



CHARITY  
VILLAGE

2024

CANADIAN  
NONPROFIT  
SECTOR

**2024 Canadian Nonprofit Sector  
Salary & Benefits Study**

**Highlights Webinar**



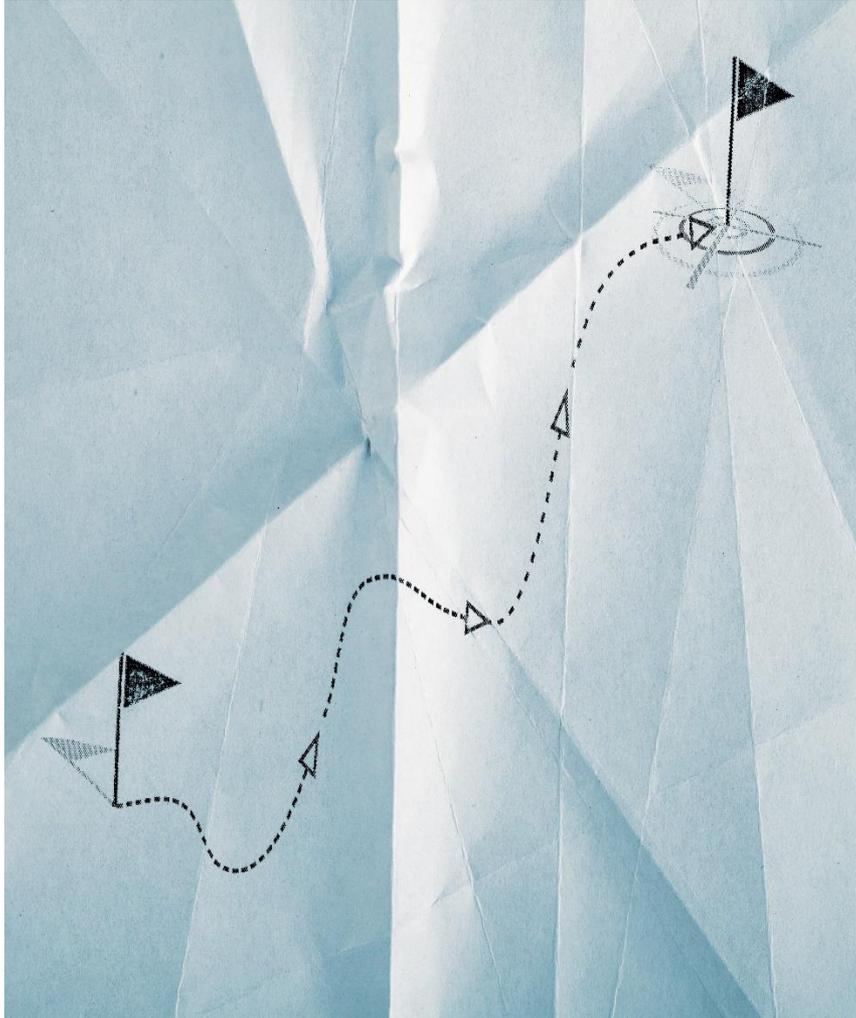
September 19, 2024

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CHARITY  
VILLAGE

# Today's Agenda



About The Portage Group

Study Overview

Who Participated?

Study Highlights

How to Use the Compensation Benchmarks

Making the Case in 2025!

Q & A

# About The Portage Group

- Full-service management consulting company focused on the not-for-profit sector.
- Core Services:



**Market Research**



**Strategy and  
Organizaton Design**



**Leadership  
and Search**

- Extensive experience conducting compensation studies.

# About the Presenters

## Geoffrey Thacker, Executive Partner

- Senior consulting roles with Association Resource Centre and co-founder of The Portage Group
- Leads TPG's research practice.
- Over 25 years experience leading, designing and conducting market research – the last 20 years have been focused on associations and nonprofits
- Has led over 40 compensation studies in the nonprofit sector including all eight of CharityVillage's studies
- Served in a management role in PricewaterhouseCoopers' Measurement & Market Research practice



## Jack Shand, Executive Partner

- Founder/senior consulting roles with Association Resource Centre, Leader Quest and, since 2015, The Portage Group
- Practice focus includes executive search & leadership consulting for many types of NFPs – associations, charities, regulators, unions, etc.
- Fellow of the management consulting profession (FCMC)
- CEO of three national organizations in the NFP sector prior to consulting
- Volunteer roles have included management education (university committee chair), health charity (national fundraising chair), to community level NFPs (board director)



# Study Overview

- 1,293 not-for-profit organizations participated in April 2024
- Total of 5,536 staff position profiles in six levels:
  - 868 - Level 1: Chief Executive
  - 411 - Level 2: Senior Executive
  - 828 - Level 3: Senior Management
  - 1,030 - Level 4: Management/Supervisory Staff
  - 1,695 - Level 5: Functional & Program Staff
  - 704 - Level 6: Support Staff
- Total of 14,161 individual staff represented
- Study covers both compensation and benefits

# Study Limitations

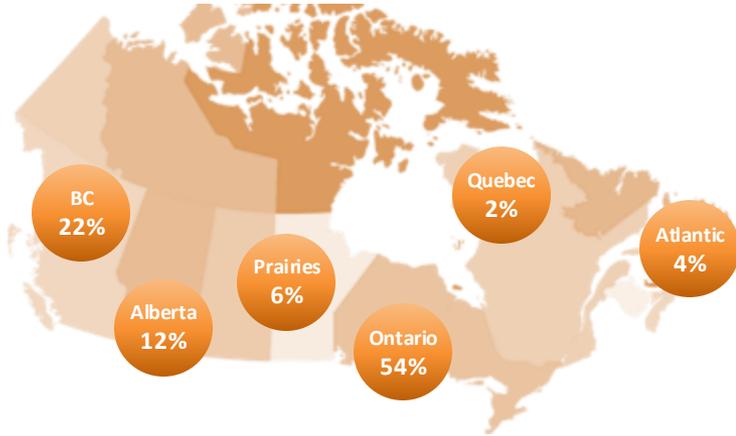
Compensation figures are as of April 2024.

Results are based on survey responses and are only as accurate as the data provided by survey participants.

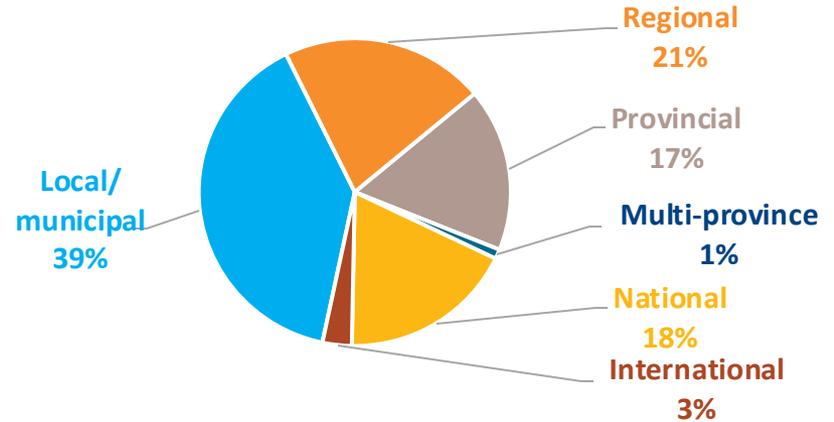
Survey was not random. Accordingly, it may or may not be an accurate representation of the total of the nonprofit sector in Canada.

Interpret smaller segment data with caution due to small sample sizes.

# Who Participated?

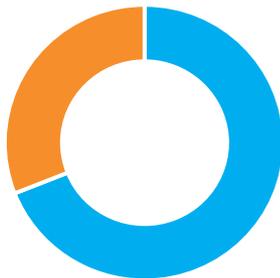


## Jurisdiction



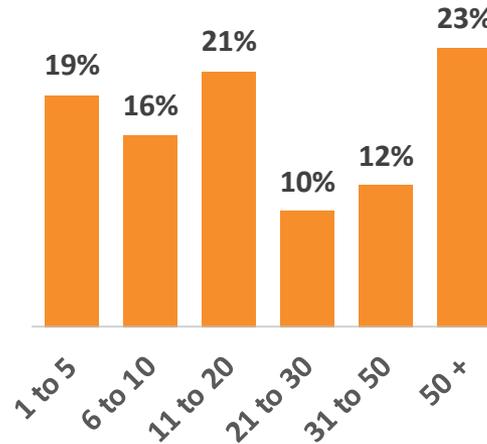
## Organization Type

Other Nonprofit  
31%

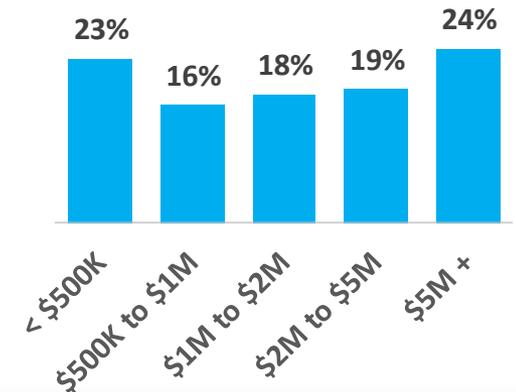


Registered Charity  
69%

## Number of Staff



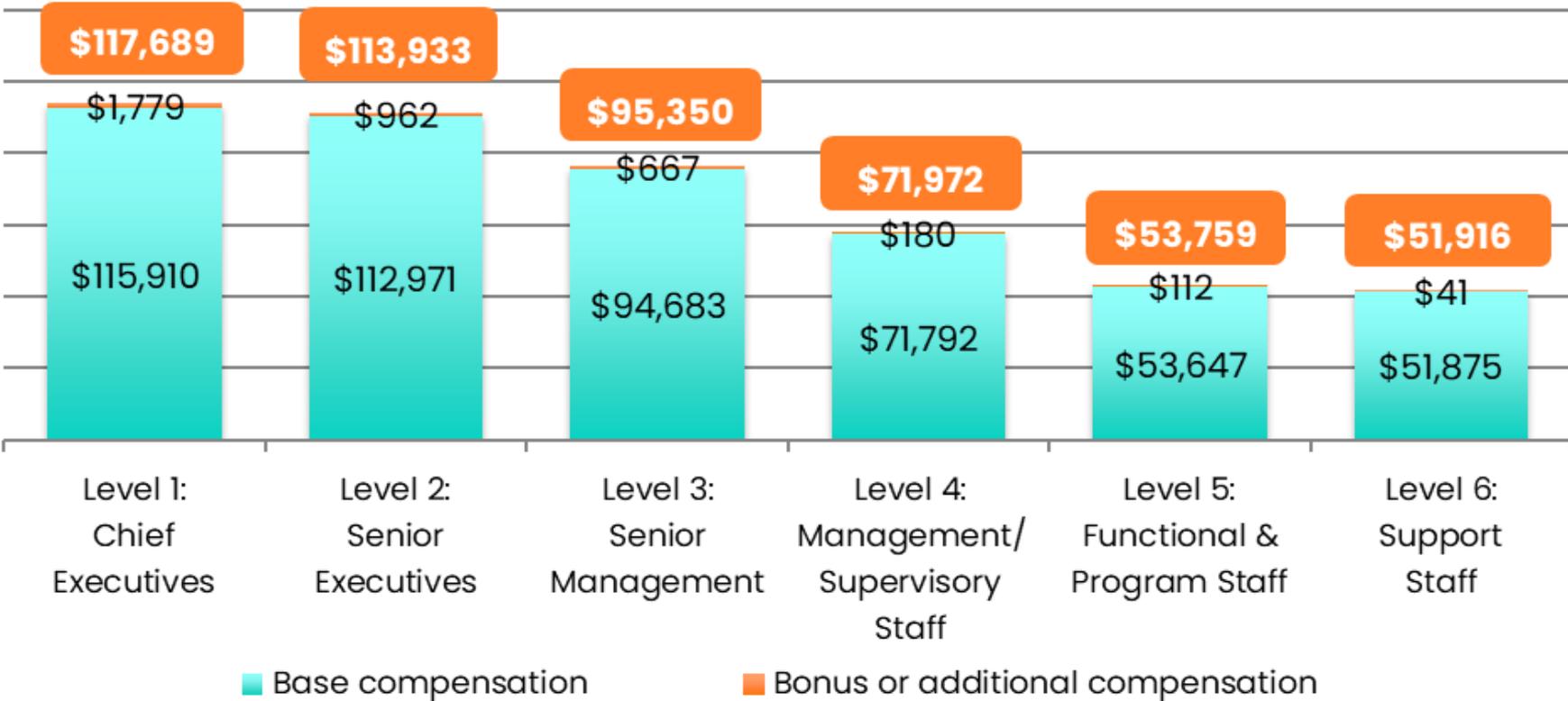
## Budget



# Study Highlights

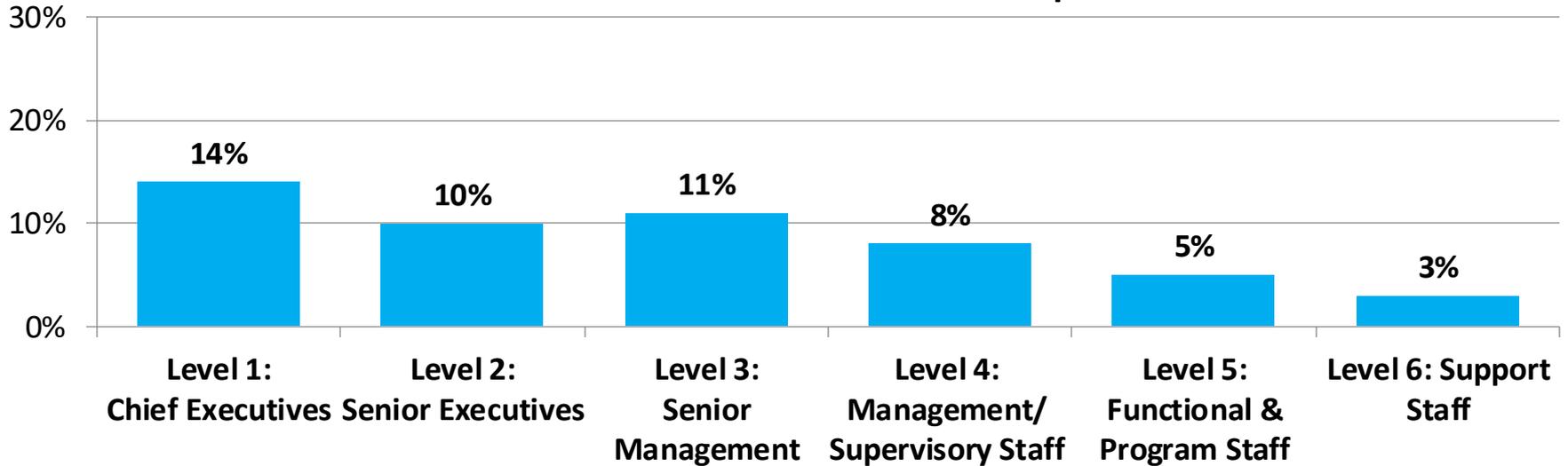


# Cash Compensation by Level



# Bonus Compensation by Level

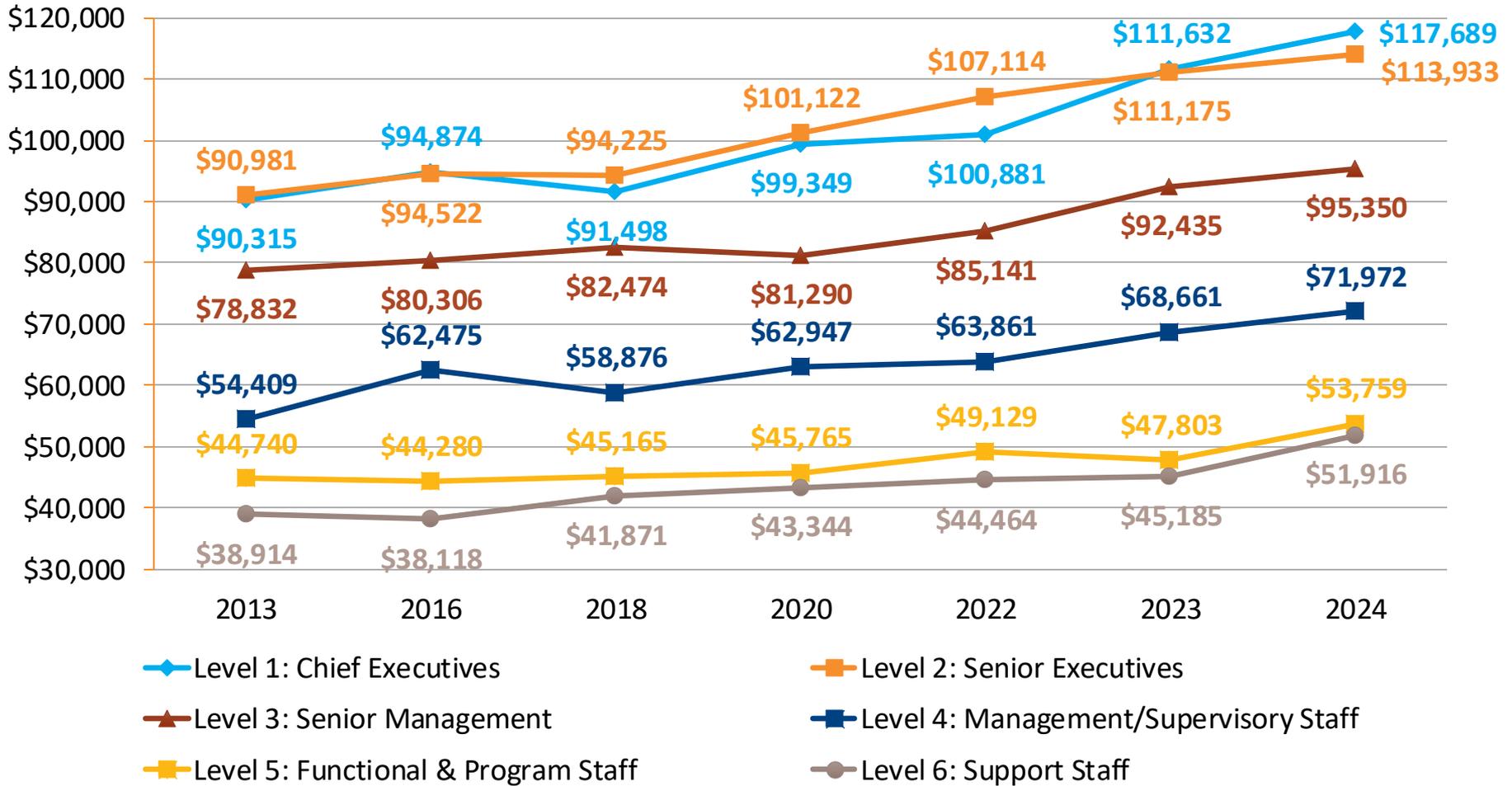
Percent of Staff Who Received Bonus Compensation



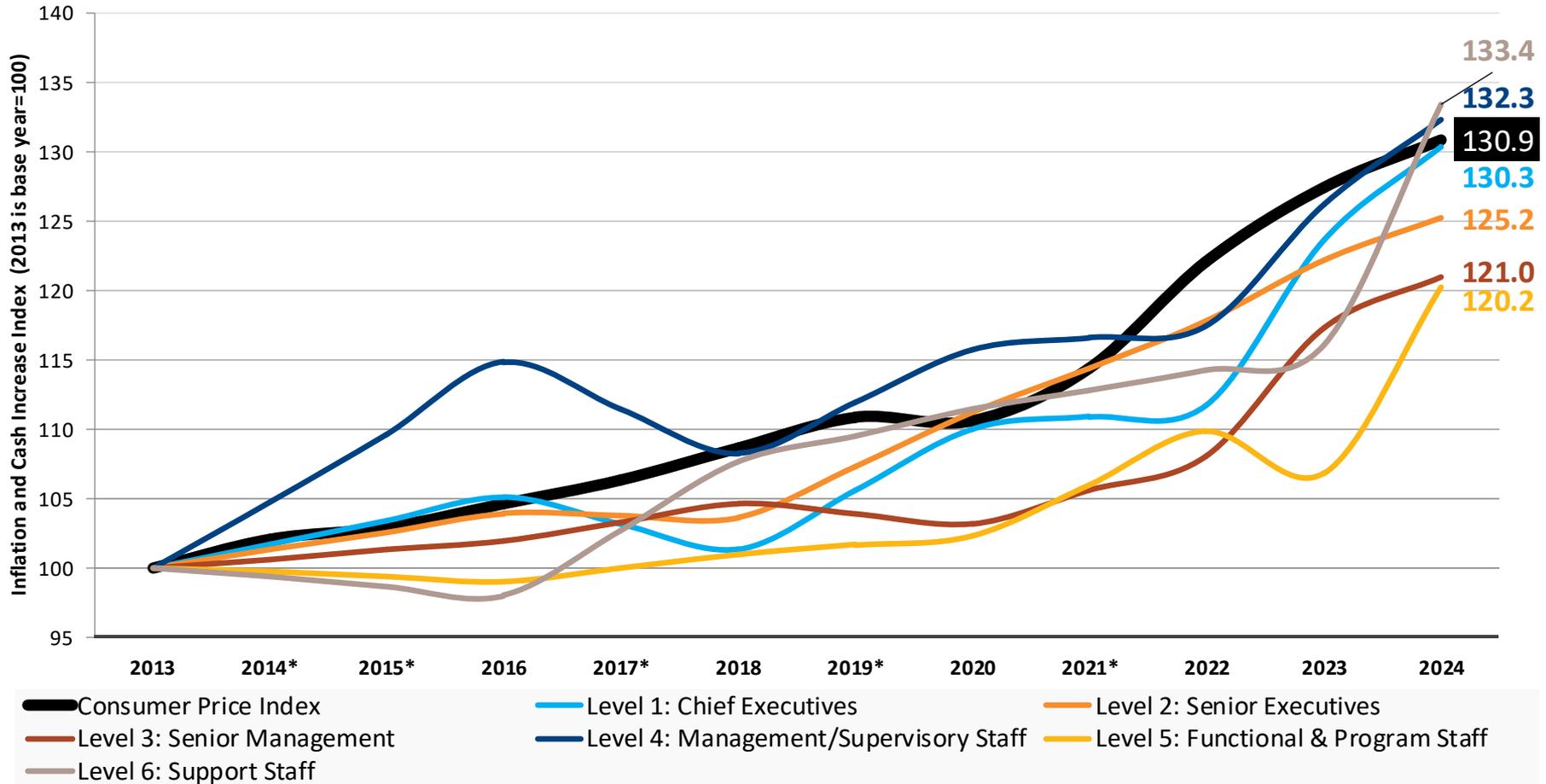
## Average Amount of Bonus Cash Compensation (*% of base compensation*)

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among all staff	1.1%	0.6%	0.7%	0.2%	0.1%	0.1%
Among those who receive bonus pay	7.5%	6.1%	5.0%	3.0%	3.0%	1.9%

# Change in Cash Compensation by Level 2013 to 2024



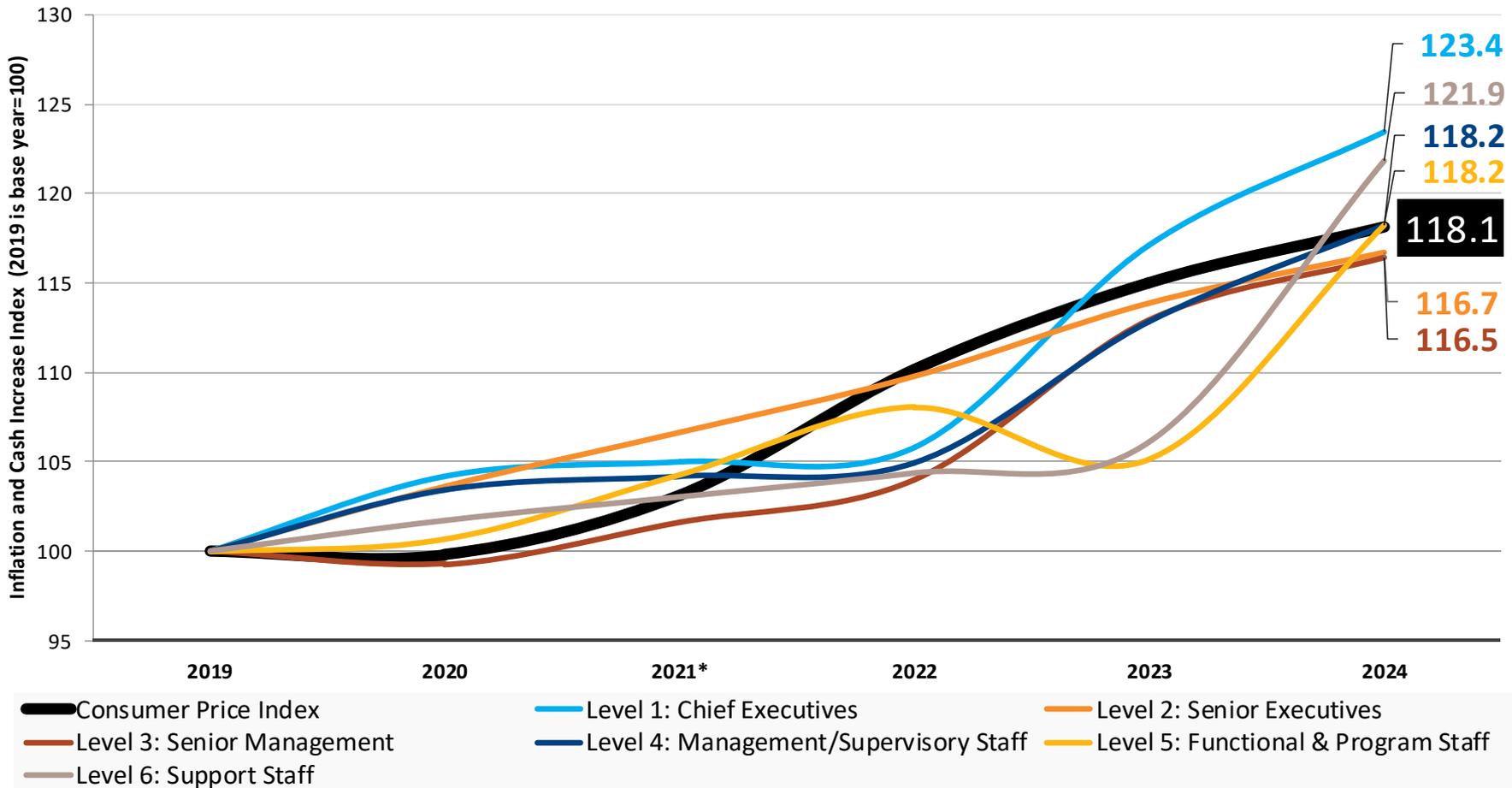
# How Do Pay Increases Stack Up Over Time



Note: Base is April 2013.

\*No study in these years, increases were estimated based on the annual growth rate between studies.

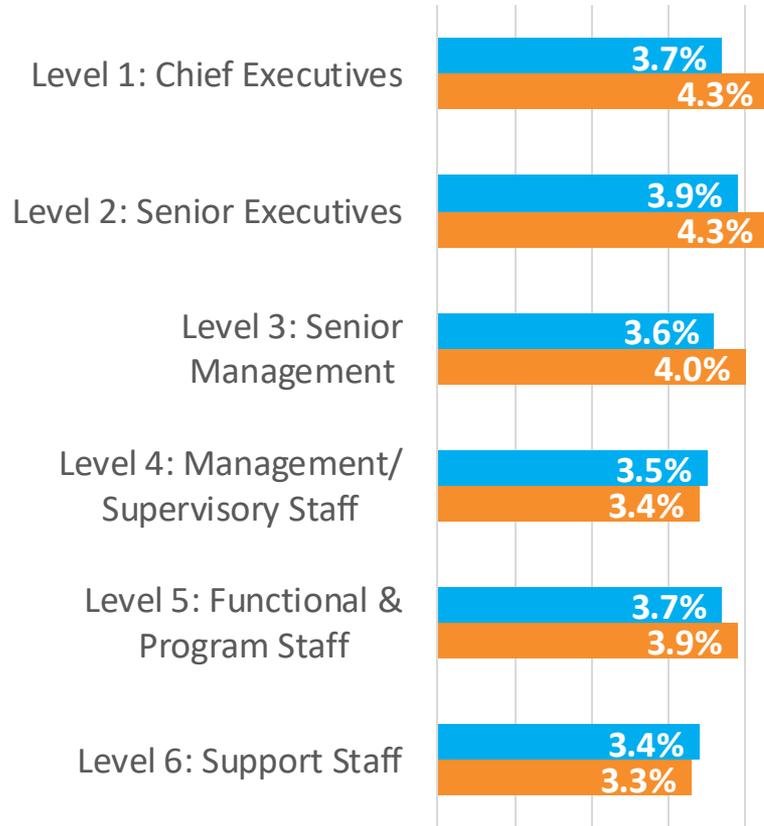
# Salaries and Wages vs. Inflation Since Pandemic (past 5 years)



Note: Base is April 2019.  
 \*No study in these years, increases were estimated based on the annual growth rate between studies.

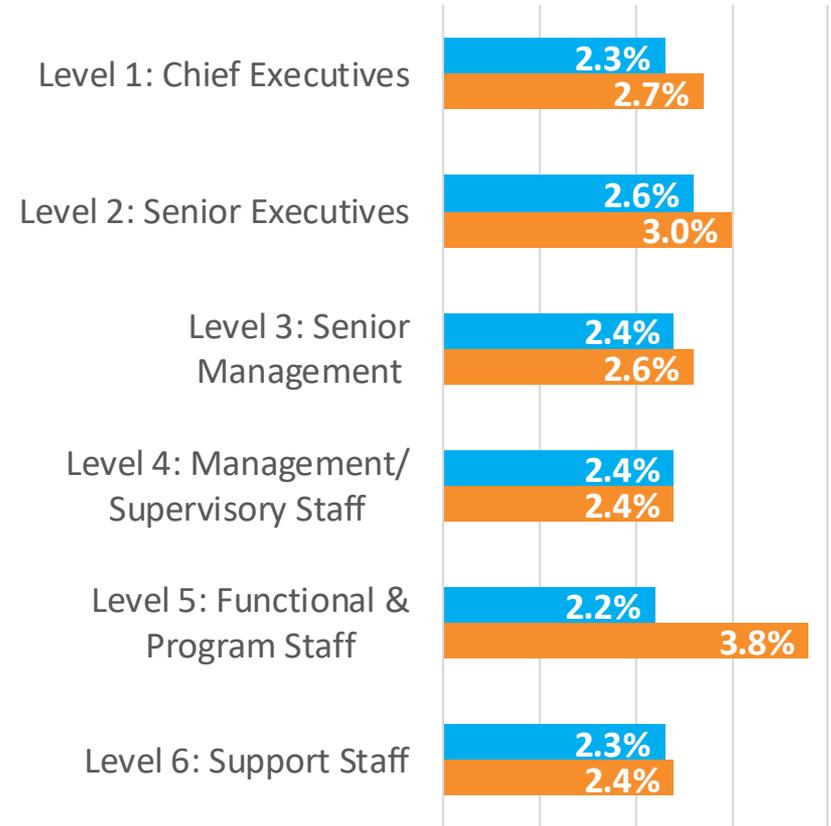
# Average Change in Compensation

## Past 12 Months



■ 2024 (April) ■ 2023 (May)

## Expected in Next 12 Months



■ 2024 (April) ■ 2023 (May)

# How to Use the Benchmarks

2024

# CANADIAN NONPROFIT SECTOR SALARY & BENEFITS REPORT



# How to Use the Benchmarks

## Step 1: Establish the Position Profile

### Organization Characteristics

**Organization Type =  
Registered Charity**

**Location = Ottawa**

**Jurisdiction = National**

**Budget = \$1.5 million**

**Number of Staff = 8**

**Affiliation = None**

### Personal Characteristics

**Position = Chief Executive**

**Status = Full-time**

**Experience in discipline = 8  
years**

**Education = Master's degree**

# How to Use the Benchmarks

## Step 2: Identify Your Benchmark Categories – Organization Type

Organization Type: Registered Charity

Region: Ottawa

Jurisdiction: National

Budget: \$1 million to \$2 million

Number of Staff: 6 to 10

Affiliation: None

Position: Chief Executive

Status: Full-time

Experience in discipline: 5.1 to 10 years

Education: Graduate Degree

### LEVEL 1 – CHIEF EXECUTIVE COMPENSATION: REGISTERED CHARITIES

	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
<b>Total</b>	\$58.40	\$113,577	\$1,477	\$115,054	1.0	4.5	609	609
<b>EMPLOYMENT STATUS</b>								
Full-Time	\$58.98	\$114,858	\$1,486	\$116,343	1.0	4.6	554	554
Permanent Part-Time								
Casual Part-Time/Contract					N/A			
<b>REGION</b>								
British Columbia								
Alberta					N/A			
Greater Toronto Area								
Ottawa	\$65.89	\$128,161	\$854	\$129,015	0.7	4.6	36	36
Rest of Canada					N/A			
<b>JURISDICTION</b>								
Local/Municipal								
Regional Within Province					N/A			
Provincial								
National	\$72.37	\$140,453	\$2,008	\$142,461	1.0	4.4	98	98
International					N/A			
<b>AFFILIATION STATUS</b>								
Affiliated					N/A			
Stand-alone	\$57.62	\$112,436	\$1,517	\$113,953	1.0	4.5	511	511
<b>REVENUE</b>								
\$500,000 or Less					N/A			
\$500,001 to \$1M								
\$1M to \$2M	\$51.69	\$100,710	\$958	\$101,668	0.8	4.5	112	112
\$2M to \$5M					N/A			
More Than \$5M								
<b>NUMBER OF EMPLOYEES</b>								
1 to 5					N/A			
6 to 10	\$50.05	\$97,332	\$567	\$97,899	0.6	4.3	111	111
11 to 20								
21 to 50					N/A			
More Than 50								
<b>AGE</b>								
Under 25								
26 to 35								
36 to 45					N/A			
46 to 55								
56 to 65								
66 or Older								
<b>EXPERIENCE IN CURRENT DISCIPLINE</b>								
5 years or less					N/A			
5.1 years to 10 years	\$53.60	\$104,267	\$1,199	\$105,466	0.7	4.1	115	115
10.1 years to 15 years								
15.1 years to 20 years					N/A			
More than 20 years								
<b>EDUCATION</b>								
High School Grad or Less					N/A			
Undergrad Degree/College								
Graduate Degree	\$64.93	\$125,927	\$1,727	\$127,654	1.0	4.7	236	236

# How to Use the Benchmarks

## Step 2: Identify Your Benchmark Categories - Region

Region: Ottawa

Organization Type: Registered Charity

Jurisdiction: National

Budget: \$1 million to \$2 million

Number of Staff: 5 to 10

Affiliation: None

Position: Chief Executive

Status: Full-time

Experience in discipline: 5.1 to 10 years

Education: Graduate Degree Degree

### LEVEL 1 - CHIEF EXECUTIVE COMPENSATION: OTTAWA

	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
<b>Total</b>	\$66.83	\$130,157	\$884	\$131,041	0.7	4.6	53	53
<b>EMPLOYMENT STATUS</b>								
Full-Time	\$63.68	\$123,997	\$998	\$124,993	0.8	4.8	47	47
Permanent Part-Time								
Casual Part-Time/Contract				N/A				
<b>TYPE OF NONPROFIT</b>								
Registered Charities	\$65.89	\$128,161	\$854	\$129,015	0.7	4.6	36	36
Other Nonprofits				N/A				
<b>JURISDICTION</b>								
Local/Municipal								
Regional Within Province				N/A				
Provincial								
National	\$79.18	\$152,793	\$1,005	\$153,798	0.8	4.9	16	16
International				N/A				
<b>AFFILIATION STATUS</b>								
Affiliated				N/A				
Stand-alone	\$68.07	\$132,656	\$1,020	\$133,677	0.8	4.5	41	41
<b>REVENUE</b>								
\$500,000 or less				N/A				
\$500,001 to \$1M								
\$1M to \$2M	\$58.23	\$111,208	\$556	\$111,764	0.5	3.9	9	9
\$2M to \$5M				N/A				
More Than \$5M								
<b>NUMBER OF EMPLOYEES</b>								
1 to 5				N/A				
6 to 10	\$68.98	\$133,428	\$0	\$133,428	0.0	3.9	10	10
11 to 20								
21 to 50				N/A				
More Than 50								
<b>AGE</b>								
Under 25								
26 to 35								
36 to 45								
46 to 55				N/A				
56 to 65								
66 or Older								
<b>EXPERIENCE IN CURRENT DISCIPLINE</b>								
5 years or less				N/A				
5.1 years to 10 years	\$59.70	\$116,071	\$3,179	\$119,250	2.2	4.9	7	7
10.1 years to 15 years								
15.1 years to 20 years				N/A				
More than 20 years								
<b>EDUCATION</b>								
High School Grad or Less				N/A				
Undergrad Degree/College								
Graduate Degree	\$70.36	\$137,643	\$733	\$138,376	0.6	5.1	25	25

# How to Use the Benchmarks

## Step 3: Summarize Your Benchmarks

### Registered Charity Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2024 Total Registered Charity</b>	\$113,577	\$1,477	\$115,054	1.0%	609
<b>Ottawa</b>	\$128,161	\$854	\$129,015	0.7%	36
<b>National</b>	\$140,453	\$2,008	\$142,461	1.0%	98
<b>Stand-alone</b>	\$112,436	\$1,517	\$113,953	1.0%	511
<b>\$1M to \$2M</b>	\$100,710	\$958	\$101,668	0.8%	112
<b>6 to 10</b>	\$97,332	\$567	\$97,899	0.6%	111
<b>5.1 years to 10 years</b>	\$104,267	\$1,199	\$105,466	0.7%	115
<b>Graduate Degree</b>	\$125,927	\$1,727	\$127,654	1.0%	236

### Ottawa Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2024 Ottawa</b>	\$130,157	\$884	\$131,041	0.7%	53
<b>Registered Charities</b>	\$128,161	\$854	\$129,015	0.7%	36
<b>National</b>	\$152,793	\$1,005	\$153,798	0.8%	16
<b>Stand-alone</b>	\$132,656	\$1,020	\$133,677	0.8%	41
<b>\$1M to \$2M</b>	\$111,208	\$556	\$111,764	0.5%	9
<b>6 to 10</b>	\$133,428	\$0	\$133,428	0.0%	10
<b>5.1 years to 10 years</b>	\$116,071	\$3,179	\$119,250	2.2%	7
<b>Graduate Degree</b>	\$137,643	\$733	\$138,376	0.6%	25

# How to Use the Benchmarks

## Step 4: Consider Quartiles and Choose Data Points

### Registered Charity Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
<b>2024 Total Registered Charity</b>	\$113,577	\$1,477	\$115,054	1.0%	609
<b>Ottawa</b>	\$128,161	\$854	\$129,015	0.7%	36
<b>National</b>	\$140,453	\$2,008	\$142,461	1.0%	98
<b>Stand-alone</b>	\$112,436	\$1,517	\$113,953	1.0%	511
<b>\$1M to \$2M</b>	\$100,710	\$958	\$101,668	0.8%	112
<b>6 to 10</b>	\$97,332	\$567	\$97,899	0.6%	111
<b>5.1 years to 10 years</b>	\$104,267	\$1,199	\$105,466	0.7%	115
<b>Graduate Degree</b>	\$125,927	\$1,727	\$127,654	1.0%	236

1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile	95 <sup>th</sup> Percentile
< \$78,000	\$78,000 to \$101,900	\$101,900 to \$134,000	\$134,000 +	\$230,000

# How to Use the Benchmarks

## Step 4: Consider Quartiles and Choose Data Points

### Ottawa Benchmarks

	Base Salary	Bonus	Total Cash	Avg. Bonus %	N
2024 Ottawa	\$130,157	\$884	\$131,041	0.7%	53
Registered Charities	\$128,161	\$854	\$129,015	0.7%	36
National	\$152,793	\$1,005	\$153,798	0.8%	16
Stand-alone	\$132,656	\$1,020	\$133,677	0.8%	41
\$1M to \$2M	\$111,208	\$556	\$111,764	0.5%	9
6 to 10	\$133,428	\$0	\$133,428	0.0%	10
5.1 years to 10 years	\$116,071	\$3,179	\$119,250	2.2%	7
Graduate Degree	\$137,643	\$733	\$138,376	0.6%	25

1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile	95 <sup>th</sup> Percentile
< \$94,000	\$94,000 to \$120,000	\$120,000 to \$150,100	\$150,100 +	\$263,100

# How to Use the Benchmarks

## Step 5: Set Range

There is no one correct approach.

The report data is a guideline only.

You should consider other factors such as the cost to replace staff and the current labour market.

The greatest weight should be given to the closest or most relevant comparables.

# How to Use the Benchmarks

## Step 5: Set Range

- **Common Approach 1:** Select High and Low
  - High = National (Ottawa): \$153,798
  - Low = 6 to 10 staff (charity) - \$97,899
- Range would be \$97,900 to \$153,800
- Mid point is \$125,850  
 $((97,900 + \$153,800) / 2)$

Alternate Approach (*drop high and low*)  
 Range: \$101,700 to \$142,500  
 Mid point: \$122,100

### Registered Charity Benchmarks

	Total Cash
2024 Total Registered Charity	\$115,054
Ottawa	\$129,015
National	\$142,461
Stand-alone	\$113,953
\$1M to \$2M	\$101,668
6 to 10 staff	<del>\$97,899</del>
5.1 years to 10 years	\$105,466
Graduate Degree	\$127,654



### Ottawa Benchmarks

	Total Cash
2024 Ottawa	\$131,041
Registered Charities	\$129,015
National	<del>\$153,798</del>
Stand-alone	\$133,677
\$1M to \$2M	\$111,764
6 to 10 staff	\$133,428
5.1 years to 10 years	\$119,250
Graduate Degree	\$138,376



# How to Use the Benchmarks

## Step 5: Set Range

- **Common Approach 2:** Benchmark Average  $\pm X\%$ 
  - Assume desired range variance is 10%
  - Average of benchmarks is \$124,400 (rounded)
  - Desired variance is  $\pm \$12,400$  ( $\$124,400 \times 10\%$ , rounded)
  - Upper Limit = \$136,800 ( $\$124,400 + \$12,400$ )
  - Lower Limit = \$112,000 ( $\$124,400 - \$12,400$ )
- Range would be \$112,000 to \$136,800
- Mid point is \$124,400

*Avg. \$124,398*

### Registered Charity Benchmarks

	Total Cash
<b>2024 Total Registered Charity</b>	\$115,054
<b>Ottawa</b>	\$129,015
<b>National</b>	\$142,461
<b>Stand-alone</b>	\$113,953
<b>\$1M to \$2M</b>	\$101,668
<b>6 to 10 staff</b>	\$97,899

### Ottawa Benchmarks

	Total Cash
<b>2024 Ottawa</b>	\$131,041
<b>Registered Charities</b>	\$129,015
<b>National</b>	\$153,798
<b>Stand-alone</b>	\$133,677
<b>\$1M to \$2M</b>	\$111,764
<b>6 to 10 staff</b>	\$133,428

# How to Use the Benchmarks

## Step 5: Set Range

*Avg. Reg. Charity \$116,675*

### Common Approach 3: Average of Category Averages $\pm X\%$

- Assume desired range variance is 10%
- Average of category benchmarks is \$124,400 (rounded  $[(\$116,675 + \$132,121) / 2]$ )
- Variance is  $\pm \$12,400$  ( $\$124,400 \times 10\%$ )
- Upper Limit = \$136,800 ( $\$124,400 + \$12,400$ )
- Lower Limit = \$112,000 ( $\$124,400 - \$12,400$ )

Range would be \$112,000 to \$136,800

Mid point is \$124,400

*Average of Category Benchmark \$124,398*

*Avg. Ottawa \$132,121*

### Registered Charity Benchmarks

	Total Cash
<b>2024 Total Registered Charity</b>	\$115,054
<b>Ottawa</b>	\$129,015
<b>National</b>	\$142,461
<b>Stand-alone</b>	\$113,953
<b>\$1M to \$2M</b>	\$101,668
<b>6 to 10 staff</b>	\$97,899

### Ottawa Benchmarks

	Total Cash
<b>2024 Ottawa</b>	\$131,041
<b>Registered Charities</b>	\$129,015
<b>National</b>	\$153,798
<b>Stand-alone</b>	\$133,677
<b>\$1M to \$2M</b>	\$111,764
<b>6 to 10 staff</b>	\$133,428

# BUILDING THE CASE for 2025

Awesome!!

EXCELLENT

GOOD

AVERAGE

POOR



# Our predictions...what we shared a year ago

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*“Inflation is in the rear-view mirror.”*

Dave Rosenberg,  
Rosenberg Investments

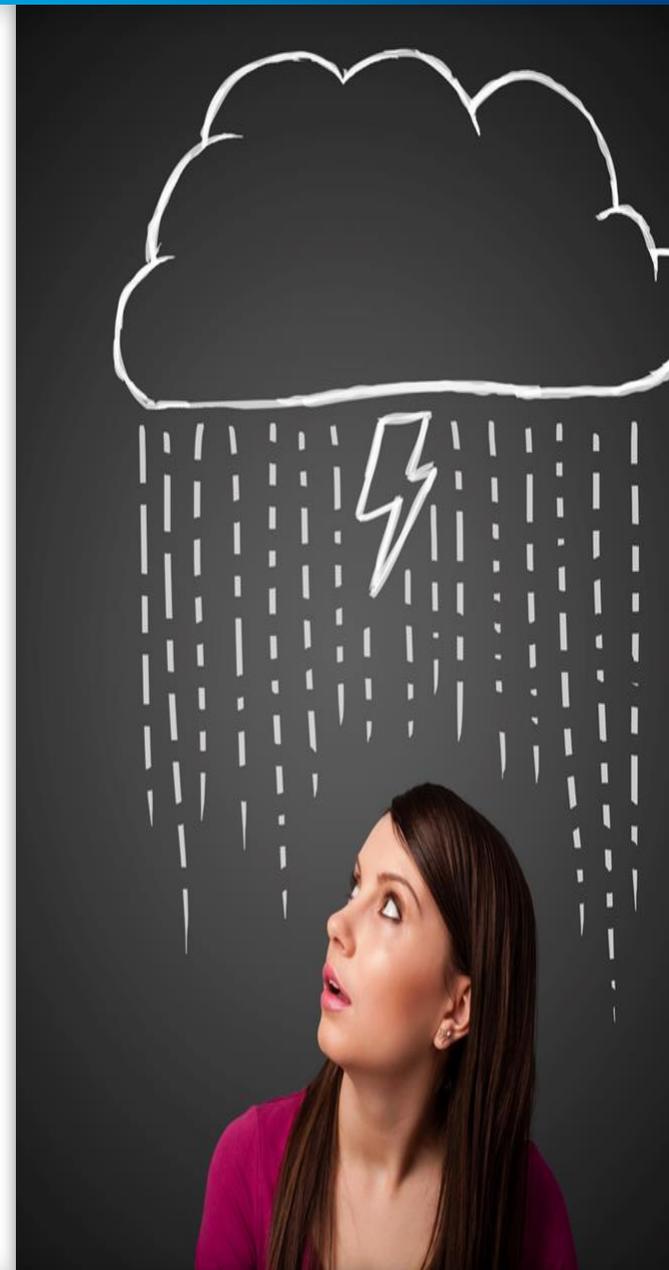
*“The Canadian economy may already  
have fallen into a modest recession.”*

Stephen Brown, deputy chief economist  
(North America), Capital Economics.



# What we also said...

- Canadians' debt is problematic:
  - Average amount of household debt (*excluding* mortgage) for the average Canadian is \$21,000 – and about 50% higher in the 46-55 age category.
  - Household debt reached a historic high in December 2023.
  - Statistics Canada says the amount Canadians owe relative to their income in Q1-2024 edged lower compared with the fourth quarter of 2023.
  - Rental accommodation costs were at a record high in 2023. They've eased of late.
  - Homeowners saw their monthly mortgage payments grow 15% year over year (2022 vs. 2023). Interest rates are now dropping.
  - “Consumers are still struggling under the weight of a higher cost of living...” (CBC News, September 12, 2024).



# Inflation Picture

- Canada has seen inflation drop from 4% in August 2023 to 2.0% this summer. USA rate is 2.5%.
- The Bank of Canada predicts inflation will stay in the current range through mid-2025.
- Governor Macklem warned of possible future “shocks” arising from trade protectionism. He also said inflation could fall “too much”.
- There was no recession in Canada this year. However, the risk remains. The economy has continued to weaken with slow growth (1.3% or less).



# Employment Picture

- The unemployment rate is trending higher.
- Excluding COVID peaks, the current unemployment rate is the highest since 2017.
- Last year, CIBC predicted that Canada's jobless rate would hit 6% by early 2024. TD Bank predicted a 6.5% unemployment rate by this Fall.
- The current unemployment rate is **6.6%** (StatsCan-August 2024). It was 5.5% in August 2023 and around 5% two years ago.
- “Hiring demand from employers is slowing” – RBC deputy chief economist, Nathan Janzen (summer 2024).



**What does this mean  
for compensation in  
2025?**

# Trends in Compensation



- HR consulting firms are in the midst of surveying Canadian employers and reporting their predictions for the coming year. Watch for further media updates in the next few weeks. (\*Most of these HR consulting firms primarily survey for-profit employers.)
- TPG research in the not-for-profit sector suggests increases of 2.3% to 2.6% next year.
- **Normandin Beaudry** reported that preliminary estimates for 2025 will see **increases of 3.4%** (excluding salary freezes). Of course, this includes *all* employers. They also reported actual increases of 3.5% in 2024 – similar to the results reported by NFPs in the Charity Village Salary & Benefits study.
- **Mercer** also reports that employers are projecting a **3.4%** overall increase to salary budgets in 2025.
- Consulting firm, **Gallagher**, found in their research that salary budgets will increase on average **3.5%** in 2025, with a range from 2.8% to 3.8% by sector.

# The Year Ahead



- Average increase of approximately 3.4% is above the current inflation rate (2% in August 2024) and inflation is always a good reference to guide budgeting.
- Anticipate increases in the 2.3 to 3.5% range.
- ‘Wild cards’ may include higher unemployment (fewer jobs), economic slowdown...this may affect some NFPs based on their sector.

# Advice to Make the Case in 2025...



# 1. Set Career Goals & Look Beyond One Year

- It begins with having a plan to guide your career progression/advancement
- The plan is foundational: You'll know **what and when to negotiate**, and when it's time to *'move on to move up'*
- For most managers in the charitable/non-profit sector, this conversation about career path is part of the review process
- Discuss your career goals with your employer (e.g., learning opportunities leading to growth and what you deliver)



## 2. Do The Research

- Be informed:
  - Use **credible** research (e.g., Charity Village study).
  - Use facts to build your case; various sources publish compensation increases (e.g., Conference Board, etc.) and relevant sector data (e.g., The Portage Group).
- Make a list of accomplishments where you've **added** value to the organization (preferably measurable and financial, e.g., improved or saved 'x' by 10%).
- Remember: Employers need to assess *how to justify* paying you more – help them 'find' the money.



### 3. Understand Your Market Worth



- Monitor and do ongoing competitive, ‘real time’, research to track compensation trends/practices.
- Watch job boards for comparable positions & their salary ranges.
- Speak to executive search firms/recruiters.
- Also understand where your organization sits in the marketplace:
  - Quartiles
  - Organizational characteristics
  - Culture

# 4. Be Realistic



- What is the state of your organization right now?
- What is happening within the sector or the population served by your organization?
- The board of directors likely wants to avoid losing outstanding performers, but they also won't want to impose higher fees, program costs, etc., if your stakeholders are facing 'belt-tightening'.
- 'Apples-to-apples' vs. 'cherry-picking': A program manager in a local charity in Saskatchewan with revenues <\$1 million is not the same job as a program manager in a national charity in Ottawa with revenues >\$50 million.



## 5. Be Your Best Advocate!

- Factual approach and professional behaviour at all times.
- *Why* you need an increase (e.g., covering a higher housing payment) is likely irrelevant to the interests of the organization. Again, focus on the organizational interests, e.g., retention of above average staff, maintaining exceptional performance, recruitment costs.
- Avoid using words and phrases that may cause your employer to be defensive, e.g., “*I feel we’re not appreciated*”.

## 6. Be Prepared for 'No'

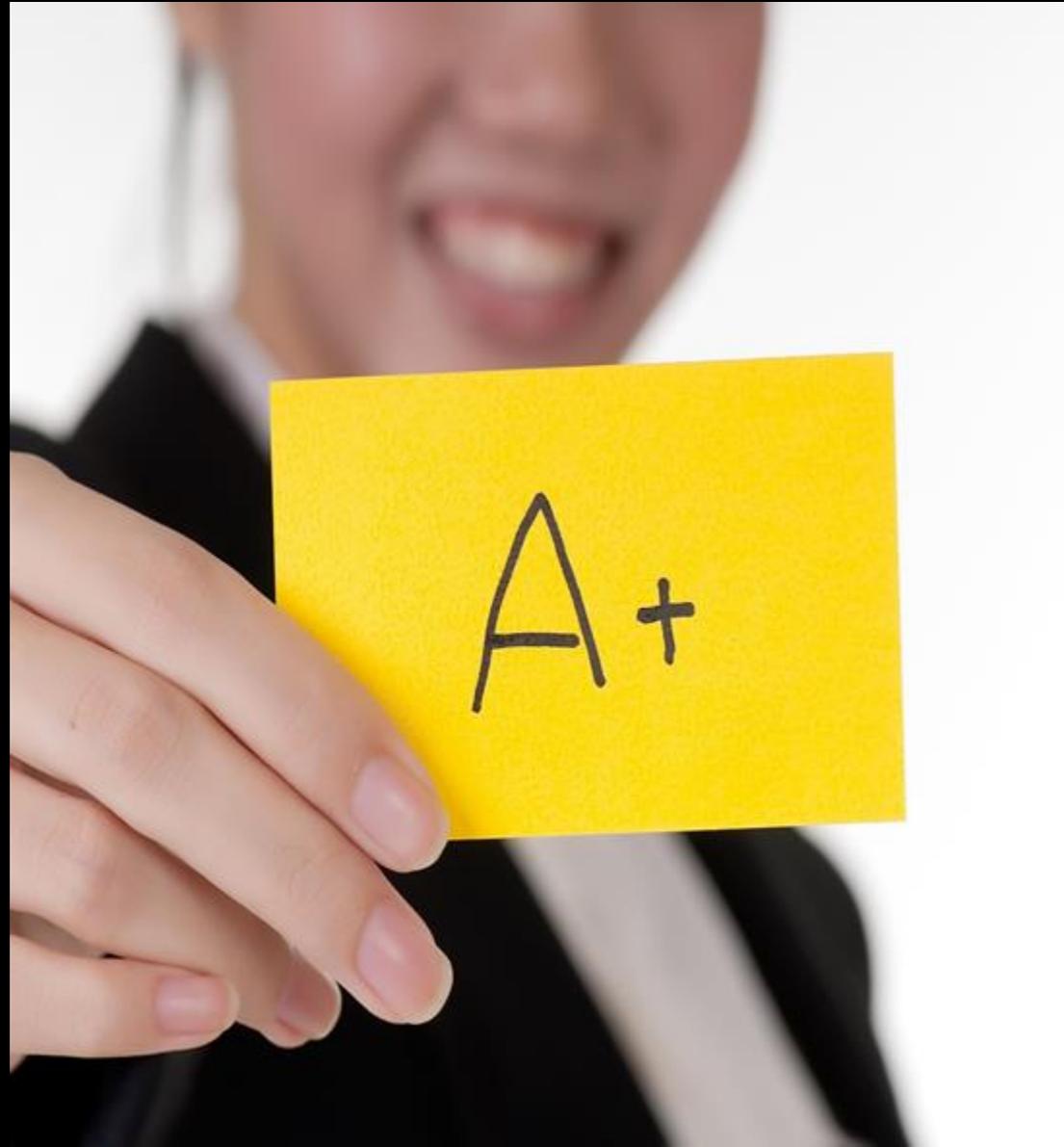
- When your proposed increase cannot be approved at this time, continue to arm decision makers with good data on compensation trends and performance metrics (build the case for the future).
- Seek to understand why your request was denied.
- Possibly recommend an action that will deliver a lasting improvement, e.g., the board of directors agreeing to undertake a market review of compensation practices, to avoid even higher costs (e.g., turnover, recruitment costs, etc.).
- Consider the alternatives to a salary increase and be prepared to present them.



# Alternatives to Salary

- **A promotion** (even a title change)
- Benefits (increase to RRSP)
- Education, training, PD
- Other opportunities for growth
- Workplace concessions, e.g., formalize commitment to hybrid work
- More vacation

*What's working in  
your favour?*



# The Cost to Replace can be Greater than the Cost to Retain!

Hiring and training costs to replace a proven performer will be many thousands of dollars.



There are other factors to consider...hiring time, training time, execution time. There's incentive to hold on to proven performers!

# Greener Pastures?



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## ■ Reality:

- Not all NFPs are created equally; someone can always pay more.
- If there is no prospect to advance or learn more, and you are seeking growth, it may be time to move on.
- There is no cost to exploring the market.

## ■ Benefits to a change

- New challenge = new environment, new learning, new experiences, new results that are marketable.
- ↑ Compensation

# Thank You!

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