILE</b>                        | <b>7</b>  |
| REGION OF HEADQUARTERS                            | 7         |
| ASSETS AND GRANTS                                 | 8         |
| STAFF   | 9         |
| NON-STAFF SUPPORT                                 | 10        |
| <b>COMPENSATION PROFILES: CHIEF STAFF OFFICER</b> | <b>II</b> |
| <b>COMPENSATION PROFILES: MANAGEMENT</b>          | <b>19</b> |
| AGGREGATE MANAGEMENT COMPENSATION PROFILE         | 20        |
| TOP FINANCE AND ADMINISTRATION                    | 25        |
| SENIOR ACCOUNTING – COMPTROLLER                   | 29        |
| TOP PROGRAM/GRANTS MANAGER                        | 30        |
| COMMUNICATIONS DIRECTOR                           | 34        |
| SENIOR PROGRAM OR FUNCTIONAL MANAGER              | 38        |
| <b>COMPENSATION PROFILES: NON-MANAGEMENT</b>      | <b>43</b> |
| AGGREGATE NON-MANAGEMENT COMPENSATION PROFILE     | 44        |
| FINANCIAL ADMINISTRATOR                           | 48        |
| GRANTS PROGRAM OFFICER                            | 52        |
| COMMUNICATIONS SPECIALIST                         | 56        |
| ADMINISTRATIVE SUPPORT I                          | 60        |
| ADMINISTRATIVE SUPPORT II                         | 64        |
| ADMINISTRATIVE SUPPORT III                        | 68        |
| <b>EMPLOYMENT BENEFITS</b>                        | <b>72</b> |
| HEALTH AND INSURANCE BENEFITS                     | 73        |
| RETIREMENT BENEFITS                               | 74        |
| AUTOMOBILE BENEFITS                               | 76        |
| FRINGE OR PERQUISITE BENEFITS                     | 77        |
| <b>HUMAN RESOURCE POLICIES</b>                    | <b>79</b> |
| SALARY RANGE USAGE                                | 79        |
| VACATION CARRYOVER                                | 80        |
| HOURS OF WORK POLICY                              | 80        |
| SICK LEAVE POLICY                                 | 82        |
| OVERTIME POLICY                                   | 83        |



|  |           |
|--|-----------|
| PROFESSIONAL DEVELOPMENT POLICY -----  | 84        |
| MATERNITY/PATERNITY LEAVE POLICY-----  | 85        |
| <b>GLOSSARY OF TERMS -----</b>   | <b>86</b> |
| <b>ANNEX: ANALYSIS OF COMPENSATION PRACTICES FOR BOARD AND COMMITTEE MEMBERS</b> | <b>87</b> |
| SUMMARY FINDINGS -----   | 87        |
| FOR MORE INFORMATION CONTACT -----   | 89        |



## EXECUTIVE SUMMARY

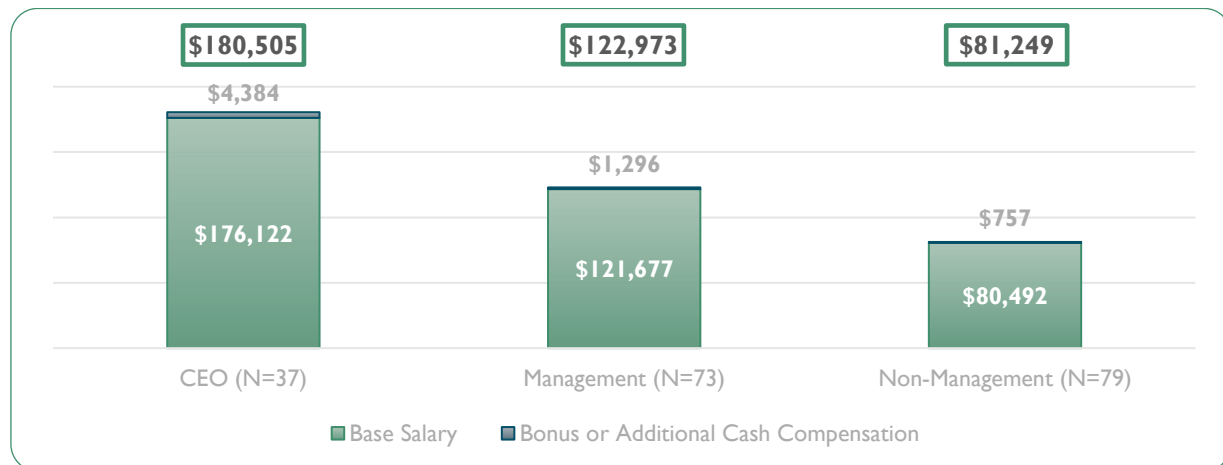
The 2022 Philanthropic Foundation Compensation Study provides a comprehensive review of salary and benefits currently provided to staff employed in PFC member organizations across Canada. This report investigates all aspects of benefits and compensation and is useful in determining the appropriate level 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.



# INTRODUCTION

As a leader in the foundation community, Philanthropic Foundations Canada (PFC) seeks to provide information that can be used to improve member management and governance practices. The 2022 Philanthropic Foundation Salary & Benefits Report provides comprehensive documentation of compensation 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 study was carried out by The Portage Group Inc., a full-service management consulting firm that specializes in providing market research and strategic planning for non-profit organizations.

## APPROACH AND METHODOLOGY

Invitations were sent to 124 PFC members and 128 non-members in May 2022. In all, 51 responses (46 members and 5 non-members) were received. While the overall response rate was only 16%, the response rate for members was 37%. Of these, 42 had paid staff and completed the compensation portion of the survey. The member response rate is very good for this type of survey. This report focuses on organizations with paid staff only.

Each survey allowed respondents to provide information on compensation and benefits for an unlimited number of individual staff members. The survey covered full-time, permanent part-time, casual part-time and contract positions. If a position was not full-time, compensation data was adjusted to a full-time equivalent based on the number of hours worked.

Detailed job descriptions for each position are presented in the compensation section. Following is a summary of the number of people reported for each position:

### **Chief Staff Officer**

- Chief Executive Officer - N=37

### **Management**

- Top Finance and Administration - N=14
- Senior Accounting - Comptroller - N=4
- Top Program/Grants Manager - N=28
- Communications Director - N=7
- Senior Program or Functional Manager - N=21

### **Non-Management**

- Financial Administrator - N=14
- Grants Program Officer - N=17
- Communications Specialist - N=14
- Administrative Support I - N=22
- Administrative Support II - N=9
- Administrative Support III - N=6



| Position                               | Job Description  | # of Positions Reported |
|--|--|-------------------------|
| <b>Chief Executive Officer</b>         | Accountable to a fully autonomous Board of Directors for executing the organization's mission, strategy and business plan. Working within broad strategic guidelines and Board policy leads the organization to attain short and longer term strategic financial and operational goals and develop its organizational culture. Plans, directs and monitors all aspects of the organization's operational policies and the achievement of revenue/fund development objectives and initiatives, manages staff committees and develops business plans in collaboration with the Board. May liaise or advocate with various levels of government, community partners and other stakeholders to further the goals of the organization. Typical titles include: President, Chief Executive Officer or Executive Director.  | 37                      |
| <b>Top Finance and Administration</b>  | This position is the senior finance and administrative manager in the organization. Reporting to the Top Executive, the position functions under the guidance of strategic and business plans with periodic review of results. Develops and implements financial and accounting policies. Key accountabilities include the effective direction of the organization's finance, accounting and treasury functions including budget development and monitoring, financial reporting to senior management, the Board, and funders, coordination of the organization's information systems. Other responsibilities will include the direction of one or more administrative support functions for the organization, such as HR, Legal, IT, or Purchasing. This position will also typically provide leadership to support staff in the finance, information systems and administrative functions. This position will typically require professional accounting certification. | 14                      |
| <b>Senior Accounting - Comptroller</b> | Reporting to the Top Executive or Top Finance and Administration position, this position is accountable for the proper management of the organization's financial and accounting processes. Work is carried out independently, subject to broad policy and accepted accounting practices and may involve the supervision of one or more specialists. Specific responsibilities may include development and recommendation of financial policy, coordination of the budget process, preparation of monthly financial statements, annual returns, payroll, employee benefits, financial information or systems administration. This position will typically require a professional accounting designation or progress toward such a designation.   | 4                       |



| Position                                    | Job Description  | # of Positions Reported |
|---|--|-------------------------|
| <b>Top Program/Grants Manager</b>           | This senior position will typically report to the CEO or an Executive Director and is accountable for the effective development, delivery and evaluation of grants or charitable programs that will contribute to the achievement of the organization's mission and goals. Specific accountabilities may include analyzing and defining community needs, assisting in the development of new granting initiatives and overall strategy, participation in community advocacy and social action processes, project management, recruitment, leadership and performance appraisal of a team of professionals, para-professionals and/or volunteers, program priority setting, maintenance of appropriate reporting, development and management of the team's budget. This position is typically found in fund granting organizations including governmental bodies, foundations, United Ways and other public bodies. | 28                      |
| <b>Communications Director</b>              | This is a senior level position accountable for the development and execution of communications strategies for the organization and its stakeholders in order to achieve a positive public image. The position will typically report to the Top Executive or Senior Manager and will be responsible for the articulation and communication of key messages about the organization. Other functional accountabilities may include briefing and supervision of outside suppliers, media relations including approval of news releases, news conferences, writing and editing of a variety of communications materials.   | 7                       |
| <b>Senior Program or Functional Manager</b> | This position will typically report to the CEO or an Executive Manager and is accountable for the effective development, delivery and evaluation of programs or operational functions that will contribute to the achievement of the organization's mission and goals. Specific accountabilities may include analyzing and defining community or industry needs, assisting in the development of new initiatives and overall strategy, participation in community and/or industry advocacy and social action processes, project management, recruitment, leadership and performance appraisal of a team of professionals, para-professionals and/or volunteers, program priority setting, maintenance of appropriate reporting, development and management of the team's budget, and preparation of submissions to funding or regulatory bodies.   | 21                      |



| Position                         | Job Description   | # of Positions Reported |
|----------------------------------|---|-------------------------|
| <b>Financial Administrator</b>   | This position will typically report to the Top Executive or to the Senior Finance/Accounting position. Work is generally performed under the supervision of a more senior finance/accounting position and is subject to established procedures and principles. Work typically includes moderately complex financial and accounting processes. Responsibilities may include general accounting including maintenance of GL, and journals, bank deposits and reconciliation, coordination of financial information systems, accounts payable/receivable, payroll, benefits administration, supervision of administrative support staff.   | 14                      |
| <b>Grants Program Officer</b>    | This intermediate position is accountable to the Top Program/Grants Manager for ongoing management and administration of the grants or charitable programs. Specific responsibilities include: encouraging and managing grants applications, providing advice to ensure applications are appropriate to the foundation's guidelines. Participates in the grant decision process and ensures that all granting requirements are met. Manages relationships and communications with grantees. Contributes to the foundation's evaluation processes by providing ongoing monitoring of funded projects to ensure effective use of funds received and that required reports are received, and the requirement for scheduled disbursements are met. Contributes to the review and development of community grants criteria and communication strategies. | 17                      |
| <b>Communications Specialist</b> | This position is responsible for the implementation of communications activities for the organization and its stakeholders in order to achieve a positive public image. The position will typically report to the Top Executive or Communications Director and will be responsible for the communication of key messages about the organization. Other responsibilities may include; briefing and supervision of outside suppliers, media relations including coordination of news releases and news conferences, writing and editing of a variety of communications materials, website design and maintenance, graphic design.   | 14                      |



| Position                          | Job Description  | # of Positions Reported |
|-----------------------------------|--|-------------------------|
| <b>Administrative Support I</b>   | This is a senior level administrative generalist or administrative support position responsible for providing a broad spectrum of administrative support functions to one or more senior managers. Specific accountabilities may include administration of a technical administrative function such as human resource or benefits administration, participation in the development of project and program submissions, coordination and preparation of reports to Top Executive, members and funders, coordination of events such as AGM, and board meetings, represent the organization at community or industry meetings, assistance with fundraising activities, general office administration, may involve supervision of one or more junior administrative staff. | 22                      |
| <b>Administrative Support II</b>  | This intermediate position will report to the Top Executive or to one or more managers or department heads. The position will be responsible for providing secretarial/administrative support including, document production, appointment scheduling and general office duties. Specific accountabilities may include database management including data input and report generation, public relations document creation, providing support to the Board including taking and transcribing minutes, providing technical support to other organization staff with respect to desktop computer applications, i.e. word processing, presentations, spreadsheets and database activities.  | 9                       |
| <b>Administrative Support III</b> | This is a junior administrative position that will provide general clerical, secretarial and reception support for one or more staff of the organization. Typical responsibilities may include routine word processing, data entry and computer report generation, general telephone and reception duties including directing clients to appropriate services, assistance with the scheduling and preparation of facilities for meetings, receiving and directing mail, arranging for couriers, maintaining an inventory of office supplies and equipment.   | 6                       |



## STUDY LIMITATIONS

When interpreting the results of this study, it is important to keep in mind the following limitations:

- ☐ Compensation figures are as of April 2022.
- ☐ Results are based on survey responses and are only as accurate as the data provided by survey participants.
- ☐ This survey was conducted using the member list from Philanthropic Foundations Canada and is not a random sample. Because the survey was not random, the results may or may not be an accurate representation of the total of the PFC membership. Accordingly, the findings in this report reflect the data of only those organizations that participated.
- ☐ Results throughout the report and particularly for sub-groups should be interpreted with caution, due to small sample sizes.



## PARTICIPANT PROFILE

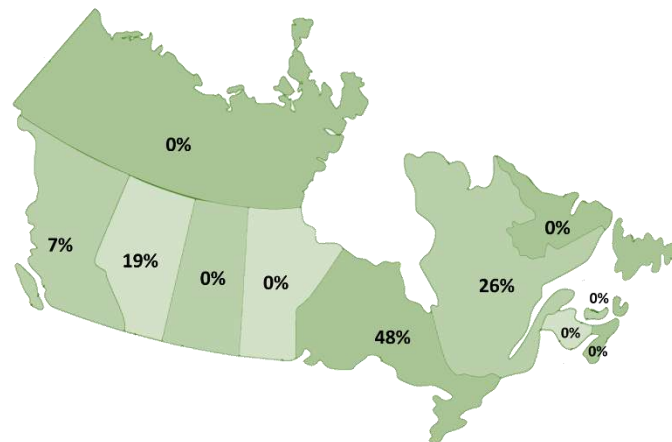
This section provides an overview of the respondent demographics to provide some context to the findings. They are not necessarily representative of the entire PFC membership.

*Note: This year's study included two questions regarding compensation to investment committee members. These results have been provided in the annex.*

### REGION OF HEADQUARTERS

Ontario accounts for almost half (48%) of participating foundations, making it the largest participating region (see **Exhibit 2-1**). Quebec is the second largest region, accounting for just over one-quarter (26%) of participating organizations, followed by Alberta at 19%. British Columbia (7%) was the only other province represented by the participants.

**Exhibit 2-1 – Region of Headquarters**

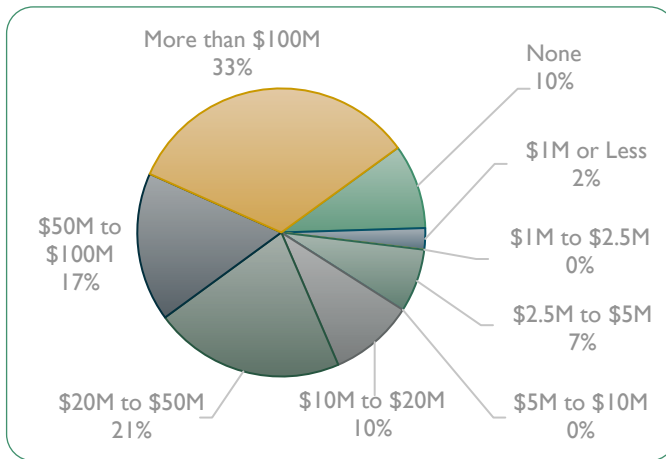


Notes: N=42

Percentages may not sum to 100% due to rounding.



## ASSETS AND GRANTS

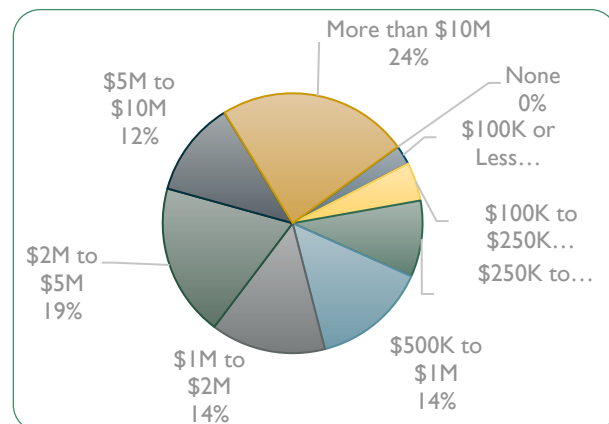
**Exhibit 2-2 – Market Value of Invested Assets (December 31, 2021)**

Notes: N=42

Percentages may not sum to 100% due to rounding.

On average, PFC respondents that participated in the compensation study have just over \$140 million in invested assets. This average is skewed, however, by a small number of organizations that have very high values of invested assets. Accordingly, the median, which is \$52 million, is a better measure of the central point for participants. As seen in **Exhibit 2-2**, half (50%) of PFC respondents have invested assets over \$50 million.

Another measure of size for foundations is the value of grants distributed. The median level of annual grants in 2021 was just over \$2.5 million while the average sits at \$13 million (see **Exhibit 2-3**). The average is skewed by a few of organizations making very large grants in 2021.

**Exhibit 2-3 – Value of Grants in 2021**

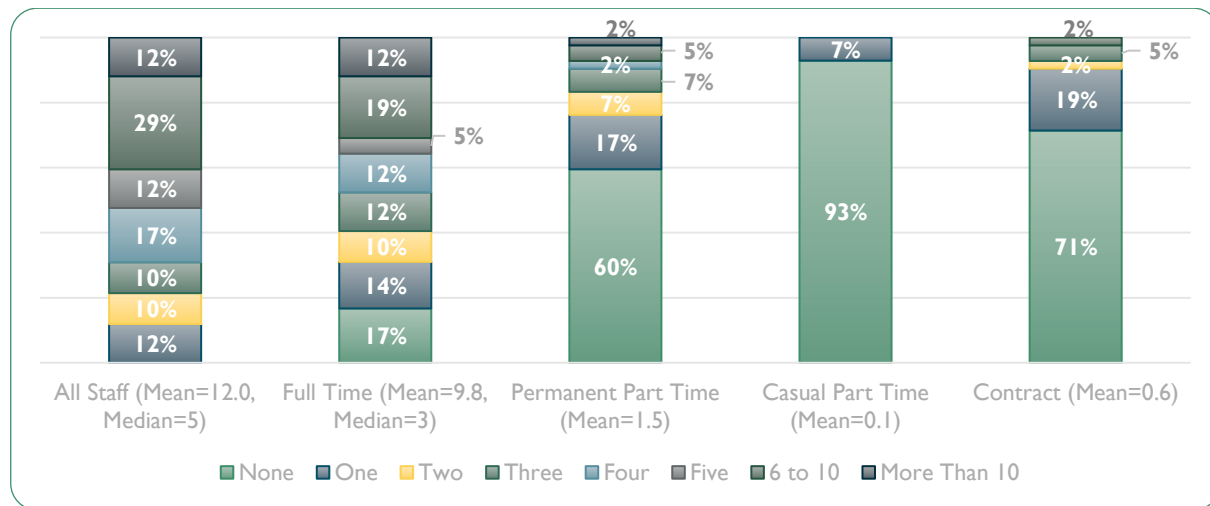
Notes: N=42

Percentages may not sum to 100% due to rounding.



## STAFF

Participating foundations employ an average of 12 people (see [Exhibit 2-4](#)). This comprises, on average, 9.8 full-time staff, 1.5 permanent part-time staff, 0.1 casual part-time staff and 0.6 contract staff. It should be noted that the median number of staff is only five, indicating that there are a handful of participants with a large number of employees skewing the average. The same holds true for full time staff where the median is 3.

**Exhibit 2-4 – Number of Staff**

Notes: N=42

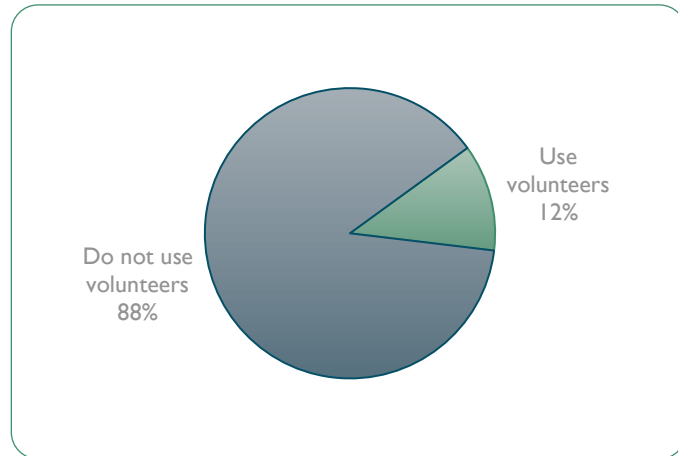
Percentages may not sum to 100% due to rounding.



## NON-STAFF SUPPORT

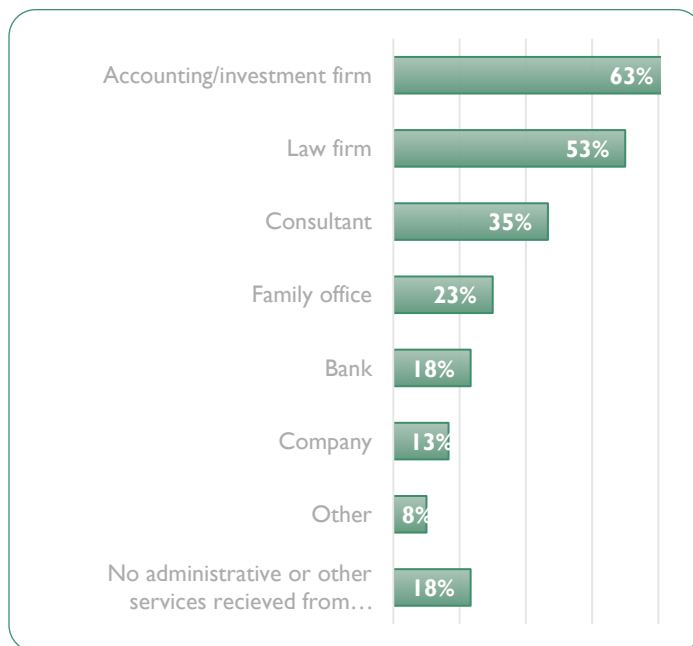
Among PFC members that have paid staff, just over one in ten (12%) use volunteer support (see **Exhibit 2-5**).

**Exhibit 2-5 – Use Volunteer Support**



Notes: N=42  
Percentages may not sum to 100% due to rounding.

**Exhibit 2-6 – External Support Services**



Note: Percentages may not sum to 100% due to rounding.  
N=40

As seen in **Exhibit 2-6**, just over eight in ten (82%) participating organizations use some form of external support services. Accounting and investment firms are the most common at 63%, followed by law firms at 53%. Consultants (35%), family office (23%) and banks (18%) are the next most common.

For additional details, see special report on non-staff support, notably on investment committees, in Annex 1.



# COMPENSATION PROFILES: CHIEF STAFF OFFICER

**NOTE: A glossary of terms can be found in Section 8**

This section presents a profile of compensation for Chief Staff Officer, commonly referred to as the Executive Director (ED). The following table provides the position definition that respondents were given in the survey as well as the most commonly cited position titles. The most common title among respondents is Executive Director with 41% holding the title. The next most common titles are Chief Executive Officer (22%), President (19%) and Director (8%).

| Position Definition   |                 |
|---|-----------------|
| Accountable to a fully autonomous Board of Directors for executing the organization's mission, strategy and business plan. Working within broad strategic guidelines and Board policy leads the organization to attain short and longer-term strategic financial and operational goals and develop its organizational culture. Plans, directs and monitors all aspects of the organization's operational policies and the achievement of revenue/fund development objectives and initiatives, manages staff committees and develops business plans in collaboration with the Board. May liaise or advocate with various levels of government, community partners and other stakeholders to further the goals of the organization. Typical titles include: President, Chief Executive Officer or Executive Director. |                 |
| Common Titles:  |                 |
| Executive Director (41%)  | President (19%) |
| Chief Executive Officer (CEO) (22%)   | Director (8%)   |

## EXPERIENCE PROFILE

On average, ED's have spent 14.2 years at their current seniority level, 8.7 of which have been in their current position (see [Exhibit 3-1](#)). ED's have spent an average of 10.9 years with their current organization. Qualitatively, the average years at the seniority level is slightly higher in 2022 compared the 2018 benchmark group.



**Exhibit 3-1: Experience Profile: Chief Staff Officer**

|                        | CURRENT<br>ORGANIZATION<br>N=37 | CURRENT<br>POSITION<br>N=37 | AT SENIORITY<br>LEVEL<br>N=35 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 14%                             | 16%                         | 6%                            |
| 1.1 Years to 3 Years   | 16%                             | 22%                         | 3%                            |
| 3.1 Years to 5 Years   | 5%                              | 8%                          | 9%                            |
| 5.1 Years to 10 Years  | 24%                             | 22%                         | 23%                           |
| 10.1 Years to 15 Years | 16%                             | 19%                         | 29%                           |
| More than 15 Years     | 24%                             | 14%                         | 31%                           |
| <i>Mean</i>            | <i>10.9</i>                     | <i>8.7</i>                  | <i>14.2</i>                   |

Note: Percentages may not sum to 100% due to rounding.

## POSITION PROFILE

A general profile of the ED position is presented in **Exhibit 3-2** to provide context to the compensation data. Almost all responding foundation EDs are salaried (97%) with almost three-quarters (73%) being full-time. Formal bonus/incentive plans are offered to just over one in five (22%). Seven in ten have retirement plans available to them with RRSPs (54%) being more common than pension plans (24%). Most (91%) receive four or more weeks of vacation. The exhibit also shows 2018 results for comparison.

**Exhibit 3-2: Position Profile: Chief Staff Officer (2022 vs. 2018)**

|  | 2022<br>N=37 | 2018<br>N=33 |
|--|--------------|--------------|
| <b>Pay Status</b>                                      |              |              |
| Salaried   | 97%          | 97%          |
| Hourly   | 3%           | 3%           |
| <b>Employment Status</b>                               |              |              |
| Full-Time  | 73%          | 79%          |
| Permanent Part-Time                                    | 19%          | 15%          |
| Casual Part-Time                                       | 3%           | 3%           |
| Contract   | 5%           | 3%           |
| <b>Have Bonus/Incentive Compensation</b>               |              |              |
| Yes  | 22%          | 27%          |
| <b>Organization Participation in Retirement Plans*</b> |              |              |
| Yes  | 70%          | 70%          |
| <i>Pension Plan</i>                                    | 24%          | 21%          |
| <i>RRSP</i>  | 54%          | 49%          |
| <b>Vacation Allowance</b>                              |              |              |
| Vacation Pay with No Allowance                         | 0%           | 3%           |
| 0 Weeks  | 6%           | 6%           |
| 1 Week   | 0%           | 0%           |



|                       |             |             |
|-----------------------|-------------|-------------|
| 2 Weeks               | 0%          | 0%          |
| 3 Weeks               | 3%          | 0%          |
| 4 Weeks               | 34%         | 42%         |
| 5 Weeks               | 40%         | 21%         |
| 6 Weeks or More       | 17%         | 27%         |
| <i>Mean</i>           | <i>4.6</i>  | <i>4.8</i>  |
| <b>Standard Hours</b> |             |             |
| 15 Hours or Less      | 8%          | 6%          |
| 16 to 30 Hours        | 14%         | 9%          |
| 31 to 35 Hours        | 24%         | 28%         |
| 36 to 40 Hours        | 54%         | 53%         |
| 41 to 45 Hours        | 0%          | 3%          |
| More than 45 Hours    | 0%          | 0%          |
| <i>Mean</i>           | <i>33.1</i> | <i>34.4</i> |

Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.

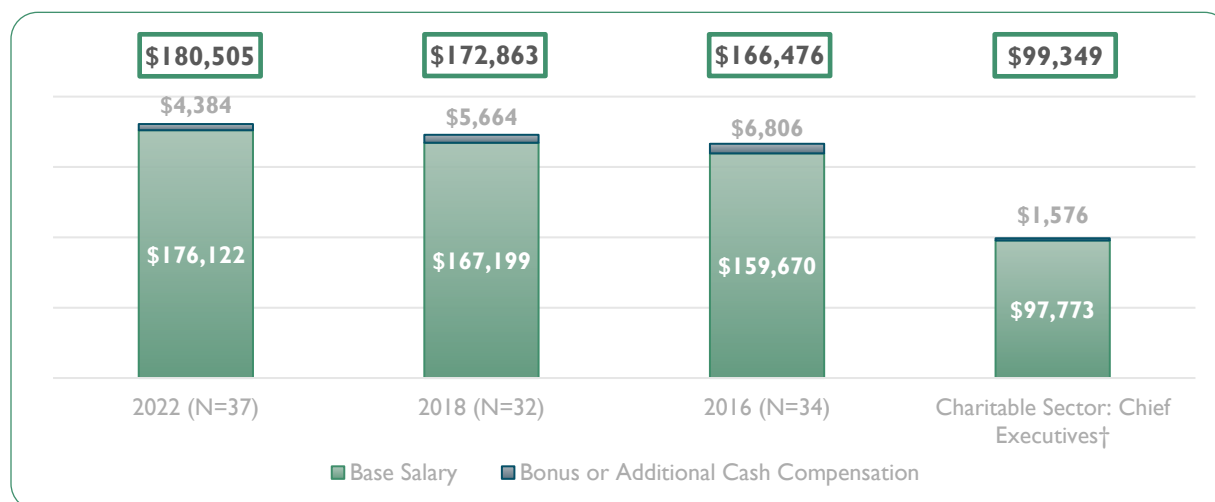
With the small sample, there are no differences in the CEO profile that register as statistically significant. However, looking at the results qualitatively reveals the following:

- The results show a slightly higher portion of CEOs working in a part-time capacity in 2022.
- Compared to 2018, fewer CEOs in the benchmark group report having a bonus as part of their compensation, but more report receiving an RRSP contribution.
- Five weeks has become the most common level of vacation allowance.

## COMPENSATION PROFILE

Compensation for the Chief Staff Officer in participating organizations averages approximately \$180,500 per year (see [Exhibit 3-3](#)). This is comprised of approximately \$176,100 in base pay and \$4,400 in bonus or additional cash compensation. This represents a 4.4% increase over 2018.



**Exhibit 3-3: Cash Compensation: Chief Executive Officer**

| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$88.88 | \$84.34 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.3%    | 1.7%    |
| Average among staff receiving <sup>3</sup>                  | 6.5%    | 6.5%    |
| <b>Average bonus targets<sup>4</sup></b>                    |         |         |
| Target bonus level  | 13.3%   | 11.5%   |
| Maximum bonus level   | 13.7%   | 14.0%   |
| <b>Percentage of employees receiving bonus compensation</b> | 22%     | 28%     |

Notes: †SOURCE: 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group.

<sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

<sup>4</sup>Base for bonus targets is only those who participate in a bonus program.

For respondents overall, the bonus amounts to only 1.3% of base compensation. However, only 22% of Chief Staff Officers receive any bonus or additional compensation at all. If only those who receive a bonus are considered, the average bonus or additional compensation is 6.5%. The exhibit also shows the target and maximum bonus levels for the 22% who offer bonus or incentive compensation to their EDs. The average targets and maximums are higher than the actual averages. On an hourly basis, EDs earn an average of just under \$89 per hour in base compensation. *\*Note: The hourly rate can be used to determine or compare compensation for those working part-time or on contract.*



Also shown is the average compensation for EDs in the charitable sector overall. Compensation at the Chief Staff Officer level in this study is 82% higher than the ED level from CharityVillage's® 2021 Canadian Nonprofit Sector Salary and Benefits Study.

**Exhibit 3-4** presents the quartile ranges for Chief Staff Officers overall for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. The exhibit also shows the 90<sup>th</sup> percentile. Only 10% of sector employees are paid more than the 90<sup>th</sup> percentile value.

**Exhibit 3-4: Cash Compensation Quartiles: Chief Staff Officer**

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$126,250              | \$126,250 to \$180,960   | \$180,960 to \$220,675   | \$220,675 <              |
| Hourly                            | < \$61.81                | \$61.81 to \$88.94       | \$88.94 to \$108.28      | \$108.28 <               |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$265,290                |                          |
| Hourly                            |                          |                          | \$127.40                 |                          |

**Exhibit 3-5** provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Invested Assets & Grants:** Invested assets continue to be a key driver of cash compensation for EDs. More specifically, organizations with greater than \$50 million in invested assets pay EDs 57% more than those with less than \$2.5 million. As seen in previous studies, there is also a relationship between the level of grants awarded and compensation, though the link is not as strong. Those in organizations with more than \$2 million in grants pay EDs 23% more than in organization with under \$1 million in grants.
- **Number of Staff:** The number also continues to be a key driver of ED compensation. More staff equals greater compensation. Average pay for EDs in organizations with more than five staff is 83% higher than in organizations with two staff.
- **Region:** Average compensation for EDs is considerably higher among respondents in the West (Alberta and BC).





Exhibit 3-5: Compensation by Segment: Chief Staff Officer

|                     | Base Salary | Bonus    | Total Cash |           |                             | Hourly   |          | Avg. Bonus % | N  |
|---------------------|-------------|----------|------------|-----------|-----------------------------|----------|----------|--------------|----|
|                     |             |          | Mean       | Median    | 75 <sup>th</sup> Percentile | Mean     | Media n  |              |    |
| Total               |             |          |            |           |                             |          |          |              |    |
| 2022 Total          | \$176,122   | \$4,384  | \$180,505  | \$180,960 | \$220,675                   | \$88.88  | \$88.94  | 1.3%         | 37 |
| 2018 Total          | \$167,199   | \$5,664  | \$172,863  | \$178,800 | \$204,119                   | \$84.34  | \$83.71  | 1.7%         | 32 |
| 2016 Total          | \$159,670   | \$6,806  | \$166,476  | \$165,700 | \$202,200                   | \$81.09  | \$78.46  | 4.0%         | 34 |
| Invested Assets     |             |          |            |           |                             |          |          |              |    |
| \$2.5M or Less      | \$126,829   | \$179    | \$127,007  | \$126,250 | N/A                         | \$62.74  | \$60.10  | 0.1%         | 7  |
| \$10M to \$50M      | \$176,858   | \$6,915  | \$183,774  | \$180,960 | \$220,675                   | \$87.13  | \$87.00  | 0.2%         | 13 |
| More than \$50M     | \$195,856   | \$4,179  | \$200,035  | \$200,600 | \$225,000                   | \$100.99 | \$100.55 | 2.5%         | 17 |
| Grants in 2021      |             |          |            |           |                             |          |          |              |    |
| \$1M or Less        | \$159,304   | \$0      | \$159,304  | \$153,600 | \$200,000                   | \$79.18  | \$73.85  | 0.0%         | 13 |
| \$1M to \$2M        | \$164,178   | \$14,983 | \$179,162  | \$167,980 | N/A                         | \$79.91  | \$80.76  | 0.4%         | 6  |
| More than \$2M      | \$192,249   | \$4,017  | \$196,266  | \$199,100 | \$225,000                   | \$98.89  | \$95.92  | 2.4%         | 18 |
| Number of Staff     |             |          |            |           |                             |          |          |              |    |
| One                 | \$143,896   | \$0      | \$143,896  | \$153,600 | N/A                         | \$71.65  | \$73.85  | 0.0%         | 5  |
| Two                 | \$119,000   | \$1,375  | \$120,375  | \$115,250 | N/A                         | \$58.01  | \$55.69  | 1.4%         | 4  |
| Three to Five       | \$165,034   | \$2,827  | \$167,861  | \$160,935 | \$200,600                   | \$81.56  | \$82.53  | 1.8%         | 13 |
| More than Five      | \$211,705   | \$7,997  | \$219,702  | \$220,675 | \$265,000                   | \$109.20 | \$113.17 | 1.2%         | 15 |
| Region              |             |          |            |           |                             |          |          |              |    |
| West                | \$180,259   | \$13,919 | \$194,178  | \$199,100 | \$272,838                   | \$89.05  | \$96.31  | 2.0%         | 8  |
| Ontario             | \$183,443   | \$2,423  | \$185,866  | \$184,055 | \$223,785                   | \$93.62  | \$93.18  | 1.5%         | 20 |
| Québec              | \$156,173   | \$267    | \$156,440  | \$153,600 | \$180,960                   | \$78.21  | \$73.85  | 0.2%         | 9  |
| Employment Status*  |             |          |            |           |                             |          |          |              |    |
| Full-Time           | \$188,232   | \$2,289  | \$190,521  | \$197,600 | \$225,000                   | \$96.27  | \$96.15  | 1.4%         | 27 |
| Permanent Part-Time | \$147,468   | \$14,343 | \$161,811  | \$153,600 | N/A                         | \$70.90  | \$72.12  | 1.5%         | 7  |
| Casual PT/Contract  | N/A         | N/A      | N/A        | N/A       | N/A                         | N/A      | N/A      | N/A          | 3  |
| Gender              |             |          |            |           |                             |          |          |              |    |
| Male                | \$207,139   | \$2,745  | \$209,884  | \$205,225 | \$220,675                   | \$102.86 | \$100.94 | 1.5%         | 10 |
| Female              | \$170,648   | \$5,615  | \$176,262  | \$170,468 | \$223,785                   | \$87.17  | \$85.74  | 1.3%         | 24 |
| Age                 |             |          |            |           |                             |          |          |              |    |
| 45 or Younger       | \$143,758   | \$1,500  | \$145,258  | \$155,000 | N/A                         | \$70.75  | \$72.12  | 1.0%         | 7  |



|  |                       |         |                       |                       |           |                      |                      |      |    |
|--|-----------------------|---------|-----------------------|-----------------------|-----------|----------------------|----------------------|------|----|
| 46 to 65                                 | \$197,68 <sub>4</sub> | \$6,729 | \$204,41 <sub>3</sub> | \$210,45 <sub>0</sub> | \$245,935 | \$100.8 <sub>4</sub> | \$101.33             | 1.4% | 19 |
| Over 65                                  | \$161,65 <sub>9</sub> | \$0     | \$161,659             | \$180,48 <sub>0</sub> | N/A       | \$82.58              | \$92.95              | 0.0% | 4  |
| <b>Experience: Years at Organization</b> |                       |         |                       |                       |           |                      |                      |      |    |
| 3 Years or Less                          | \$189,08 <sub>4</sub> | \$114   | \$189,19 <sub>8</sub> | \$183,110             | \$245,935 | \$95.53              | \$88.94              | 0.1% | 11 |
| 4 to 10 Years                            | \$170,151             | \$4,405 | \$174,55 <sub>5</sub> | \$180,00 <sub>0</sub> | \$240,000 | \$86.95              | \$86.54              | 2.7% | 11 |
| More than 10 Years                       | \$170,99 <sub>5</sub> | \$7,500 | \$178,49 <sub>5</sub> | \$180,96 <sub>0</sub> | \$211,150 | \$85.43              | \$91.28              | 1.1% | 15 |
| <b>Experience: Years in Position</b>     |                       |         |                       |                       |           |                      |                      |      |    |
| 3 Years or Less                          | \$175,42 <sub>3</sub> | \$1,232 | \$176,65 <sub>5</sub> | \$157,75 <sub>0</sub> | \$192,308 | \$88.55              | \$73.32              | 1.0% | 14 |
| 4 to 10 Years                            | \$183,56 <sub>9</sub> | \$2,950 | \$186,519             | \$200,00 <sub>0</sub> | \$240,000 | \$93.69              | \$100.5 <sub>5</sub> | 1.6% | 11 |
| More than 10 Years                       | \$170,110             | \$9,375 | \$179,48 <sub>5</sub> | \$180,48 <sub>0</sub> | \$215,913 | \$84.87              | \$89.14              | 1.3% | 12 |
| <b>Experience: Years at Level</b>        |                       |         |                       |                       |           |                      |                      |      |    |
| 3 Years or Less                          | N/A                   | N/A     | N/A                   | N/A                   | N/A       | N/A                  | N/A                  | N/A  | 3  |
| 4 to 10 Years                            | \$165,85 <sub>5</sub> | \$3,564 | \$169,41 <sub>8</sub> | \$180,00 <sub>0</sub> | \$200,000 | \$83.87              | \$86.54              | 2.1% | 11 |
| More than 10 Years                       | \$179,57 <sub>9</sub> | \$5,595 | \$185,175             | \$183,110             | \$222,569 | \$90.75              | \$92.46              | 0.9% | 21 |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.

- **Employment Status:** For comparison purposes, compensation for part-time and contract staff has been annualized. EDs who are employed full-time earn 18% more than those employed on a part-time basis.
- **Gender:** The results show that among study participants, male EDs continue to earn more than their female counterparts. While this was also shown to hold true in the charitable sector overall<sup>1</sup>, it was also discovered that the discrepancy was largely attributable to the fact that males were less likely to work in lower revenue organizations.
- **Age:** The results show that ED's aged 46 to 65 earn considerably more than the handful of participants that were 45 or younger.
- **Experience:** As seen in previous studies, the results do not show a definitive relationship between compensation and experience. However, the 2021 Canadian Nonprofit Sector Salary and Benefits Study (of over 1,000 charitable organizations) does show a direct relationship between experience and

<sup>1</sup> 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group.

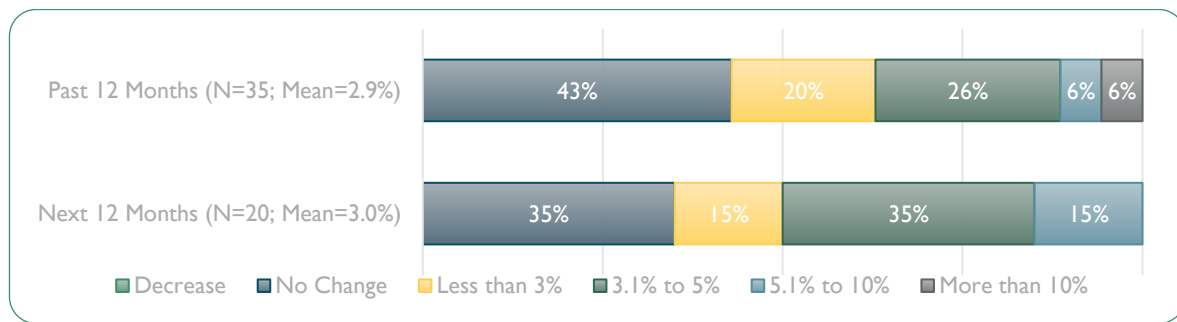


compensation, where the strongest correlation for EDs is with experience at the ED level<sup>1</sup>.

Over than half (57%) of EDs in participating organizations received an increase in cash compensation over the past twelve months (see **Exhibit 3-6**). The most common increase was between 3.1% and 5% (26%). Just over one in ten (12%) reported an increase of more than 5%. The average increase for EDs in the past twelve months was 2.9%.

Two-thirds (65%) of respondents indicated that their ED would be receiving an increase in the coming twelve months. The average expected increase is almost the same as the past twelve months at 3.0%.

**Exhibit 3-6 – Recent and Anticipated Changes in Compensation: Chief Staff Officer**



Note: Percentages may not sum to 100% due to rounding.

<sup>1</sup> ibid



## COMPENSATION PROFILES: MANAGEMENT

**NOTE: A glossary of terms can be found in Section 8**

This section presents a profile of compensation for management positions (excluding the CEO). The chapter is divided into two sections. The first section discusses an aggregated compensation profile for all five management positions combined. The second section presents compensation profiles for each individual management position where there is sufficient data. Specific positions for which compensation is presented include:

- ☐ Top Finance and Administration
- ☐ Senior Accounting - Comptroller
- ☐ Top Program/Grants Manager
- ☐ Communications Director
- ☐ Senior Program or Functional Manager

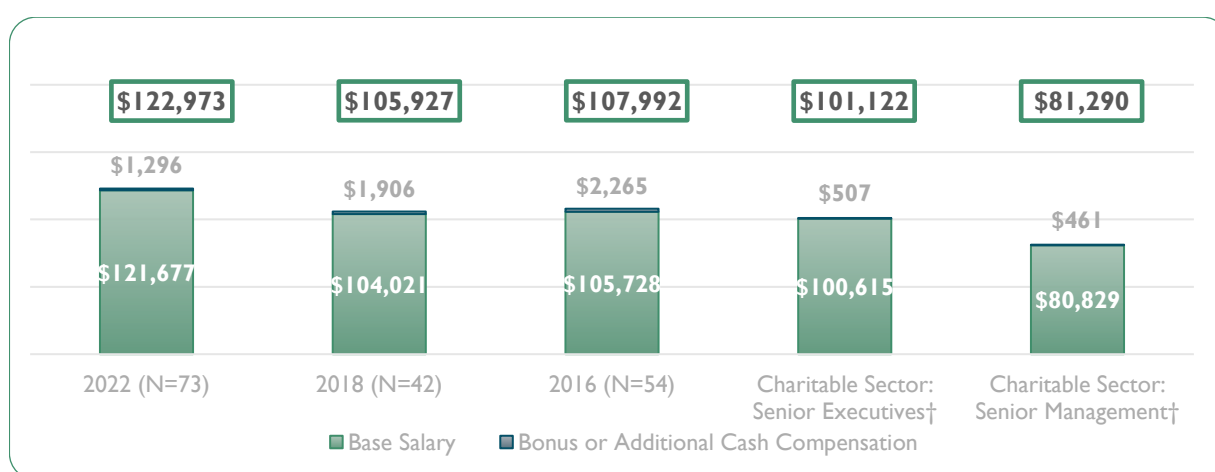


## AGGREGATE MANAGEMENT COMPENSATION PROFILE

*This section presents data on all Management levels aggregated together. Profiles for each individual position are presented following this section.*

On average, management level staff in responding foundations earn almost \$123,000 per year (see **Exhibit 4-1**). This consists of \$121,700 in base pay and just under \$1,300 in bonus or additional cash compensation. This represents a 16% increase over 2018. However, this increase should be interpreted with caution as the level spans many positions (presented later).

**Exhibit 4-1: Cash Compensation: Management**



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$62.72 | \$53.49 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.3%    | 1.6%    |
| Average among staff receiving <sup>3</sup>                  | 8.8%    | 10.1%   |
| <b>Average bonus targets<sup>4</sup></b>                    |         |         |
| Target bonus level  | 12.3%   | 13.5%   |
| Maximum bonus level   | 12.6%   | 14.2%   |
| <b>Percentage of employees receiving bonus compensation</b> | 15%     | 16%     |

Notes: †SOURCE: 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group.

<sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

<sup>4</sup>Base for bonus targets is only those who participate in a bonus program.



For PFC members overall, the bonus amounts to 1.3% of base compensation. However, only 15% of management level staff receive any bonus or additional compensation at all. If only those who receive a bonus are considered, the average bonus or additional compensation is 8.8%. On an hourly basis, PFC member Management staff earn an average of almost \$63 per hour in base compensation. *\*Note: The hourly rate can be used to determine or compare compensation for those working part-time or on contract.*

Compensation at the management level in this study is higher than both the senior executive level and senior management level from CharityVillage's® 2021 Canadian Nonprofit Sector Salary and Benefits Study. Compared to charitable sector Senior Executives, PFC member management staff earns 22% more in total cash compensation on average. The difference is 51% when compared to Senior Management.

The exhibit also shows the target and maximum bonus levels for the 15% who offer bonus or incentive compensation to their management level staff. The average targets and maximums are slightly higher than the actual averages.

**Exhibit 4-2** presents the quartile ranges for management level staff overall for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. The exhibit also shows the 90<sup>th</sup> percentile. Only 10% of sector employees are paid more than the 90<sup>th</sup> percentile value.

**Exhibit 4-2: Cash Compensation Quartiles: Management**

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$100,000              | \$100,000 to \$119,000   | \$119,000 to \$135,000   | \$135,000 <              |
| Hourly                            | < \$51.28                | \$51.28 to \$60.10       | \$60.10 to \$66.26       | \$66.26 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$180,425                |                          |
| Hourly                            |                          |                          | \$95.00                  |                          |

**Exhibit 4-3** provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Invested Assets & Grants:** Among those who participated in the study, the findings show that average compensation is higher where grants are between \$1 million and \$2 million. However, the results do not indicate a difference between organizations with invested assets of \$10 million to \$50 million and those with over \$50 million.



- **Number of Staff:** Those in organizations with over five staff earn, on average, 9% more than those in organizations with three to five staff.
- **Region:** Average compensation for management is lowest in Ontario.
- **Employment Status:** Like the ED, the handful of management staff that are part-time earn considerably less than those who work full-time.
- **Experience:** The results suggest a relationship between experience and compensation. According to the 2021 Canadian Nonprofit Sector Salary and Benefits Study, the strongest correlation for management is with experience in the current discipline, which was not measured in this study.

**Exhibit 4-3: Compensation by Segment: Management**

|                    | Base Salary | Bonus   | Total Cash |           |                             | Hourly  |         | Avg. Bonus % | N  |
|--------------------|-------------|---------|------------|-----------|-----------------------------|---------|---------|--------------|----|
|                    |             |         | Mean       | Median    | 75 <sup>th</sup> Percentile | Mean    | Media n |              |    |
| Total              |             |         |            |           |                             |         |         |              |    |
| 2022 Total         | \$121,677   | \$1,296 | \$122,973  | \$119,000 | \$135,000                   | \$62.72 | \$60.10 | 1.3%         | 73 |
| 2018 Total         | \$104,021   | \$1,906 | \$105,927  | \$103,037 | \$128,650                   | \$53.49 | \$52.14 | 1.6%         | 42 |
| 2016 Total         | \$105,728   | \$2,265 | \$107,992  | \$97,500  | \$126,000                   | \$54.36 | \$50.00 | 1.5%         | 54 |
| Invested Assets    |             |         |            |           |                             |         |         |              |    |
| \$2.5M or Less     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| \$10M to \$50M     | \$120,409   | \$1,364 | \$121,773  | \$125,350 | \$144,200                   | \$60.81 | \$60.71 | 1.1%         | 22 |
| More than \$50M    | \$121,719   | \$795   | \$122,514  | \$117,950 | \$129,200                   | \$63.33 | \$59.88 | 1.0%         | 48 |
| Grants in 2021     |             |         |            |           |                             |         |         |              |    |
| \$1M or Less       | \$116,455   | \$1,364 | \$117,819  | \$124,250 | \$138,850                   | \$59.26 | \$63.72 | 0.9%         | 11 |
| \$1M to \$2M       | \$128,589   | \$4,286 | \$132,875  | \$135,200 | N/A                         | \$63.00 | \$57.69 | 3.6%         | 7  |
| More than \$2M     | \$121,794   | \$1,015 | \$122,809  | \$118,900 | \$130,000                   | \$63.18 | \$60.10 | 1.1%         | 55 |
| Number of Staff    |             |         |            |           |                             |         |         |              |    |
| One                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Three to Five      | \$110,238   | \$4,071 | \$114,309  | \$110,000 | \$142,895                   | \$54.11 | \$54.13 | 3.9%         | 12 |
| More than Five     | \$124,030   | \$917   | \$124,947  | \$119,000 | \$130,401                   | \$64.41 | \$63.19 | 0.9%         | 59 |
| Region             |             |         |            |           |                             |         |         |              |    |
| West               | \$122,202   | \$3,315 | \$125,517  | \$126,450 | \$149,760                   | \$60.99 | \$63.72 | 3.3%         | 17 |
| Ontario            | \$120,097   | \$1,151 | \$121,248  | \$117,000 | \$129,200                   | \$62.31 | \$58.24 | 1.2%         | 35 |
| Québec             | \$123,560   | \$455   | \$124,015  | \$117,000 | \$130,000                   | \$64.16 | \$60.97 | 0.3%         | 21 |
| Employment Status* |             |         |            |           |                             |         |         |              |    |
| Full-Time          | \$121,892   | \$940   | \$122,831  | \$118,950 | \$130,000                   | \$63.26 | \$61.74 | 1.0%         | 64 |



|  |           |         |           |           |           |         |         |      |    |
|--|-----------|---------|-----------|-----------|-----------|---------|---------|------|----|
| Permanent Part-Time                      | \$99,008  | \$7,059 | \$106,067 | \$96,429  | N/A       | \$47.60 | \$46.36 | 5.8% | 6  |
| Casual PT/Contract                       | N/A       | N/A     | N/A       | N/A       | N/A       | N/A     | N/A     | N/A  | 3  |
| <b>Experience: Years at Organization</b> |           |         |           |           |           |         |         |      |    |
| 3 Years or Less                          | \$113,178 | \$786   | \$113,964 | \$115,000 | \$135,100 | \$57.54 | \$56.01 | 1.6% | 28 |
| 4 to 10 Years                            | \$126,904 | \$3,441 | \$130,345 | \$129,600 | \$156,907 | \$65.26 | \$61.74 | 2.6% | 28 |
| More than 10 Years                       | \$150,956 | \$0     | \$150,956 | \$126,655 | \$198,000 | \$78.41 | \$64.95 | 0.0% | 12 |
| <b>Experience: Years in Position</b>     |           |         |           |           |           |         |         |      |    |
| 3 Years or Less                          | \$119,996 | \$512   | \$120,508 | \$117,000 | \$135,200 | \$61.34 | \$60.10 | 1.0% | 43 |
| 4 to 10 Years                            | \$135,915 | \$4,588 | \$140,503 | \$136,030 | \$165,000 | \$70.52 | \$67.31 | 3.5% | 21 |
| More than 10 Years                       | \$129,929 | \$0     | \$129,929 | \$112,125 | N/A       | \$65.15 | \$55.90 | 0.0% | 4  |
| <b>Experience: Years at Level</b>        |           |         |           |           |           |         |         |      |    |
| 3 Years or Less                          | \$115,182 | \$815   | \$115,997 | \$106,000 | \$129,200 | \$58.84 | \$55.77 | 1.1% | 27 |
| 4 to 10 Years                            | \$127,595 | \$3,743 | \$131,339 | \$125,750 | \$150,000 | \$64.57 | \$61.64 | 2.9% | 22 |
| More than 10 Years                       | \$137,581 | \$1,077 | \$138,658 | \$135,200 | \$159,814 | \$71.56 | \$67.31 | 1.8% | 13 |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case by case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.

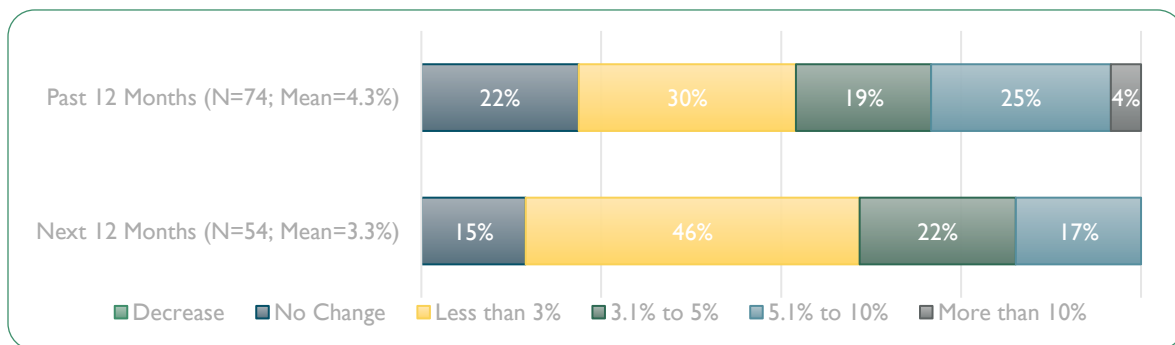




Almost eight in ten (78%) management staff in participating organizations reported giving increases in compensation to management staff over the past twelve months (see **Exhibit 4-4**). At 30%, the most common increase received was less than 3%. The average increase in cash compensation for management was 4.3%.

The next 12 months look similar with 85% reporting anticipated increases at the management level. Increases of less than 3% are anticipated by 46%, while the average expected increase sits at 3.3%.

**Exhibit 4-4 – Recent and Anticipated Changes in Compensation: Management**



Note: Percentages may not sum to 100% due to rounding.

## TOP FINANCE AND ADMINISTRATION

**Position Definition**

This position is the senior finance and administrative manager in the organization. Reporting to the Top Executive the position functions under the guidance of strategic and business plans with periodic review of results. Develops and implements financial and accounting policies. Key accountabilities include the effective direction of the organization's finance, accounting and treasury functions including budget development and monitoring, financial reporting to senior management the Board and funders, coordination of the organization's information systems. Other responsibilities will include the direction of one or more administrative support functions for the organization, such as HR, Legal, IT, Purchasing. This position will also typically provide leadership to support staff in the finance, information systems and administrative functions. This position will typically require a professional accounting certification.

**Common Titles:**

Director Finance (36%)  
 Secretary Treasurer (14%)  
 Chief Operating Officer (14%)

## EXPERIENCE PROFILE

## Experience Profile: Top Finance and Administration

|                        | CURRENT<br>ORGANIZATION<br>N=14 | CURRENT<br>POSITION<br>N=14 | AT SENIORITY<br>LEVEL<br>N=13 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 29%                             | 50%                         | 23%                           |
| 1.1 Years to 3 Years   | 7%                              | 21%                         | 15%                           |
| 3.1 Years to 5 Years   | 21%                             | 14%                         | 8%                            |
| 5.1 Years to 10 Years  | 14%                             | 0%                          | 23%                           |
| 10.1 Years to 15 Years | 7%                              | 0%                          | 8%                            |
| More than 15 Years     | 21%                             | 14%                         | 23%                           |
| <i>Mean</i>            | <i>8.0</i>                      | <i>5.0</i>                  | <i>9.2</i>                    |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Top Finance and Administration

|  | 2022<br>N=14 | 2018<br>N=3 |
|--|--------------|-------------|
| <b>Pay Status</b>                                      |              |             |
| Salaried   | 93%          | N/A         |
| Hourly   | 7%           | N/A         |
| <b>Employment Status</b>                               |              |             |
| Full-Time  | 86%          | N/A         |
| Permanent Part-Time                                    | 7%           | N/A         |
| Casual Part-Time                                       | 7%           | N/A         |
| Contract   | 0%           | N/A         |
| <b>Have Bonus/Incentive Compensation</b>               |              |             |
| Yes  | 0%           | N/A         |
| <b>Organization Participation in Retirement Plans*</b> |              |             |
| Yes  | 93%          | N/A         |
| <i>Pension Plan</i>                                    | 43%          | N/A         |
| <i>RRSP</i>  | 57%          | N/A         |
| <b>Vacation Allowance</b>                              |              |             |
| Vacation Pay With No Allowance                         | 0%           | N/A         |
| 0 Weeks  | 7%           | N/A         |
| 1 Week   | 0%           | N/A         |
| 2 Weeks  | 0%           | N/A         |
| 3 Weeks  | 0%           | N/A         |
| 4 Weeks  | 57%          | N/A         |
| 5 Weeks  | 29%          | N/A         |
| 6 Weeks or More  | 7%           | N/A         |
| <i>Mean</i>  | 4.1          | N/A         |
| <b>Standard Hours</b>                                  |              |             |
| 15 Hours or Less                                       | 7%           | N/A         |
| 16 to 30 Hours   | 7%           | N/A         |
| 31 to 35 Hours   | 36%          | N/A         |
| 36 to 40 Hours   | 50%          | N/A         |
| 41 to 45 Hours   | 0%           | N/A         |
| More than 45 Hours                                     | 0%           | N/A         |
| <i>Mean</i>  | 33.3         | N/A         |

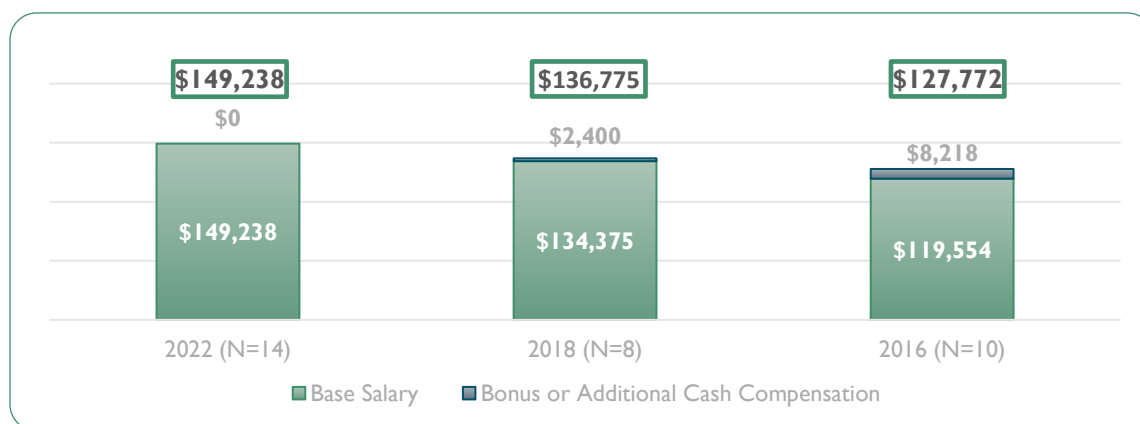
Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Top Finance and Administration



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |      |
|---|---------|------|
|   | 2022    | 2018 |
| <b>Average hourly rate (base only)</b>                      | \$77.56 | N/A  |
| <b>Average bonus (as a percentage of base compensation)</b> |         |      |
| Average among all staff <sup>2</sup>                        | 0.0%    | N/A  |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A  |
| <b>Percentage of employees receiving bonus compensation</b> | 0%      | N/A  |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Top Finance and Administration

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$126,450              | \$126,450 to \$137,600   | \$137,600 to \$180,425   | \$180,425 <              |
| Hourly                            | < \$62.50                | \$62.50 to \$70.96       | \$70.96 to \$99.13       | \$99.13 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$200,000                |                          |
| Hourly                            |                          |                          | \$108.08                 |                          |



## Compensation by Segment: Top Finance and Administration

|                                   | Base Salary | Bonus   | Total Cash |           |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|-----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median    | 75 <sup>th</sup> Percentile | Mean    | Media n |              |    |
| Total                             |             |         |            |           |                             |         |         |              |    |
| 2022 Total                        | \$149,238   | \$0     | \$149,238  | \$137,600 | \$180,425                   | \$77.56 | \$70.96 | 0.0%         | 14 |
| 2016 Total                        | \$134,375   | \$2,400 | \$136,775  | \$119,300 | \$198,300                   | \$59.09 | \$68.19 | 1.6%         | 8  |
| 2014 Total                        | \$119,554   | \$8,218 | \$127,772  | \$134,167 | \$152,720                   | \$57.93 | \$57.93 | 5.8%         | 10 |
| Invested Assets                   |             |         |            |           |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$10M to \$50M                    | \$149,900   | \$0     | \$149,900  | \$143,601 | N/A                         | \$75.62 | \$71.47 | 0.0%         | 6  |
| More than \$50M                   | \$148,741   | \$0     | \$148,741  | \$135,000 | \$185,213                   | \$79.03 | \$70.90 | 0.0%         | 8  |
| Grants in 2021                    |             |         |            |           |                             |         |         |              |    |
| \$1M or Less                      | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than \$2M                    | \$151,653   | \$0     | \$151,653  | \$140,000 | \$180,425                   | \$80.21 | \$76.92 | 0.0%         | 9  |
| Number of Staff                   |             |         |            |           |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Three to Five                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than Five                    | \$154,511   | \$0     | \$154,511  | \$146,001 | \$185,213                   | \$81.07 | \$77.44 | 0.0%         | 12 |
| Region                            |             |         |            |           |                             |         |         |              |    |
| West                              | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Ontario                           | \$149,900   | \$0     | \$149,900  | \$152,001 | N/A                         | \$79.04 | \$77.95 | 0.0%         | 5  |
| Québec                            | \$143,232   | \$0     | \$143,232  | \$135,200 | N/A                         | \$73.97 | \$65.00 | 0.0%         | 7  |
| Employment Status*                |             |         |            |           |                             |         |         |              |    |
| Full-Time                         | \$154,511   | \$0     | \$154,511  | \$146,001 | \$185,213                   | \$81.07 | \$77.44 | 0.0%         | 12 |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Organization |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$136,540   | \$0     | \$136,540  | \$135,200 | N/A                         | \$70.96 | \$65.00 | 0.0%         | 5  |
| 4 to 10 Years                     | \$153,885   | \$0     | \$153,885  | \$152,001 | N/A                         | \$80.05 | \$77.95 | 0.0%         | 5  |
| More than 10 Years                | \$159,300   | \$0     | \$159,300  | \$163,225 | N/A                         | \$82.72 | \$86.46 | 0.0%         | 4  |
| Experience: Years in Position     |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$143,658   | \$0     | \$143,658  | \$132,600 | \$175,000                   | \$74.74 | \$64.94 | 0.0%         | 10 |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Experience: Years at Level        |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$148,575   | \$0     | \$148,575  | \$130,000 | N/A                         | \$78.92 | \$64.85 | 0.0%         | 5  |



|                    |           |     |           |           |     |         |         |      |   |
|--------------------|-----------|-----|-----------|-----------|-----|---------|---------|------|---|
| 4 to 10 Years      | \$146,375 | \$0 | \$146,375 | \$139,251 | N/A | \$75.87 | \$71.41 | 0.0% | 4 |
| More than 10 Years | \$146,488 | \$0 | \$146,488 | \$137,600 | N/A | \$74.52 | \$70.96 | 0.0% | 4 |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case by case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.

## SENIOR ACCOUNTING – COMPTROLLER

**NOTE: 2022 data is not available as only 4 respondents provided data on this level.  
Please refer to the 2018, report for previous benchmark.**

### Position Definition

Reporting to the Top Executive or Top Finance and Administration position, this position is accountable for the proper management of the organization's financial and accounting processes. Work is carried out independently, subject to broad policy and accepted accounting practices and may involve the supervision of one or more specialists. Specific responsibilities may include development and recommendation of financial policy, coordination of the budget process, preparation of monthly financial statements, annual returns, payroll, employee benefits, financial information or systems administration. This position will typically require a professional accounting designation or progress toward such a designation.



## TOP PROGRAM/GRANTS MANAGER

**Position Definition**

This senior position will typically report to the CEO or an Executive Director and is accountable for the effective development, delivery and evaluation of grants or charitable programs that will contribute to the achievement of the organization's mission and goals. Specific accountabilities may include analyzing and defining community needs, assisting in the development of new granting initiatives and overall strategy, participation in community advocacy and social action processes, project management, recruitment, leadership and performance appraisal of a team of professionals, para-professionals and/or volunteers, program priority setting, maintenance of appropriate reporting, development and management of the team's budget. This position is typically found in fund granting organizations including governmental bodies, foundations, United Ways and other public bodies.

**Common Titles:**

Senior Program Officer (49%)  
 Director of Grants (21%)  
 Program Manager (16%)



## EXPERIENCE PROFILE

### Experience Profile: Top Program/Grants Manager

|                        | CURRENT<br>ORGANIZATION<br>N=25 | CURRENT<br>POSITION<br>N=25 | AT SENIORITY<br>LEVEL<br>N=25 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 16%                             | 20%                         | 8%                            |
| 1.1 Years to 3 Years   | 32%                             | 40%                         | 40%                           |
| 3.1 Years to 5 Years   | 12%                             | 12%                         | 16%                           |
| 5.1 Years to 10 Years  | 28%                             | 20%                         | 16%                           |
| 10.1 Years to 15 Years | 0%                              | 0%                          | 8%                            |
| More than 15 Years     | 12%                             | 8%                          | 12%                           |
| <i>Mean</i>            | 6.2                             | 4.6                         | 6.7                           |

Note: Percentages may not sum to 100% due to rounding.

## POSITION PROFILE

### Position Profile: Top Program/Grants Manager

|  | 2022<br>N=28 | 2018<br>N=23 |
|--|--------------|--------------|
| <b>Pay Status</b>                                      |              |              |
| Salaried   | 98%          | 100%         |
| Hourly   | 2%           | 0%           |
| <b>Employment Status</b>                               |              |              |
| Full-Time  | 93%          | 88%          |
| Permanent Part-Time                                    | 5%           | 12%          |
| Casual Part-Time                                       | 0%           | 0%           |
| Contract   | 2%           | 0%           |
| <b>Have Bonus/Incentive Compensation</b>               |              |              |
| Yes  | 23%          | 16%          |
| <b>Organization Participation in Retirement Plans*</b> |              |              |
| Yes  | 84%          | 88%          |
| <i>Pension Plan</i>                                    | 44%          | 24%          |
| <i>RRSP</i>  | 61%          | 64%          |
| <b>Vacation Allowance</b>                              |              |              |
| Vacation Pay With No Allowance                         | 0%           | 0%           |
| 0 Weeks  | 2%           | 0%           |
| 1 Week   | 0%           | 0%           |
| 2 Weeks  | 0%           | 0%           |
| 3 Weeks  | 21%          | 32%          |
| 4 Weeks  | 54%          | 40%          |
| 5 Weeks  | 5%           | 12%          |
| 6 Weeks or More  | 19%          | 16%          |
| <i>Mean</i>  | 4.2          | 4.8          |
| <b>Standard Hours</b>                                  |              |              |





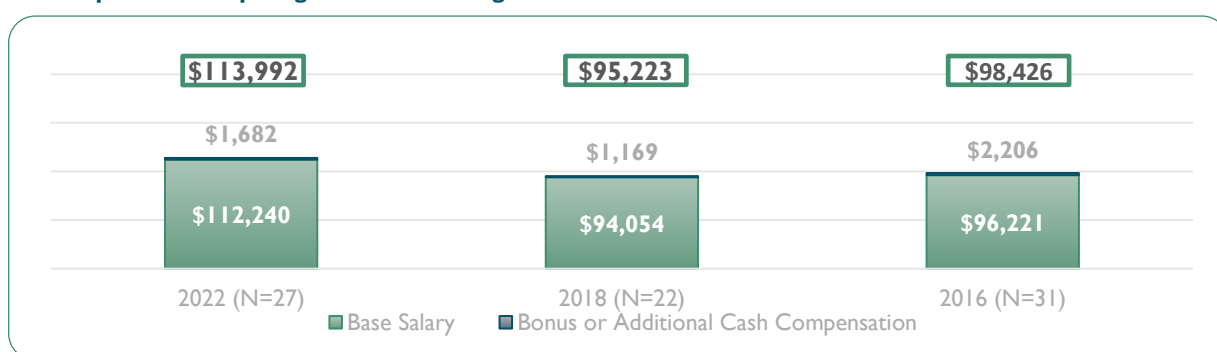
|                    |             |             |
|--------------------|-------------|-------------|
| 15 Hours or Less   | 2%          | 0%          |
| 16 to 30 Hours     | 2%          | 8%          |
| 31 to 35 Hours     | 30%         | 42%         |
| 36 to 40 Hours     | 65%         | 50%         |
| 41 to 45 Hours     | 0%          | 0%          |
| More than 45 Hours | 0%          | 0%          |
| <b>Mean</b>        | <b>36.9</b> | <b>35.4</b> |

Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.

## COMPENSATION PROFILE

### Cash Compensation: Top Program/Grants Manager



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$56.83 | \$49.08 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.7%    | 1.2%    |
| Average among staff receiving <sup>3</sup>                  | 7.4%    | 7.0%    |
| <b>Percentage of employees receiving bonus compensation</b> | 23%     | 17%     |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Top Program/Grants Manager

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$100,000              | \$100,000 to \$110,161   | \$110,161 to \$119,000   | \$119,000 <              |
| Hourly                            | < \$49.45                | \$49.45 to \$54.65       | \$54.65 to \$65.38       | \$65.38 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          | \$136,030                |                          |                          |
| Hourly                            |                          | \$71.65                  |                          |                          |



## Compensation by Segment: Top Program/Grants Manager

|                                   | Base Salary | Bonus   | Total Cash |           |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|-----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median    | 75 <sup>th</sup> Percentile | Mean    | Median  |              |    |
| Total                             |             |         |            |           |                             |         |         |              |    |
| 2022 Total                        | \$112,240   | \$1,682 | \$113,922  | \$110,161 | \$119,000                   | \$56.83 | \$54.65 | 1.7%         | 27 |
| 2018 Total                        | \$94,054    | \$1,169 | \$95,223   | \$93,534  | \$112,907                   | \$49.08 | \$47.98 | 1.2%         | 22 |
| 2016 Total                        | \$96,221    | \$2,206 | \$98,426   | \$93,500  | \$110,000                   | \$49.59 | \$46.92 | 1.4%         | 31 |
| Invested Assets                   |             |         |            |           |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| \$10M to \$50M                    | \$115,377   | \$0     | \$115,377  | \$105,321 | N/A                         | \$57.83 | \$54.01 | 0.0%         | 5  |
| More than \$50M                   | \$110,212   | \$975   | \$111,187  | \$107,500 | \$119,000                   | \$56.19 | \$53.29 | 1.4%         | 19 |
| Grants in 2021                    |             |         |            |           |                             |         |         |              |    |
| \$1M or Less                      | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than \$2M                    | \$110,609   | \$1,546 | \$112,155  | \$107,500 | \$119,000                   | \$56.20 | \$53.29 | 1.7%         | 21 |
| Number of Staff                   |             |         |            |           |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Three to Five                     | \$107,471   | \$4,979 | \$112,451  | \$100,000 | N/A                         | \$52.86 | \$50.58 | 5.0%         | 7  |
| More than Five                    | \$113,876   | \$1,053 | \$114,929  | \$115,600 | \$119,000                   | \$58.05 | \$55.29 | 1.0%         | 19 |
| Region                            |             |         |            |           |                             |         |         |              |    |
| West                              | \$123,048   | \$2,471 | \$125,519  | \$124,250 | N/A                         | \$59.95 | \$59.46 | 4.2%         | 5  |
| Ontario                           | \$110,994   | \$1,804 | \$112,798  | \$116,200 | \$119,000                   | \$56.97 | \$55.29 | 1.6%         | 16 |
| Québec                            | \$110,385   | \$1,154 | \$111,538  | \$100,000 | N/A                         | \$55.39 | \$51.28 | 0.8%         | 6  |
| Employment Status*                |             |         |            |           |                             |         |         |              |    |
| Full-Time                         | \$110,464   | \$1,495 | \$111,959  | \$105,321 | \$119,000                   | \$56.20 | \$54.01 | 1.6%         | 24 |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Organization |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$97,273    | \$1,455 | \$98,727   | \$99,000  | \$115,000                   | \$48.17 | \$48.08 | 2.9%         | 11 |
| 4 to 10 Years                     | \$134,112   | \$4,986 | \$139,098  | \$133,215 | \$172,500                   | \$67.13 | \$65.55 | 3.5%         | 10 |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| Experience: Years in Position     |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$102,007   | \$1,143 | \$103,150  | \$97,000  | \$115,000                   | \$50.93 | \$47.53 | 2.3%         | 14 |
| 4 to 10 Years                     | \$137,878   | \$6,232 | \$144,109  | \$133,215 | \$168,750                   | \$68.22 | \$65.55 | 4.4%         | 8  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Experience: Years at Level        |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$99,008    | \$1,333 | \$100,342  | \$92,500  | \$100,000                   | \$49.81 | \$46.33 | 1.7%         | 12 |
| 4 to 10 Years                     | \$139,249   | \$6,232 | \$145,481  | \$130,515 | \$168,750                   | \$67.37 | \$59.78 | 4.4%         | 8  |
| More than 10 Years                | \$109,498   | \$0     | \$109,498  | \$111,437 | N/A                         | \$56.67 | \$57.15 | 3.0%         | 4  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.



## COMMUNICATIONS DIRECTOR

**CAUTION: Communications Director results are based on 7 respondents.**

**Position Definition**

This is a senior level position accountable for the development and execution of communications strategies for the organization and its stakeholders in order to achieve a positive public image. The position will typically report to the Top Executive or Senior Manager and will be responsible for the articulation and communication of key messages about the organization. Other functional accountabilities may include briefing and supervision of outside suppliers, media relations including approval of news releases, news conferences, writing and editing of a variety of communications materials.

**Common Titles:**

Director of Communications (57%)  
 Manager of Marketing and  
 Communications (14%)

**EXPERIENCE PROFILE****Experience Profile: Communications Director**

|                        | CURRENT<br>ORGANIZATION<br>N=7 | CURRENT<br>POSITION<br>N=7 | AT SENIORITY<br>LEVEL<br>N=6 |
|------------------------|--------------------------------|----------------------------|------------------------------|
| 1 Year or Less         | 43%                            | 43%                        | 33%                          |
| 1.1 Years to 3 Years   | 14%                            | 29%                        | 17%                          |
| 3.1 Years to 5 Years   | 14%                            | 14%                        | 0%                           |
| 5.1 Years to 10 Years  | 14%                            | 14%                        | 33%                          |
| 10.1 Years to 15 Years | 14%                            | 0%                         | 0%                           |
| More than 15 Years     | 0%                             | 0%                         | 17%                          |
| <i>Mean</i>            | 3.6                            | 2.5                        | 6.7                          |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Communications Director

|  | 2022<br>N=7 | 2018<br>N=6 |
|--|-------------|-------------|
| <b>Pay Status</b>                                      |             |             |
| Salaried   | 100%        | 83%         |
| Hourly   | 0%          | 17%         |
| <b>Employment Status</b>                               |             |             |
| Full-Time  | 71%         | 67%         |
| Permanent Part-Time                                    | 29%         | 33%         |
| Casual Part-Time                                       | 0%          | 0%          |
| Contract   | 0%          | 0%          |
| <b>Have Bonus/Incentive Compensation</b>               |             |             |
| Yes  | 14%         | 0%          |
| <b>Organization Participation in Retirement Plans*</b> |             |             |
| Yes  | 100%        | 66%         |
| <i>Pension Plan</i>                                    | 29%         | 33%         |
| <i>RRSP</i>  | 71%         | 33%         |
| <b>Vacation Allowance</b>                              |             |             |
| Vacation Pay with No Allowance                         | 0%          | 0%          |
| 0 Weeks  | 0%          | 0%          |
| 1 Week   | 0%          | 0%          |
| 2 Weeks  | 0%          | 33%         |
| 3 Weeks  | 14%         | 17%         |
| 4 Weeks  | 29%         | 50%         |
| 5 Weeks  | 43%         | 0%          |
| 6 Weeks or More  | 14%         | 0%          |
| <i>Mean</i>  | 4.9         | 3.2         |
| <b>Standard Hours</b>                                  |             |             |
| 15 Hours or Less                                       | 0%          | 0%          |
| 16 to 30 Hours   | 29%         | 17%         |
| 31 to 35 Hours   | 57%         | 50%         |
| 36 to 40 Hours   | 14%         | 33%         |
| 41 to 45 Hours   | 0%          | 0%          |
| More than 45 Hours                                     | 0%          | 0%          |
| <i>Mean</i>  | 33.6        | 34.5        |

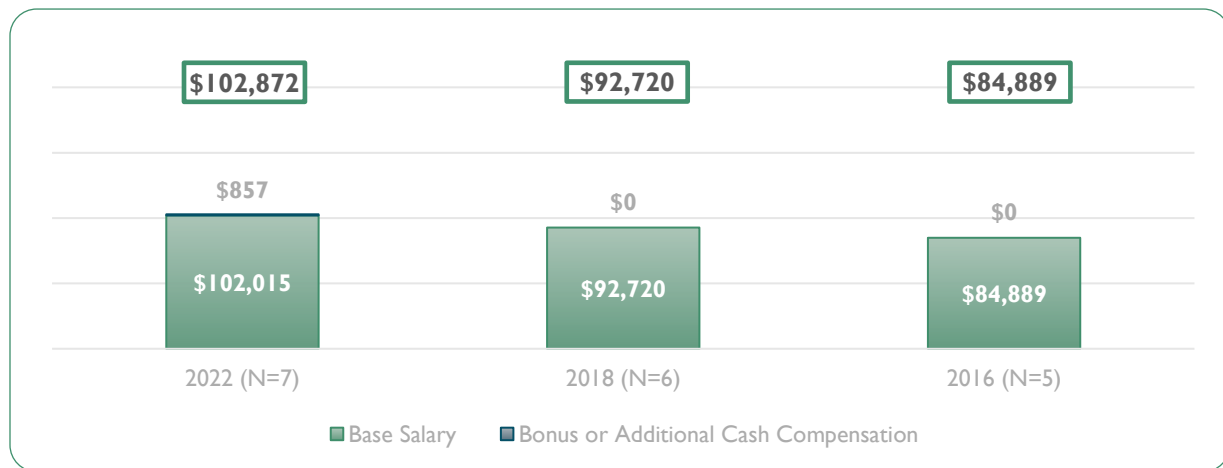
Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Communications Director



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$53.77 | \$47.83 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.4%    | 0.0%    |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 14%     | 0%      |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.



**Compensation by Segment: Communications Director**

|                                   | Base Salary | Bonus   | Total Cash |           |                              | Hourly  |         | Avg. Bonus % | N |
|-----------------------------------|-------------|---------|------------|-----------|------------------------------|---------|---------|--------------|---|
|                                   |             |         | Mean       | Median    | 75 <sup>th</sup> Percent ile | Mean    | Media n |              |   |
| Total                             |             |         |            |           |                              |         |         |              |   |
| 2022 Total                        | \$102,015   | \$857   | \$102,872  | \$115,000 | N/A                          | \$53.77 | \$63.19 | 1.4%         | 7 |
| 2018 Total                        | \$92,720    | \$0     | \$92,720   | \$89,960  | N/A                          | \$47.83 | \$46.13 | 0.0%         | 6 |
| 2016 Total                        | \$84,889    | \$0     | \$84,889   | \$82,000  | N/A                          | \$44.35 | \$45.05 | 0.0%         | 5 |
| Invested Assets                   |             |         |            |           |                              |         |         |              |   |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 0 |
| \$10M to \$50M                    | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 3 |
| More than \$50M                   | \$105,500   | \$1,500 | \$107,000  | \$115,000 | N/A                          | \$57.97 | \$63.19 | 2.5%         | 4 |
| Grants in 2021                    |             |         |            |           |                              |         |         |              |   |
| \$1M or Less                      | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 0 |
| More than \$2M                    | \$109,690   | \$1,200 | \$110,890  | \$115,000 | N/A                          | \$59.34 | \$63.19 | 2.0%         | 5 |
| Number of Staff                   |             |         |            |           |                              |         |         |              |   |
| One                               | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 0 |
| Two                               | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 0 |
| Three to Five                     | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 1 |
| More than Five                    | \$106,885   | \$1,000 | \$107,885  | \$115,000 | N/A                          | \$56.89 | \$63.19 | 1.7%         | 6 |
| Region                            |             |         |            |           |                              |         |         |              |   |
| West                              | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| Ontario                           | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 3 |
| Québec                            | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| Employment Status*                |             |         |            |           |                              |         |         |              |   |
| Full-Time                         | \$109,690   | \$1,200 | \$110,890  | \$115,000 | N/A                          | \$59.34 | \$63.19 | 2.0%         | 5 |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 0 |
| Experience: Years at Organization |             |         |            |           |                              |         |         |              |   |
| 3 Years or Less                   | \$85,164    | \$1,500 | \$86,664   | \$82,829  | N/A                          | \$43.95 | \$39.82 | 2.5%         | 4 |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 1 |
| Experience: Years in Position     |             |         |            |           |                              |         |         |              |   |
| 3 Years or Less                   | \$93,421    | \$1,200 | \$94,621   | \$92,857  | N/A                          | \$48.13 | \$44.64 | 2.0%         | 5 |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 0 |
| Experience: Years at Level        |             |         |            |           |                              |         |         |              |   |
| 3 Years or Less                   | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 3 |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 2 |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                          | N/A     | N/A     | N/A          | 1 |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report. For this reason, some data categories have been deleted from this table.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case by case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.



## SENIOR PROGRAM OR FUNCTIONAL MANAGER

**Position Definition**

This position will typically report to the CEO or an Executive Manager and is accountable for the effective development, delivery and evaluation of programs or operational functions that will contribute to the achievement of the organization's mission and goals. Specific accountabilities may include analyzing and defining community or industry needs, assisting in the development of new initiatives and overall strategy, participation in community and/or industry advocacy and social action processes, project management, recruitment, leadership and performance appraisal of a team of professionals, para-professionals and/or volunteers, program priority setting, maintenance of appropriate reporting, development and management of the team's budget, preparation of submissions to funding or regulatory bodies.

**Common Titles:**

Director of (43%)

Vice President of (11%)

Manager of (14%)

**EXPERIENCE PROFILE****Experience Profile: Senior Program or Functional Manager**

|                        | CURRENT<br>ORGANIZATION<br>N=19 | CURRENT<br>POSITION<br>N=19 | AT SENIORITY<br>LEVEL<br>N=15 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 32%                             | 37%                         | 20%                           |
| 1.1 Years to 3 Years   | 5%                              | 21%                         | 13%                           |
| 3.1 Years to 5 Years   | 11%                             | 11%                         | 20%                           |
| 5.1 Years to 10 Years  | 37%                             | 32%                         | 20%                           |
| 10.1 Years to 15 Years | 5%                              | 0%                          | 7%                            |
| More than 15 Years     | 11%                             | 0%                          | 20%                           |
| <i>Mean</i>            | 6.2                             | 3.7                         | 7.7                           |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Senior Program or Functional Manager

|  | 2022<br>N=21 | 2018<br>N=9 |
|--|--------------|-------------|
| <b>Pay Status</b>                                      |              |             |
| Salaried   | 96%          | 100%        |
| Hourly   | 4%           | 0%          |
| <b>Employment Status</b>                               |              |             |
| Full-Time  | 96%          | 78%         |
| Permanent Part-Time                                    | 0%           | 11%         |
| Casual Part-Time                                       | 0%           | 0%          |
| Contract   | 4%           | 11%         |
| <b>Have Bonus/Incentive Compensation</b>               |              |             |
| Yes  | 7%           | 22%         |
| <b>Organization Participation in Retirement Plans*</b> |              |             |
| Yes  | 82%          | 78%         |
| <i>Pension Plan</i>                                    | 39%          | 11%         |
| <i>RRSP</i>  | 46%          | 67%         |
| <b>Vacation Allowance</b>                              |              |             |
| Vacation Pay With No Allowance                         | 0%           | 0%          |
| 0 Weeks  | 4%           | 11%         |
| 1 Week   | 0%           | 0%          |
| 2 Weeks  | 0%           | 0%          |
| 3 Weeks  | 7%           | 56%         |
| 4 Weeks  | 68%          | 22%         |
| 5 Weeks  | 14%          | 11%         |
| 6 Weeks or More  | 7%           | 0%          |
| <i>Mean</i>  | <i>4.1</i>   | <i>3.1</i>  |
| <b>Standard Hours</b>                                  |              |             |
| 15 Hours or Less                                       | 0%           | 0%          |
| 16 to 30 Hours   | 4%           | 11%         |
| 31 to 35 Hours   | 46%          | 44%         |
| 36 to 40 Hours   | 50%          | 44%         |
| 41 to 45 Hours   | 0%           | 0%          |
| More than 45 Hours                                     | 0%           | 0%          |
| <i>Mean</i>  | <i>36.1</i>  | <i>33.9</i> |

Notes: Percentages may not sum to 100% due to rounding.

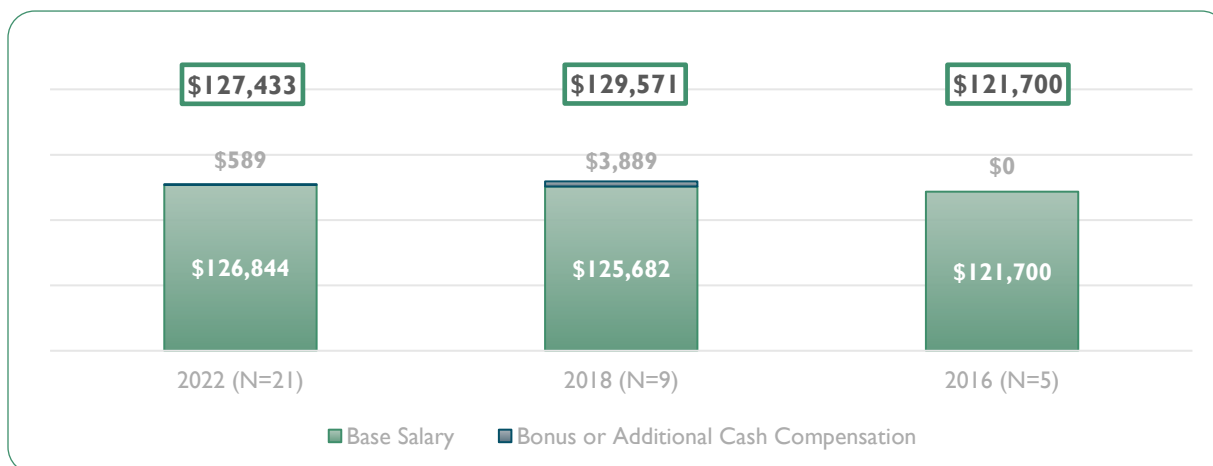
\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.





## COMPENSATION PROFILE

### Cash Compensation: Senior Program or Functional Manager



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$66.31 | \$64.52 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 0.5%    | 3.0%    |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 7%      | 22%     |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Senior Program or Functional Manager

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$109,288              | \$109,288 to \$120,256   | \$120,256 to \$146,980   | \$146,980 <              |
| Hourly                            | < \$52.88                | \$52.88 to \$66.07       | \$66.07 to \$71.60       | \$71.60 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$196,000                |                          |
| Hourly                            |                          |                          | \$102.56                 |                          |



## Compensation by Segment: Senior Program or Functional Manager

|                                   | Base Salary | Bonus   | Total Cash |           |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|-----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median    | 75 <sup>th</sup> Percentile | Mean    | Median  |              |    |
| Total                             |             |         |            |           |                             |         |         |              |    |
| 2022 Total                        | \$126,844   | \$589   | \$127,433  | \$120,256 | \$146,980                   | \$66.31 | \$66.07 | 0.5%         | 21 |
| 2018 Total                        | \$125,682   | \$3,889 | \$129,571  | \$140,000 | \$145,000                   | \$64.52 | \$63.19 | 3.0%         | 9  |
| 2016 Total                        | \$121,700   | \$0     | \$121,700  | \$110,000 | N/A                         | \$66.87 | \$60.44 | 0.0%         | 5  |
| Invested Assets                   |             |         |            |           |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$10M to \$50M                    | \$105,625   | \$0     | \$105,625  | \$96,048  | N/A                         | \$54.61 | \$49.26 | 0.0%         | 6  |
| More than \$50M                   | \$132,631   | \$750   | \$133,381  | \$120,256 | \$154,000                   | \$69.50 | \$66.07 | 0.6%         | 15 |
| Grants in 2021                    |             |         |            |           |                             |         |         |              |    |
| \$1M or Less                      | \$109,713   | \$0     | \$109,713  | \$113,600 | N/A                         | \$56.93 | \$58.26 | 0.0%         | 4  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| More than \$2M                    | \$129,699   | \$688   | \$130,387  | \$120,256 | \$151,880                   | \$67.87 | \$66.07 | 0.6%         | 17 |
| Number of Staff                   |             |         |            |           |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than Five                    | \$127,563   | \$100   | \$127,663  | \$120,256 | \$138,850                   | \$67.10 | \$66.07 | 0.1%         | 18 |
| Region                            |             |         |            |           |                             |         |         |              |    |
| West                              | \$113,147   | \$2,333 | \$115,481  | \$115,260 | N/A                         | \$56.92 | \$57.16 | 1.7%         | 6  |
| Ontario                           | \$129,970   | \$208   | \$130,178  | \$116,500 | \$152,007                   | \$67.05 | \$56.01 | 0.3%         | 10 |
| Québec                            | \$131,311   | \$0     | \$131,311  | \$120,256 | N/A                         | \$71.06 | \$66.07 | 0.0%         | 5  |
| Employment Status*                |             |         |            |           |                             |         |         |              |    |
| Full-Time                         | \$125,995   | \$611   | \$126,606  | \$120,256 | \$144,200                   | \$66.10 | \$66.07 | 0.5%         | 20 |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Organization |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$135,891   | \$0     | \$135,891  | \$138,850 | N/A                         | \$68.90 | \$71.21 | 0.0%         | 7  |
| 4 to 10 Years                     | \$106,318   | \$1,833 | \$108,151  | \$98,000  | \$129,200                   | \$55.70 | \$50.26 | 1.5%         | 9  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| Experience: Years in Position     |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$132,537   | \$0     | \$132,537  | \$129,200 | \$149,760                   | \$67.47 | \$66.26 | 0.0%         | 11 |
| 4 to 10 Years                     | \$130,274   | \$2,063 | \$132,336  | \$131,288 | \$177,907                   | \$69.93 | \$63.48 | 1.7%         | 8  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years at Level        |             |         |            |           |                             |         |         |              |    |



|                    |           |         |           |           |     |         |         |      |   |
|--------------------|-----------|---------|-----------|-----------|-----|---------|---------|------|---|
| 3 Years or Less    | \$130,774 | \$0     | \$130,774 | \$117,000 | N/A | \$65.57 | \$56.25 | 0.0% | 5 |
| 4 to 10 Years      | \$102,702 | \$417   | \$103,119 | \$91,902  | N/A | \$52.75 | \$47.13 | 0.6% | 6 |
| More than 10 Years | \$172,954 | \$3,500 | \$176,454 | \$177,907 | N/A | \$92.63 | \$97.75 | 2.5% | 4 |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.



## COMPENSATION PROFILES: NON-MANAGEMENT

***NOTE: A glossary of terms can be found in Section 8***

This section presents a profile of compensation for non-management positions. The chapter is divided into two sections. The first discusses an aggregated compensation profile for all six non-management positions combined. The second section presents compensation profiles for each individual non-management position where there is sufficient data. Specific positions for which compensation is presented include:

- ☐ Financial Administrator
- ☐ Grants Program Officer
- ☐ Communications Specialist
- ☐ Administrative Support I
- ☐ Administrative Support II
- ☐ Administrative Support III

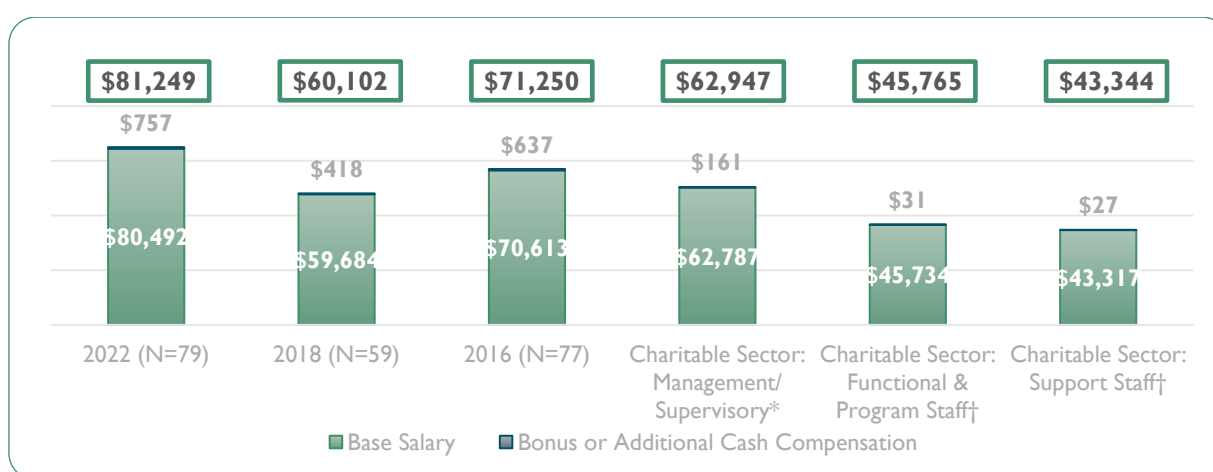


## AGGREGATE NON-MANAGEMENT COMPENSATION PROFILE

*This section presents data on all non-management levels aggregated together. Profiles for each individual position are presented following this section.*

On average, non-management level staff in PFC member foundations earn approximately \$81,250 per year (see [Exhibit 5-1](#)). This consists of almost \$80,500 in base pay and \$750 in bonus or additional cash compensation. This represents an increase of 35% from 2018. These differences should be interpreted with caution as the level spans many positions (presented later).

**Exhibit 5-1: Cash Compensation: Non-Management**



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$42.28 | \$30.41 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.0%    | 0.6%    |
| Average among staff receiving <sup>3</sup>                  | 9.4%    | 6.7%    |
| <b>Average bonus targets<sup>4</sup></b>                    |         |         |
| Target bonus level  | 12.2%   | 8.7%    |
| Maximum bonus level   | 11.8%   | 8.7%    |
| <b>Percentage of employees receiving bonus compensation</b> | 11%     | 7%      |

Notes: †SOURCE: 2017 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group.

<sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

<sup>4</sup>Base for bonus targets is only those who participate in a bonus program.



For PFC members overall, the bonus amounts to only 1.0% of base compensation. However, only 11% of non-management level staff receive any bonus or additional compensation at all. If only those who receive a bonus are considered, the average bonus or additional compensation is 9.4%. On an hourly basis, PFC member management staff earn an average of just over \$42 per hour in base compensation. *\*Note: The hourly rate can be used to determine or compare compensation for those working part-time or on contract.*

Compensation for the non-management levels in this study is considerable higher than all three benchmarks from CharityVillage's® 2021 Canadian Nonprofit Sector Salary and Benefits Study. The gap is lowest compared to the Management/Supervisor at 29%. Compared to the charitable sector, non-management staff in PFC member foundations earn 78% more the Program & Functional level and 87% more than the Support Staff level.

The exhibit also shows the target and maximum bonus levels for the 11% who offer bonus or incentive compensation to their non-management level staff. The average targets and maximums are about two and a half percentage points higher than the actual averages.

**Exhibit 5-2** presents the quartile ranges for non-management level staff overall for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. The exhibit also shows the 90<sup>th</sup> percentile. Only 10% of sector employees are paid more than the 90<sup>th</sup> percentile value.

**Exhibit 5-2: Cash Compensation Quartiles: Non-Management**

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$66,033               | \$66,033 to \$83,833     | \$83,833 to \$84,500     | \$84,500 <               |
| Hourly                            | < \$33.94                | \$33.94 to \$43.25       | \$43.25 to \$46.43       | \$46.43 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$95,238                 |                          |
| Hourly                            |                          |                          | \$49.32                  |                          |

**Exhibit 5-3** provides a detailed breakdown of cash compensation for different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights from the breakdowns include:

- **Invested Assets & Grants:** While this year's results show a relationship between compensation and the level of invested assets and grants, the relationship is a negative one. For non-management staff, as invested assets and grants increase, average compensation decreases.



- **Number of Staff:** Average compensation is higher in organizations with three to five staff than in those with more than five staff.
- **Region:** Average compensation for non-management staff in participating organizations is highest in the Quebec.
- **Employment Status:** Non-management staff with permanent-part-time positions have higher compensation than full-time staff.
- **Experience:** The results do not point to a clear link between years of experience and compensation for non-management staff. For all experience measures, average compensation is higher among those with four to ten years experience than those with three or fewer years. However, average compensation is lower again for those with more than 10 years experience.

**Exhibit 5-3: Compensation by Segment: Non-Management**

|                                   | Base Salary | Bonus   | Total Cash |          |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median   | 75 <sup>th</sup> Percentile | Mean    | Media n |              |    |
| Total                             |             |         |            |          |                             |         |         |              |    |
| 2022 Total                        | \$80,492    | \$757   | \$81,249   | \$83,833 | \$84,500                    | \$42.28 | \$43.25 | 1.0%         | 79 |
| 2018 Total                        | \$59,684    | \$418   | \$60,102   | \$55,637 | \$68,750                    | \$30.41 | \$28.90 | 0.6%         | 59 |
| 2016 Total                        | \$70,613    | \$637   | \$71,250   | \$73,150 | \$77,800                    | \$37.10 | \$36.20 | 0.7%         | 77 |
| Invested Assets                   |             |         |            |          |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| \$10M to \$50M                    | \$83,210    | \$1,058 | \$84,268   | \$66,033 | \$94,346                    | \$41.53 | \$33.34 | 1.8%         | 26 |
| More than \$50M                   | \$78,943    | \$529   | \$79,473   | \$84,500 | \$84,500                    | \$42.14 | \$46.43 | 0.7%         | 51 |
| Grants in 2021                    |             |         |            |          |                             |         |         |              |    |
| \$1M or Less                      | \$95,840    | \$0     | \$95,840   | \$78,550 | \$135,200                   | \$47.52 | \$40.28 | 0.0%         | 12 |
| \$1M to \$2M                      | \$81,871    | \$3,438 | \$85,309   | \$65,000 | \$99,294                    | \$40.17 | \$32.56 | 5.6%         | 8  |
| More than \$2M                    | \$78,685    | \$643   | \$79,328   | \$84,500 | \$84,500                    | \$41.85 | \$46.11 | 0.7%         | 59 |
| Number of Staff                   |             |         |            |          |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | \$84,426    | \$1,986 | \$86,412   | \$72,399 | \$84,180                    | \$41.81 | \$34.89 | 2.5%         | 18 |
| More than Five                    | \$79,848    | \$556   | \$80,405   | \$84,500 | \$84,500                    | \$42.35 | \$46.43 | 0.8%         | 61 |
| Region                            |             |         |            |          |                             |         |         |              |    |
| West                              | \$79,839    | \$2,226 | \$82,065   | \$70,720 | \$89,300                    | \$39.90 | \$33.88 | 3.6%         | 21 |
| Ontario                           | \$78,442    | \$652   | \$79,093   | \$84,500 | \$84,500                    | \$41.93 | \$46.43 | 0.7%         | 36 |
| Québec                            | \$86,444    | \$0     | \$86,444   | \$76,300 | \$94,942                    | \$44.97 | \$41.92 | 0.0%         | 21 |
| Employment Status*                |             |         |            |          |                             |         |         |              |    |
| Full-Time                         | \$77,823    | \$472   | \$78,295   | \$83,993 | \$84,500                    | \$41.50 | \$43.82 | 0.6%         | 63 |
| Permanent Part-Time               | \$87,660    | \$3,391 | \$91,051   | \$80,000 | \$95,238                    | \$42.14 | \$38.46 | 4.0%         | 13 |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Experience: Years at Organization |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$75,808    | \$640   | \$76,448   | \$66,033 | \$81,964                    | \$38.21 | \$33.65 | 1.0%         | 40 |
| 4 to 10 Years                     | \$85,016    | \$2,213 | \$87,229   | \$76,850 | \$85,000                    | \$43.31 | \$40.11 | 2.9%         | 25 |
| More than 10 Years                | \$76,416    | \$2,000 | \$78,416   | \$72,399 | \$92,121                    | \$38.96 | \$35.96 | 1.7%         | 8  |
| Experience: Years in Position     |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$76,822    | \$569   | \$77,391   | \$70,720 | \$84,180                    | \$38.88 | \$34.00 | 1.2%         | 45 |



|                                   |          |         |          |          |           |         |         |      |    |
|-----------------------------------|----------|---------|----------|----------|-----------|---------|---------|------|----|
| 4 to 10 Years                     | \$84,696 | \$3,102 | \$87,797 | \$73,000 | \$118,550 | \$42.73 | \$38.46 | 3.3% | 23 |
| More than 10 Years                | \$72,808 | \$0     | \$72,808 | \$71,797 | N/A       | \$38.13 | \$36.82 | 0.0% | 5  |
| <b>Experience: Years at Level</b> |          |         |          |          |           |         |         |      |    |
| 3 Years or Less                   | \$74,922 | \$529   | \$75,452 | \$72,961 | \$84,590  | \$37.45 | \$35.31 | 1.5% | 24 |
| 4 to 10 Years                     | \$82,386 | \$3,120 | \$85,506 | \$71,500 | \$85,700  | \$41.05 | \$35.10 | 3.5% | 27 |
| More than 10 Years                | \$84,094 | \$0     | \$84,094 | \$73,000 | \$89,300  | \$44.35 | \$40.11 | 0.0% | 10 |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

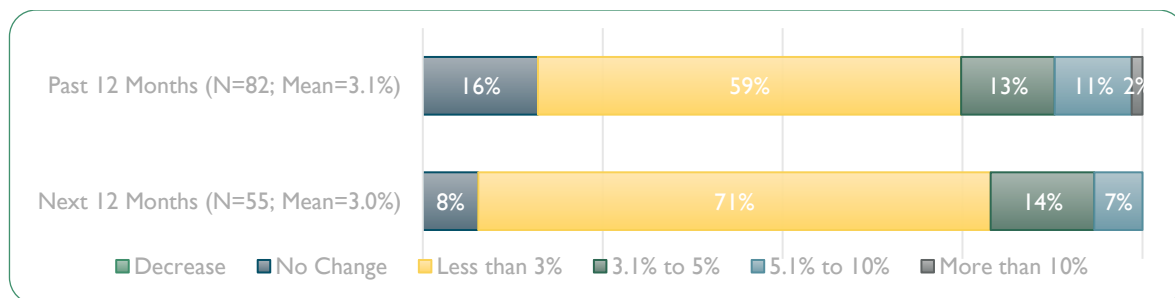
Additional cash compensation ratio is calculated on a case by case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.

The vast majority (84%) of non-management staff in participating organizations received an increase in cash compensation over the past twelve months (see [Exhibit 5-4](#)). The majority of increases were less than 3%. The average increase in cash compensation for management was 3.1%.

Nine in ten (92%) are expecting increases in the coming twelve months with the average expected increase being on par with the past twelve months at 3.0%. Seven in ten anticipate an increase of less than 3%.

**Exhibit 5-4 – Recent and Anticipated Changes in Compensation: Non-Management**



Note: Percentages may not sum to 100% due to rounding.





## FINANCIAL ADMINISTRATOR

**Position Definition**

This position will typically report to the Top Executive or to the Senior Finance/Accounting position. Work is generally performed under the supervision of a more senior finance/accounting position and is subject to established procedures and principles. Work typically includes moderately complex financial and accounting processes. Responsibilities may include general accounting such as maintenance of GL, and journals, bank deposits and reconciliation, coordination of financial information systems, accounts payable/receivable, payroll, benefits administration, supervision of administrative support staff.

**Common Titles:**

|                               |                        |
|-------------------------------|------------------------|
| Financial Administrator (31%) | Accountant (6%)        |
| Bookkeeper (25%)              | Financial Manager (6%) |

## EXPERIENCE PROFILE

**Experience Profile: Financial Administrator**

|                        | CURRENT<br>ORGANIZATION<br>N=12 | CURRENT<br>POSITION<br>N=12 | AT SENIORITY<br>LEVEL<br>N=11 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 50%                             | 58%                         | 27%                           |
| 1.1 Years to 3 Years   | 17%                             | 17%                         | 18%                           |
| 3.1 Years to 5 Years   | 0%                              | 0%                          | 0%                            |
| 5.1 Years to 10 Years  | 17%                             | 17%                         | 18%                           |
| 10.1 Years to 15 Years | 17%                             | 8%                          | 18%                           |
| More than 15 Years     | 0%                              | 0%                          | 18%                           |
| <i>Mean</i>            | 4.3                             | 3.3                         | 9.2                           |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Financial Administrator

|  | 2022<br>N=14 | 2018<br>N=9 |
|--|--------------|-------------|
| <b>Pay Status</b>                                      |              |             |
| Salaried   | 81%          | 67%         |
| Hourly   | 19%          | 33%         |
| <b>Employment Status</b>                               |              |             |
| Full-Time  | 56%          | 44%         |
| Permanent Part-Time                                    | 31%          | 22%         |
| Casual Part-Time                                       | 6%           | 22%         |
| Contract   | 6%           | 11%         |
| <b>Have Bonus/Incentive Compensation</b>               |              |             |
| Yes  | 19%          | 11%         |
| <b>Organization Participation in Retirement Plans*</b> |              |             |
| Yes  | 63%          | 67%         |
| <i>Pension Plan</i>                                    | 25%          | 22%         |
| <i>RRSP</i>  | 44%          | 44%         |
| <b>Vacation Allowance</b>                              |              |             |
| Vacation Pay with No Allowance                         | 0%           | 0%          |
| 0 Weeks  | 19%          | 22%         |
| 1 Week   | 0%           | 0%          |
| 2 Weeks  | 0%           | 0%          |
| 3 Weeks  | 44%          | 33%         |
| 4 Weeks  | 25%          | 22%         |
| 5 Weeks  | 6%           | 11%         |
| 6 Weeks or More  | 6%           | 11%         |
| <i>Mean</i>  | 3.0          | 3.1         |
| <b>Standard Hours</b>                                  |              |             |
| 15 Hours or Less                                       | 33%          | 33%         |
| 16 to 30 Hours   | 7%           | 11%         |
| 31 to 35 Hours   | 33%          | 44%         |
| 36 to 40 Hours   | 27%          | 11%         |
| 41 to 45 Hours   | 0%           | 0%          |
| More than 45 Hours                                     | 0%           | 0%          |
| <i>Mean</i>  | 25.4         | 23.2        |

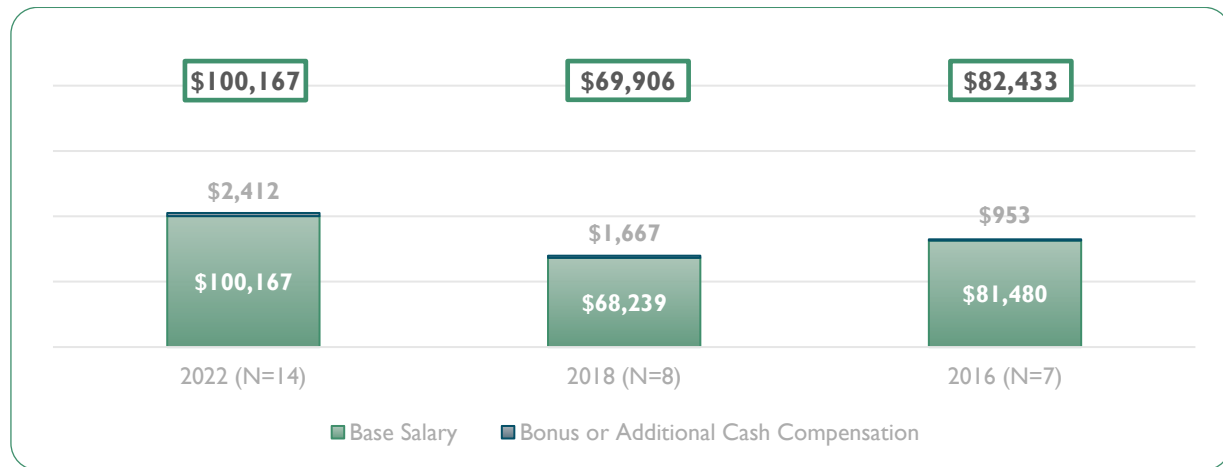
Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Financial Administrator



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$50.42 | \$34.86 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 2.2%    | 1.5%    |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 19%     | 11%     |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Financial Administrator

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$65,500               | \$65,500 to \$79,750     | \$79,750 to \$135,200    | \$135,200 <              |
| Hourly                            | < \$35.71                | \$35.71 to \$41.61       | \$41.61 to \$65.00       | \$65.00 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          | \$180,000                |                          |                          |
| Hourly                            |                          | \$80.00                  |                          |                          |



## Compensation by Segment: Financial Administrator

|                                   | Base Salary | Bonus   | Total Cash |           |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|-----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median    | 75 <sup>th</sup> Percentile | Mean    | Median  |              |    |
| Total                             |             |         |            |           |                             |         |         |              |    |
| 2022 Total                        | \$100,167   | \$2,412 | \$102,579  | \$79,750  | \$135,200                   | \$50.42 | \$41.61 | 2.2%         | 14 |
| 2018 Total                        | \$68,239    | \$1,667 | \$69,906   | \$67,309  | \$78,441                    | \$34.86 | \$33.42 | 1.5%         | 8  |
| 2016 Total                        | \$81,480    | \$953   | \$82,433   | \$76,960  | N/A                         | \$41.21 | \$37.91 | 1.4%         | 7  |
| Invested Assets                   |             |         |            |           |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| \$10M to \$50M                    | \$117,103   | \$3,143 | \$120,246  | \$122,667 | N/A                         | \$57.91 | \$51.28 | 3.6%         | 7  |
| More than \$50M                   | \$80,970    | \$2,073 | \$83,043   | \$68,200  | N/A                         | \$42.05 | \$36.16 | 1.3%         | 6  |
| Grants in 2021                    |             |         |            |           |                             |         |         |              |    |
| \$1M or Less                      | \$130,450   | \$0     | \$130,450  | \$135,200 | N/A                         | \$64.73 | \$65.00 | 0.0%         | 4  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than \$2M                    | \$83,090    | \$1,843 | \$84,933   | \$77,108  | N/A                         | \$43.08 | \$38.46 | 1.1%         | 7  |
| Number of Staff                   |             |         |            |           |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than Five                    | \$86,237    | \$2,968 | \$89,205   | \$77,108  | \$94,346                    | \$43.80 | \$38.46 | 2.7%         | 11 |
| Region                            |             |         |            |           |                             |         |         |              |    |
| West                              | \$108,887   | \$3,667 | \$112,553  | \$108,506 | N/A                         | \$54.23 | \$49.83 | 4.2%         | 6  |
| Ontario                           | \$90,551    | \$3,317 | \$93,868   | \$79,500  | N/A                         | \$45.85 | \$38.46 | 2.0%         | 5  |
| Québec                            | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 3  |
| Employment Status*                |             |         |            |           |                             |         |         |              |    |
| Full-Time                         | \$83,706    | \$0     | \$83,706   | \$71,400  | N/A                         | \$44.27 | \$36.62 | 0.0%         | 7  |
| Permanent Part-Time               | \$109,545   | \$7,717 | \$117,262  | \$122,667 | N/A                         | \$52.67 | \$51.28 | 7.0%         | 5  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Experience: Years at Organization |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$115,318   | \$750   | \$116,068  | \$114,773 | \$150,800                   | \$56.83 | \$56.69 | 1.3%         | 8  |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| Experience: Years in Position     |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$111,338   | \$667   | \$112,005  | \$94,346  | \$135,200                   | \$55.37 | \$48.38 | 1.1%         | 9  |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Level        |             |         |            |           |                             |         |         |              |    |
| 3 Years or Less                   | \$100,949   | \$1,200 | \$102,149  | \$94,346  | N/A                         | \$49.14 | \$48.38 | 2.0%         | 5  |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A       | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | \$96,725    | \$0     | \$96,725   | \$75,450  | N/A                         | \$50.84 | \$40.15 | 0.0%         | 4  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case by case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.



## GRANTS PROGRAM OFFICER

**Position Definition**

This intermediate position is accountable to the Top Program/Grants Manager for ongoing management and administration of the grants or charitable programs. Specific responsibilities include: encouraging and managing grants applications, providing advice to ensure applications are appropriate to the foundation's guidelines. Participates in the grant decision process and ensures that all granting requirements are met. Manages relationships and communications with grantees. Contributes to the foundation's evaluation processes by providing ongoing monitoring of funded projects to ensure effective use of funds received and that required reports are received, and the requirement for scheduled disbursements are met. Contributes to the review and development of community grants criteria and communication strategies.

**Common Titles:**

Program Manager (71%)  
Grants Officer (10%)

**EXPERIENCE PROFILE****Experience Profile: Grants Program Officer**

|                        | CURRENT<br>ORGANIZATION<br>N=15 | CURRENT<br>POSITION<br>N=15 | AT SENIORITY<br>LEVEL<br>N=14 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 7%                              | 7%                          | 0%                            |
| 1.1 Years to 3 Years   | 27%                             | 33%                         | 21%                           |
| 3.1 Years to 5 Years   | 40%                             | 33%                         | 43%                           |
| 5.1 Years to 10 Years  | 20%                             | 20%                         | 29%                           |
| 10.1 Years to 15 Years | 7%                              | 7%                          | 7%                            |
| More than 15 Years     | 0%                              | 0%                          | 0%                            |
| <i>Mean</i>            | <i>5.1</i>                      | <i>4.9</i>                  | <i>5.9</i>                    |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Grants Program Officer

|  | 2022<br>N=17 | 2018<br>N=20 |
|--|--------------|--------------|
| <b>Pay Status</b>                                      |              |              |
| Salaried   | 98%          | 80%          |
| Hourly   | 2%           | 20%          |
| <b>Employment Status</b>                               |              |              |
| Full-Time  | 94%          | 70%          |
| Permanent Part-Time                                    | 5%           | 20%          |
| Casual Part-Time                                       | 0%           | 5%           |
| Contract   | 2%           | 5%           |
| <b>Have Bonus/Incentive Compensation</b>               |              |              |
| Yes  | 8%           | 0%           |
| <b>Organization Participation in Retirement Plans*</b> |              |              |
| Yes  | 97%          | 70%          |
| <i>Pension Plan</i>                                    | 19%          | 20%          |
| <i>RRSP</i>  | 77%          | 50%          |
| <b>Vacation Allowance</b>                              |              |              |
| Vacation Pay with No Allowance                         | 0%           | 15%          |
| 0 Weeks  | 2%           | 0%           |
| 1 Week   | 0%           | 0%           |
| 2 Weeks  | 0%           | 5%           |
| 3 Weeks  | 10%          | 60%          |
| 4 Weeks  | 86%          | 5%           |
| 5 Weeks  | 2%           | 15%          |
| 6 Weeks or More  | 2%           | 0%           |
| <i>Mean</i>  | 3.9          | 3.4          |
| <b>Standard Hours</b>                                  |              |              |
| 15 Hours or Less                                       | 2%           | 5%           |
| 16 to 30 Hours   | 5%           | 16%          |
| 31 to 35 Hours   | 77%          | 37%          |
| 36 to 40 Hours   | 16%          | 42%          |
| 41 to 45 Hours   | 0%           | 0%           |
| More than 45 Hours                                     | 0%           | 0%           |
| <i>Mean</i>  | 34.7         | 33.3         |

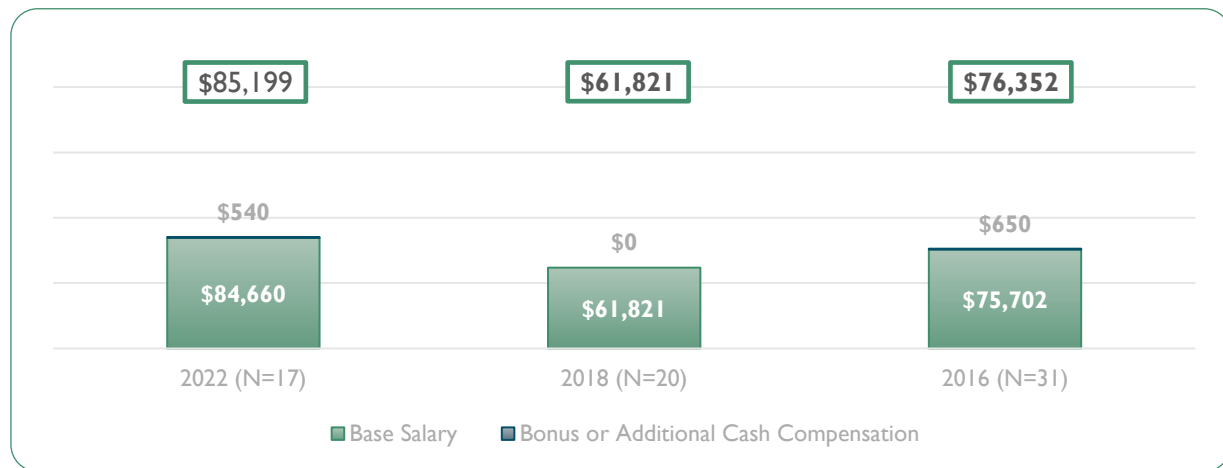
Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Grants Program Officer



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$45.34 | \$31.68 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 0.7%    | 0.0%    |
| Average among staff receiving <sup>3</sup>                  | 8.3%    | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 8%      | 0%      |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Grants Program Officer

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$71,797               | \$71,797 to \$77,000     | \$77,000 to \$84,500     | \$84,500 <               |
| Hourly                            | < \$36.82                | \$36.82 to \$39.41       | \$39.41 to \$45.79       | \$45.79 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$145,600                |                          |
| Hourly                            |                          |                          | \$70.00                  |                          |



## Compensation by Segment: Grants Program Officer

|                                   | Base Salary | Bonus   | Total Cash |          |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median   | 75 <sup>th</sup> Percentile | Mean    | Media n |              |    |
| Total                             |             |         |            |          |                             |         |         |              |    |
| 2022 Total                        | \$84,660    | \$540   | \$85,199   | \$84,500 | \$84,500                    | \$45.34 | \$46.43 | 0.7%         | 17 |
| 2018 Total                        | \$61,821    | \$0     | \$61,821   | \$62,717 | \$71,375                    | \$31.68 | \$30.89 | 0.0%         | 20 |
| 2016 Total                        | \$75,702    | \$650   | \$76,352   | \$66,000 | \$85,400                    | \$40.41 | \$46.92 | 0.6%         | 31 |
| Invested Assets                   |             |         |            |          |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| \$10M to \$50M                    | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than \$50M                   | \$83,563    | \$292   | \$83,855   | \$84,500 | \$84,500                    | \$45.09 | \$46.43 | 0.5%         | 13 |
| Grants in 2021                    |             |         |            |          |                             |         |         |              |    |
| \$1M or Less                      | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than \$2M                    | \$84,011    | \$567   | \$84,578   | \$84,500 | \$84,500                    | \$45.22 | \$46.43 | 0.7%         | 14 |
| Number of Staff                   |             |         |            |          |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | \$76,879    | \$3,156 | \$80,035   | \$74,324 | \$83,833                    | \$38.36 | \$38.11 | 3.7%         | 8  |
| More than Five                    | \$85,812    | \$152   | \$85,964   | \$84,500 | \$84,500                    | \$46.37 | \$46.43 | 0.2%         | 9  |
| Region                            |             |         |            |          |                             |         |         |              |    |
| West                              | \$69,811    | \$1,750 | \$71,561   | \$70,720 | N/A                         | \$35.35 | \$34.00 | 3.0%         | 5  |
| Ontario                           | \$84,128    | \$537   | \$84,665   | \$84,500 | N/A                         | \$45.70 | \$46.43 | 0.6%         | 7  |
| Québec                            | \$93,631    | \$0     | \$93,631   | \$76,300 | N/A                         | \$48.35 | \$41.92 | 0.0%         | 5  |
| Employment Status*                |             |         |            |          |                             |         |         |              |    |
| Full-Time                         | \$83,675    | \$577   | \$84,252   | \$84,500 | \$84,500                    | \$45.18 | \$46.43 | 0.7%         | 13 |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Organization |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$77,976    | \$240   | \$78,216   | \$75,922 | N/A                         | \$37.98 | \$37.50 | 0.3%         | 5  |
| 4 to 10 Years                     | \$97,013    | \$3,583 | \$100,596  | \$83,485 | \$126,500                   | \$48.17 | \$40.47 | 4.4%         | 9  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years in Position     |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$79,010    | \$200   | \$79,210   | \$77,561 | N/A                         | \$38.39 | \$38.22 | 0.3%         | 6  |
| 4 to 10 Years                     | \$98,617    | \$4,031 | \$102,648  | \$80,243 | \$136,050                   | \$49.13 | \$41.11 | 5.0%         | 8  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Level        |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| 4 to 10 Years                     | \$93,766    | \$3,345 | \$97,111   | \$78,100 | \$126,500                   | \$46.45 | \$38.94 | 4.2%         | 10 |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.





## COMMUNICATIONS SPECIALIST

**Position Definition**

This position is responsible for the implementation of communications activities for the organization and its stakeholders in order to achieve a positive public image. The position will typically report to the Top Executive or Communications Director and will be responsible for the communication of key messages about the organization. Other responsibilities may include; briefing and supervision of outside suppliers, media relations including coordination of news releases and news conferences, writing and editing of a variety of communications materials, website design and maintenance, graphic design.

**Common Titles:**

Communications Officer (38%)                      Communications Specialist (13%)  
 Manager of Communications (31%)

**EXPERIENCE PROFILE****Experience Profile: Communications Specialist**

|                        | CURRENT<br>ORGANIZATION<br>N=12 | CURRENT<br>POSITION<br>N=12 | AT SENIORITY<br>LEVEL<br>N=10 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 33%                             | 50%                         | 30%                           |
| 1.1 Years to 3 Years   | 25%                             | 25%                         | 30%                           |
| 3.1 Years to 5 Years   | 17%                             | 8%                          | 0%                            |
| 5.1 Years to 10 Years  | 17%                             | 8%                          | 30%                           |
| 10.1 Years to 15 Years | 8%                              | 8%                          | 10%                           |
| More than 15 Years     | 0%                              | 0%                          | 0%                            |
| <i>Mean</i>            | <i>4.2</i>                      | <i>3.1</i>                  | <i>4.7</i>                    |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Communications Specialist

|  | 2022<br>N=14 | 2016<br>N=7 |
|--|--------------|-------------|
| <b>Pay Status</b>                                      |              |             |
| Salaried   | 100%         | 71%         |
| Hourly   | 0%           | 29%         |
| <b>Employment Status</b>                               |              |             |
| Full-Time  | 88%          | 71%         |
| Permanent Part-Time                                    | 13%          | 0%          |
| Casual Part-Time                                       | 0%           | 14%         |
| Contract   | 0%           | 14%         |
| <b>Have Bonus/Incentive Compensation</b>               |              |             |
| Yes  | 0%           | 0%          |
| <b>Organization Participation in Retirement Plans*</b> |              |             |
| Yes  | 94%          | 71%         |
| <i>Pension Plan</i>                                    | 38%          | 14%         |
| <i>RRSP</i>  | 81%          | 57%         |
| <b>Vacation Allowance</b>                              |              |             |
| Vacation Pay with No Allowance                         | 0%           | 14%         |
| 0 Weeks  | 0%           | 14%         |
| 1 Week   | 0%           | 0%          |
| 2 Weeks  | 0%           | 14%         |
| 3 Weeks  | 25%          | 57%         |
| 4 Weeks  | 63%          | 0%          |
| 5 Weeks  | 13%          | 0%          |
| 6 Weeks or More  | 0%           | 0%          |
| <i>Mean</i>  | 3.9          | 2.3         |
| <b>Standard Hours</b>                                  |              |             |
| 15 Hours or Less                                       | 6%           | 17%         |
| 16 to 30 Hours   | 6%           | 0%          |
| 31 to 35 Hours   | 44%          | 17%         |
| 36 to 40 Hours   | 44%          | 67%         |
| 41 to 45 Hours   | 0%           | 0%          |
| More than 45 Hours                                     | 0%           | 0%          |
| <i>Mean</i>  | 33.1         | 32.9        |

Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Communications Specialist



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$43.15 | \$24.89 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 0.0%    | 0.0%    |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 0%      | 0%      |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Communications Specialist

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$67,500               | \$67,500 to \$85,350     | \$85,350 to \$87,880     | \$87,880 <               |
| Hourly                            | < \$35.99                | \$35.99 to \$45.33       | \$45.33 to \$47.97       | \$47.97 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$99,487                 |                          |
| Hourly                            |                          |                          | \$51.02                  |                          |



## Compensation by Segment: Communications Specialist

|                                   | Base Salary | Bonus | Total Cash |          |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|-------|------------|----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |       | Mean       | Median   | 75 <sup>th</sup> Percentile | Mean    | Median  |              |    |
| Total                             |             |       |            |          |                             |         |         |              |    |
| 2022 Total                        | \$82,208    | \$0   | \$82,208   | \$85,350 | \$87,880                    | \$43.15 | \$45.33 | 0.0%         | 14 |
| 2018 Total                        | \$49,360    | \$0   | \$49,360   | \$52,000 | N/A                         | \$24.89 | \$25.00 | 0.0%         | 7  |
| 2016 Total                        | \$62,183    | \$0   | \$62,183   | \$61,800 | \$70,000                    | \$31.58 | \$32.97 | 0.0%         | 11 |
| Invested Assets                   |             |       |            |          |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$10M to \$50M                    | \$67,367    | \$0   | \$67,367   | \$63,900 | N/A                         | \$34.03 | \$32.30 | 0.0%         | 4  |
| More than \$50M                   | \$87,156    | \$0   | \$87,156   | \$86,000 | \$92,351                    | \$46.19 | \$47.25 | 0.0%         | 10 |
| Grants in 2021                    |             |       |            |          |                             |         |         |              |    |
| \$1M or Less                      | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| \$1M to \$2M                      | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than \$2M                    | \$84,757    | \$0   | \$84,757   | \$86,000 | \$89,760                    | \$44.85 | \$47.25 | 0.0%         | 11 |
| Number of Staff                   |             |       |            |          |                             |         |         |              |    |
| One                               | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| More than Five                    | \$82,208    | \$0   | \$82,208   | \$85,350 | \$87,880                    | \$43.15 | \$45.33 | 0.0%         | 14 |
| Region                            |             |       |            |          |                             |         |         |              |    |
| West                              | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Ontario                           | \$78,787    | \$0   | \$78,787   | \$85,000 | N/A                         | \$41.79 | \$43.95 | 0.0%         | 7  |
| Québec                            | \$92,548    | \$0   | \$92,548   | \$94,942 | N/A                         | \$48.56 | \$49.32 | 0.0%         | 5  |
| Employment Status*                |             |       |            |          |                             |         |         |              |    |
| Full-Time                         | \$83,422    | \$0   | \$83,422   | \$85,850 | \$89,760                    | \$44.26 | \$46.98 | 0.0%         | 12 |
| Permanent Part-Time               | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| Casual PT/Contract                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years at Organization |             |       |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$74,081    | \$0   | \$74,081   | \$64,000 | N/A                         | \$37.63 | \$32.97 | 0.0%         | 7  |
| 4 to 10 Years                     | \$88,516    | \$0   | \$88,516   | \$82,257 | N/A                         | \$46.82 | \$43.74 | 0.0%         | 4  |
| More than 10 Years                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years in Position     |             |       |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$75,898    | \$0   | \$75,898   | \$79,514 | \$85,000                    | \$38.99 | \$40.11 | 0.0%         | 9  |
| 4 to 10 Years                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Level        |             |       |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$79,205    | \$0   | \$79,205   | \$81,471 | N/A                         | \$40.35 | \$40.44 | 0.0%         | 6  |
| 4 to 10 Years                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| More than 10 Years                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.



## ADMINISTRATIVE SUPPORT I

**Position Definition**

This is a senior level administrative generalist or administrative support position responsible for providing a broad spectrum of administrative support functions to one or more senior managers. Specific accountabilities may include administration of a technical administrative function such as human resource or benefits administration, participation in the development of project and program submissions, coordination and preparation of reports to Top Executive, members and funders, coordination of events such as AGM, and board meetings, represent the organization at community or industry meetings, assistance with fundraising activities, general office administration, and may involve supervision of one or more junior administrative staff.

**Common Titles:**

Executive Assistant (23%)  
Office Manager (18%)

Project Coordinator (9%)  
Administrative Assistant (18%)

## EXPERIENCE PROFILE

## Experience Profile: Administrative Support I

|                        | CURRENT<br>ORGANIZATION<br>N=21 | CURRENT<br>POSITION<br>N=21 | AT SENIORITY<br>LEVEL<br>N=17 |
|------------------------|---------------------------------|-----------------------------|-------------------------------|
| 1 Year or Less         | 24%                             | 24%                         | 0%                            |
| 1.1 Years to 3 Years   | 19%                             | 29%                         | 24%                           |
| 3.1 Years to 5 Years   | 14%                             | 19%                         | 12%                           |
| 5.1 Years to 10 Years  | 24%                             | 19%                         | 41%                           |
| 10.1 Years to 15 Years | 5%                              | 5%                          | 0%                            |
| More than 15 Years     | 14%                             | 5%                          | 24%                           |
| <i>Mean</i>            | <i>7.4</i>                      | <i>5.0</i>                  | <i>9.1</i>                    |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Administrative Support I

|  | 2022<br>N=22 | 2018<br>N=17 |
|--|--------------|--------------|
| <b>Pay Status</b>                                      |              |              |
| Salaried   | 100%         | 82%          |
| Hourly   | 0%           | 18%          |
| <b>Employment Status</b>                               |              |              |
| Full-Time  | 86%          | 82%          |
| Permanent Part-Time                                    | 14%          | 0%           |
| Casual Part-Time                                       | 0%           | 0%           |
| Contract   | 0%           | 18%          |
| <b>Have Bonus/Incentive Compensation</b>               |              |              |
| Yes  | 18%          | 18%          |
| <b>Organization Participation in Retirement Plans*</b> |              |              |
| Yes  | 86%          | 77%          |
| <i>Pension Plan</i>                                    | 32%          | 24%          |
| <i>RRSP</i>  | 59%          | 53%          |
| <b>Vacation Allowance</b>                              |              |              |
| Vacation Pay With No Allowance                         | 0%           | 0%           |
| 0 Weeks  | 0%           | 18%          |
| 1 Week   | 0%           | 0%           |
| 2 Weeks  | 0%           | 0%           |
| 3 Weeks  | 32%          | 41%          |
| 4 Weeks  | 46%          | 24%          |
| 5 Weeks  | 14%          | 6%           |
| 6 Weeks or More  | 9%           | 12%          |
| <i>Mean</i>  | <i>4.1</i>   | <i>3.2</i>   |
| <b>Standard Hours</b>                                  |              |              |
| 15 Hours or Less                                       | 5%           | 18%          |
| 16 to 30 Hours   | 9%           | 0%           |
| 31 to 35 Hours   | 32%          | 29%          |
| 36 to 40 Hours   | 55%          | 47%          |
| 41 to 45 Hours   | 0%           | 6%           |
| More than 45 Hours                                     | 0%           | 0%           |
| <i>Mean</i>  | <i>34.2</i>  | <i>32.2</i>  |

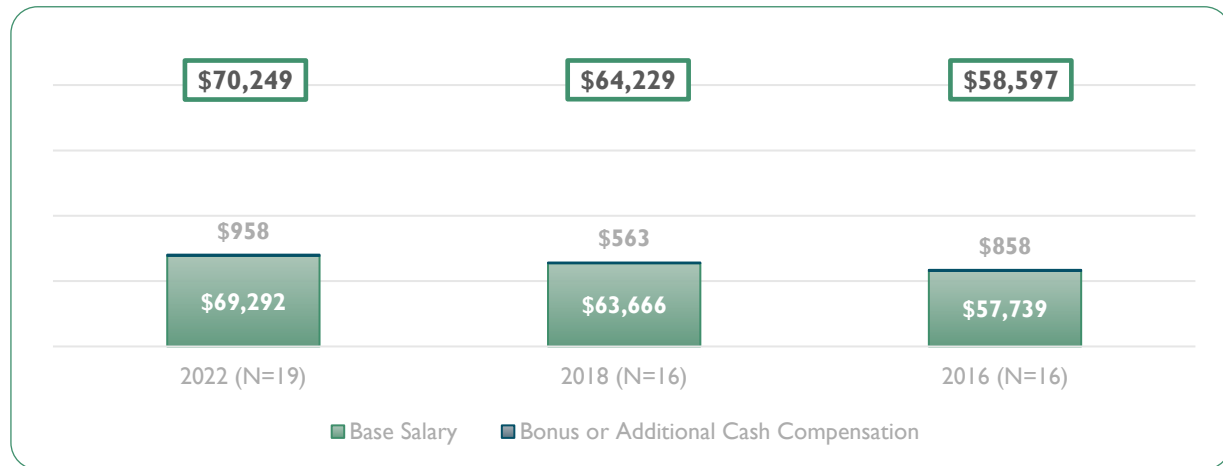
Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Administrative Support I



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$35.73 | \$32.45 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.9%    | 0.9%    |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 18%     | 12%     |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.

### Cash Compensation Quartiles: Administrative Support I

|                                   | 1 <sup>st</sup> Quartile | 2 <sup>nd</sup> Quartile | 3 <sup>rd</sup> Quartile | 4 <sup>th</sup> Quartile |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Quartiles:</b>                 |                          |                          |                          |                          |
| Total Cash                        | < \$62,160               | \$62,160 to \$67,621     | \$67,621 to \$75,000     | \$75,000 <               |
| Hourly                            | < \$29.88                | \$29.88 to \$34.68       | \$34.68 to \$40.11       | \$40.11 <                |
| <b>90<sup>th</sup> Percentile</b> |                          |                          |                          |                          |
| Total Cash                        |                          |                          | \$89,300                 |                          |
| Hourly                            |                          |                          | \$47.80                  |                          |



## Compensation by Segment: Administrative Support I

|                                   | Base Salary | Bonus   | Total Cash |          |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median   | 75 <sup>th</sup> Percentile | Mean    | Median  |              |    |
| Total                             |             |         |            |          |                             |         |         |              |    |
| 2022 Total                        | \$69,292    | \$958   | \$70,249   | \$67,621 | \$75,000                    | \$35.73 | \$34.68 | 1.9%         | 19 |
| 2018 Total                        | \$63,666    | \$563   | \$64,229   | \$59,450 | \$74,401                    | \$32.45 | \$30.19 | 0.9%         | 16 |
| 2016 Total                        | \$57,739    | \$858   | \$58,597   | \$55,725 | \$67,700                    | \$29.20 | \$29.00 | 1.0%         | 16 |
| Invested Assets                   |             |         |            |          |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$10M to \$50M                    | \$70,274    | \$0     | \$70,274   | \$63,180 | N/A                         | \$35.47 | \$32.40 | 1.7%         | 7  |
| More than \$50M                   | \$68,718    | \$1,517 | \$70,235   | \$72,250 | \$74,000                    | \$35.88 | \$35.41 | 2.1%         | 12 |
| Grants in 2021                    |             |         |            |          |                             |         |         |              |    |
| \$1M or Less                      | \$67,965    | \$0     | \$67,965   | \$62,280 | N/A                         | \$33.86 | \$29.94 | 0.0%         | 4  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than \$2M                    | \$70,107    | \$1,300 | \$71,407   | \$72,250 | \$75,000                    | \$36.50 | \$35.41 | 1.8%         | 14 |
| Number of Staff                   |             |         |            |          |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | \$67,036    | \$2,100 | \$69,136   | \$67,621 | N/A                         | \$32.66 | \$33.65 | 3.0%         | 5  |
| More than Five                    | \$70,097    | \$550   | \$70,647   | \$68,250 | \$75,000                    | \$36.82 | \$35.71 | 1.6%         | 14 |
| Region                            |             |         |            |          |                             |         |         |              |    |
| West                              | \$72,463    | \$1,750 | \$74,213   | \$71,450 | N/A                         | \$36.12 | \$31.83 | 4.3%         | 6  |
| Ontario                           | \$65,476    | \$770   | \$66,246   | \$65,792 | \$73,000                    | \$33.74 | \$33.74 | 1.2%         | 10 |
| Québec                            | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Employment Status*                |             |         |            |          |                             |         |         |              |    |
| Full-Time                         | \$69,674    | \$1,011 | \$70,686   | \$69,561 | \$75,000                    | \$36.05 | \$34.89 | 1.4%         | 18 |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years at Organization |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$65,711    | \$1,300 | \$67,011   | \$63,963 | \$75,000                    | \$33.95 | \$32.80 | 1.9%         | 9  |
| 4 to 10 Years                     | \$70,745    | \$929   | \$71,674   | \$71,500 | N/A                         | \$36.81 | \$35.71 | 3.1%         | 7  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Experience: Years in Position     |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$68,788    | \$1,170 | \$69,958   | \$64,482 | \$80,500                    | \$35.50 | \$33.23 | 2.9%         | 10 |
| 4 to 10 Years                     | \$67,420    | \$813   | \$68,233   | \$69,561 | \$73,000                    | \$34.75 | \$34.89 | 1.3%         | 8  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Level        |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| 4 to 10 Years                     | \$64,596    | \$2,022 | \$66,618   | \$63,180 | \$71,500                    | \$32.02 | \$32.40 | 3.0%         | 9  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.





## ADMINISTRATIVE SUPPORT II

**CAUTION: Administrative Support II results are based on 9 respondents.**

**Position Definition**

This intermediate position will report to the Top Executive or to one or more managers or department heads. The position will be responsible for providing secretarial/administrative support including, document production, appointment scheduling and general office duties. Specific accountabilities may include database management including data input and report generation, public relations document creation, providing support to the Board including taking and transcribing minutes, providing technical support to other organization staff with respect to desktop computer applications, i.e. word processing, presentations, spreadsheets and database activities.

**Common Titles:**

Administrative Assistant (33%)  
Foundation Support Assistant (11%)  
Senior Secretary (11%)

**EXPERIENCE PROFILE****Experience Profile: Administrative Support II**

|                        | CURRENT<br>ORGANIZATION<br>N=9 | CURRENT<br>POSITION<br>N=9 | AT SENIORITY<br>LEVEL<br>N=6 |
|------------------------|--------------------------------|----------------------------|------------------------------|
| 1 Year or Less         | 44%                            | 56%                        | 50%                          |
| 1.1 Years to 3 Years   | 33%                            | 22%                        | 17%                          |
| 3.1 Years to 5 Years   | 0%                             | 0%                         | 0%                           |
| 5.1 Years to 10 Years  | 22%                            | 22%                        | 33%                          |
| 10.1 Years to 15 Years | 0%                             | 0%                         | 0%                           |
| More than 15 Years     | 0%                             | 0%                         | 0%                           |
| <i>Mean</i>            | 2.7                            | 2.5                        | 3.1                          |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Administrative Support II

|  | 2022<br>N=9 | 2018<br>N=6 |
|--|-------------|-------------|
| <b>Pay Status</b>                                      |             |             |
| Salaried   | 100%        | 50%         |
| Hourly   | 0%          | 50%         |
| <b>Employment Status</b>                               |             |             |
| Full-Time  | 89%         | 33%         |
| Permanent Part-Time                                    | 11%         | 67%         |
| Casual Part-Time                                       | 0%          | 0%          |
| Contract   | 0%          | 0%          |
| <b>Have Bonus/Incentive Compensation</b>               |             |             |
| Yes  | 11%         | 17%         |
| <b>Organization Participation in Retirement Plans*</b> |             |             |
| Yes  | 89%         | 33%         |
| <i>Pension Plan</i>                                    | 33%         | 17%         |
| <i>RRSP</i>  | 67%         | 17%         |
| <b>Vacation Allowance</b>                              |             |             |
| Vacation Pay with No Allowance                         | 0%          | 17%         |
| 0 Weeks  | 0%          | 0%          |
| 1 Week   | 0%          | 0%          |
| 2 Weeks  | 0%          | 0%          |
| 3 Weeks  | 89%         | 67%         |
| 4 Weeks  | 11%         | 17%         |
| 5 Weeks  | 0%          | 0%          |
| 6 Weeks or More  | 0%          | 0%          |
| <i>Mean</i>  | 3.1         | 3.2         |
| <b>Standard Hours</b>                                  |             |             |
| 15 Hours or Less                                       | 11%         | 17%         |
| 16 to 30 Hours   | 0%          | 50%         |
| 31 to 35 Hours   | 33%         | 0%          |
| 36 to 40 Hours   | 56%         | 33%         |
| 41 to 45 Hours   | 0%          | 0%          |
| More than 45 Hours                                     | 0%          | 0%          |
| <i>Mean</i>  | 32.9        | 25.5        |

Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Administrative Support II



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |         |
|---|---------|---------|
|   | 2022    | 2018    |
| <b>Average hourly rate (base only)</b>                      | \$29.25 | \$22.26 |
| <b>Average bonus (as a percentage of base compensation)</b> |         |         |
| Average among all staff <sup>2</sup>                        | 1.1%    | 0.8%    |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A     |
| <b>Percentage of employees receiving bonus compensation</b> | 11%     | 17%     |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.



## Compensation by Segment: Administrative Support II

|                                   | Base Salary | Bonus   | Total Cash |          |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|---------|------------|----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |         | Mean       | Median   | 75 <sup>th</sup> Percentile | Mean    | Median  |              |    |
| Total                             |             |         |            |          |                             |         |         |              |    |
| 2022 Total                        | \$56,074    | \$611   | \$56,685   | \$56,705 | \$60,410                    | \$29.25 | \$29.67 | 1.1%         | 9  |
| 2018 Total                        | \$45,238    | \$392   | \$45,630   | \$48,675 | N/A                         | \$22.26 | \$23.54 | 0.8%         | 6  |
| 2016 Total                        | \$52,236    | \$583   | \$52,819   | \$49,625 | \$66,400                    | \$26.77 | \$25.45 | 1.1%         | 10 |
| Invested Assets                   |             |         |            |          |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$10M to \$50M                    | \$58,022    | \$1,100 | \$59,122   | \$60,410 | N/A                         | \$29.40 | \$27.90 | 2.0%         | 5  |
| More than \$50M                   | \$53,639    | \$0     | \$53,639   | \$55,353 | N/A                         | \$29.07 | \$30.41 | 0.0%         | 4  |
| Grants in 2021                    |             |         |            |          |                             |         |         |              |    |
| \$1M or Less                      | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| \$1M to \$2M                      | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than \$2M                    | \$56,467    | \$0     | \$56,467   | \$56,705 | N/A                         | \$29.85 | \$30.98 | 0.0%         | 7  |
| Number of Staff                   |             |         |            |          |                             |         |         |              |    |
| One                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than Five                    | \$57,602    | \$688   | \$58,289   | \$58,353 | \$60,455                    | \$30.10 | \$30.32 | 1.3%         | 8  |
| Region                            |             |         |            |          |                             |         |         |              |    |
| West                              | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Ontario                           | \$53,124    | \$0     | \$53,124   | \$54,117 | N/A                         | \$27.74 | \$28.74 | 0.0%         | 4  |
| Québec                            | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| Employment Status*                |             |         |            |          |                             |         |         |              |    |
| Full-Time                         | \$56,208    | \$0     | \$56,208   | \$55,553 | \$60,205                    | \$29.61 | \$30.32 | 0.0%         | 8  |
| Permanent Part-Time               | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Casual PT/Contract                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years at Organization |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$56,576    | \$786   | \$57,362   | \$60,000 | N/A                         | \$29.65 | \$30.98 | 1.4%         | 7  |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years in Position     |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$56,576    | \$786   | \$57,362   | \$60,000 | N/A                         | \$29.65 | \$30.98 | 1.4%         | 7  |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years at Level        |             |         |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$53,315    | \$1,375 | \$54,690   | \$57,205 | N/A                         | \$27.39 | \$28.06 | 2.5%         | 4  |
| 4 to 10 Years                     | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| More than 10 Years                | N/A         | N/A     | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.



## ADMINISTRATIVE SUPPORT III

**CAUTION: Administrative Support III results are based on 6 respondents.**

**Position Definition**

This is a junior administrative position that will provide general clerical, secretarial and reception support for one or more staff of the organization. Typical responsibilities may include routine word processing, data entry and computer report generation, general telephone and reception duties including directing clients to appropriate services, assist with the scheduling and preparation of facilities for meetings, receiving and directing mail, arranging for couriers, and maintaining an inventory of office supplies and equipment.

**Common Titles:**

Receptionist (67%)

Administrative Assistant (17%)

**EXPERIENCE PROFILE****Experience Profile: Administrative Support III**

|                        | CURRENT<br>ORGANIZATION<br>N=6 | CURRENT<br>POSITION<br>N=6 | AT SENIORITY<br>LEVEL<br>N=5 |
|------------------------|--------------------------------|----------------------------|------------------------------|
| 1 Year or Less         | 33%                            | 33%                        | 20%                          |
| 1.1 Years to 3 Years   | 33%                            | 33%                        | 40%                          |
| 3.1 Years to 5 Years   | 0%                             | 0%                         | 0%                           |
| 5.1 Years to 10 Years  | 17%                            | 17%                        | 20%                          |
| 10.1 Years to 15 Years | 0%                             | 0%                         | 0%                           |
| More than 15 Years     | 17%                            | 17%                        | 20%                          |
| <i>Mean</i>            | 7.0                            | 7.0                        | 8.3                          |

Note: Percentages may not sum to 100% due to rounding.



## POSITION PROFILE

### Position Profile: Administrative Support III

|  | 2022<br>N=6 | 2018<br>N=2 |
|--|-------------|-------------|
| <b>Pay Status</b>                                      |             |             |
| Salaried   | 100%        | N/A         |
| Hourly   | 0%          | N/A         |
| <b>Employment Status</b>                               |             |             |
| Full-Time  | 83%         | N/A         |
| Permanent Part-Time                                    | 17%         | N/A         |
| Casual Part-Time                                       | 0%          | N/A         |
| Contract   | 0%          | N/A         |
| <b>Have Bonus/Incentive Compensation</b>               |             |             |
| Yes  | 17%         | N/A         |
| <b>Organization Participation in Retirement Plans*</b> |             |             |
| Yes  | 100%        | N/A         |
| <i>Pension Plan</i>                                    | 67%         | N/A         |
| <i>RRSP</i>  | 67%         | N/A         |
| <b>Vacation Allowance</b>                              |             |             |
| Vacation Pay with No Allowance                         | 0%          | N/A         |
| 0 Weeks  | 0%          | N/A         |
| 1 Week   | 0%          | N/A         |
| 2 Weeks  | 0%          | N/A         |
| 3 Weeks  | 50%         | N/A         |
| 4 Weeks  | 33%         | N/A         |
| 5 Weeks  | 0%          | N/A         |
| 6 Weeks or More  | 17%         | N/A         |
| <i>Mean</i>  | 3.8         | N/A         |
| <b>Standard Hours</b>                                  |             |             |
| 15 Hours or Less                                       | 0%          | N/A         |
| 16 to 30 Hours   | 17%         | N/A         |
| 31 to 35 Hours   | 33%         | N/A         |
| 36 to 40 Hours   | 50%         | N/A         |
| 41 to 45 Hours   | 0%          | N/A         |
| More than 45 Hours                                     | 0%          | N/A         |
| <i>Mean</i>  | 34.6        | N/A         |

Notes: Percentages may not sum to 100% due to rounding.

\*Percentages for pension plan and RRSP may sum to more than the total organization participation due to multiple responses.



## COMPENSATION PROFILE

### Cash Compensation: Administrative Support III



| Percent Bonus or Additional Cash Compensation <sup>1</sup>  |         |      |
|---|---------|------|
|   | 2022    | 2018 |
| <b>Average hourly rate (base only)</b>                      | \$26.87 | N/A  |
| <b>Average bonus (as a percentage of base compensation)</b> |         |      |
| Average among all staff <sup>2</sup>                        | 0.4%    | N/A  |
| Average among staff receiving <sup>3</sup>                  | N/A     | N/A  |
| <b>Percentage of employees receiving bonus compensation</b> | 17%     | N/A  |

Notes: <sup>1</sup>Percent bonus calculated as a percent of base salary (i.e., Bonus/Base Salary) except where noted.

<sup>2</sup>Among all staff includes zero values for those who do not receive a bonus or additional cash compensation.

<sup>3</sup>Among staff receiving excludes those who do not receive a bonus or additional cash compensation.



## Compensation by Segment: Administrative Support III

|                                   | Base Salary | Bonus | Total Cash |          |                             | Hourly  |         | Avg. Bonus % | N  |
|-----------------------------------|-------------|-------|------------|----------|-----------------------------|---------|---------|--------------|----|
|                                   |             |       | Mean       | Median   | 75 <sup>th</sup> Percentile | Mean    | Media n |              |    |
| Total                             |             |       |            |          |                             |         |         |              |    |
| 2022 Total                        | \$52,481    | \$200 | \$52,681   | \$48,500 | N/A                         | \$26.87 | \$25.75 | 0.4%         | 6  |
| 2016 Total                        | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 2  |
| 2014 Total                        | \$35,863    | \$0   | \$35,863   | \$36,140 | \$38,999                    | \$17.38 | \$17.51 | 0.0%         | 10 |
| Invested Assets                   |             |       |            |          |                             |         |         |              |    |
| \$2.5M or Less                    | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$10M to \$50M                    | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| More than \$50M                   | \$52,481    | \$200 | \$52,681   | \$48,500 | N/A                         | \$26.87 | \$25.75 | 0.4%         | 6  |
| Grants in 2021                    |             |       |            |          |                             |         |         |              |    |
| \$1M or Less                      | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| \$1M to \$2M                      | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| More than \$2M                    | \$52,481    | \$200 | \$52,681   | \$48,500 | N/A                         | \$26.87 | \$25.75 | 0.4%         | 6  |
| Number of Staff                   |             |       |            |          |                             |         |         |              |    |
| One                               | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Two                               | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Three to Five                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than Five                    | \$54,177    | \$240 | \$54,417   | \$49,000 | N/A                         | \$27.73 | \$26.37 | 0.5%         | 5  |
| Region                            |             |       |            |          |                             |         |         |              |    |
| West                              | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Ontario                           | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Québec                            | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| Employment Status*                |             |       |            |          |                             |         |         |              |    |
| Full-Time                         | \$47,600    | \$240 | \$47,840   | \$48,000 | N/A                         | \$24.85 | \$25.13 | 0.5%         | 5  |
| Permanent Part-Time               | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Casual PT/Contract                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 0  |
| Experience: Years at Organization |             |       |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$53,471    | \$300 | \$53,771   | \$47,100 | N/A                         | \$26.88 | \$24.47 | 0.7%         | 4  |
| 4 to 10 Years                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than 10 Years                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years in Position     |             |       |            |          |                             |         |         |              |    |
| 3 Years or Less                   | \$53,471    | \$300 | \$53,771   | \$47,100 | N/A                         | \$26.88 | \$24.47 | 0.7%         | 4  |
| 4 to 10 Years                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than 10 Years                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| Experience: Years at Level        |             |       |            |          |                             |         |         |              |    |
| 3 Years or Less                   | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 3  |
| 4 to 10 Years                     | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |
| More than 10 Years                | N/A         | N/A   | N/A        | N/A      | N/A                         | N/A     | N/A     | N/A          | 1  |

Notes: \*Compensation has been annualized for part-time staff.

N/A or blank cells indicate that there were too few responses to report.

Results where N is less than 25 should be interpreted with caution because of small sample size.

Additional cash compensation ratio is calculated on a case-by-case basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Bonus/variable pay may include bonus pay, incentive pay or other additional cash compensation.





## EMPLOYMENT BENEFITS

While most employees consider cash earnings as the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RRSP contributions, automobile, and perquisites (fringe benefits). According to the *2021 Canadian Nonprofit Sector Salary and Benefits Study* published by CharityVillage®, employment benefits add an average of just under \$11,000 to the value of the CEO compensation package. For management staff, the average value ranges from \$8,800 to \$13,400 depending on the level of seniority. Non-management staff values are lower at \$5,700 to \$6,200.<sup>1</sup>

This chapter summarizes the employment benefits received by employees of participating foundations. Results are broken out by level. The value of benefits was not measured in the 2022 Philanthropic Foundation Salary & Benefits Study.

---

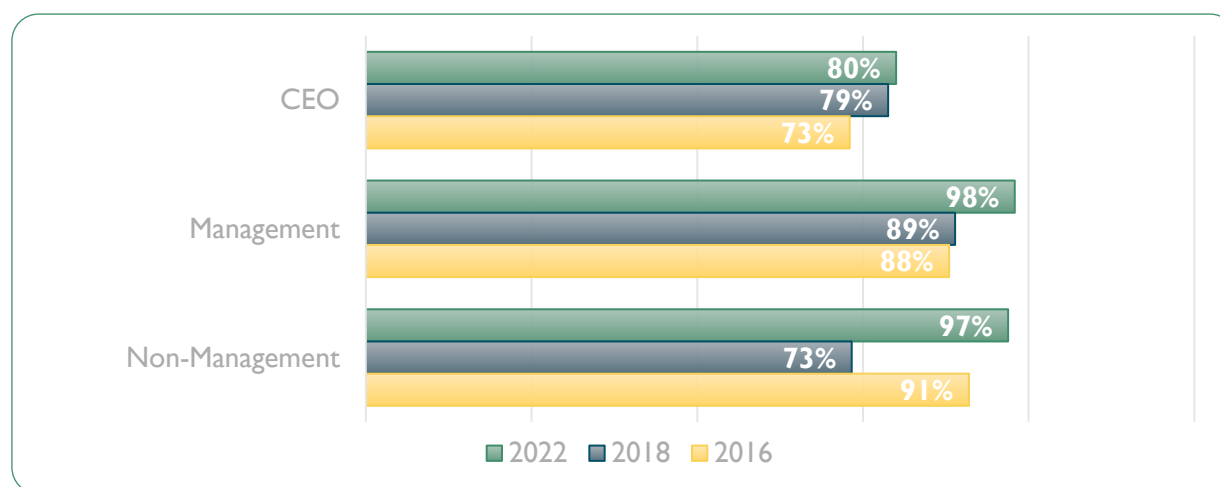
<sup>1</sup> 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published By CharityVillage®; Conducted by The Portage Group Inc.



## HEALTH AND INSURANCE BENEFITS

The 2022 study indicates that 83% of participating philanthropic foundations provide health benefits to at least one level of staff (see **Exhibit 6-1**) which is on par with the 81% for the charitable sector in general.<sup>1</sup>

**Exhibit 6-1 – Proportion of Employees Receiving Health and Insurance Benefits**



| HEALTH AND INSURANCE BENEFITS BY LEVEL |      |            |       |
|--|------|------------|-------|
|  | CEO  | MANAGEMENT | OTHER |
| Extended Healthcare                    | 74%  | 92%        | 95%   |
| Prescription Drugs                     | 74%  | 93%        | 95%   |
| Employee Life Insurance                | 69%  | 87%        | 94%   |
| Dental Care                            | 69%  | 90%        | 92%   |
| Accidental Death & Dismemberment       | 63%  | 92%        | 95%   |
| Long Term Disability                   | 63%  | 87%        | 95%   |
| Travel Accident                        | 54%  | 82%        | 88%   |
| Vision Care                            | 51%  | 70%        | 71%   |
| Employee & Family Assistance Plan      | 51%  | 78%        | 89%   |
| Short Term Disability                  | 49%  | 72%        | 76%   |
| Dependent Life Insurance               | 40%  | 49%        | 33%   |
| Healthcare Spending Account            | 31%  | 52%        | 44%   |
| Optional/Voluntary Benefits            | 14%  | 28%        | 20%   |
| Sample Size                            | N=35 | N=72       | N=80  |

Note: Percentages may sum to more than 100% due to multiple responses.

<sup>1</sup> 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group Inc.



Consistent with the charitable sector in general, health benefits are least common at the CEO level (80%). Almost all staff at the management (98%) and non-management (97%) levels receive some form of health benefit. Part of the reason for the gap is that management staff are more likely to be employed at larger organizations where benefits are more common whereas most organizations (big and small) employ a CEO.

A list of specific benefits is also presented in the exhibit. Top health benefits are as follows:

- ☐ **CEO:** Extended Healthcare, Prescription Drugs, Employee Life Insurance, Dental Care, Accidental Death & Dismemberment, Long Term Disability, Travel Accident, Vision Care and Employee & Family Assistance Plan are all received by at least half of all CEOs.
- ☐ **Management:** Extended Healthcare, Prescription Drugs, Employee Life Insurance, Dental Care, Accidental Death & Dismemberment, Long Term Disability, Travel Accident, Vision Care and Employee & Family Assistance Plan are all received by more than three-quarters of management.
- ☐ **Non-management:** Extended Healthcare, Prescription Drugs, Employee Life Insurance, Dental Care, Accidental Death & Dismemberment, Long Term Disability, Travel Accident and Employee & Family Assistance Plan are each received by more than 85% of non-management staff.

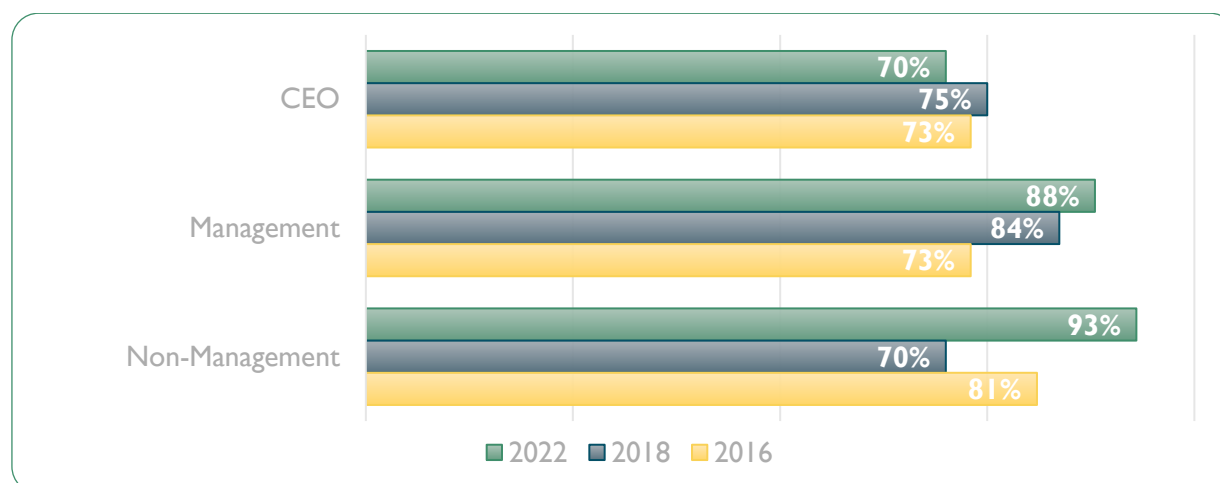
## RETIREMENT BENEFITS

At 75%, the portion of philanthropic foundations offering retirement benefits to at least one staff level is considerably higher than the charitable sector in general (51% in 2021).<sup>1</sup>

Seven in ten (70%) CEOs receive retirement benefits from their employer. The portion receiving retirement benefits is considerably higher among management staff (88%) and non-management (93%) (see **Exhibit 6-2**). Notably, the portion of non-management receiving retirement benefits is up significantly since 2018.

<sup>1</sup> 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group Inc.



**Exhibit 6-2 – Proportion of Employees Receiving Retirement Benefits**

| RETIREMENT BENEFITS BY LEVEL      |          |            |         |
|-----------------------------------|----------|------------|---------|
|                                   | CEO      | MANAGEMENT | OTHER   |
| RRSP Total                        | 57%      | 61%        | 70%     |
| RRSP - Matched Contribution       | 22%      | 30%        | 48%     |
| RRSP - Contribution               | 38%      | 34%        | 24%     |
| Average RRSP Value:*              |          |            |         |
| Annual Amount                     | \$13,399 | \$8,498    | \$5,283 |
| Percent of Base                   | 7.3%     | 7.2%       | 6.8%    |
| Pension Plan Total                | 19%      | 30%        | 26%     |
| Defined Benefit Pension Plan      | 8%       | 3%         | 2%      |
| Defined Contribution Pension Plan | 14%      | 27%        | 23%     |
| Average Pension Value:*           |          |            |         |
| Annual Amount                     | \$16,400 | \$8,650    | \$5,022 |
| Percent of Base                   | 8.1%     | 7.4%       | 6.9%    |
| Sample Size                       | N=37     | N=72       | N=79    |

Notes: Percentages may sum to more than 100% due to multiple responses.

\*Values are for those who receive the benefit only. Averages for foundations overall would be considerably lower.

RRSP contributions continue to be far more common than pension plans. A simple RRSP contribution tends to be more common than matched contributions in for CEOs while the reverse is true for non-management staff. For management staff, simple contributions are more common, but not by a wide margin. A “matched” contribution is an arrangement where an employer matches (at a prescribed rate) the contribution made by the employee to the employee’s registered retirement savings plan. In a regular contribution plan, the employee is not required to contribute.



For those receiving pension plans, defined contribution pension plans are more common than defined benefit pension plans. The two types of plans are defined as follows<sup>1</sup>:

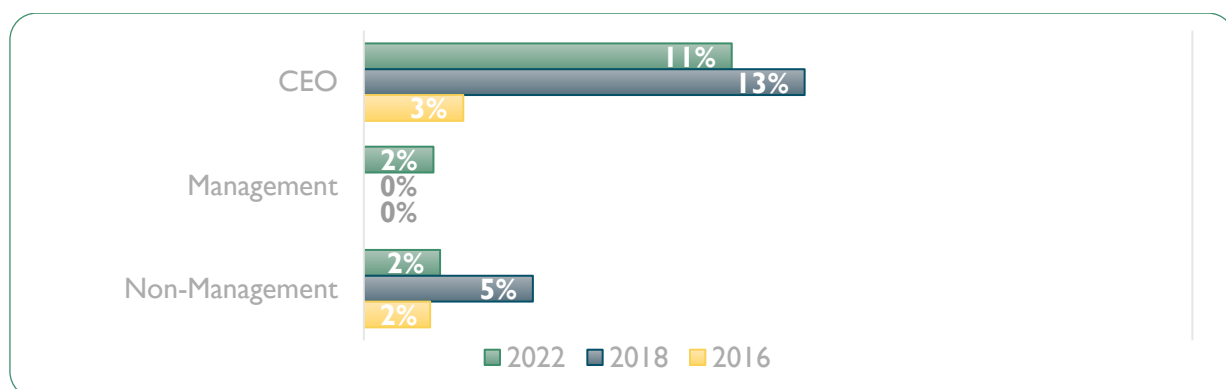
- **Defined Benefit Pension Plan:** A plan in which the employer guarantees that the employee will receive a pension with a defined dollar value upon retirement, regardless of the performance of the underlying investment pool.
- **Defined Contribution Pension Plan:** A plan in which the employer makes predefined contributions for the employee, but the dollar value of the pension received by the employee depends on the investment's performance.

The exhibit also presents the average value of RRSP and pension benefits. It should be noted that these values include only those who receive the benefit and is not an overall foundation average. Among those who receive RRSPs, the employer contribution averages 6.8% to 7.3% (depending on level). For pension plans, the value ranges from 6.9% to 8.1%.

## AUTOMOBILE BENEFITS

Automobile benefits, which include company cars and car allowances (beyond mileage), continue to be the least common benefit type with only 10% of participating organizations indicating that they provide it to at least one level of staff. As illustrated in **Exhibit 6-3**, automobile benefits are most common at the CEO level with 11% receiving it. Only 2% of management and non-management staff receive an automobile benefit.

**Exhibit 6-3 – Proportion of Employees Receiving Automobile Benefits**



<sup>1</sup> 2021 Canadian Nonprofit Sector Salary and Benefits Study; Published by CharityVillage®; Conducted by The Portage Group Inc.

| AUTOMOBILE/PARKING BENEFITS BY LEVEL |      |            |       |
|--------------------------------------|------|------------|-------|
|                                      | CEO  | MANAGEMENT | OTHER |
| Company Car                          | 0%   | 0%         | 0%    |
| Car Allowance Lump sum               | 11%  | 2%         | 2%    |
| Sample size                          | N=36 | N=73       | N=80  |
| <b>Other Transportation Benefits</b> |      |            |       |
| <b>Parking</b>                       |      |            |       |
| Parking is Provided                  | 33%  | 11%        | 9%    |
| Parking is Subsidized                | 8%   | 4%         | 6%    |
| NA - Parking is Free at or Near Work | 14%  | 6%         | 4%    |
| Not Offered                          | 44%  | 79%        | 81%   |
| Sample size                          | N=36 | N=73       | N=80  |
| <b>Transit Pass</b>                  |      |            |       |
| Transit Pass Provided                | 6%   | 1%         | 1%    |
| Transit Pass is Subsidized           | 8%   | 17%        | 10%   |
| Sample size                          | N=36 | N=73       | N=80  |

Note: Percentages may sum to more than 100% due to multiple responses.

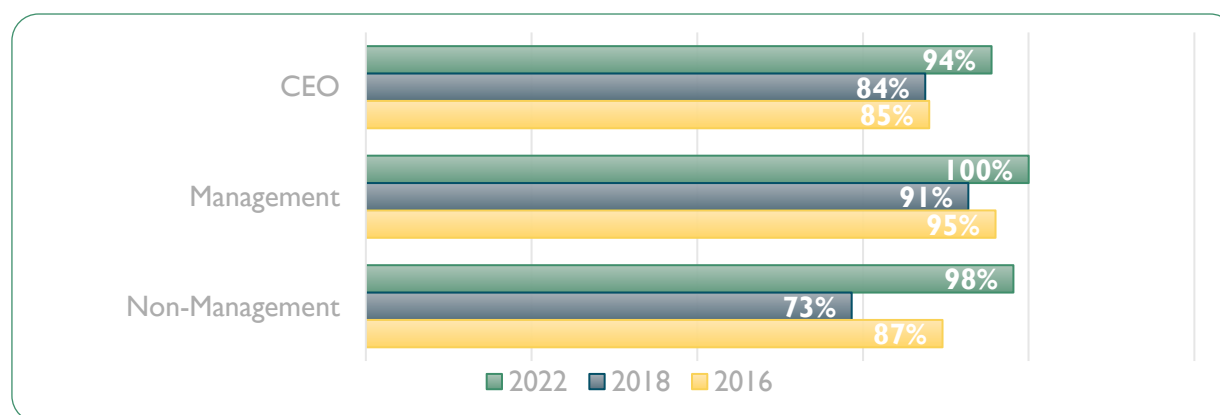
The only type of automobile benefit reported in 2022 is a car allowance.

The table also provides information on parking and transit pass benefits by staff level. Over half (56%) CEOs either receive parking, a subsidy or have free parking available at or near work. Only one in five management staff (21%) and non-management staff (19%) receive parking or have free access.

## FRINGE OR PERQUISITE BENEFITS

Almost all participating organizations (95%) offer their employees at least one type of fringe (or perquisite) benefit. As seen in [Exhibit 6-4](#), CEOs (94%) are slightly less likely than Management (100%) and non-management (98%) to receive fringe benefits.

**Exhibit 6-4 – Proportion of Employees Receiving Fringe or Perquisite Benefits**



| FRINGE OR PERQUISITE BENEFITS BY LEVEL |      |            |       |
|--|------|------------|-------|
|  | CEO  | MANAGEMENT | OTHER |
| Professional Dues                      | 50%  | 66%        | 76%   |
| Conference Registration and Travel     | 78%  | 79%        | 88%   |
| Fitness/Social Club Membership         | 11%  | 11%        | 10%   |
| Business Club Membership               | 3%   | 0%         | 0%    |
| Business Class Travel                  | 8%   | 0%         | 0%    |
| Spouse Travel                          | 3%   | 0%         | 0%    |
| Educational Assistance                 | 25%  | 40%        | 55%   |
| Cell Phone/PDA - Personal use          | 69%  | 82%        | 49%   |
| Laptop Computer                        | 81%  | 86%        | 87%   |
| Home Internet Connection               | 19%  | 22%        | 12%   |
| Personal Financial Planning            | 0%   | 1%         | 1%    |
| Individual Coaching/Counselling        | 11%  | 3%         | 1%    |
| Sample Size                            | N=36 | N=72       | N=80  |

Note: Percentages may sum to more than 100% due to multiple responses.

Top fringe benefits for each level are as follows:

- **CEO:** Laptop Computer (81%), Conference Registration and Travel (78%), Cell Phone/PDA - Personal use (69%) and Professional Dues (50%).
- **Management:** Laptop Computer (86%), Cell Phone/PDA - Personal use (82%), Conference Registration and Travel (79%) and Professional Dues (66%).
- **Non-management:** Conference Registration and Travel (88%), Laptop Computer (87%), Professional Dues (76%), Educational Assistance (55%) and Cell Phone/PDA - Personal use (49%).

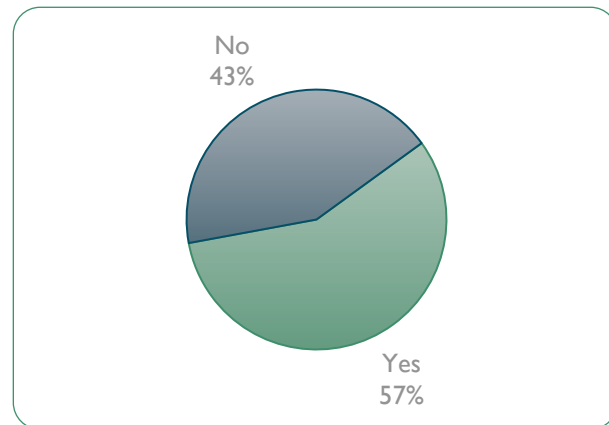


## HUMAN RESOURCE POLICIES

Formal HR policy manuals are widely used but are far from universal. Almost six in ten (57%) participating organizations indicated they utilize an HR manual (**Exhibit 7-1**).

While they may or may not have a formal policy manual, most (93%) organizations have at least one HR policy in place. The following sections provide a summary of the use of various HR policies including salary ranges, vacation carryover, hours of work, sick leave, overtime, professional development and maternity/paternity leave.

**Exhibit 7-1 – Use a Human Resource Policy Manual**

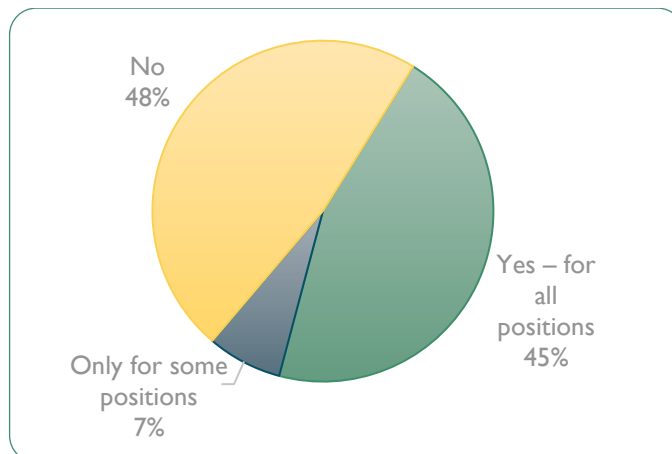


Notes: N=42

Percentages may not sum to 100% due to rounding.

## SALARY RANGE USAGE

**Exhibit 7-2 – Salaries Based on Established Formal Ranges**



Notes: N=42

Percentages may not sum to 100% due to rounding.

Just over half (52%) of participating foundations indicated that they use formal ranges to set salaries for staff (see **Exhibit 7-2**). More specifically, 45% use a range for all levels and 7% use one for some positions.

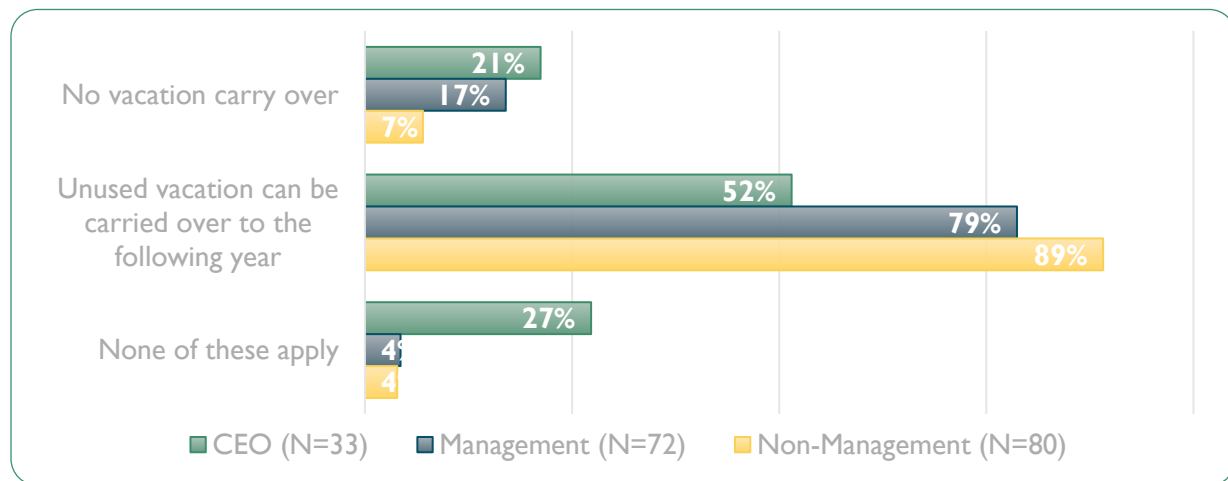




## VACATION CARRYOVER

Vacation carryover policies are in place for all levels for most participants (see [Exhibit 7-3](#)). They are most common for management (96%) and non-management (96%). While both policies are common, allowing a carryover continues to edge out not allowing carryover among those that do have a policy.

**Exhibit 7-3 – Vacation Carryover**



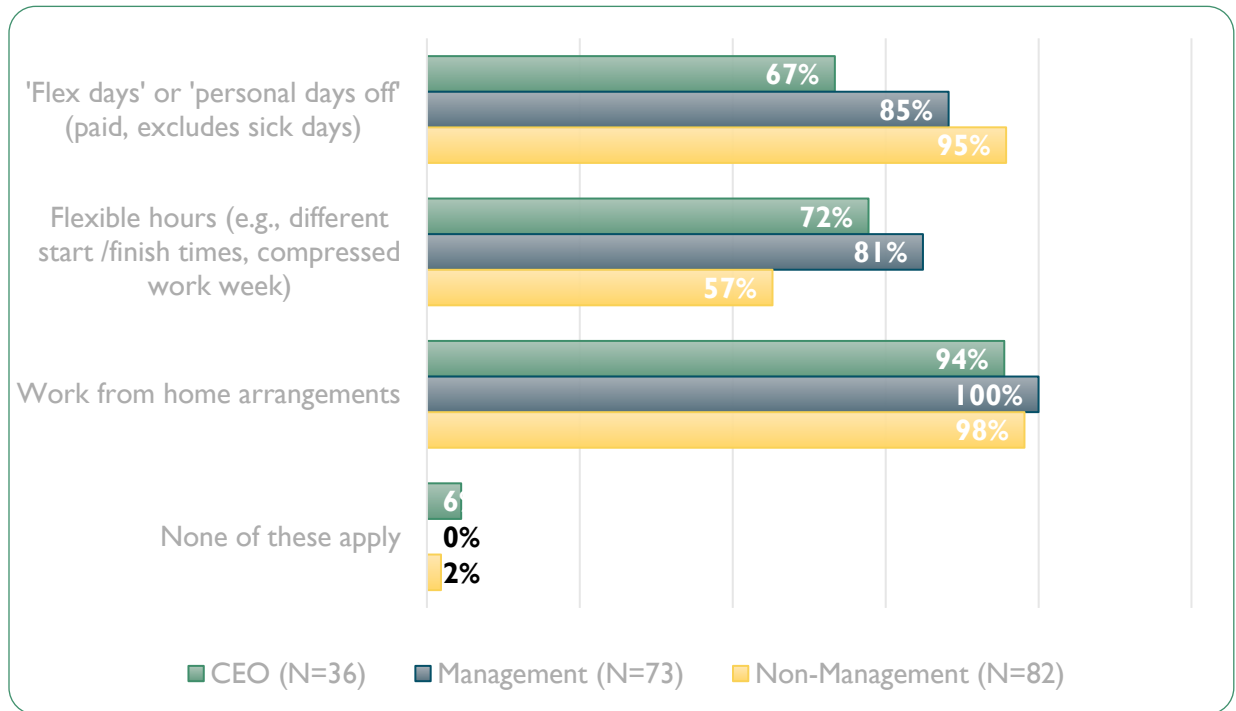
Note: Percentages may sum to more than 100% due to rounding.

## HOURS OF WORK POLICY

As seen in [Exhibit 7-4](#), hours of work policies are in place for over nine in ten staff at all levels. For the specific policies, work from home policies are universal at all levels with almost all having one. Given the impact of the Covid-19 pandemic over the past two years, it is not surprising that the use of work from home policies has risen sharply in 2018.

Almost all non-management staff (95%) and most management staff (85%) have flex or personal days. The policy is also common for CEOs, though only two-thirds (67%) have this policy. Seven in ten (72%) CEOs and eight in ten (81%) management staff have a flexible hours policy.



**Exhibit 7-4 – Hours of Work Policy**

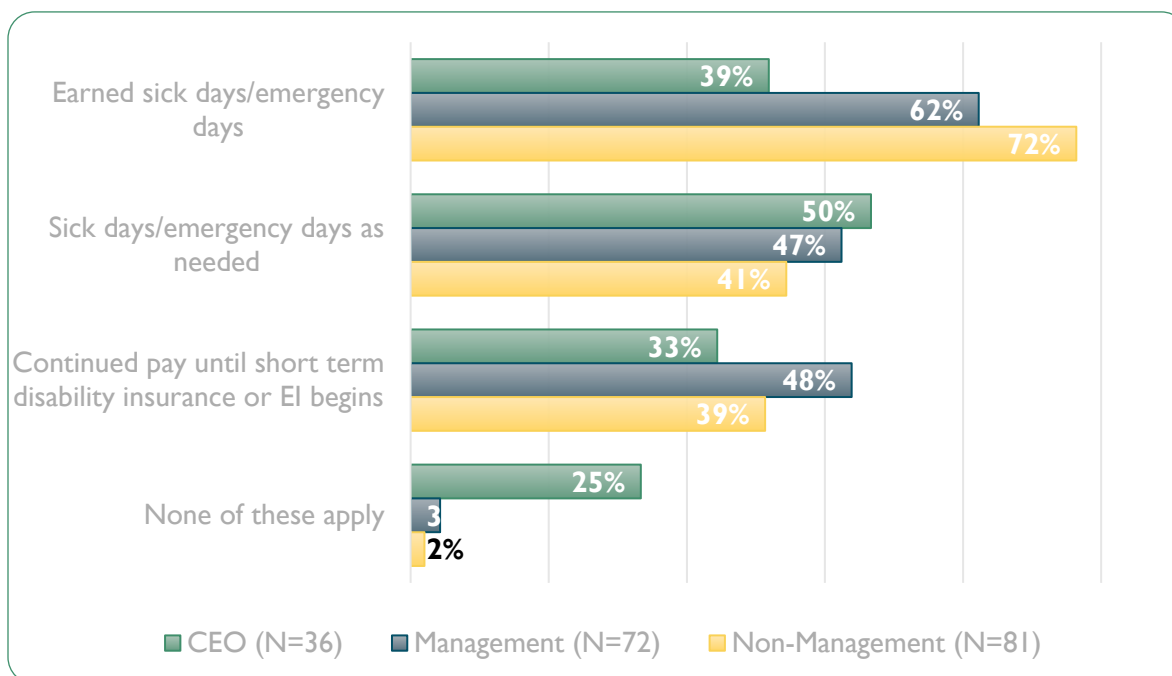
Note: Percentages may sum to more than 100% due to multiple responses.



## SICK LEAVE POLICY

Sick leave policies are more common for Management (97%) and non-management (98%) than for CEOs (75%). Earned sick days is the most common policy among Management (62%) and non-management (72%) while for CEOs sick days/emergency days as needed (50%) is ahead of the other policies. These results are summarized in **Exhibit 7-5**.

**Exhibit 7-5 – Sick Leave Policy**



| NUMBER OF SICK DAYS BY LEVEL* |      |            |       |
|-------------------------------|------|------------|-------|
|                               | CEO  | MANAGEMENT | OTHER |
| Less than 5 days              | 5%   | 3%         | 1%    |
| 5 to 9 days                   | 32%  | 16%        | 13%   |
| 10 days                       | 27%  | 42%        | 24%   |
| 11 to 15 days                 | 27%  | 30%        | 60%   |
| More than 15 days             | 9%   | 10%        | 2%    |
| Mean                          | 12.5 | 11.9       | 12.9  |
| Sample Size                   | N=22 | N=57       | N=62  |

Note: Percentages may sum to more than 100% due to multiple responses.

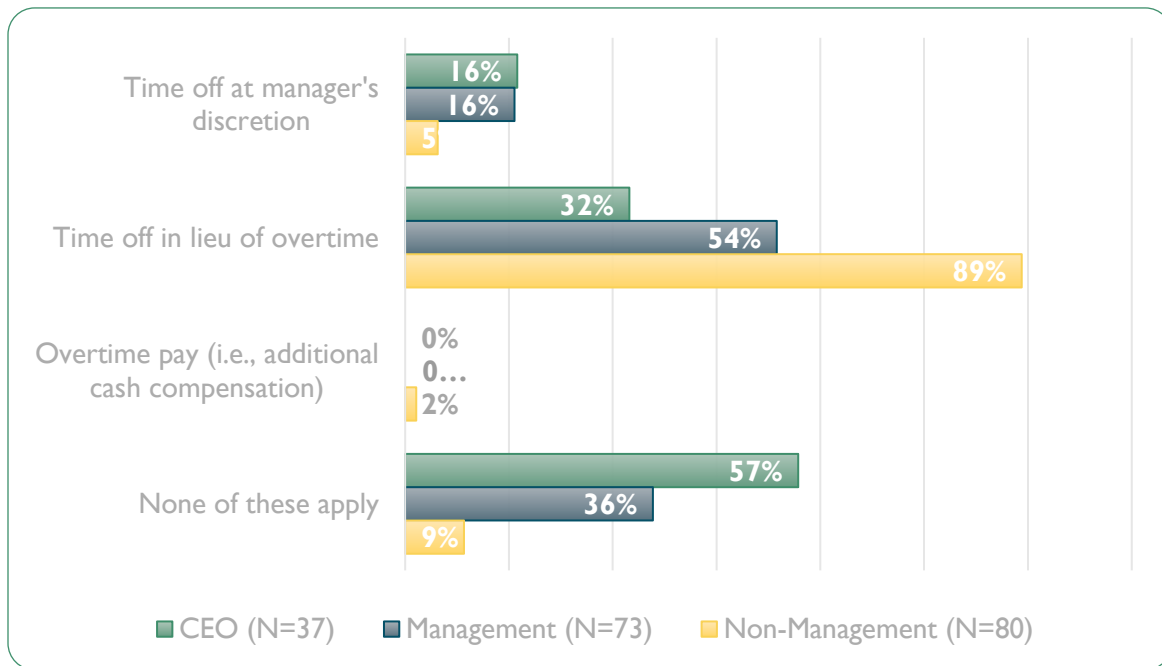
\*Base for the number of days is those who have a sick day policy.

On average, participants that have a sick day policy offer staff between 11.9 and 12.9 sick days depending on level. Most policies range from five to fifteen sick days.



## OVERTIME POLICY

Overtime policies are in place for roughly two-thirds of management (64%), nine in ten non-management (91%) staff and 43% of CEOs. The most common overtime policy is time off in lieu of overtime (see [Exhibit 7-6](#)).

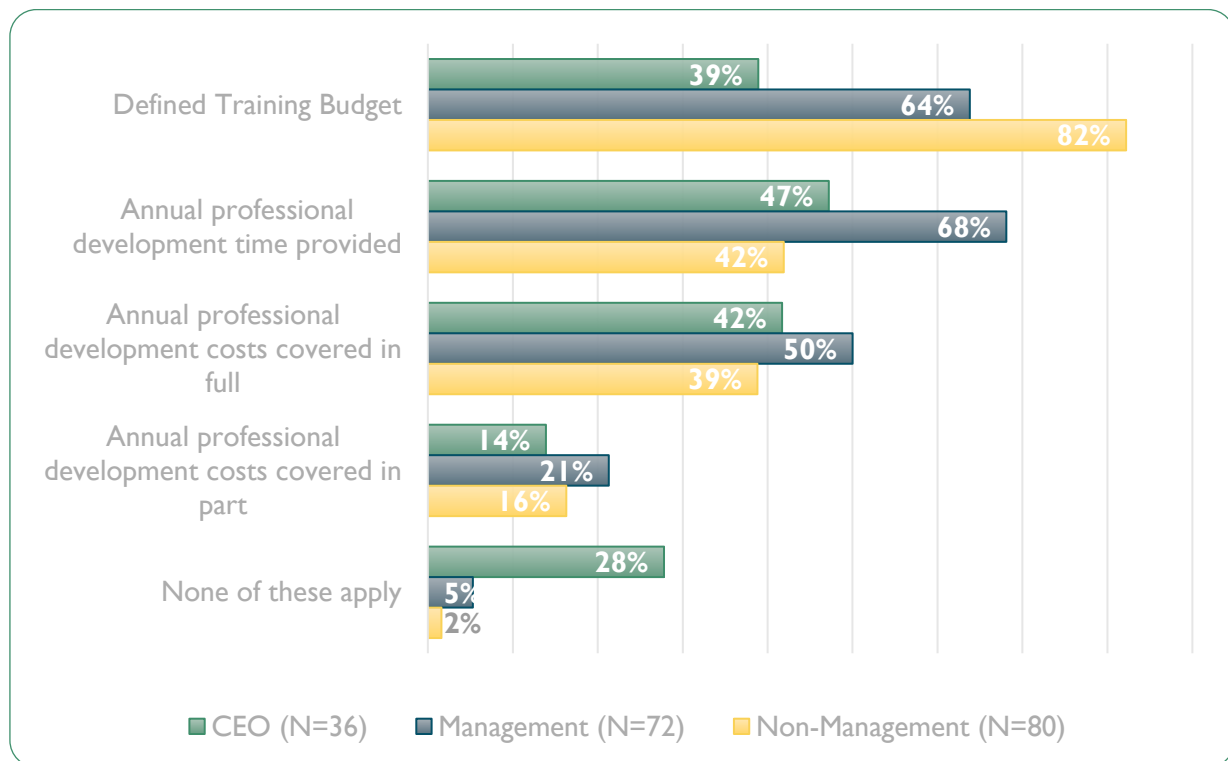
**Exhibit 7-6 – Overtime Policy**

Note: Percentages may sum to more than 100% due to multiple responses.

## PROFESSIONAL DEVELOPMENT POLICY

Professional development policies are most likely to be in place for management (95%) and non-management (98%) with most organizations reporting this to be the case (see **Exhibit 7-7**). Such policies are less common for CEOs (72%). For non-management staff, the most common policy is a defined training budget at 82%. For management staff, annual PD time provided (68%) and defined training budget (64%) are offered to roughly two-thirds. For CEOs, annual PD costs covered (in full) is the most common policy followed closely by annual PD time provided and defined training budgets.

**Exhibit 7-7 – Professional Development Policy**

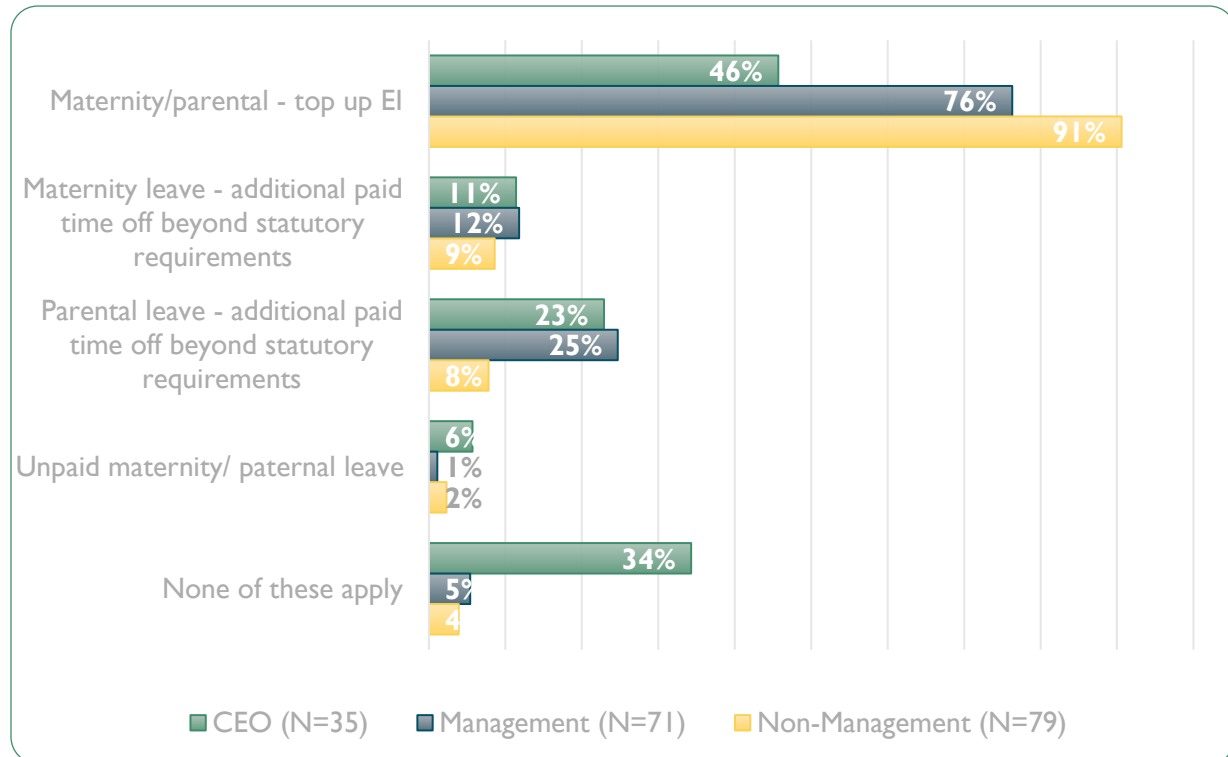


Note: Percentages may sum to more than 100% due to multiple responses.

## MATERNITY/PATERNITY LEAVE POLICY

Almost all management and non-management staff have some form of maternity/paternity policy in place. For CEOs, the same holds true for two-thirds (see **Exhibit 7-8**). The most common policy (by a significant margin) is to provide top-up pay.

**Exhibit 7-8 – Maternity/Paternity Leave Policy**



Note: Percentages may sum to more than 100% due to multiple responses.



## GLOSSARY OF TERMS

**Base Compensation:** This is the annual base amount of cash compensation an individual receives prior to any bonuses or incentives. To allow for comparisons, part-time and contract wages/fees have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year (assuming 10 statutory holidays).

**Bonus or Additional Compensation:** This is cash compensation beyond the regular paycheck. This compensation is typically received as a bonus or incentive and may or may not be part of a formal incentive plan.

**Hourly Rate:** This represents the hourly equivalent to base compensation. This rate can be used to calculate benchmark compensation for part-time positions. Where annual values were provided, hourly rates were calculated using the standard hours upon which the annual rate is based over a 52-week year. The hourly rate does not include any bonus or incentive pay.

**Bonus Percent:** This is the amount of additional compensation expressed as a percentage of base compensation. Values labelled “among all staff” represent the average for the sector, while those labelled “among those who receive bonus pay” exclude those who receive no bonus or additional compensation.

**Target Bonus Level:** The ‘target bonus’ is the percentage of base salary that would be awarded where all objectives are met satisfactorily.

**Maximum Bonus Level:** The ‘maximum bonus’ is the percent of salary that would be awarded where all objectives are significantly exceeded.

**Sample Size:** Shown as “N=” throughout the report, this is the number of cases the result is based upon. As noted in the following paragraph, some respondents provided data about more than one employee.

**Experience Profile Categories:** Following are the definitions of the different experience groupings.

- **Current Organization:** Total years spent working at your organization.
- **Current Position:** Years in their current staff position at your organization.
- **At Seniority Level:** Total years at their current level (e.g., Chief Executive) in all organizations they have worked for.



## ANNEX:

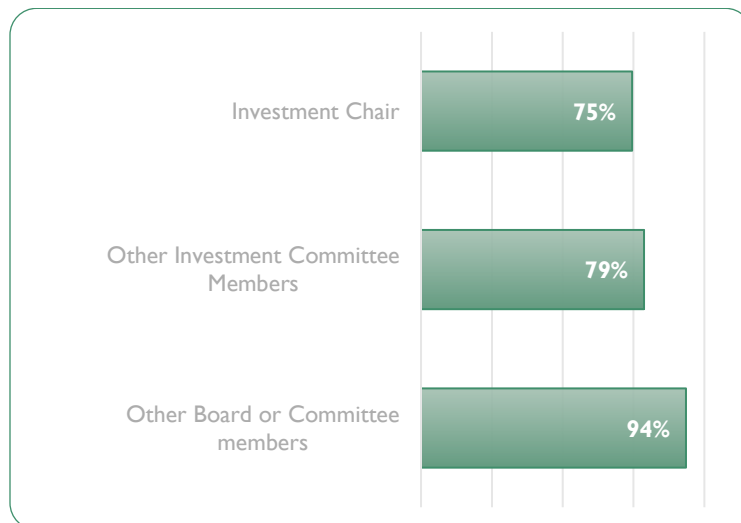
# ANALYSIS OF COMPENSATION PRACTICES FOR BOARD AND COMMITTEE MEMBERS

The 2022 edition of the Philanthropic Foundation Salary & Benefits survey included additional questions on compensation practices for the Investment Chair, other Investment Committee members as well as other Board and Committee members. This report provides a brief summary of the results. The findings are based on a survey of 47 Canadian philanthropic foundations conducted in May and June 2022.

For detailed staff compensation benchmarks, please refer to the main study report.

### SUMMARY FINDINGS

**Exhibit 1 – Have Investment Committee or other Board or Committee Members**



Note: N=47

As seen in **Exhibit 1**, three-quarters (75%) of participating organizations reported that they have an Investment Chair while four in five (79%) have other investment committee members.

Almost all (94%) participants reported that they have other Board or Committee members.

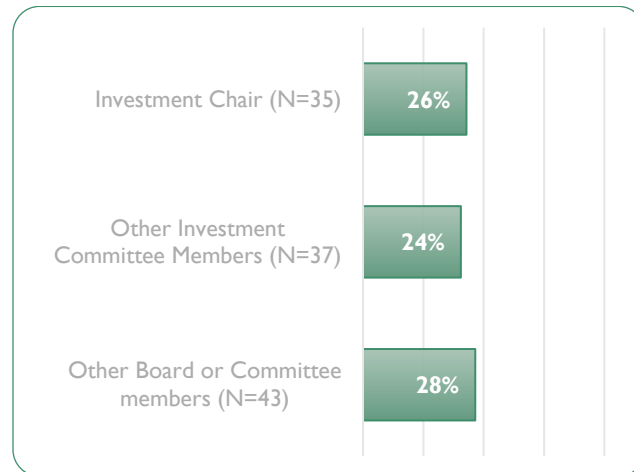




Roughly one-quarter (24% to 28%) of organizations that have each volunteer position pay any form of compensation to Investment committee or other Board or Committee members (see **Exhibit 2**).

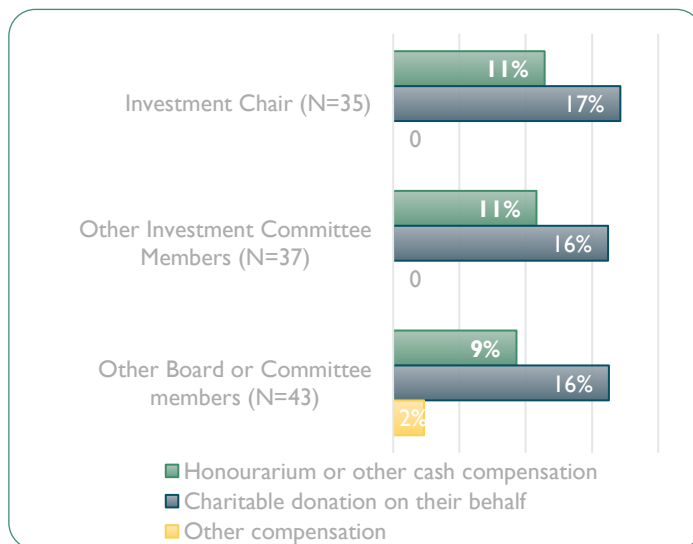
Compared to organizations that do not have and/or do not compensate investment committee or other Board or Committee members, those that do are more likely to have invested assets of \$10 million to \$50 million (48% vs. 17%), grants of \$1 million to \$2 million (24% vs. 3%) and 1 to 3 staff (47% vs. 17%). Conversely, they are less likely to have invested assets over \$50 million (29% vs. 53%), grants over \$2 million (33% vs. 57%) or 5 to 10 staff (26% vs. 52%).

**Exhibit 2 – Provide Compensation to Investment Committee or other Board or Committee Members**



Note: Base is those who have each position.

**Exhibit 3 – Type of Compensation Provided to Investment Committee or other Board or Committee Members**



Note: Base is those who have each position.

Among those who provide compensation to each type of volunteer, there isn't any difference in the type of compensation provided (see **Exhibit 3**). More specifically, for each position, roughly one in ten (9% to 11%) offer an honourarium or other cash compensation while 16% to 17% make a charitable donation on behalf of the volunteer.

Only one (2%) participant indicated that they provide other forms compensation to other Board or Committee members.

With only four participants reporting the value of compensation for each position, the sample size is too small to report. Data was collected in ranges from under \$500 to over \$25,000 and participants all fell into different ranges from low to high.



FOR MORE INFORMATION CONTACT



Philanthropic Foundations  
Canada

Fondations  
Philanthropiques  
Canada

1095, rue St-Alexandre  
Montréal (Québec) H2Z 1P8

514-866-5446

[info@pfc.ca](mailto:info@pfc.ca)

[www.pfc.ca](http://www.pfc.ca)

