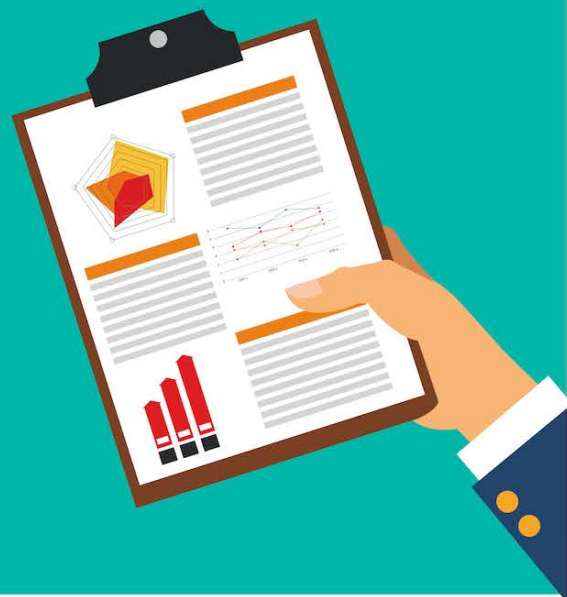




CHARITY
VILLAGE

2019 CANADIAN
NONPROFIT SECTOR

SALARY AND BENEFITS STUDY



ABOUT CHARITYVILLAGE®

For 20 plus years, CharityVillage has been the HR partner for recruitment in the Canadian nonprofit sector. We have helped thousands of organizations and associations find exceptional talent through our specialized job board for Canadian nonprofit professionals. Through our eLearning courses, webinars, newsletters, articles, tools and resources, we help nonprofit staff and volunteers do their best work every day. For more information about CharityVillage®, please visit charityvillage.com.

ABOUT THE PORTAGE GROUP INC.

The Portage Group Inc. is a consulting group with a shared passion for helping organizations along the various stages of their journey. The consulting team offers deep sector expertise across multiple service areas that include: Research, Strategy, Search, Human Resources, Organizational Performance and Governance. For more information about The Portage Group, please visit portagegroup.com.

DISCLAIMER

Although the information in this report has been obtained from sources that The Portage Group Inc. believes to be reliable, this report is based on survey responses during the period of November 12 to December 7, 2018. Accordingly, its accuracy and completeness cannot be guaranteed. This report is for information purposes only. All opinions and estimates included in this report constitute the views of survey respondents combined with our judgment as of this date and are subject to revision.

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Executive Summary

The 2019 edition of the Canadian Nonprofit Sector Salary and Benefits Study is the fifth in a series that began in 2011. This robust compensation study focuses exclusively on charities and nonprofits in Canada. The survey collected compensation and profile data for six staff levels. A total of 1,590 completed surveys were received within the survey period.

The study was carried out by The Portage Group Inc., a full-service management consulting firm that specializes in providing market research and information-based organizational and strategic planning for nonprofit organizations.

The following section summarizes the report's key highlights.

CASH COMPENSATION

- Since 2016, average compensation has increased for senior management (level 3), functional/program staff (level 5) and among support staff (level 6). At other levels, compensation declined or remained stagnant. Looking at the sector in general, compensation is growing slowly. Over the seven-year period from 2011 to 2018, compensation has grown at an average rate of 0.4% to 1.8% per year, depending on the level.
- Full-time employees have higher comparative compensation levels than permanent part-time employees at all levels. Compensation for full-time staff is also higher than casual part-time or contract staff at all levels except senior executive (level 2).

ORGANIZATIONAL CHARACTERISTICS

- Average cash compensation at four of six levels is lower in registered charities than in other nonprofits. The exceptions are senior executives (level 2), where average compensation is higher in registered charities than other nonprofits, and functional/program staff (level 5), where the difference is negligible.
- Average compensation at all levels generally increases with the size of the community in which employees are located. However, as seen in previous studies, the premium tends to be higher at the more senior staff levels. The highest pay for four of six levels is found in the Greater Toronto Area (GTA). The two exceptions are management/supervisory staff (level 4) and support staff (level 6), where Ottawa ranks first and the GTA ranks second.
- At all levels except for support staff, health-related organizations are among the leaders in cash compensation. Children/family organizations are also near the top for the top two management levels. The highest average compensation for level 5 is provided by arts and culture organizations.

- At the four management levels, higher organization revenue and larger staff size generally translates into higher compensation.
- For levels 1, 3, 4 and 5, cash compensation increases as the organizational jurisdiction broadens up to the national level before dropping again for international organizations.
- Average cash compensation at four of six levels is higher in affiliated organizations (organizations that operate under the same umbrella name or brand but are run as separate nonprofit organizations).

DEMOGRAPHICS AND EXPERIENCE

- The results continue to show that men earn more on average than women at all management levels. While the largest gap continues to be at the Chief Executive level, the gap is lower than in 2017, and is at the lowest level in the history of the study. As in past studies, further analysis shows that the compensation gap between men and women reflects the fact that men employed in the sector are more likely to work for larger organizations, which tend to pay better than smaller organizations.
- The current study continues to show a strong correlation between age and cash compensation at all levels.
- The results continue to show that sector employees are a well-educated group. With the exception of support staff, 84% or more have completed at least some post-secondary education. As seen in past studies, higher education generally correlates to higher compensation, particularly if the degree/diploma is relevant to the job.
- At all levels, a relevant certification brings higher cash compensation. The difference is most notable for senior executives.
- Years of experience can be measured in a variety of ways (i.e., years at the organization, in the position, at the level, in the nonprofit sector or in the discipline) and is a key factor in determining compensation. While all five of these experience types generally correlate with compensation, the strongest relationship tends to be with years in the current discipline.

PERFORMANCE INCENTIVES

- With only 9% of participants offering a formal incentive plan, they continue to be an anomaly in the nonprofit sector. Formal incentive plans continue to be most prevalent at the senior management levels.
- Organizational performance measures are most common among Chief Executives (level 1) and senior executives (level 2). Individual performance continues to be commonly used at all levels.

EMPLOYMENT BENEFITS

Health Benefits:

- Three quarters (76%) of participating organizations provide health benefits to at least one level of staff. Health benefits are least common among Chief Executives (level 1) and most common among senior management (level 3) and management/supervisory staff (level 4).
- Primary health benefits include life insurance, accidental death and dismemberment, employee assistance program (EAP), extended health care/major medical insurance, prescription drug plan, vision care, benefit coverage for family & dependents, alternative therapy insurance and dental plan.

Retirement Benefits:

- Half (50%) of participating organizations offer retirement benefits. Senior management (level 3) are the most likely to receive these benefits, followed by management/supervisory staff (level 4). The value of retirement benefits, when offered, ranges from 4.3% to 5.3% of cash compensation depending on level.
- RSP plans continue to be more common than pension plans and matched contribution RSP plans continue to be more popular than basic contribution plans. Defined contribution pension plans are more common at all levels than defined benefit plans.

Education

- Three-quarters of Chief Executives (level 1) and eight in ten staff at other management levels (levels 2,3 and 4) have education benefits available to them. The same holds true for just under two-thirds of non-management staff.

Automobile

- Only one in ten Chief Executives (level 1) and senior executives (level 2) receive automobile benefits. At lower levels, only 1% to 4% receive the benefit.
- Parking benefits are received by 9% to 17% of employees at level 5 or higher.

Perquisites

- A significant majority (79% or more) of nonprofit management staff receive perks. The portion is lower among level 5 (64%) and 6 (43%) staff.
- Employer-paid conference registration and travel, a cell phone/smartphone for work and a compressed work week or flextime are among the top five perks for all nonprofit employees surveyed. Professional dues are also among the top five perks for levels 1 to 5.

I. Introduction

STUDY BACKGROUND

As the leading career website for nonprofit professionals in Canada, CharityVillage® seeks to provide information that can be used to improve HR practices in the nonprofit sector. The 2019 edition of the Canadian Nonprofit Sector Salary and Benefits Study is the fifth in a series that began in 2011. This robust compensation study focuses exclusively on charities and nonprofit organizations in Canada. The study was carried out by The Portage Group, a full-service management consulting firm that specializes in providing market research and information-based organizational and strategic planning for nonprofit organizations.

RESEARCH METHODOLOGY

In November 2018, invitations to an online compensation survey were sent to approximately 6,800 potential respondents, including CharityVillage® website subscribers. An open link to the survey was also made available through several social media channels as well as on CharityVillage's® website and in two mailings to its webinar contact list. The survey collected compensation and profile data for six staff levels. A total of 1,590 completed surveys were received within the survey period. This represents an increase of 56% over the 2017 study.

Each survey allowed respondents to provide information on compensation, benefits and demographics 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. Respondents could also report data for groups of employees with different job levels or titles, so the number of employees represented in the survey is not directly related to the number of survey responses. Key response statistics are as follows:

- Number of participating organizations: 1,590
- Number of positions reported: 4,546
- Number of employees represented: 12,326

The following table presents the position/level definitions that were provided to respondents in the survey. It also shows the number of positions reported and employees represented at each level.

LEVEL / POSITION	JOB DESCRIPTIONS	# OF POSITIONS REPORTED	# OF EMPLOYEES REPRESENTED
Level 1: Chief Executive	Common Job Titles: Executive Director, CEO, President This position is typically held by the most senior staff person in the organization. It is usually held by <u>one</u> individual who is broadly responsible for overseeing the entire operation of the organization. This position usually reports to a board of directors.	797	797
Level 2: Senior Executive	Common Job Titles: Senior Vice President, Vice President, Chief Operating Officer, Chief Financial Officer, Manager of Operations This position is usually held by <u>one individual</u> who is the "second-in-command" in the organization. The role typically involves supporting the Chief Executive in most areas. This person would step into the position of Chief Executive, either permanently or temporarily, should that person need to be replaced. This position usually reports directly to the Chief Executive; however, in some cases there may be some level of reporting relationship from this position to the board of directors.	230	230
Level 3: Senior Management	Common Job Titles: Functional Vice President (e.g., VP Marketing, VP Finance, etc.), Senior Manager, Director Employees in this area are usually responsible for overseeing a specific area within the organization and ensuring strategic goals within this area are met. The area can either be functional (marketing, fundraising, government relations, etc.) or divisional (disaster relief, education, youth services, etc.). These individuals report to the Senior Executive and/or directly to the Chief Executive. Depending on factors such as the size of the organization and the complexity of their role, they may or may not have employees reporting to them.	531	808
Level 4: Management/ Supervisory Staff	Common Job Titles: Manager, Team Leader, Supervisor Individuals in this type of position may be responsible for a specific area within an organizational function or division. For example, they may be responsible for major gifts within the fundraising arm of the organization, social media within the marketing department or first aid training within the disaster relief division. These individuals typically report to a senior manager. In cases where this level does not exist, they would report directly to the senior executive or Chief Executive. Depending on the size of the organization and complexity of their role, they may or may not have individuals reporting to them.	858	1,678
Level 5: Functional & Program Staff	Common Job Titles: Coordinator, Program Administrator, or other front-line service delivery positions Individuals in these positions typically report to a supervisor or manager and do not usually have employees reporting to them. These are the positions that often carry out the real 'work' of the organization, either in a functional capacity (e.g. accountant, social media coordinator, fundraiser) or are front-line employees who carry out the programs and services offered by the organization (e.g., counsellors, relief workers, instructors or other front-line service delivery staff).	1,491	7,386
Level 6: Support Staff	Common Job Titles: Receptionist, Administrative Assistant, Data Entry, Bookkeeper, Caretaker, etc. Employees at this level are likely report to a supervisor or manager. Individuals in this category do not usually have employees reporting to them. They provide support to ensure the smooth operation of the organization and its service delivery.	639	1,427

STUDY LIMITATIONS

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

- Compensation figures are as of December 2018.
- Results are based on survey responses and are only as accurate as the data provided by survey participants.
- This survey was conducted using a list of subscribers to the CharityVillage® website and webinars and through social media 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 nonprofit sector in Canada. Accordingly, the findings in this report reflect the views of only those nonprofit organizations that participated.
- While overall results are quite robust, many of the subgroups have small sample sizes. Results for these groups should be interpreted with caution.

II. Cash Compensation in the Nonprofit Sector

While many components make up the overall compensation package, by far the most common benchmark is cash compensation. Unlike other components of compensation, the value of cash compensation is easy to compare from one employee to another. Subsequently, cash compensation tends to be the first thing people look at and is the strongest indicator of perceived value for most paid positions. The nonprofit sector is no exception. This chapter begins by examining this benchmark by job level and then discusses recent changes in cash compensation. It concludes with a look at regional differences.

Cash Compensation Definitions

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 50-week year (assuming 10 statutory holidays). The hourly rate does not include any bonus or incentive pay.

Note: Hourly rates are calculated on a respondent-by-respondent basis using the respondent's reported standard hours. Results represent the average of the respondent hourly rates. As standard hours vary from respondent to respondent, calculating based on the aggregate compensation will yield a different answer that does not represent the actual average hourly rate.

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.

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 for groups of employees.

Number of Employees Represented: As mentioned in the introduction, respondents could provide compensation information for more than one employee in a single survey. In some cases, they provided average compensation for a group of employees. The number of employees represents the total number of people upon which the average is based.

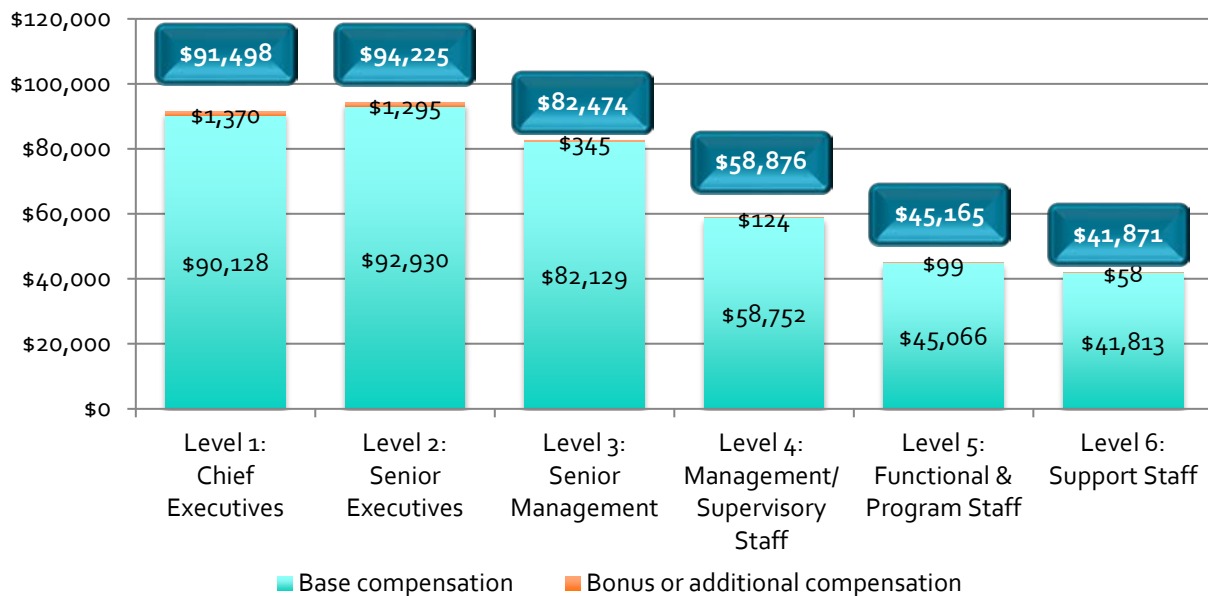
Chapter Summary

- As was the case in the previous studies, average cash compensation increases with seniority. The one exception is that average cash compensation for senior executives (level 2) is slightly higher than for Chief Executives (level 1). This is likely because most organizations aren't large enough to have senior executive positions; subsequently, these positions are more likely to be held in larger organizations where pay at all levels tends to be higher.
- Looking at the sector in general, compensation is growing slowly. Over the seven-year period from 2011 to 2018, compensation has grown at an average rate of 0.4% to 1.8% per year depending on the level. Since 2016, compensation grew by 9.8% among support staff (level 6), 2.7% for senior management (level 3) and by 2.0% for functional/program staff (level 5). Average compensation at other levels declined or remained stagnant.
- Roughly half of staff at levels 1 and 2 experienced an increase in cash compensation in the past 12 months. The same holds true for three in five staff at other levels. Regardless of the level, when increases were received, the majority were less than 3%. The next twelve months are expected to bring average increases of approximately 2% at the three most senior staff levels and 1.3% at lower levels.
- Full-time employees have higher comparative compensation levels than permanent part-time employees at all levels. Compensation for full-time staff is also higher than casual part-time or contract staff at all levels except senior executives (level 2).
- The highest pay for four of six levels is found in the Greater Toronto Area (GTA). The two exceptions are management/ supervisory staff (level 4) and support staff (level 6), where Ottawa ranks first and the GTA ranks second.
- Average compensation at all levels generally increases with the size of the community in which employees are located. However, as seen in previous studies, the premium tends to be higher at the more senior staff levels.

ANNUAL CASH COMPENSATION

Exhibit 2-1 presents the annual cash compensation and bonus ratios for all six levels. As expected, average cash compensation increases with the seniority of the position. The exception to this rule is that Chief Executive (level 1) cash compensation is slightly lower than that of senior executives (level 2). This can be attributed to the fact that, while almost all organizations have a Chief Executive, most are not large enough to also have a senior executive position. Subsequently, this position is more likely to exist in larger organizations where pay at all levels tends to be higher. In organizations where both positions exist, CEO compensation is usually the higher of the two.

EXHIBIT 2-1: ANNUAL CASH COMPENSATION BY LEVEL



HOURLY RATES AND ADDITIONAL CASH COMPENSATION PERCENT BY LEVEL						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Average hourly rate (base only)	\$47.71	\$49.41	\$44.10	\$31.06	\$23.79	\$22.01
Average bonus (as a percentage of base compensation)						
Among all staff	1.1%	1.1%	0.4%	0.2%	0.2%	0.1%
Among those who receive bonus pay	7.8%	7.5%	5.0%	3.8%	4.3%	2.7%
Percentage of employees receiving bonus compensation	13%	14%	8%	5%	4%	5%
Sample size	N=797	N=230	N=531	N=858	N=1,483	N=634
Number of employees represented	797	230	808	1,678	7,176	1,419

The average total annual cash compensation for Chief Executives (level 1) in the Canadian nonprofit sector in 2018 is almost \$91,500: \$90,100 in base compensation plus \$1,400 in bonus or additional compensation. For the sector as a whole, the bonus amounts to only 1.1% of base compensation. However, only 13% of Chief Executives receive any bonus or additional compensation at all. If only those who actually receive a bonus are included, the average bonus or additional compensation is 7.8%. On an hourly basis, Chief Executives in the nonprofit sector earn an average of just under \$48 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.*

At 1.1%, the average bonus or additional compensation for senior executives (level 2) is on par with that of the Chief Executive, as is the portion receiving a bonus at 14%. When including only those who receive it, the bonus goes up to 7.5% of base compensation. The average bonus among the 8% of senior management who receive a bonus is 5.0%.

Below the senior management level, between 4% and 5% of staff receive a bonus (depending on level), with the average sector bonus or additional compensation being quite small at 0.1% to 0.2%. For only those who actually receive bonus compensation, the rate ranges from 2.7% to 4.3% (support staff and management/ functional/program staff, respectively) of base compensation.

Exhibit 2-2 presents the quartile ranges for each staff level for both annualized and hourly compensation. The exhibit also shows the 95th percentile. Only 5% of sector employees are paid more than the 95th percentile value.

EXHIBIT 2-2: COMPENSATION QUARTILES

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$62,000	\$62,000 to \$80,000	\$80,000 to \$110,000	\$110,000 >	\$176,000
	Hourly	< \$32.50	\$32.50 to \$41.75	\$41.75 to \$57.14	\$57.14 >	\$93.33
Level 2: Senior Executives	Annual	< \$70,000	\$70,000 to \$85,000	\$85,000 to \$114,000	\$114,000 >	\$167,000
	Hourly	< \$36.27	\$36.27 to \$45.07	\$45.07 to \$58.67	\$58.67 >	\$84.57
Level 3: Senior Management	Annual	< \$63,000	\$63,000 to \$80,000	\$80,000 to \$98,000	\$98,000 >	\$122,000
	Hourly	< \$33.03	\$33.03 to \$41.67	\$41.67 to \$52.46	\$52.46 >	\$69.71
Level 4: Management/ Supervisory Staff	Annual	< \$50,000	\$50,000 to \$58,500	\$58,500 to \$67,300	\$67,300 >	\$84,000
	Hourly	< \$26.00	\$26.00 to \$31.00	\$31.00 to \$34.67	\$34.67 >	\$44.57
Level 5: Functional & Program Staff	Annual	< \$37,500	\$37,500 to \$42,600	\$42,600 to \$50,000	\$50,000 >	\$67,700
	Hourly	< \$19.61	\$19.61 to \$22.00	\$22.00 to \$26.67	\$26.67 >	\$37.00
Level 6: Support Staff	Annual	< \$35,000	\$35,000 to \$40,000	\$40,000 to \$46,900	\$46,900 >	\$60,000
	Hourly	< \$18.57	\$18.57 to \$20.62	\$20.62 to \$24.57	\$24.57 >	\$32.00

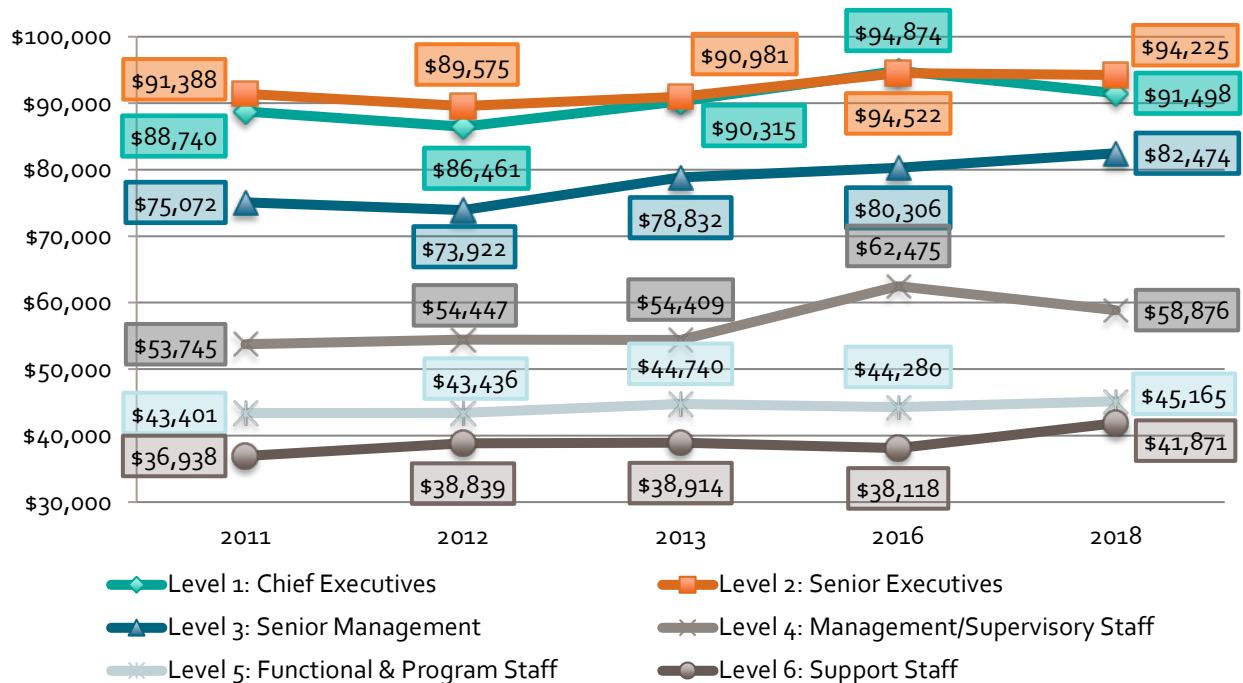
Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

It is important to understand that there are different classes of organizations when it comes to compensation. The class that an organization belongs to will depend on many factors such as the profile of the charity, the function it serves, the size of the organization, etc. Organizations can be generally classified into four compensation groups or quartiles. The quartile ranges divide respondents into four equal groups according to salary (i.e., 25% fall into each group). These quartile ranges can be used as a basic guideline in deciding the “calibre” of employee that you wish to attract or retain. For example, to compete for an above-average employee, compensation should be in the third quartile. To compete for an outstanding employee, compensation should be in the top quartile.

YEAR-OVER-YEAR COMPENSATION GROWTH

Exhibit 2-3 compares total cash compensation from 2011 to 2018. Average compensation increased by 9.8% among support staff (level 6), by 2.7% for senior management (level 3) and by 2.0% for functional/program staff (level 5). Conversely, decreases in average compensation were seen among Chief Executives (level 1, -3.6%) and management/supervisory (level 4, -5.8%).

EXHIBIT 2-3: TOTAL CASH COMPENSATION BY LEVEL 2011 TO 2018



On the whole, compensation in the sector is growing slowly. Over the seven-year period from 2011 to 2018, compensation has grown at an average rate of 0.4% to 1.8% per year depending on the level.

It is important to note that changes in average compensation for sector staff does not necessarily mean employees are seeing those same changes. As people move from one job to

another, as they leave or enter the sector and as positions are created or removed, the average pay received by workers across the sector can shift. For example, if someone is promoted from level 3 to level 1, they may shift from being paid at the upper end of the level 3 pay scale to the lower end of the level 1 pay scale. The net result is that although the individual received a pay raise, their promotion has the effect of decreasing the average compensation at both level 3 and level 1.

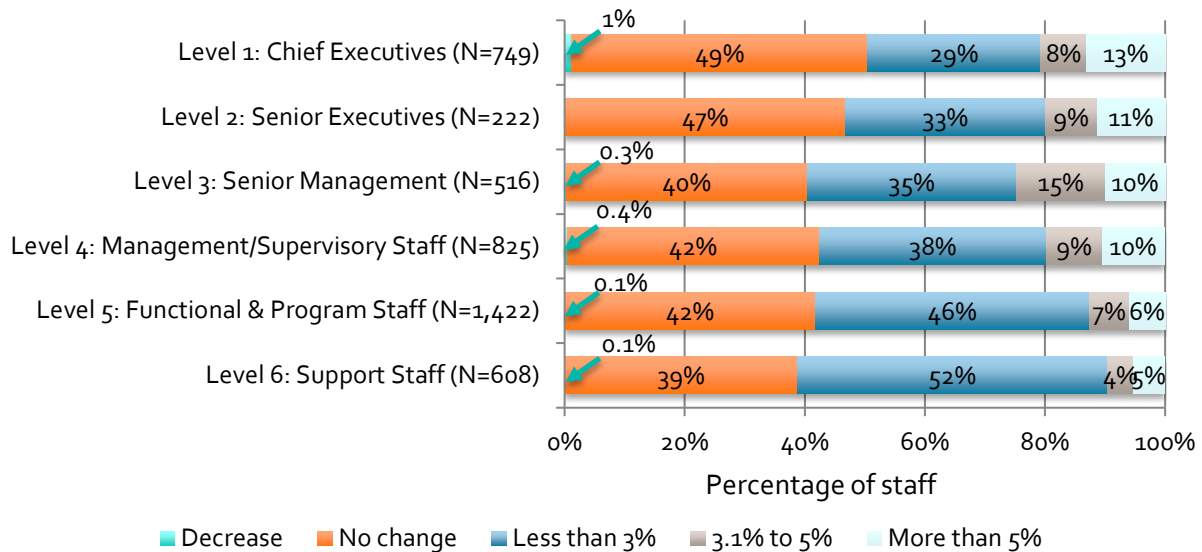
CHANGES IN CASH COMPENSATION

As seen in **Exhibit 2-4**, Chief Executives (level 1) are the least likely staff level to have experienced an increase in cash compensation in the past 12 months. More specifically, half (50%) reported receiving an increase, with the average change sitting at 2.8%.

The proportion who received an increase is only slightly higher for senior executives (level 2) at 53%. For all other levels, roughly three in five (57% to 61%) received an increase in the past twelve months.

Increases at the management levels (excluding level 1) were between 2.4% and 2.5% on average. For non-management staff, the increases were slightly lower at 1.7% to 1.8%.

EXHIBIT 2-4: CHANGES IN CASH COMPENSATION – PAST TWELVE MONTHS



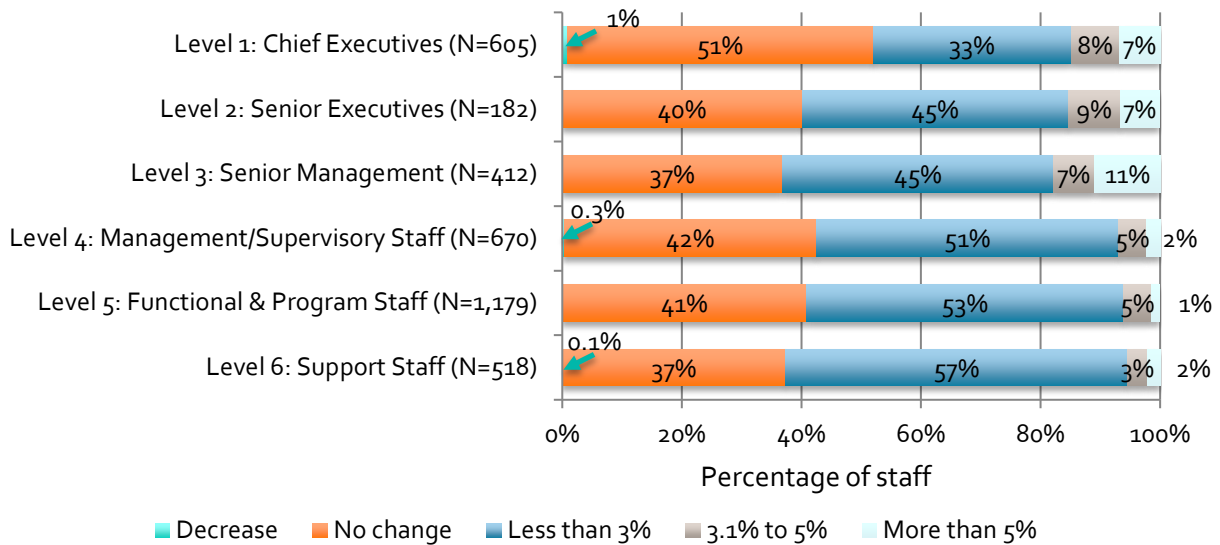
AVERAGE CHANGE IN CASH COMPENSATION - PAST TWELVE MONTHS						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Average change experienced	2.8%	2.4%	2.5%	2.4%	1.7%	1.8%

Note: Percentages may not sum to 100% because of rounding.

Consistent with previous studies, the increases are reflective of the annual inflation rate, which was 2.4% for the twelve months ended October 2018.¹

As seen in previous studies, respondents tend to view the next twelve months as being like the previous twelve months in terms of the likelihood of receiving an increase (see **Exhibit 2-5**). However, the anticipated changes are slightly lower (1.3% to 2.1%) than what was experienced in the past twelve months.

EXHIBIT 2-5: EXPECTED CHANGES IN CASH COMPENSATION - NEXT TWELVE MONTHS



AVERAGE EXPECTED CHANGE IN CASH COMPENSATION - NEXT TWELVE MONTHS						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Average anticipated change	2.1%	1.9%	2.0%	1.3%	1.3%	1.3%

Note: Percentages may not sum to 100% because of rounding.

¹ Bank of Canada website: <http://www.bankofcanada.ca/rates/price-indexes/cpi/>

CASH COMPENSATION BY EMPLOYMENT STATUS

As **Exhibit 2-6** shows, an employee's status as full-time, part-time or contract can have a considerable impact on pay. With the exception of senior executives (level 2), the highest average compensation is paid to full-time employees. For senior executives, it is casual part-time and contract staff who have the highest average compensation. The result for level 2 casual and contract staff should be interpreted with caution due to the small number of respondents in this group.

For Chief Executives (level 1), the gap is considerable with full-time employees earning 33% more than permanent part-time employees. For levels 2 and 3, the gap is more modest at 11% to 12%.

EXHIBIT 2-6: CASH COMPENSATION BY EMPLOYMENT STATUS

		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Full-time	Annual	\$93,931	\$94,524	\$83,262	\$59,208	\$46,229	\$43,668
	Hourly	\$49.26	\$49.77	\$44.75	\$31.42	\$24.78	\$23.66
	Sample size	N=694	N=208	N=471	N=703	N=901	N=337
	# of employees	694	208	743	1,482	5,047	816
Permanent part-time	Annual	\$70,450	\$84,840	\$74,190	\$56,393	\$44,216	\$40,150
	Hourly	\$35.05	\$42.17	\$36.90	\$28.19	\$22.09	\$20.07
	Sample size	N=79	N=16	N=52	N=124	N=335	N=179
	# of employees	79	16	57	163	899	403
Casual part-time or contract	Annual	\$90,428	\$108,889	\$68,325	\$56,260	\$41,497	\$38,008
	Hourly	\$44.74	\$56.42	\$34.34	\$29.11	\$20.99	\$19.20
	Sample size	N=24	N=6	N=8	N=31	N=247	N=118
	# of employees	24	6	8	33	1,230	200

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

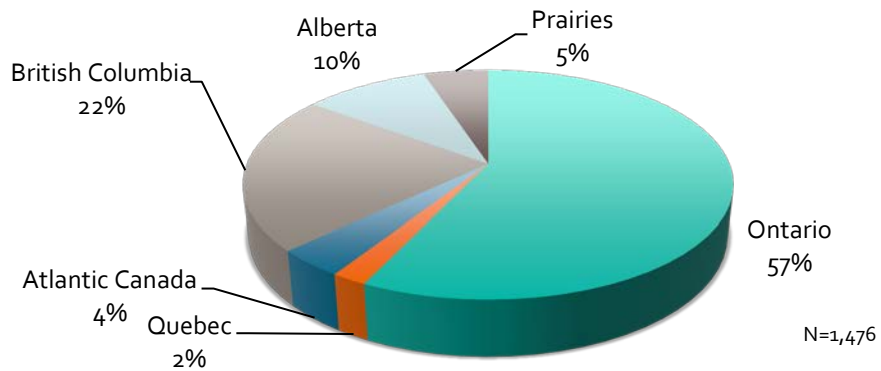
REGIONAL CASH COMPENSATION DIFFERENCES

Just over half (57%) of the organizations that participated in the study are headquartered in Ontario, while the bulk of the remaining responses were from British Columbia (22%) and Alberta (10%). The share of respondents from Atlantic Canada and the Prairies is up slightly over previous studies. It should be noted that Quebec, Atlantic Canada and Prairies combine to form the “Rest of Canada” group for the compensation benchmarks (see **Exhibit 2-7** on the next page).

The highest pay for four of six levels is found in the Greater Toronto Area (GTA). The two exceptions are management/ supervisory staff (level 4) and support staff (level 6), where Ottawa ranks first and the GTA ranks second. Ottawa ranks second for Chief Executives (level 1) and functional & program staff (level 5). For senior executives (level 2) and senior management (level 3), Alberta ranks second.

The difference in pay between the highest and lowest paying regions sits at 61% among Chief Executives. For other management levels, the gap ranges from 24% to 39%, while for non-management staff it sits at 18% to 19%.

EXHIBIT 2-7: REGION



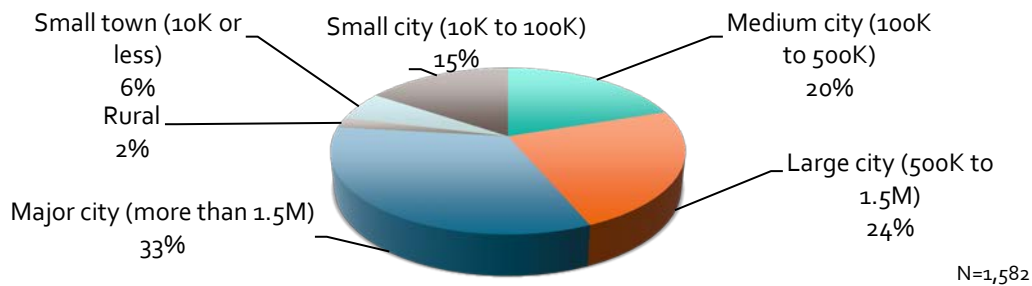
		CASH COMPENSATION BY REGION					
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
British Columbia	Annual	\$86,013	\$80,931	\$70,984	\$55,585	\$41,298	\$39,780
	Hourly	\$44.99	\$42.49	\$37.27	\$29.38	\$21.42	\$20.62
	Sample size	N=179	N=45	N=129	N=216	N=322	N=143
	# of employees	179	45	183	353	1,362	231
Alberta	Annual	\$90,619	\$107,591	\$90,871	\$58,888	\$44,522	\$42,533
	Hourly	\$46.12	\$54.71	\$46.20	\$30.44	\$23.72	\$21.72
	Sample size	N=75	N=27	N=36	N=59	N=109	N=47
	# of employees	75	27	47	82	415	84
Greater Toronto Area	Annual	\$112,295	\$109,024	\$92,574	\$63,230	\$49,318	\$45,345
	Hourly	\$58.49	\$58.27	\$50.45	\$33.69	\$26.00	\$24.52
	Sample size	N=158	N=76	N=145	N=195	N=308	N=137
	# of employees	158	76	266	467	1,496	346
Ottawa	Annual	\$105,319	\$95,330	\$89,145	\$64,592	\$46,481	\$46,285
	Hourly	\$54.60	\$49.62	\$47.62	\$33.65	\$24.24	\$23.98
	Sample size	N=70	N=17	N=58	N=74	N=145	N=49
	# of employees	70	17	77	123	1,005	115
Rest of Ontario	Annual	\$84,137	\$78,602	\$74,138	\$58,391	\$43,219	\$39,306
	Hourly	\$44.56	\$40.48	\$39.88	\$30.74	\$22.95	\$20.45
	Sample size	N=191	N=49	N=114	N=193	N=375	N=184
	# of employees	191	49	161	450	2,034	506
Rest of Canada (Prairies, Quebec & Atlantic)	Annual	\$69,839	\$85,269	\$80,045	\$51,946	\$44,653	\$39,131
	Hourly	\$36.30	\$44.68	\$41.80	\$27.57	\$23.57	\$20.73
	Sample size	N=93	N=15	N=40	N=94	N=180	N=59
	# of employees	93	15	58	144	583	94

Note: Because of small sample sizes, respondents from smaller regions have been grouped together.

As shown in **Exhibit 2-8**, one third (33%) of the organizations that participated in the study are headquartered in a major city of more than 1.5 million people. There was also significant representation from large cities with populations of 500,001 to 1.5 million (24%) and medium-sized cities with populations of 100,001 to 500,000 (20%).

Average compensation at all levels generally increases with the size of the community in which employees are located. However, as seen in previous studies, the premium tends to be higher at the more senior staff levels. For Chief Executives (level 1), those in major cities earn 13% more than those in large cities. At 18%, the gap is even higher among senior executives (level 2). At the four lower levels, average compensation in major cities is only 1% to 4% higher than in large.

EXHIBIT 2-8: COMMUNITY SIZE



		CASH COMPENSATION BY COMMUNITY SIZE					
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Small city, small town or rural (100,000 or less)	Annual	\$73,500	\$70,787	\$71,579	\$53,985	\$41,949	\$38,625
	Hourly	\$38.32	\$36.09	\$37.89	\$28.18	\$22.07	\$19.95
	Sample size	N=208	N=28	N=86	N=214	N=404	N=177
	# of employees	208	28	121	437	1,846	329
Medium city (100,001 to 500,000)	Annual	\$83,343	\$87,426	\$71,024	\$55,464	\$41,954	\$39,484
	Hourly	\$43.93	\$45.41	\$37.44	\$29.52	\$22.11	\$20.53
	Sample size	N=171	N=47	N=111	N=172	N=347	N=151
	# of employees	171	47	156	288	1,591	363
Large city (500,001 to 1.5 million)	Annual	\$96,591	\$90,593	\$87,252	\$61,841	\$47,449	\$43,757
	Hourly	\$49.90	\$45.88	\$46.51	\$32.36	\$24.96	\$22.84
	Sample size	N=187	N=58	N=148	N=196	N=320	N=137
	# of employees	187	58	192	373	1,794	331
Major city (more than 1.5 million)	Annual	\$109,416	\$106,535	\$88,955	\$62,289	\$48,819	\$45,608
	Hourly	\$57.06	\$57.44	\$48.03	\$33.16	\$25.76	\$24.65
	Sample size	N=228	N=95	N=184	N=271	N=405	N=166
	# of employees	228	95	337	568	1,921	383

Note: Because of small sample sizes, respondents from smaller communities (small city or smaller) have been grouped together.

III. Cash Compensation and Organizational Characteristics

There are all kinds of organizational factors that can influence compensation. The following section examines organizational type, focus and role, jurisdiction, affiliation status, revenue, number of employees and unionization of staff.

Chapter Summary

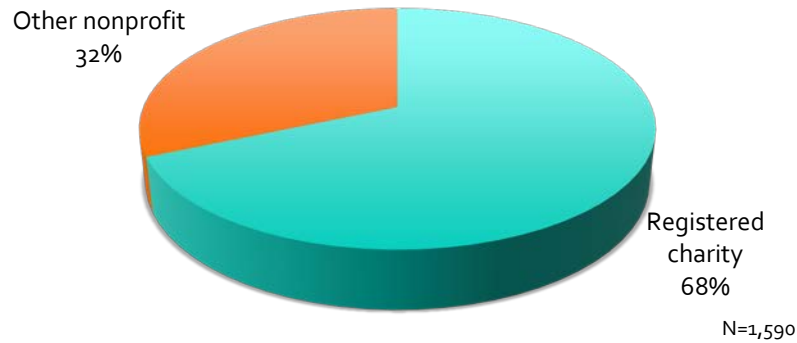
- Average cash compensation at four of six levels is lower in registered charities than in other nonprofits. The exceptions are senior executives (level 2), where average compensation is higher in registered charities than other nonprofits, and functional/program staff (level 5), where the difference is negligible.
- At all levels except for support staff, health-related organizations are among the leaders in cash compensation. Children/family organizations are also near the top for the top two management positions. The highest average compensation for level 5 is provided by arts and culture organizations.
- For levels 1, 3, 4 and 5, cash compensation increases as the organizational jurisdiction broadens up to the national level before dropping again for international organizations.
- Average cash compensation at four of six levels is higher in affiliated organizations (organizations that operate under the same umbrella name or brand but are run as separate nonprofit organizations). The exceptions are levels 3 and 4 where the reverse is true.
- The larger the organization's revenue, the higher the cash compensation at the management levels.
- At the four management levels, cash compensation generally increases with the number of employees in an organization.

TYPE OF NONPROFIT ORGANIZATION

Consistent with previous studies, almost seven in ten (68%) participating organizations in this year’s study are registered charities. “Other nonprofits” make up the remaining 32% of participants. Professional and/or trade associations were excluded from the survey.

The results presented in **Exhibit 3-1** show that average cash compensation at four of six levels is lower in registered charities than in other nonprofits. The exceptions are senior executives (level 2), where average compensation is 11% higher in registered charities than other nonprofits, and functional & program staff (level 5), where average compensation in both types of organizations is similar. For the remaining four positions, average compensation is 5% to 7% higher in other nonprofits than in registered charities.

EXHIBIT 3-1: TYPE OF NONPROFIT ORGANIZATION



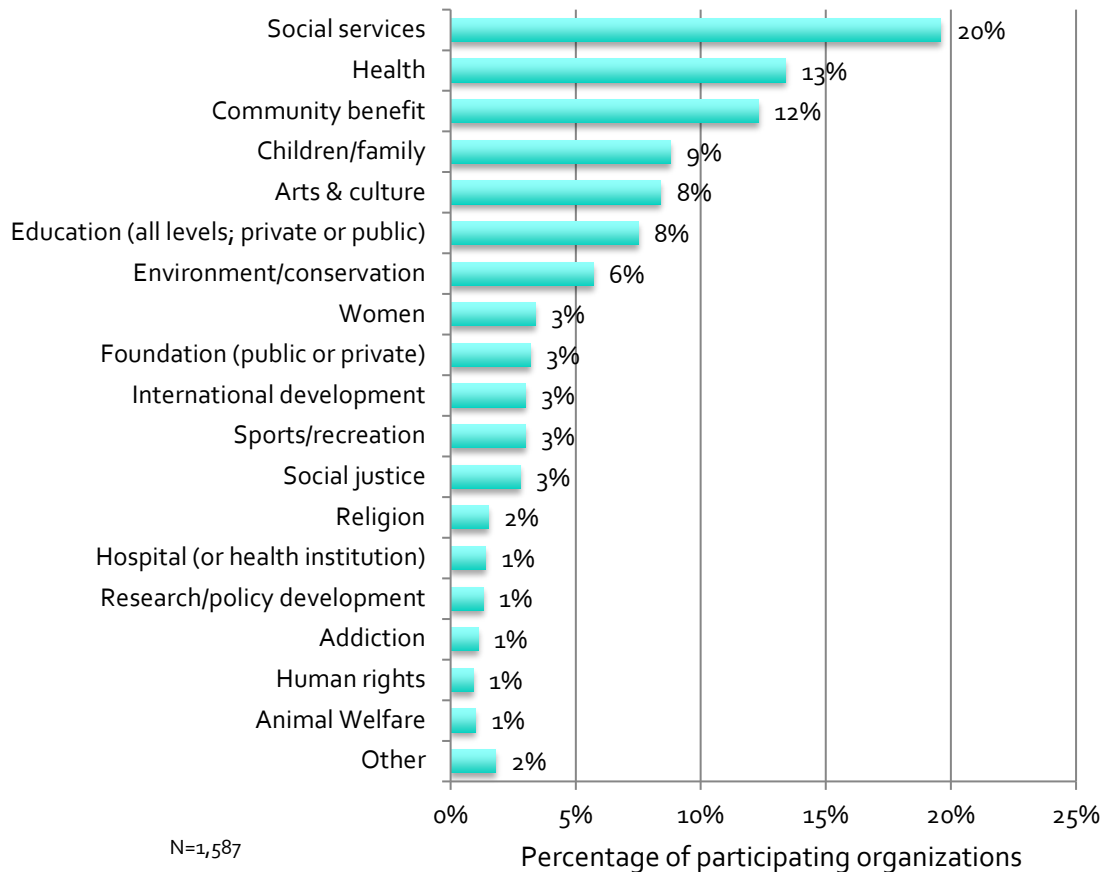
CASH COMPENSATION BY TYPE OF NONPROFIT ORGANIZATION							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Registered charity	Annual	\$90,296	\$96,824	\$81,203	\$57,431	\$45,344	\$40,886
	Hourly	\$47.17	\$50.77	\$43.44	\$30.44	\$23.83	\$21.48
	Sample size	N=587	N=168	N=386	N=628	N=1,016	N=445
	# of employees	587	168	587	1,078	4,122	901
Other nonprofit	Annual	\$94,859	\$87,183	\$85,851	\$61,474	\$44,925	\$43,585
	Hourly	\$49.23	\$45.73	\$45.83	\$32.17	\$23.74	\$22.93
	Sample size	N=210	N=62	N=145	N=230	N=467	N=189
	# of employees	210	62	221	600	3,054	518

ORGANIZATIONAL FOCUS

Organizational focus refers to the area or sector in which the nonprofit operates. The most common organizational focus among participants was social services (20%) (see **Exhibit 3-2**). Health (13%) is a distant second, followed by community benefit (12%). Other common areas of focus include children/family (9%), arts & culture (8%) and education (8%). The top six categories have remained consistent since the inaugural study in 2011, though there has been some change in the order of the top six.

For most staff levels (excluding level 6), health organizations are among the leaders in terms of cash compensation. Children/family organizations also sit at the top for the top two management positions. The highest average compensation for level 5 is arts and culture organizations.

EXHIBIT 3-2: ORGANIZATIONAL FOCUS



Note: Percentages may not sum to 100% because of rounding.

CASH COMPENSATION BY ORGANIZATIONAL FOCUS							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Arts & culture	Annual	\$72,385	\$78,069	\$57,736	\$49,541	\$54,061	\$39,278
	Hourly	\$37.68	\$41.51	\$30.60	\$26.17	\$27.88	\$20.28
	Sample size	N=82	N=13	N=47	N=81	N=93	N=45
	# of employees	82	13	49	98	204	94
Children/ family	Annual	\$98,501	\$104,968	\$76,715	\$60,404	\$44,024	\$42,461
	Hourly	\$51.06	\$56.91	\$41.61	\$31.75	\$23.31	\$22.82
	Sample size	N=62	N=19	N=35	N=76	N=121	N=47
	# of employees	62	19	63	166	837	76
Community benefit	Annual	\$91,749	\$84,104	\$74,552	\$52,430	\$42,668	\$40,046
	Hourly	\$47.88	\$43.48	\$39.86	\$27.74	\$21.65	\$20.86
	Sample size	N=93	N=32	N=62	N=89	N=173	N=86
	# of employees	93	32	84	202	622	143
Education	Annual	\$84,215	\$95,681	\$78,898	\$59,606	\$48,175	\$40,756
	Hourly	\$43.81	\$50.12	\$42.59	\$31.23	\$25.18	\$21.33
	Sample size	N=71	N=25	N=24	N=60	N=118	N=49
	# of employees	71	25	38	90	282	71
Health	Annual	\$101,990	\$103,978	\$107,652	\$63,616	\$48,057	\$40,767
	Hourly	\$53.01	\$54.06	\$59.57	\$34.23	\$25.78	\$21.90
	Sample size	N=98	N=31	N=67	N=128	N=176	N=80
	# of employees	98	31	124	164	698	124
Social services	Annual	\$94,165	\$87,204	\$82,510	\$60,844	\$45,561	\$42,925
	Hourly	\$49.18	\$46.06	\$44.10	\$32.08	\$24.17	\$22.57
	Sample size	N=156	N=40	N=108	N=153	N=328	N=149
	# of employees	156	40	186	528	2,578	537
Other*	Annual	\$92,464	\$98,110	\$79,625	\$59,065	\$43,544	\$42,165
	Hourly	\$48.36	\$51.16	\$41.49	\$30.97	\$22.84	\$22.09
	Sample size	N=234	N=70	N=188	N=271	N=472	N=178
	# of employees	234	70	264	430	1,939	374

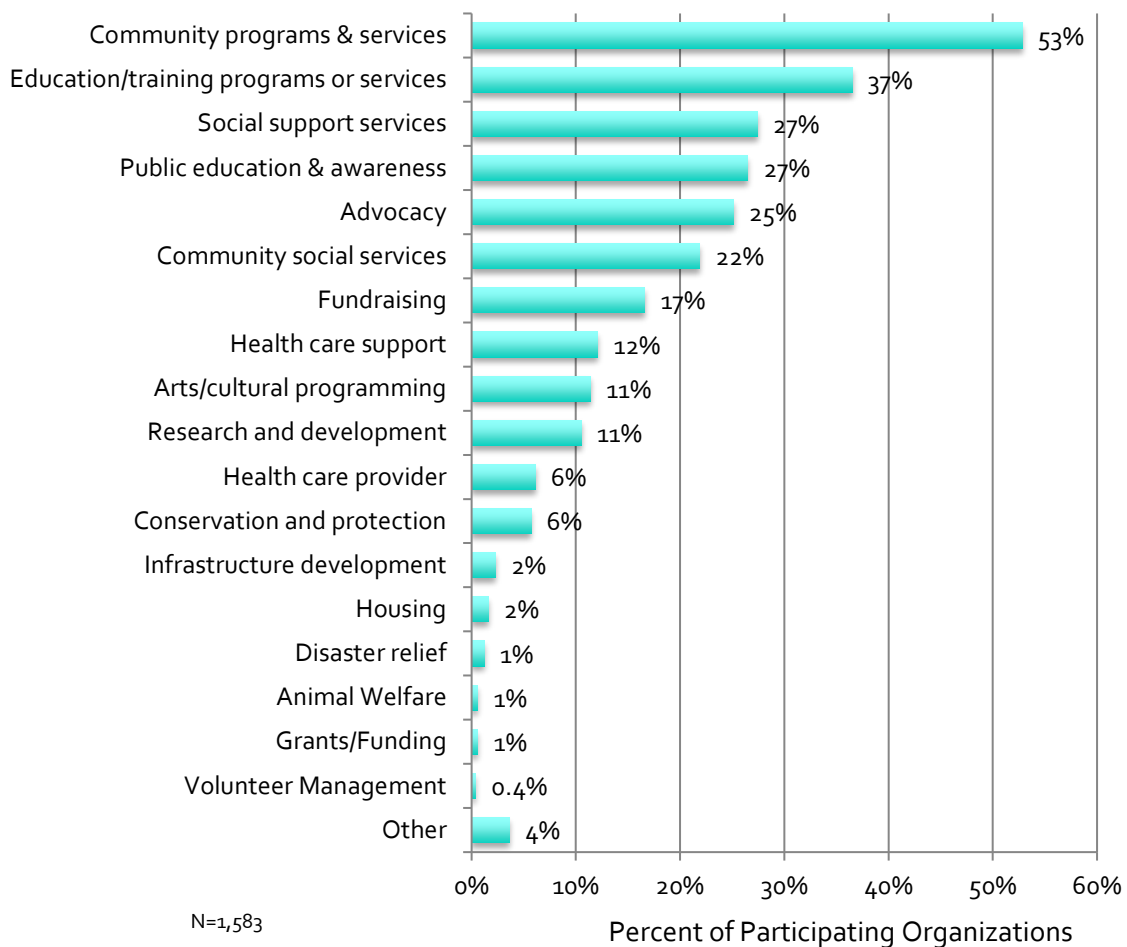
Note: * Because of small sample sizes, smaller segments have been grouped together in "other" in the cash compensation table.

PRIMARY ROLE OF ORGANIZATION

The role of the organization refers to its function. As seen in **Exhibit 3-3**, community programs and services continue to top the list as a primary organizational role. At 53%, it is by far the most common role. The next closest category is education/training programs or services (37%), followed by social support services (27%), public education and awareness (27%) and advocacy (25%). It should be noted that organizations chose their top three roles.

Compensation is shown for the six most common categories. The categories are not mutually exclusive as respondents could belong to up to three groups. Organizations who include advocacy as a role are among the highest in compensation for levels 1, 3, 4 and 6. The highest compensation for Chief Executives (level 1) is in organizations that include community social services among their roles. Organizations that provide education/training programs or services are top payers for senior executives (level 2), while those providing social support services lead the way for senior management (level 3).

EXHIBIT 3-3: PRIMARY ROLES OF ORGANIZATION (TOP 3)



Note: Percentages do not sum to 100% due to multiple responses.

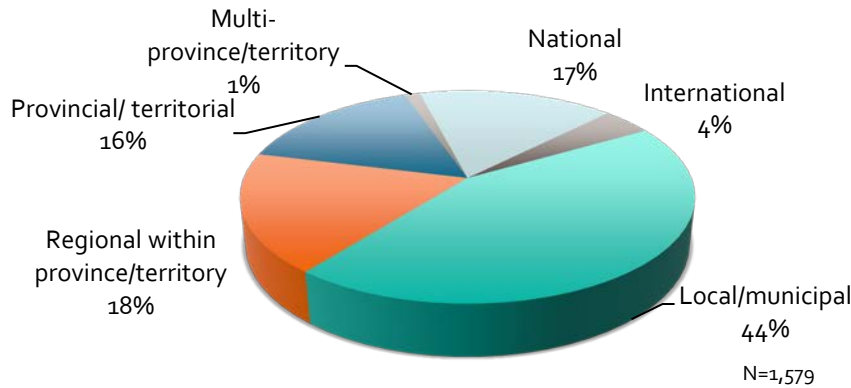
CASH COMPENSATION BY PRIMARY ROLE OF ORGANIZATION							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Advocacy	Annual	\$93,017	\$89,954	\$85,585	\$60,417	\$45,918	\$43,389
	Hourly	\$48.45	\$47.07	\$46.16	\$32.07	\$24.39	\$23.19
	Sample size	N=187	N=55	N=133	N=207	N=394	N=159
	# of employees	187	55	178	375	1,790	368
Community programs & services	Annual	\$87,853	\$91,730	\$75,526	\$57,819	\$42,758	\$41,261
	Hourly	\$45.66	\$48.34	\$39.93	\$30.32	\$22.60	\$21.51
	Sample size	N=409	N=109	N=262	N=440	N=722	N=308
	# of employees	409	109	413	1,056	4,416	820
Community social services	Annual	\$93,469	\$83,163	\$77,030	\$58,626	\$43,406	\$39,737
	Hourly	\$48.82	\$44.74	\$40.79	\$31.05	\$22.99	\$20.67
	Sample size	N=173	N=41	N=119	N=196	N=330	N=145
	# of employees	173	41	210	565	2,596	404
Education/training programs or services	Annual	\$87,447	\$94,707	\$77,614	\$58,689	\$47,001	\$42,443
	Hourly	\$45.60	\$50.59	\$41.44	\$30.82	\$24.77	\$22.43
	Sample size	N=309	N=98	N=163	N=294	N=549	N=233
	# of employees	309	98	230	505	1,864	380
Public education & awareness	Annual	\$83,683	\$86,094	\$74,704	\$56,951	\$49,611	\$42,965
	Hourly	\$44.08	\$44.69	\$39.61	\$30.07	\$26.35	\$22.54
	Sample size	N=207	N=48	N=111	N=205	N=364	N=134
	# of employees	207	48	142	279	955	226
Social support services	Annual	\$91,778	\$91,407	\$87,099	\$58,957	\$44,381	\$42,126
	Hourly	\$48.28	\$49.14	\$47.58	\$31.42	\$23.40	\$22.21
	Sample size	N=216	N=55	N=152	N=255	N=515	N=195
	# of employees	216	55	281	670	3,703	584

Note: Compensation is only shown for the six most common roles.

ORGANIZATIONAL JURISDICTION

A significant 44% of participating organizations indicated that they are local or municipal in scope. However, there is also good representation from regional (18%), provincial/territorial (16%) and national (17%) groups. Four percent (4%) are international. Cash compensation by organizational jurisdiction is summarized in **Exhibit 3-4**.

EXHIBIT 3-4: ORGANIZATIONAL JURISDICTION



CASH COMPENSATION BY ORGANIZATIONAL JURISDICTION							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Local/ municipal	Annual	\$83,713	\$86,149	\$75,433	\$55,299	\$45,130	\$40,203
	Hourly	\$43.91	\$44.19	\$39.90	\$29.41	\$23.72	\$20.88
	Sample size	N=345	N=74	N=203	N=339	N=642	N=274
	# of employees	345	74	305	621	3,736	620
Regional within province/ territory	Annual	\$88,080	\$91,452	\$75,569	\$58,174	\$41,681	\$41,359
	Hourly	\$45.42	\$47.69	\$40.24	\$30.29	\$22.03	\$21.99
	Sample size	N=147	N=34	N=100	N=152	N=276	N=117
	# of employees	147	34	151	480	1,799	305
Provincial/ territorial (incl. multi-prov./ terr.)*	Annual	\$97,065	\$88,896	\$87,159	\$61,104	\$46,496	\$43,329
	Hourly	\$50.96	\$48.14	\$46.52	\$32.55	\$24.70	\$22.81
	Sample size	N=148	N=46	N=100	N=179	N=240	N=113
	# of employees	148	46	128	265	853	264
National	Annual	\$105,994	\$105,986	\$97,049	\$67,561	\$52,585	\$45,821
	Hourly	\$54.78	\$55.25	\$53.02	\$35.90	\$27.50	\$24.52
	Sample size	N=130	N=63	N=102	N=148	N=266	N=104
	# of employees	130	63	188	231	657	192
International	Annual	\$103,614	\$109,315	\$79,582	\$58,568	\$48,098	\$47,336
	Hourly	\$53.85	\$59.85	\$41.13	\$29.64	\$25.65	\$24.69
	Sample size	N=25	N=13	N=24	N=37	N=56	N=23
	# of employees	25	13	34	78	128	28

Note: * Because of small sample sizes, regional multi-province/territory was grouped with provincial/territorial in the cash compensation table.

For four of the six staff levels, cash compensation generally increases as the organizational jurisdiction broadens up to the national level before dropping again for international organizations. This holds true for levels 1, 3, 4 and 5, though it should be noted that average compensation for functional & program staff (level 5) is higher in local/municipal organizations than in regional (within province) organizations.

The same relationship also exists for support staff (level 6), except that compensation continues to increase as the jurisdiction broadens to international.

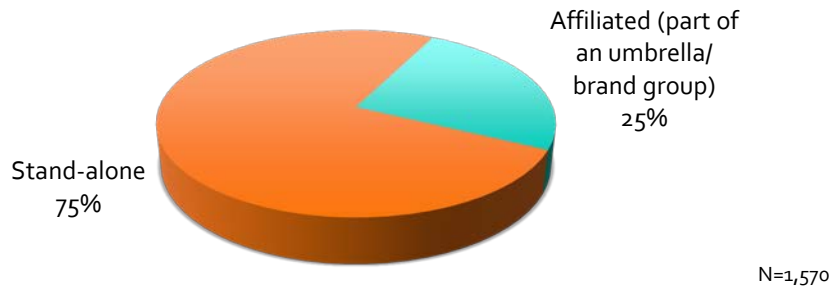
AFFILIATION STATUS

Affiliated organizations are those that operate under the same umbrella name or brand but are run as separate nonprofit organizations. For example, United Way Canada, United Way of the Lower Mainland and United Way Centraide Ottawa are all part of United Way but are operated as separate affiliated charities. Three-quarters (75%) of respondents represent stand-alone (non-affiliated) organizations. While slightly down from the 2017 study, this is consistent with results from 2011 to 2013.

As seen in **Exhibit 3-5**, average cash compensation is higher in affiliated organizations for the two most senior positions. The gap sits at 4% among Chief Executives (level 1) and 5% among senior executives (level 2). The reverse is true for the other two management levels where those in standalone organizations earn more than those in affiliated organizations. Specifically, compensation in stand-alone organizations is 5% higher among senior management (level 3) and 7% at the management/supervisory level (level 4).

Compensation among non-management levels (levels 5 and 6) are 1% to 2% higher in affiliated organizations.

EXHIBIT 3-5: AFFILIATION STATUS

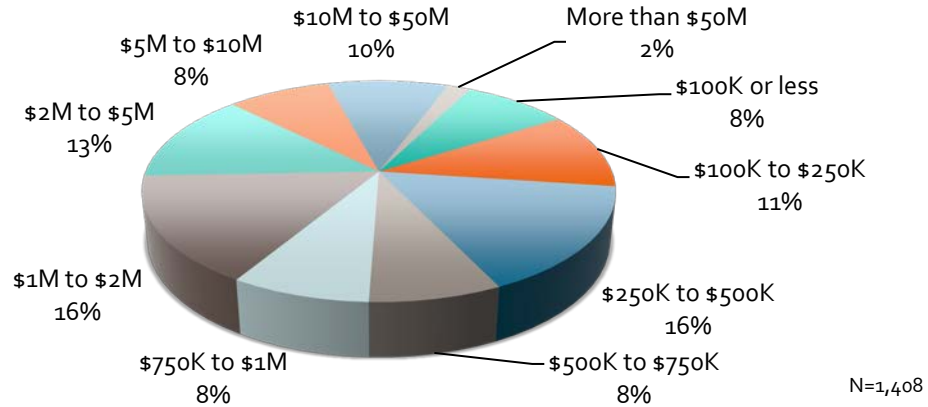


CASH COMPENSATION BY AFFILIATION STATUS							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Affiliated (part of an umbrella/brand group)	Annual	\$94,276	\$98,107	\$79,456	\$55,896	\$45,461	\$42,425
	Hourly	\$49.07	\$51.39	\$41.65	\$29.44	\$23.94	\$22.20
	Sample size	N=171	N=54	N=113	N=177	N=319	N=149
	# of employees	171	54	170	336	1,362	381
Stand-alone	Annual	\$90,731	\$93,034	\$83,374	\$59,536	\$45,055	\$41,645
	Hourly	\$47.34	\$48.81	\$44.81	\$31.42	\$23.74	\$21.93
	Sample size	N=623	N=176	N=416	N=675	N=1,153	N=481
	# of employees	623	176	636	1,336	5,783	1,034

ORGANIZATIONAL REVENUE

As illustrated in **Exhibit 3-6**, organizations of all sizes (measured by revenue) are well represented in the current study. The average annual revenue across all participating organizations was approximately \$3.6 million.

EXHIBIT 3-6: ORGANIZATION REVENUE



CASH COMPENSATION BY ORGANIZATION REVENUE							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
\$500,000 or less*	Annual	\$62,875	\$78,052	\$55,488	\$48,406	\$43,276	\$36,465
	Hourly	\$32.75	\$39.90	\$29.05	\$25.35	\$22.34	\$18.63
	Sample size	N=308	N=22	N=50	N=162	N=382	N=148
	# of employees	308	22	50	169	574	186
\$500,001 to \$1M*	Annual	\$82,779	\$69,378	\$60,389	\$51,410	\$42,419	\$41,778
	Hourly	\$43.24	\$36.03	\$31.73	\$27.02	\$21.65	\$21.74
	Sample size	N=131	N=24	N=54	N=152	N=220	N=89
	# of employees	131	24	60	174	777	108
\$1M to \$2M	Annual	\$97,236	\$76,749	\$68,440	\$57,240	\$42,838	\$42,960
	Hourly	\$50.58	\$40.35	\$35.72	\$30.11	\$22.48	\$21.99
	Sample size	N=132	N=49	N=90	N=138	N=252	N=100
	# of employees	132	49	114	192	859	188
\$2M to \$5M	Annual	\$118,381	\$94,964	\$81,326	\$59,793	\$48,170	\$43,755
	Hourly	\$61.86	\$50.31	\$43.48	\$31.91	\$25.75	\$23.62
	Sample size	N=107	N=50	N=133	N=145	N=200	N=110
	# of employees	107	50	181	249	1,273	261
More than \$5M*	Annual	\$148,535	\$114,994	\$94,248	\$62,484	\$45,328	\$43,260
	Hourly	\$77.41	\$60.25	\$50.89	\$32.92	\$23.90	\$23.07
	Sample size	N=101	N=84	N=178	N=194	N=300	N=149
	# of employees	101	84	365	750	3,348	506

Note: * Because of small sample sizes, smaller segments have been grouped together in the cash compensation table.

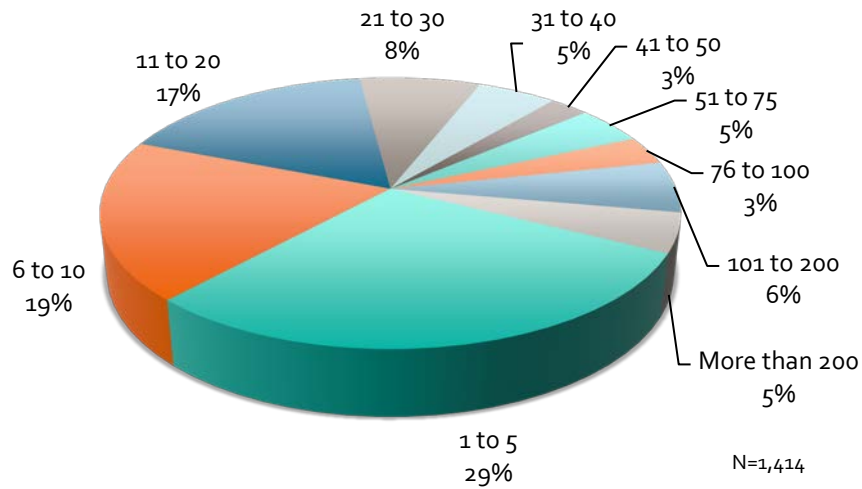
As reported in the previous four studies, higher organizational revenue generally translates into higher compensation at the management levels. By far, the strongest correlation between organizational revenue and cash compensation is found at level 1. In fact, Chief Executives working in organizations with revenue more than \$5 million earn 2.4 times the cash compensation of their counterparts in organizations with revenues less than \$500,000. At the other management levels, those in organizations with more than \$5 million in revenue earn between 1.3 and 1.7 times more than their colleagues at organizations with revenues less than \$500,000.

NUMBER OF EMPLOYEES

Another way to measure the size of an organization is by looking at the number of employees. As illustrated in **Exhibit 3-7**, 29% of participating organizations have between one and five employees, while 19% have six to 10 and 17% have 11 to 20. Together, these three groups account for two-thirds of respondents.

For all four management levels, cash compensation generally increases with the number of staff in the organization. For the two non-management levels, while there are some small fluctuations in compensation by number of staff in the organization, there is no direct relationship between compensation and number of staff.

EXHIBIT 3-7: NUMBER OF EMPLOYEES



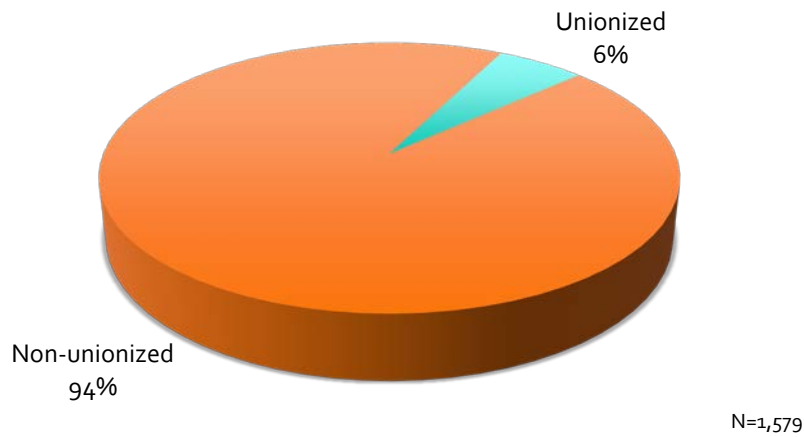
CASH COMPENSATION BY NUMBER OF EMPLOYEES							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
1 to 5	Annual	\$66,579	\$81,001	\$57,635	\$53,148	\$44,168	\$41,907
	Hourly	\$34.55	\$41.10	\$30.33	\$27.95	\$22.87	\$21.30
	Sample size	N=243	N=16	N=35	N=121	N=277	N=115
	# of employees	243	16	35	125	312	119
6 to 10	Annual	\$82,949	\$82,248	\$66,584	\$54,077	\$47,154	\$41,936
	Hourly	\$43.35	\$42.36	\$34.94	\$28.39	\$24.78	\$21.74
	Sample size	N=159	N=26	N=64	N=155	N=268	N=96
	# of employees	159	26	70	162	393	106
11 to 20	Annual	\$94,228	\$87,326	\$79,537	\$54,820	\$45,938	\$41,255
	Hourly	\$49.31	\$45.16	\$41.92	\$29.02	\$24.29	\$21.46
	Sample size	N=135	N=45	N=92	N=166	N=280	N=128
	# of employees	135	45	107	204	620	186
21 to 50*	Annual	\$105,806	\$95,344	\$77,662	\$59,374	\$46,826	\$42,080
	Hourly	\$55.73	\$51.18	\$41.18	\$31.61	\$24.64	\$22.44
	Sample size	N=139	N=78	N=141	N=168	N=281	N=129
	# of employees	139	78	197	313	1,545	319
More than 50*	Annual	\$136,314	\$105,705	\$85,958	\$62,008	\$43,942	\$42,158
	Hourly	\$70.63	\$55.11	\$45.82	\$32.67	\$23.15	\$22.46
	Sample size	N=111	N=65	N=180	N=199	N=295	N=149
	# of employees	111	65	326	788	4,048	549

Notes: *Because of small sample sizes, smaller segments have been grouped together in the cash compensation table. Percentages may not sum to 100% due to rounding.

UNIONIZED POSITIONS

As seen in **Exhibit 3-8**, only a handful (6%) of participating organizations reported data for unionized staff (although it is possible they had unionized employees who were not included in their survey responses). The results show that unionized employees at levels 5 and 6 earn 5% to 6% more than their non-unionized counterparts. The reverse is true for management/supervisory staff (level 4) where compensation is 5% higher among non-unionized staff.

EXHIBIT 3-8: UNIONIZED POSITIONS



CASH COMPENSATION BY UNION STATUS							
		Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Unionized	Annual				\$56,008	\$46,880	\$43,863
	Hourly	N/A	N/A	N/A	\$28.90	\$24.37	\$23.40
	Sample size	N=4	N=1	N=3	N=25	N=130	N=34
	# of employees				51	1,646	310
Non-unionized	Annual	\$91,311	\$94,287	\$82,617	\$58,966	\$44,666	\$41,237
	Hourly	\$47.66	\$49.44	\$44.18	\$31.13	\$23.62	\$21.58
	Sample size	N=790	N=229	N=527	N=833	N=1,347	N=596
	# of employees	790	229	802	1,627	5,510	1,079

Note: N/A indicates that sample sizes are too small to report cash compensation information.

IV. Impact of Demographics and Experience on Cash Compensation

Every employee is different: some employees are older, some have additional education and still others have significant management or sector-specific experience. How do these differences affect remuneration in the nonprofit sector?

This chapter explores the relationship between cash compensation and personal characteristics such as gender, age, education, related certification and professional experience. It should be noted that, unlike the previous sections of this report, respondents did not report demographic data for groups of employees. Accordingly, the sample size (N) equals the number of people represented in the averages.

Chapter Summary

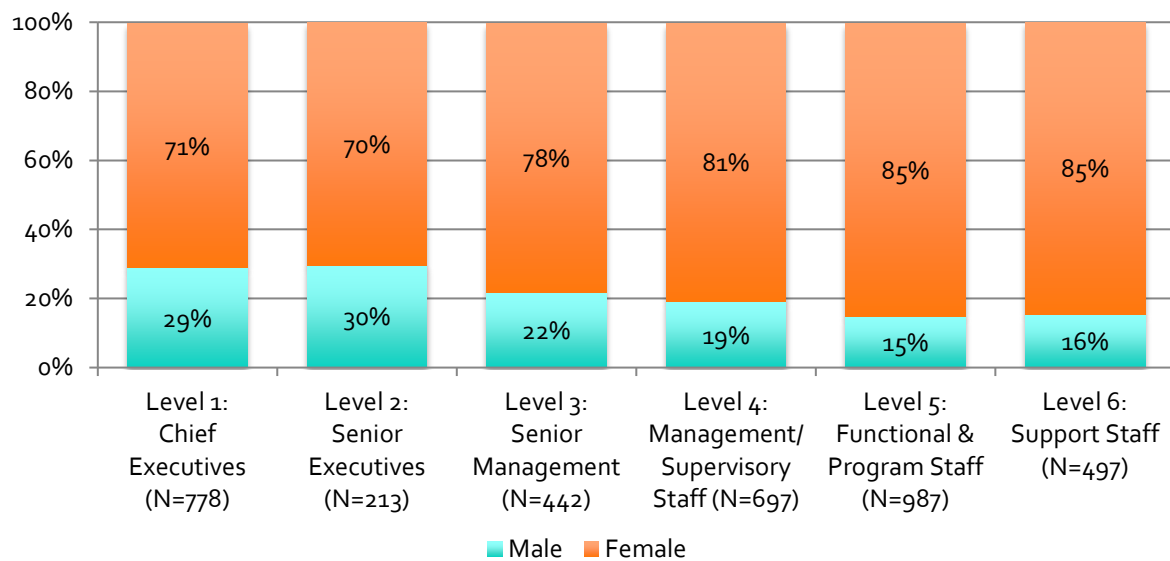
- The results continue to show that men earn more on average than women at all management levels. While the largest gap continues to be at the Chief Executive level, the gap is lower than in 2017, and is at the lowest level in the history of the study. As in past studies, further analysis shows that the compensation gap between men and women reflects the fact that men employed in the sector are more likely to work for larger organizations, which tend to pay better than smaller organizations.
- The current study continues to show a strong correlation between age and cash compensation at all levels. The strongest relationships are among management/supervisory staff (level 4), followed by Chief Executives (level 1) and senior management (level 3).
- The results continue to show that sector employees are a well-educated group. With the exception of support staff, 84% or more have completed at least some post-secondary education. As seen in past studies, higher education generally correlates to higher compensation, particularly if the degree/diploma is relevant to the job.
- At all levels, a relevant certification brings higher cash compensation. The difference is most notable for senior executives.
- Years of experience can be measured in a variety of ways (i.e., years at the organization, in the position, at the level, in the nonprofit sector or in the discipline) and is a key factor in determining compensation. While all five of these experience types generally correlate with compensation, the strongest relationship tends to be with years in the current discipline.

GENDER

There have been no material changes in the gender distribution of staff in the nonprofit sector. In this year’s study, there has been a slight increase in the portion of senior executives (level 2) (70% vs. 66% in 2017) and senior management (level 4) (78% vs. 74% in 2017) that are female.

As seen in **Exhibit 4-1**, the nonprofit sector is predominantly staffed by women at all levels. However, as seen in previous studies, the higher the seniority level, the higher the portion of male employees. More specifically, the portion of male employees ranges from 16% at level 6 to 30% at level 2.

EXHIBIT 4-1: GENDER



CASH COMPENSATION BY GENDER							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Male	Annual	\$100,733	\$98,665	\$84,652	\$58,884	\$47,365	\$43,470
	Hourly	\$52.28	\$50.98	\$45.28	\$31.19	\$24.94	\$22.51
	Sample size	N=225	N=63	N=96	N=133	N=146	N=76
Female	Annual	\$85,760	\$90,837	\$75,794	\$56,993	\$48,259	\$43,518
	Hourly	\$44.90	\$47.92	\$40.32	\$30.15	\$25.30	\$22.69
	Sample size	N=550	N=150	N=344	N=562	N=835	N=417

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

Results continue to show that men who work in management positions in the sector earn more on average than women. The largest gap continues to be at the Chief Executive level, where average compensation is 17% higher among men than women. However, it is worth noting

that the gap at the Chief Executive level has decreased from 24% in 2017 and is by far the lowest in the history of this study.

At 12%, the next largest difference is among management/supervisory staff (level 4) followed closely by senior executives (level 2) at 9%.

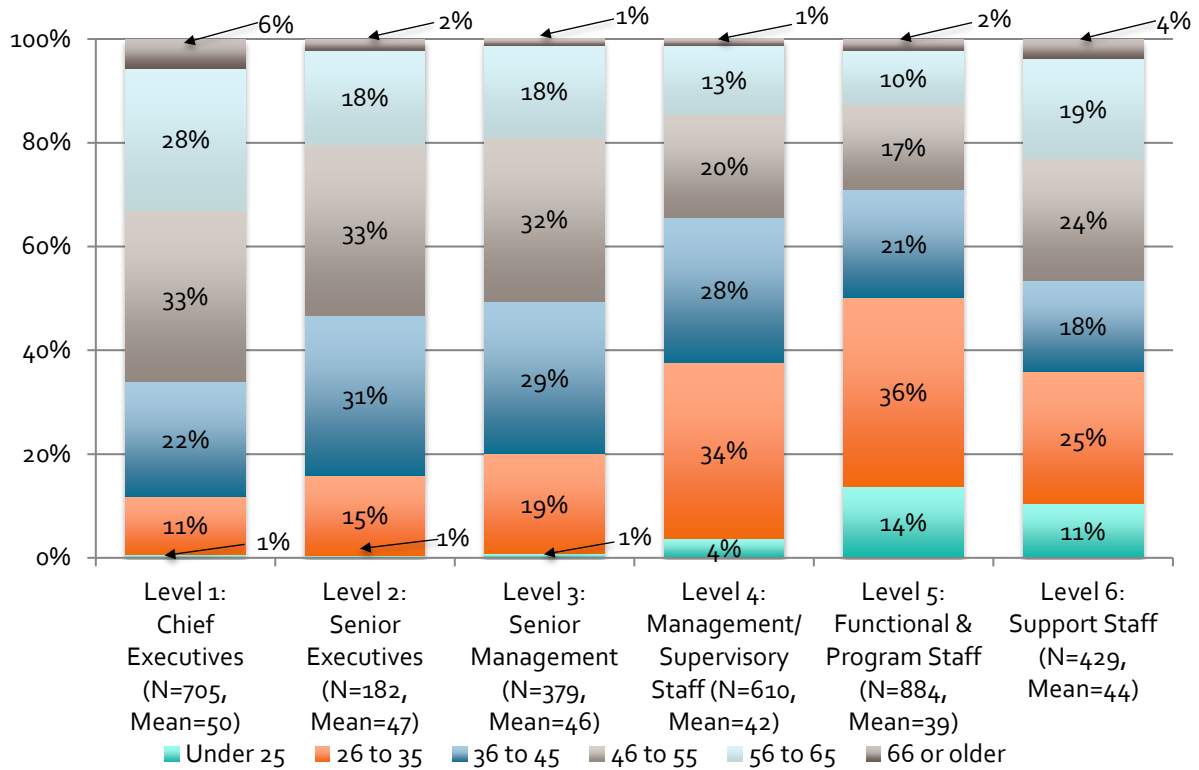
Does gender bias really exist in the nonprofit sector? On the surface, the results certainly indicate that it does. However, as in past years, deeper analysis shows that there are other factors at play. As discussed earlier, compensation tends to increase with organizational revenue and number of employees. At the higher levels — where the gaps are most significant — men are more likely to be working in organizations with higher revenues and more employees, where wages generally tend to be higher. At lower levels, where average compensation is comparable for both genders, both men and women are equally likely to be employed by lower-income organizations. In other words, the compensation discrepancies appear to be at least partly a function of organizational size.

AGE

Not surprisingly, the higher the seniority level of the position, the higher the average age of staff. The exception is support staff (level 6). Employees at this level are, on average, slightly older than managers/supervisors (level 4). Distribution of age and cash compensation by age group are presented in **Exhibit 4-2**.

Rather than compare compensation group by group, a correlation analysis was used to measure the link between age and income. Not surprisingly, the analysis shows a significant positive correlation between age and cash compensation at all levels. In other words, compensation tends to increase with age. The strongest relationships are among management/supervisory staff (level 4), followed closely by Chief Executives (level 1) and senior management (level 3). At the other end of the spectrum, the relationship between age and compensation is weakest for senior executives (level 2).

EXHIBIT 4-2: AGE



		CASH COMPENSATION BY AGE					
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Under 25	Annual				\$42,665	\$38,606	\$35,930
	Hourly	N/A	N/A	N/A	\$22.12	\$20.38	\$18.64
	Sample size	N=4	N=1	N=3	N=23	N=122	N=44
26 to 35	Annual	\$62,551	\$77,563	\$64,803	\$52,997	\$46,326	\$42,027
	Hourly	\$32.40	\$40.43	\$34.27	\$27.91	\$24.52	\$21.94
	Sample size	N=80	N=28	N=73	N=206	N=322	N=108
36 to 45	Annual	\$79,725	\$89,708	\$75,565	\$58,034	\$51,252	\$44,646
	Hourly	\$41.53	\$46.03	\$39.98	\$30.74	\$26.73	\$23.47
	Sample size	N=155	N=56	N=111	N=170	N=183	N=75
46 to 55	Annual	\$94,480	\$100,821	\$78,714	\$59,046	\$49,677	\$43,540
	Hourly	\$49.30	\$53.17	\$42.08	\$31.35	\$26.09	\$22.83
	Sample size	N=233	N=60	N=120	N=122	N=145	N=101
56 to 65	Annual	\$92,964	\$92,793	\$79,334	\$62,350	\$53,066	\$46,873
	Hourly	\$48.42	\$49.07	\$42.31	\$33.13	\$27.65	\$24.12
	Sample size	N=194	N=33	N=67	N=81	N=90	N=82
66 or older	Annual	\$98,103		\$90,450	\$64,395	\$46,545	\$47,363
	Hourly	\$52.65	N/A	\$46.55	\$32.64	\$23.97	\$24.39
	Sample size	N=39	N=4	N=5	N=8	N=20	N=16

Notes: Percentages may not sum to 100% because of rounding.
N/A indicates that sample sizes are too small to report cash compensation information.

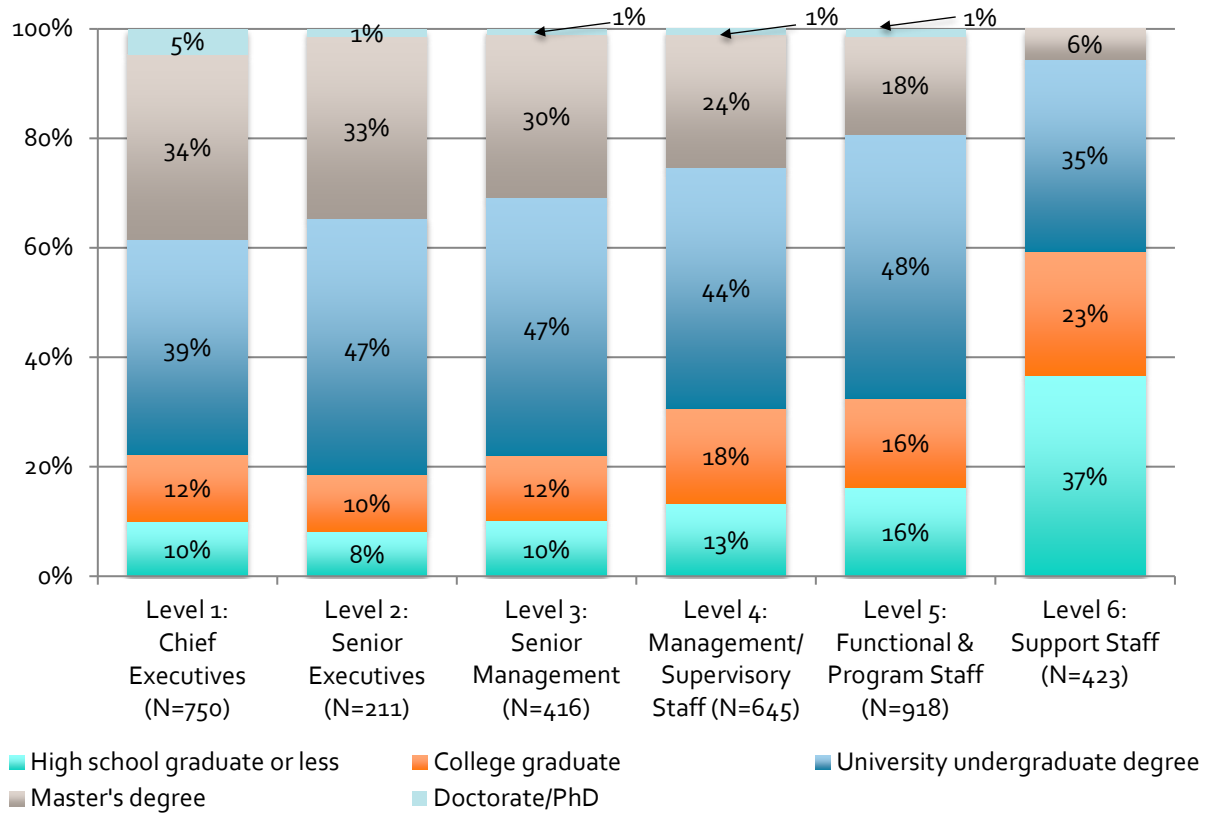
EDUCATION

As seen in previous years, employees at nonprofit organizations at all staff levels are generally well educated, with the vast majority having some form of post-secondary education (63% for level 6 and 84% or more at all other levels have at least completed college). In fact, at the three most senior levels, roughly four in five employees hold a university degree. This drops to 69% for level 4 and 68% for level 5. The big differentiator in education among the different levels is the proportion holding a graduate degree. Chief Executives (level 1) are most likely to hold a master's degree or higher (39%), followed by those at level 2 (34%) and level 3 (31%). The percentage holding a graduate degree drops to 25% for level 4 and 19% for level 5. Education by staff level is shown in **Exhibit 4-3** on the next page.

A look at the relationship between education and income reveals the following:

- Generally, higher education correlates with higher compensation. Exceptions are for level 1, where those with high school education earn more on average than those with college educations, and for level 3, where compensation drops after the undergraduate degree.
- For Chief Executives (level 1), each education level (above college) translates to a 13% to 15% jump in average compensation. For senior executives (level 2), the biggest increase is at the college level (22% higher than high school). After that, the difference in average compensation declines with each education level (16% change for undergraduate degree and 6% for Masters)
- At all levels, the sample size for those with doctorates or PhDs is small, so the results should be interpreted with caution.

EXHIBIT 4-3: HIGHEST LEVEL OF EDUCATION



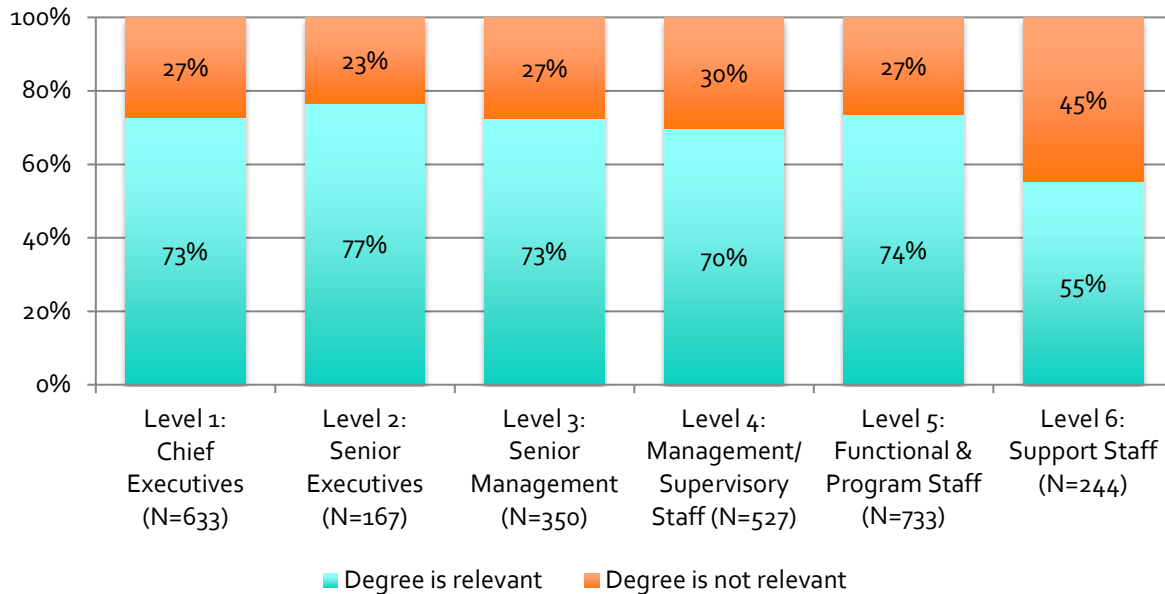
CASH COMPENSATION BY HIGHEST LEVEL OF EDUCATION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
High school graduate or less	Annual	\$81,799	\$67,231	\$66,657	\$52,695	\$42,764	\$41,434
	Hourly	\$41.40	\$35.49	\$35.57	\$27.77	\$22.17	\$21.57
	Sample size	N=75	N=17	N=42	N=85	N=150	N=155
College graduate	Annual	\$75,068	\$81,819	\$67,809	\$52,864	\$44,493	\$41,696
	Hourly	\$39.11	\$43.27	\$35.81	\$27.84	\$23.36	\$21.77
	Sample size	N=92	N=22	N=50	N=113	N=148	N=96
University undergraduate degree	Annual	\$85,195	\$94,877	\$83,111	\$58,031	\$48,556	\$46,153
	Hourly	\$44.35	\$49.71	\$44.22	\$30.76	\$25.66	\$24.12
	Sample size	N=294	N=99	N=196	N=283	N=444	N=145
Master's degree	Annual	\$98,246	\$100,523	\$80,707	\$60,349	\$53,726	\$47,003
	Hourly	\$51.57	\$52.54	\$43.19	\$32.17	\$28.36	\$24.90
	Sample size	N=254	N=70	N=124	N=157	N=162	N=24
Doctorate/PhD	Annual	\$111,692			\$67,220	\$53,261	
	Hourly	\$59.52	N/A	N/A	\$35.33	\$27.83	N/A
	Sample size	N=35	N=3	N=4	N=7	N=12	N=0

Notes: Percentages may not sum to 100% because of rounding.
 N/A indicates that sample sizes are too small to report cash compensation information.

As illustrated in **Exhibit 4-4**, the portion of degrees that are relevant to the position ranges from 70% to 77% among staff at levels 1 to 5. In other words, the degrees held are generally relevant to the employee’s position. The likelihood of the degree being relevant is lowest among support staff (level 6), where only 55% of degree holders have a relevant degree.

Results for all staff levels indicate that the relevance of the degree makes a difference in compensation. The most significant impacts are seen at the senior executive level (level 2) (15% higher compensation), followed by Chief Executives (level 1) (9%), management/supervisory (level 4) (7%) and support staff (level 6) (5%). Differences at the other two levels are 2% or less.

EXHIBIT 4-4: RELEVANCE OF DEGREE

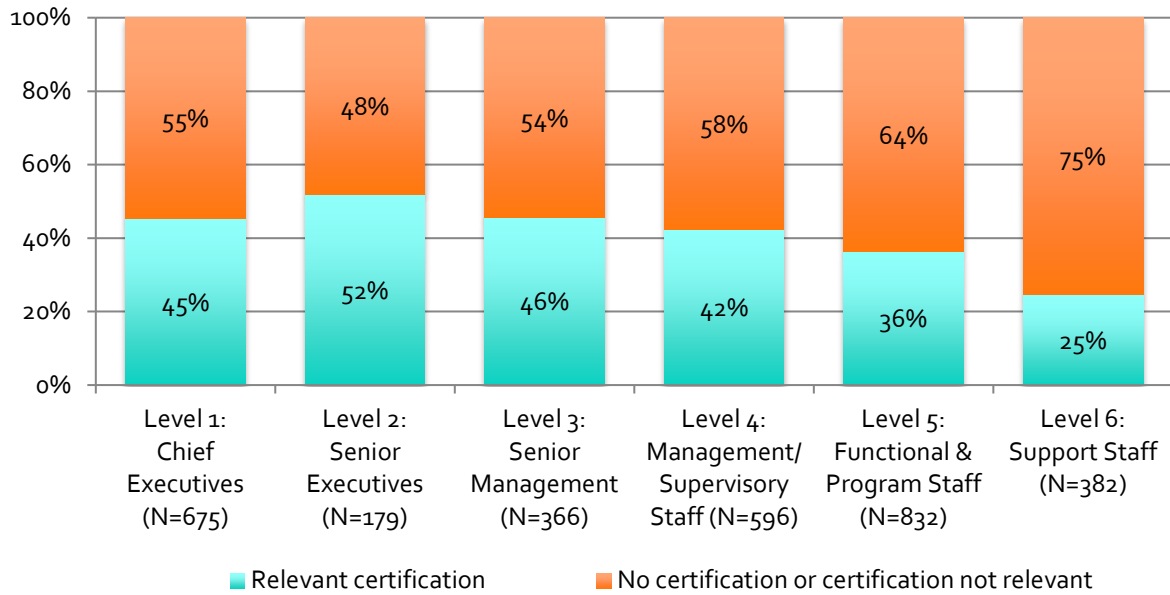


CASH COMPENSATION BY RELEVANCE OF DEGREE							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Degree is relevant	Annual	\$90,220	\$96,218	\$79,926	\$58,911	\$49,197	\$45,743
	Hourly	\$47.39	\$50.15	\$42.53	\$31.24	\$26.02	\$24.04
	Sample size	N=461	N=128	N=254	N=368	N=537	N=133
Degree is not relevant	Annual	\$83,037	\$83,487	\$78,493	\$55,187	\$48,568	\$43,430
	Hourly	\$43.45	\$43.78	\$41.99	\$29.12	\$25.53	\$22.59
	Sample size	N=172	N=39	N=96	N=159	N=194	N=108

Notes: Reporting base is those who hold a degree.

In many disciplines, employees can add to their credentials with an applicable certification. As illustrated in **Exhibit 4-5**, senior executives (level 2) are the most likely to hold a relevant certification at 52%. Next at just under half are Chief Executives (level 1) (45%) and senior management (level 3) (46%), followed by management/supervisory (level 4) at 42%.

EXHIBIT 4-5: CERTIFICATION



CASH COMPENSATION BY CERTIFICATION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Relevant certification	Annual	\$89,440	\$101,834	\$81,159	\$57,900	\$50,057	\$46,580
	Hourly	\$46.84	\$53.56	\$43.33	\$30.74	\$26.25	\$24.25
	Sample size	N=306	N=93	N=167	N=253	N=299	N=94
No certification or certification not relevant	Annual	\$84,274	\$79,900	\$76,191	\$56,604	\$46,555	\$42,199
	Hourly	\$43.80	\$41.41	\$40.56	\$29.89	\$24.53	\$22.07
	Sample size	N=369	N=86	N=199	N=343	N=529	N=287

At all levels, a relevant certification brings higher cash compensation. By far, the difference is most significant for senior executives (level 2) where compensation is 27% higher among those with a relevant certification. The gap for support staff (level 6) sits at 10%, while most other levels range from 6% to 8%. The smallest difference in compensation is among management/supervisory staff (level 4) at 2%.

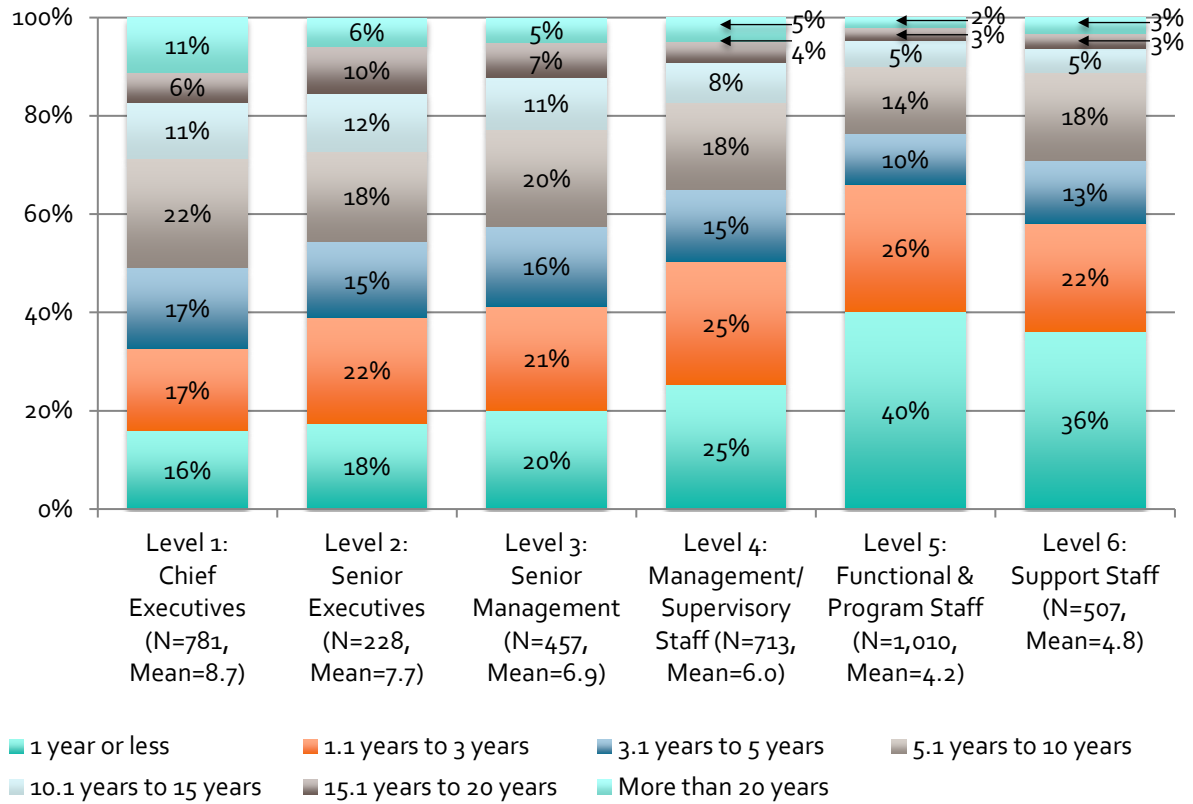
EMPLOYMENT EXPERIENCE

More experience generally results in higher pay, but what types of experience have the greatest impact? Experience comes in many forms: experience in the discipline, sector experience, time spent at a seniority level and time spent in a current position or organization. For all five measures, the number of years of experience generally increases with staff level and correlates with higher pay.

Unlike other areas in this report, where cash compensation was compared group to group, this section uses correlation analysis to determine if there is a significant relationship between different measures of experience and cash compensation. The charts and cash compensation tables for the five experience measures are presented on the following pages (**Exhibits 4-6 to 4-10**). The key findings are as follows:

- For Chief Executives (level 1), experience at the seniority level, in the nonprofit sector and in the discipline all register as having a significant correlation with compensation.
- For senior executives (level 2) and senior management (level 3), years at the current seniority level registers as a significant determinant of compensation. For level 3, years in the current discipline is also a significant factor.
- All five measures of experience are directly tied to compensation for management/supervisory staff (level 4), functional and program staff (level 5) and support staff (level 6).
- The most significant experience factor in determining compensation for level 2 is years at the seniority level, while for level 6 it is years in the nonprofit sector. For all other levels, years in the current discipline ranks first.

EXHIBIT 4-6: YEARS AT ORGANIZATION

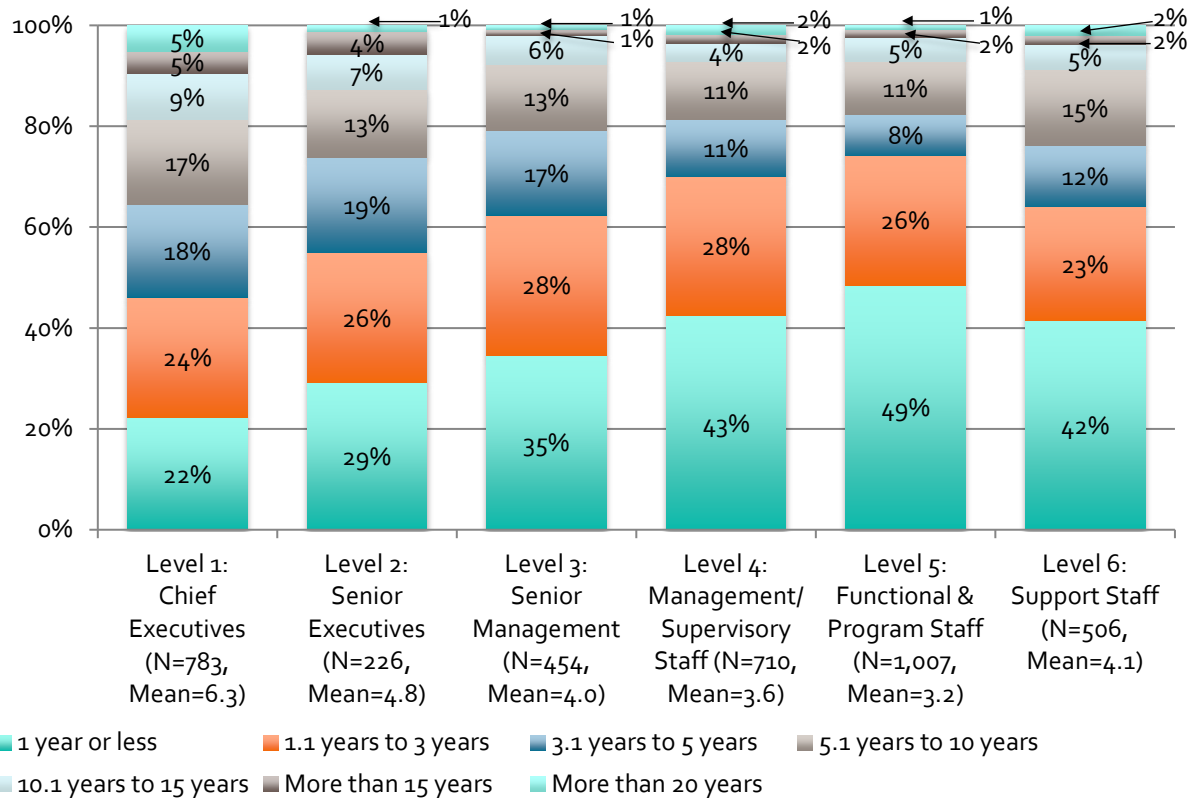


CASH COMPENSATION BY YEARS AT ORGANIZATION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
1 year or less	Annual	\$89,162	\$100,999	\$77,709	\$55,126	\$45,741	\$40,087
	Hourly	\$46.43	\$53.73	\$41.22	\$29.10	\$23.96	\$20.90
	Sample size	N=124	N=40	N=92	N=181	N=405	N=181
1.1 years to 3 years	Annual	\$89,537	\$88,426	\$79,436	\$54,997	\$48,268	\$42,944
	Hourly	\$46.81	\$46.52	\$41.93	\$28.88	\$25.42	\$22.09
	Sample size	N=131	N=49	N=97	N=178	N=262	N=111
3.1 years to 5 years	Annual	\$87,442	\$92,780	\$78,574	\$56,468	\$48,770	\$43,449
	Hourly	\$45.59	\$48.39	\$41.37	\$29.93	\$25.49	\$22.63
	Sample size	N=129	N=35	N=74	N=105	N=104	N=64
5.1 years to 10 years	Annual	\$91,103	\$93,745	\$76,356	\$59,273	\$52,682	\$47,568
	Hourly	\$46.92	\$48.12	\$41.10	\$31.61	\$27.72	\$24.99
	Sample size	N=173	N=42	N=90	N=126	N=137	N=91
10.1 years to 15 years	Annual	\$90,936	\$88,284	\$75,547	\$63,288	\$50,149	\$46,984
	Hourly	\$47.80	\$46.37	\$40.78	\$33.62	\$26.25	\$24.24
	Sample size	N=89	N=27	N=49	N=57	N=54	N=25
More than 15 years*	Annual	\$96,380	\$97,020	\$83,535	\$63,984	\$53,482	\$51,463
	Hourly	\$51.00	\$51.01	\$44.44	\$34.16	\$28.48	\$27.31
	Sample size	N=135	N=35	N=55	N=66	N=46	N=31

Notes: Percentages may not sum to 100% because of rounding.

* Because of small sample sizes, smaller segments have been grouped together in the cash compensation table.

EXHIBIT 4-7: YEARS IN CURRENT POSITION

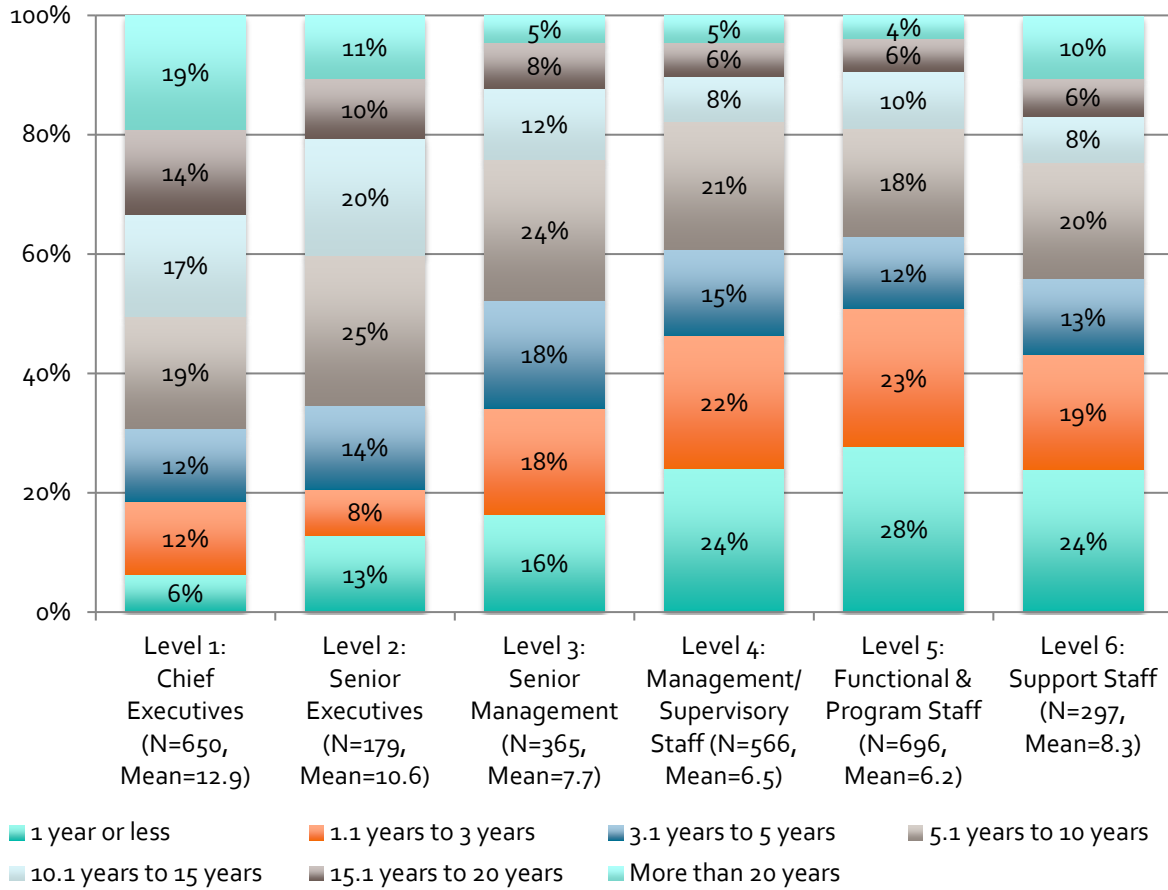


CASH COMPENSATION BY YEARS IN CURRENT POSITION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
1 year or less	Annual	\$87,231	\$93,088	\$78,076	\$55,071	\$46,200	\$40,285
	Hourly	\$45.53	\$48.99	\$41.49	\$29.06	\$24.26	\$20.95
	Sample size	N=174	N=66	N=157	N=302	N=487	N=207
1.1 years to 3 years	Annual	\$89,494	\$96,375	\$77,190	\$56,834	\$48,228	\$43,695
	Hourly	\$46.78	\$50.32	\$40.90	\$29.98	\$25.32	\$22.57
	Sample size	N=187	N=58	N=126	N=195	N=259	N=114
3.1 years to 5 years	Annual	\$92,332	\$94,196	\$77,625	\$58,914	\$49,787	\$43,924
	Hourly	\$48.03	\$49.68	\$40.93	\$31.58	\$26.21	\$22.79
	Sample size	N=143	N=43	N=76	N=81	N=82	N=60
5.1 years to 10 years	Annual	\$92,041	\$92,755	\$81,571	\$61,473	\$53,870	\$48,514
	Hourly	\$47.64	\$47.73	\$43.72	\$32.89	\$28.18	\$25.53
	Sample size	N=132	N=30	N=60	N=81	N=106	N=77
10.1 years to 15 years	Annual	\$91,495	\$95,830	\$83,216	\$63,871	\$49,614	\$46,859
	Hourly	\$48.51	\$50.50	\$45.79	\$33.55	\$26.06	\$24.36
	Sample size	N=71	N=16	N=26	N=26	N=47	N=25
More than 15 years*	Annual	\$97,039	\$81,141	\$63,078	\$65,831	\$53,802	\$51,719
	Hourly	\$50.68	\$42.91	\$33.47	\$34.67	\$28.86	\$27.68
	Sample size	N=76	N=13	N=9	N=25	N=24	N=19

Notes: Percentages may not sum to 100% because of rounding.

* Because of small sample sizes, smaller segments have been grouped together in the cash compensation table.

EXHIBIT 4-8: YEARS AT SENIORITY LEVEL

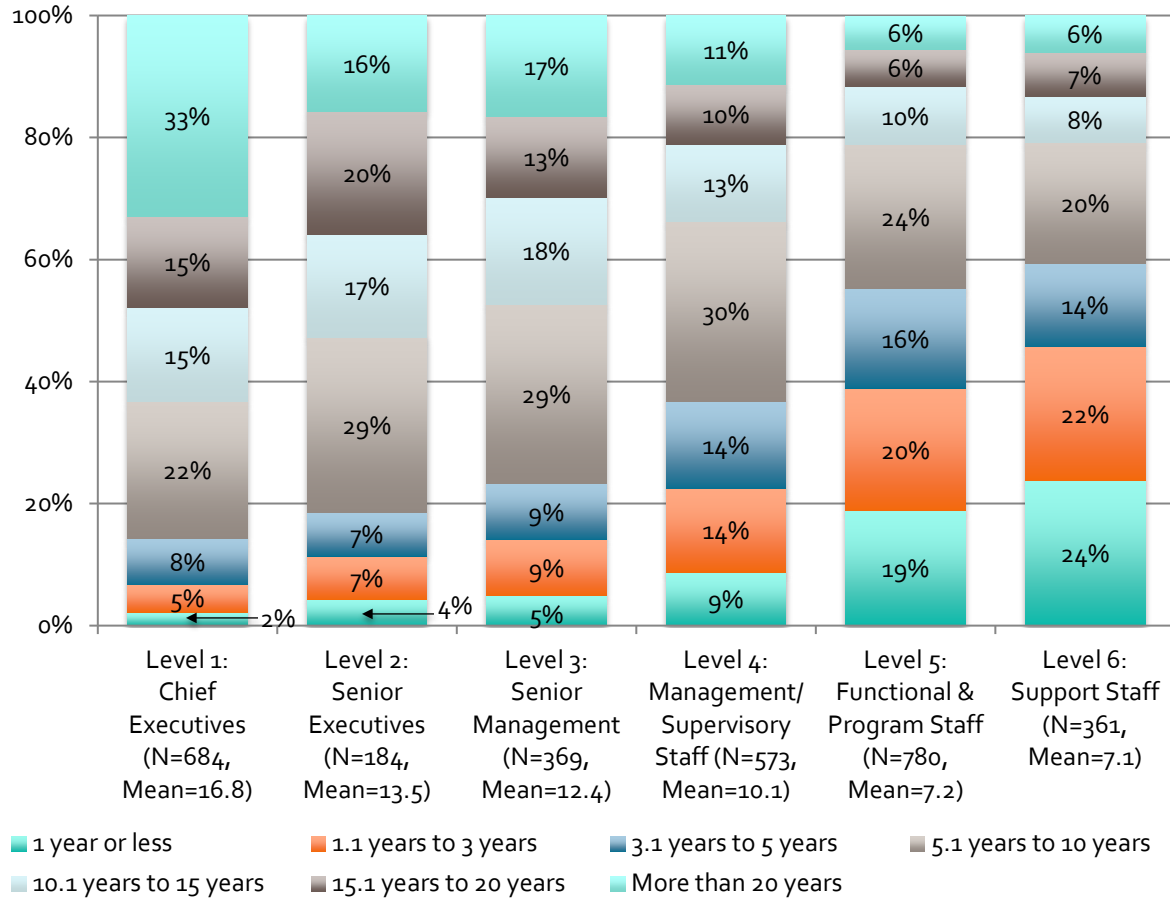


CASH COMPENSATION BY YEARS AT SENIORITY LEVEL							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
5 years or less*	Annual	\$75,726	\$81,057	\$73,225	\$54,031	\$45,067	\$40,988
	Hourly	\$39.40	\$42.37	\$38.86	\$28.50	\$23.75	\$21.30
	Sample size	N=200	N=62	N=191	N=344	N=438	N=166
5.1 years to 10 years	Annual	\$85,264	\$93,004	\$77,812	\$58,054	\$53,314	\$45,972
	Hourly	\$44.56	\$48.45	\$41.45	\$30.79	\$27.89	\$24.03
	Sample size	N=122	N=45	N=86	N=121	N=125	N=57
10.1 years to 15 years	Annual	\$89,411	\$100,238	\$86,691	\$60,233	\$53,006	\$46,815
	Hourly	\$46.72	\$52.97	\$46.64	\$31.70	\$27.70	\$24.39
	Sample size	N=111	N=35	N=43	N=43	N=67	N=23
15.1 years to 20 years	Annual	\$94,825	\$89,267	\$85,613	\$64,439	\$51,376	\$47,152
	Hourly	\$49.73	\$46.74	\$46.04	\$33.88	\$27.04	\$24.69
	Sample size	N=92	N=18	N=28	N=32	N=38	N=19
More than 20 years	Annual	\$95,676	\$96,356	\$74,710	\$66,918	\$58,160	\$47,655
	Hourly	\$49.61	\$49.54	\$39.58	\$36.12	\$30.03	\$25.48
	Sample size	N=125	N=19	N=17	N=26	N=26	N=31

Notes: Percentages may not sum to 100% because of rounding.

* Because of small sample sizes, smaller segments have been grouped together in the cash compensation table.

EXHIBIT 4-9: YEARS IN NONPROFIT OR CHARITABLE SECTOR

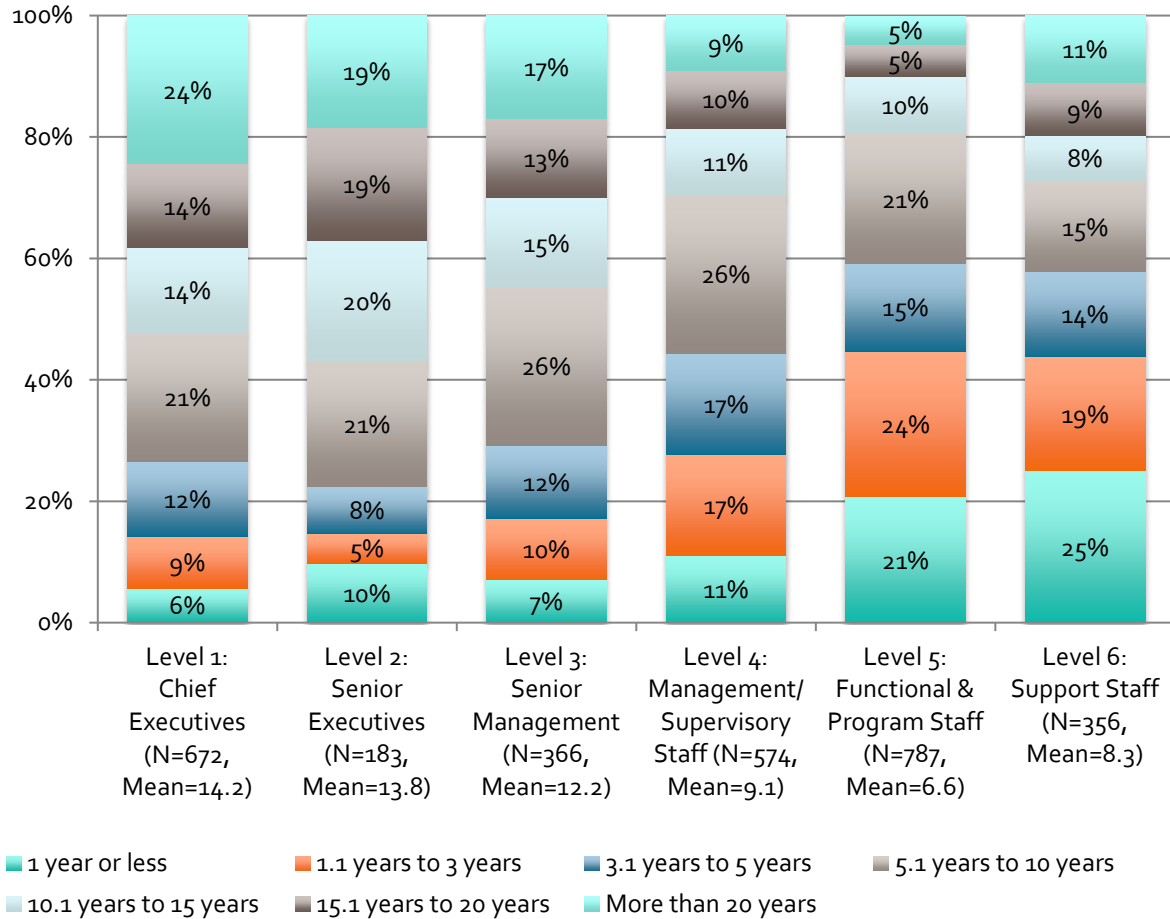


CASH COMPENSATION BY YEARS IN NONPROFIT OR CHARITABLE SECTOR							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
5 years or less*	Annual	\$78,232	\$78,515	\$77,362	\$52,696	\$44,412	\$39,900
	Hourly	\$40.40	\$40.31	\$40.74	\$27.58	\$23.35	\$20.69
	Sample size	N=98	N=34	N=86	N=211	N=431	N=211
5.1 years to 10 years	Annual	\$81,044	\$87,651	\$75,152	\$56,527	\$50,607	\$45,298
	Hourly	\$42.27	\$45.11	\$40.01	\$30.13	\$26.55	\$23.94
	Sample size	N=153	N=53	N=108	N=169	N=184	N=72
10.1 years to 15 years	Annual	\$85,997	\$96,831	\$74,997	\$59,781	\$50,579	\$43,977
	Hourly	\$44.57	\$50.78	\$39.95	\$31.67	\$26.55	\$22.78
	Sample size	N=105	N=31	N=65	N=72	N=74	N=27
15.1 years to 20 years	Annual	\$90,663	\$97,198	\$82,686	\$59,993	\$53,726	\$49,424
	Hourly	\$46.79	\$50.83	\$44.17	\$31.64	\$28.62	\$25.65
	Sample size	N=102	N=37	N=49	N=56	N=47	N=26
More than 20 years	Annual	\$93,428	\$90,043	\$79,503	\$62,894	\$54,290	\$52,845
	Hourly	\$49.24	\$48.70	\$42.57	\$33.52	\$28.38	\$27.81
	Sample size	N=226	N=29	N=61	N=65	N=42	N=22

Notes: Percentages may not sum to 100% because of rounding.

* Because of small sample sizes, smaller segments have been grouped together in the cash compensation table.

EXHIBIT 4-10: YEARS IN CURRENT DISCIPLINE



CASH COMPENSATION BY YEARS IN CURRENT DISCIPLINE							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
5 years or less*	Annual	\$78,706	\$80,316	\$67,605	\$51,261	\$44,221	\$39,863
	Hourly	\$40.88	\$42.06	\$36.06	\$26.95	\$23.33	\$20.62
	Sample size	N=178	N=41	N=107	N=255	N=466	N=204
5.1 years to 10 years	Annual	\$78,663	\$84,243	\$76,330	\$56,149	\$50,790	\$45,562
	Hourly	\$41.10	\$43.58	\$40.33	\$29.84	\$26.48	\$24.10
	Sample size	N=142	N=38	N=95	N=149	N=168	N=53
10.1 years to 15 years	Annual	\$86,689	\$96,030	\$77,588	\$61,543	\$50,886	\$44,041
	Hourly	\$45.24	\$49.35	\$41.51	\$32.68	\$26.88	\$23.11
	Sample size	N=95	N=36	N=54	N=63	N=74	N=27
15.1 years to 20 years	Annual	\$88,507	\$100,458	\$86,545	\$67,367	\$54,121	\$47,890
	Hourly	\$45.83	\$52.57	\$46.03	\$35.33	\$28.50	\$24.92
	Sample size	N=93	N=34	N=48	N=55	N=41	N=30
More than 20 years	Annual	\$100,631	\$92,672	\$88,333	\$64,303	\$57,156	\$48,729
	Hourly	\$52.86	\$49.52	\$46.91	\$34.54	\$29.67	\$25.49
	Sample size	N=164	N=34	N=62	N=52	N=36	N=39

Notes: Percentages may not sum to 100% because of rounding.

* Because of small sample sizes, smaller segments have been grouped together in the cash compensation table.

V. Performance Incentive Plans

While performance-based compensation and incentives are the norm in many private-sector organizations, they continue to be an anomaly when it comes to compensation in the nonprofit sector. This section examines the proportion of nonprofits that include incentive plans as part of the compensation package for their employees and looks at the criteria used to measure performance among different staff levels.

Chapter Summary

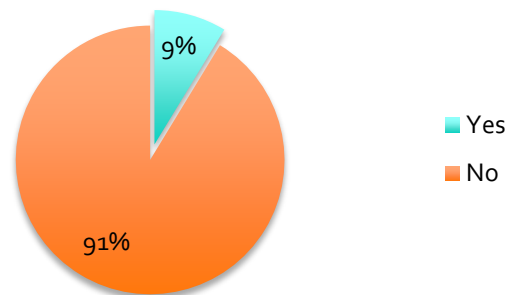
- With only 9% of participants offering a formal incentive plan, they continue to be an anomaly in the nonprofit sector.
- Formal incentive plans continue to be most prevalent at the senior management levels.
- Organizational performance measures are most common among Chief Executives (level 1) and senior executives (level 2). Individual performance continues to be commonly used at all levels.

PERFORMANCE INCENTIVE PLANS

With only 9% of participating organizations indicating that they offer them, formal incentive plans continue to be the exception rather than the rule where Canadian nonprofits are concerned (**Exhibit 5-1**).

As noted in the cash compensation chapter, additional or bonus compensation amounts to only 0.1% to 1.1% (depending on staff level) of total cash compensation for the sector as a whole (i.e., including those not receiving any).

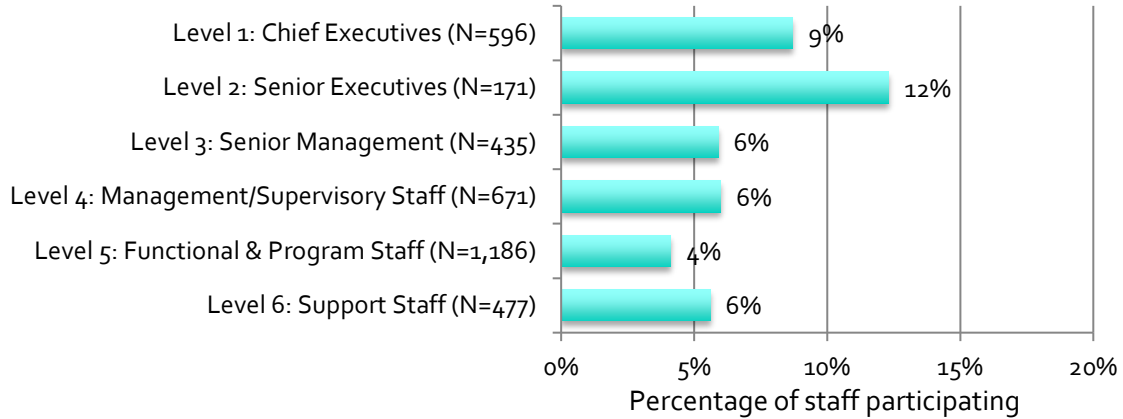
EXHIBIT 5-1: ORGANIZATION HAS A FORMAL PERFORMANCE INCENTIVE PLAN



N=,1205

Formal incentive plans continue to be most common at the senior management levels (**Exhibit 5-2**) with senior executives (level 2) and Chief Executives (level 1) at 12% and 9%, respectively. Only 4% to 6% of staff at other levels participate in an incentive plan.

EXHIBIT 5-2: PROPORTION OF EMPLOYEES PARTICIPATING IN AN INCENTIVE PLAN



As seen in previous studies, the criterion used to measure performance varies considerably depending on the staff level. Organizational performance measures are most common among Chief Executives (level 1) and senior executives (level 2). Individual performance continues to be commonly used at all levels. On the other hand, departmental performance measures are most common among the levels most likely to play a role in leading departments – levels 2, 3 and 4. A summary of incentive plan metrics is presented in **Exhibit 5-3**.

EXHIBIT 5-3: INCENTIVE PLAN METRICS

	Level 1: Chief Executives (N=51)	Level 2: Senior Executives (N=20)	Level 3: Senior Management (N=23)	Level 4: Management/ Supervisory Staff (N=27)	Level 5: Functional & Program Staff (N=38)	Level 6: Support Staff (N=18)
Organization performance	90%	95%	53%	32%	37%	36%
Department performance	12%	35%	40%	39%	5%	0%
Individual performance	77%	85%	65%	88%	76%	69%

Notes: Percentages do not sum to 100% because of multiple responses
Reporting base is those participating in a formal performance incentive plan.
Interpret with caution because of small sample sizes.

VI. Employment Benefits

While most employees consider cash earnings 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 plans, pensions and RSP contributions, education, automobile and perquisites (fringe benefits). This chapter summarizes the different employment benefits received by employees in the Canadian charitable sector and examines their value as part of the overall compensation package for different staff levels.

Benefit Value Definitions

In addition to providing a summary of benefits received, this chapter also presents the average value the benefit adds to the compensation package. For each benefit, values are presented in two ways:

Among Those Who Receive the Benefit: This amount represents the average value of the benefit when it is provided. This offers organizations a benchmark to determine what should be spent on a particular benefit, but it cannot be directly used to determine the added compensation value that benefits provide at the sector level.

Among All Staff: This amount averages the value across all employees, including those who do not receive the benefit. It, therefore, represents the average compensation value for benefits in the sector and can be added to total compensation to determine the average value of the entire compensation package for the nonprofit sector.

Chapter Summary

Health Benefits:

- Three-quarters (76%) of participating organizations provide health benefits to at least one level of staff. Health benefits are least common among Chief Executives (level 1) and most common among senior management (level 3) and management/supervisory staff (level 4).
- Primary health benefits include life insurance, accidental death and dismemberment, employee assistance program (EAP), extended health care/major medical insurance, prescription drug plan, vision care, benefit coverage for family & dependents, alternative therapy insurance and dental plan.

Retirement Benefits:

- Half (50%) of participating organizations offer retirement benefits. Senior management (level 3) are the most likely to receive these benefits, followed by

management/supervisory staff (level 4). The value of retirement benefits, when offered, ranges from 4.3% to 5.3% of cash compensation depending on level.

- RSP plans continue to be more common than pension plans and matched contribution RSP plans continue to be more popular than basic contribution plans. Defined contribution pension plans are more common at all levels than defined benefit plans.

Education

- Three-quarters of Chief Executives (level 1) and eight in ten staff at other management levels (levels 2,3 and 4) have education benefits available to them. The same holds true for just under two-thirds of non-management staff.

Automobile

- Only one in ten Chief Executives (level 1) and senior executives (level 2) receive automobile benefits. At lower levels, only 1% to 4% receive the benefit.
- Parking benefits are received by 9% to 17% of employees at level 5 or higher.

Perquisites

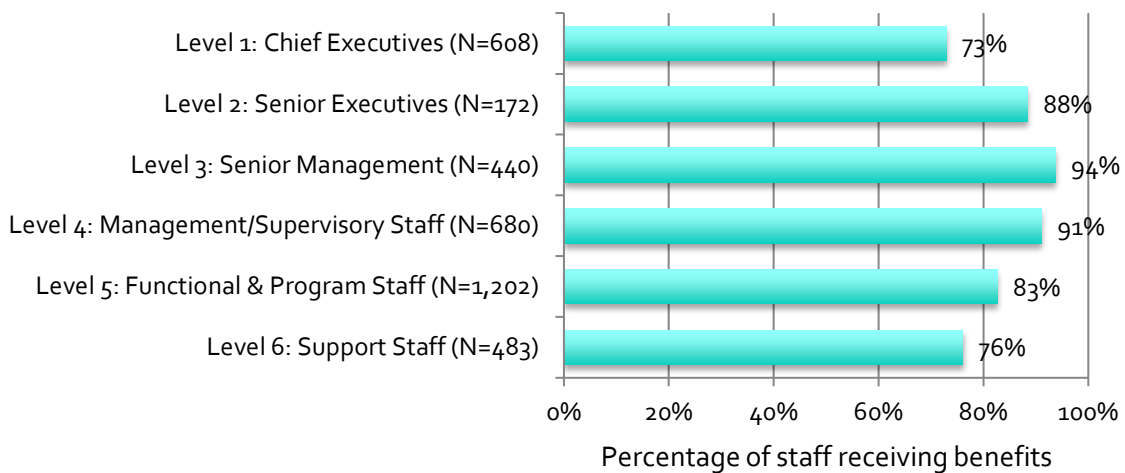
- A significant majority (79% or more) of nonprofit management staff receive perks. The portion is lower among level 5 (64%) and 6 (43%) staff.
- Employer-paid conference registration and travel, a cell phone/smartphone for work and a compressed work week or flextime are among the top five perks for all nonprofit employees surveyed. Professional dues are also among the top five perks for levels 1 to 5.

HEALTH BENEFITS

Three quarters (76%) of participating organizations provide health benefits to at least one level of staff. As seen in previous studies, health benefits, while still received by the majority, are least common at the Chief Executive level at 73% (see **Exhibit 6-1**). Support staff (level 6) are slightly higher at 76%. By comparison, 88% to 94% of level 2 to 4 staff receive health benefits.

The value of health benefits as a percentage of base compensation (when health benefits are received) is 5.4% at the Chief Executive level. For other levels, when offered, this benefit adds on average 6.3% to 9.7% to the value of the compensation package.

EXHIBIT 6-1: PROPORTION OF EMPLOYEES RECEIVING HEALTH BENEFITS



AVERAGE VALUE OF HEALTH BENEFITS		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive the benefit	Cash value	\$4,927	\$6,538	\$5,971	\$5,407	\$4,276	\$4,367
	% of base compensation	5.4%	6.3%	6.9%	7.2%	8.1%	9.7%
Among all staff	Cash value	\$3,592	\$5,779	\$5,595	\$4,925	\$3,536	\$3,323
	% of base compensation	3.9%	5.6%	6.5%	6.6%	6.7%	7.4%

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

The health benefits provided for each staff level are detailed in **Exhibits 6-2a** and **6-2b** on the following pages. Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees through discounted group plans.

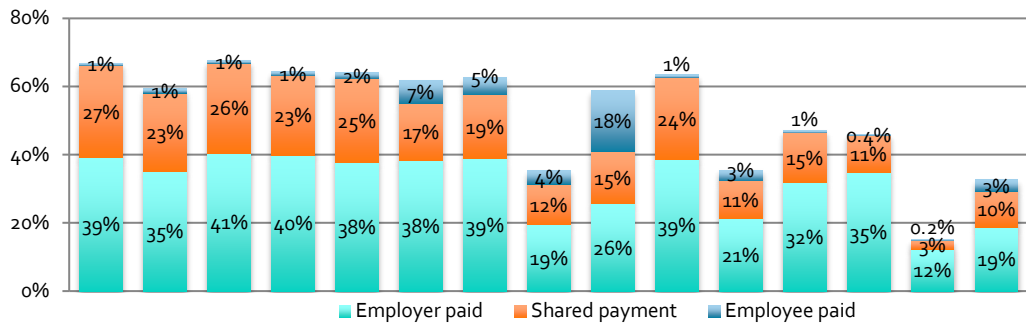
For the purpose of this report, health benefits have been categorized into three tiers, as follows:

- **Primary benefits:** These are benefits that are provided to a significant majority of staff with over half being fully employer funded. They include life insurance, accidental death and dismemberment, employee assistance program (EAP), extended health care/major medical insurance, prescription drug plan, vision care, benefit coverage for family & dependents, alternative therapy insurance and dental plan.
- **Secondary benefits:** While not offered to a majority of employees, these benefits are provided fully paid for at least one-third of employees. They include work-related travel accident insurance and long-term disability insurance.
- **Niche benefits:** These are benefits that are offered to only a handful of staff. Niche benefits include short-term disability insurance, survivor insurance, critical illness insurance and health spending accounts.

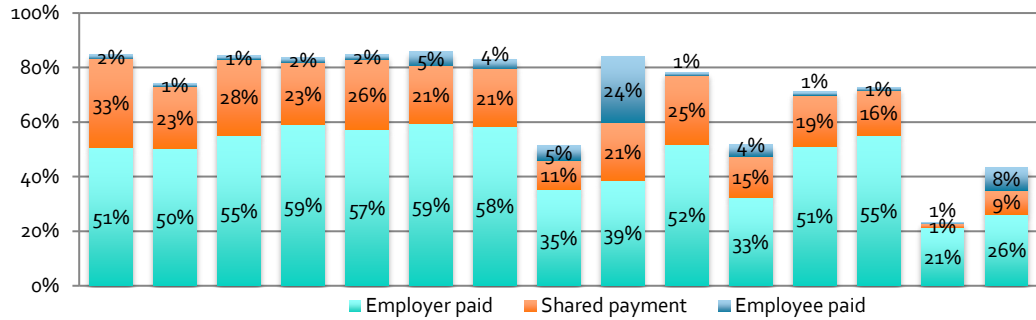
EXHIBIT 6-2A: HEALTH BENEFITS BY LEVEL

Benefit Category
Dental plan
Vision care
Prescription drug plan
Extended health care/major medical insurance
Benefit coverage for family & dependents
Life insurance
Accidental death & dismemberment insurance
Short-term disability insurance
Long-term disability insurance
Alternative therapy insurance
Survivor insurance
Work-related travel accident insurance
Employee assistance program
Health spending account
Critical illness insurance

Level 1: Chief Executives (N=599)



Level 2: Senior Executives (N=172)



Level 3: Senior Management (N=437)

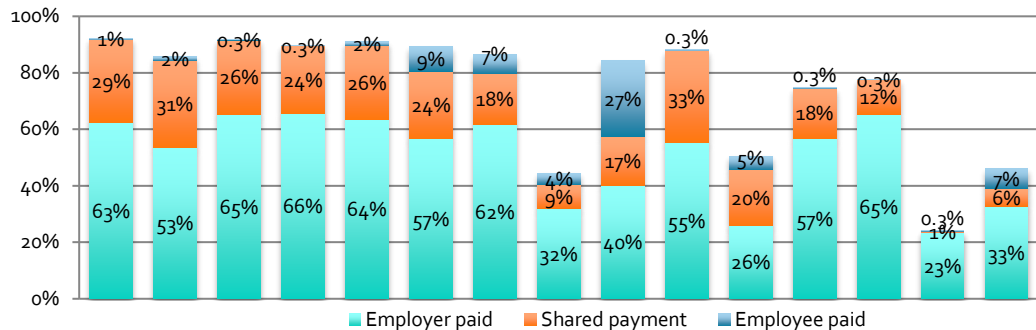
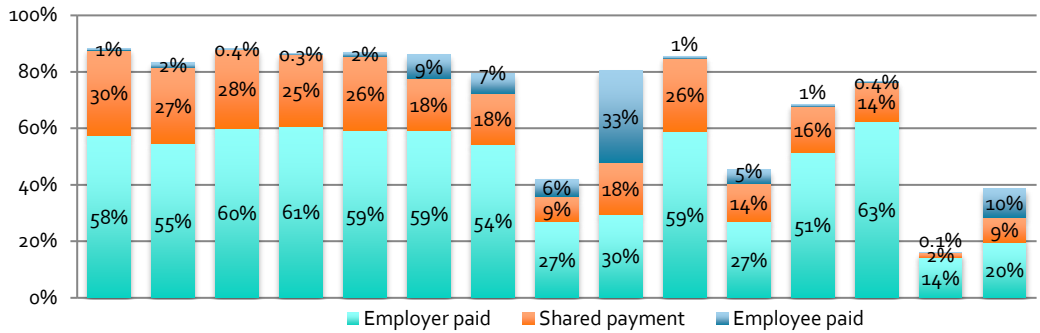


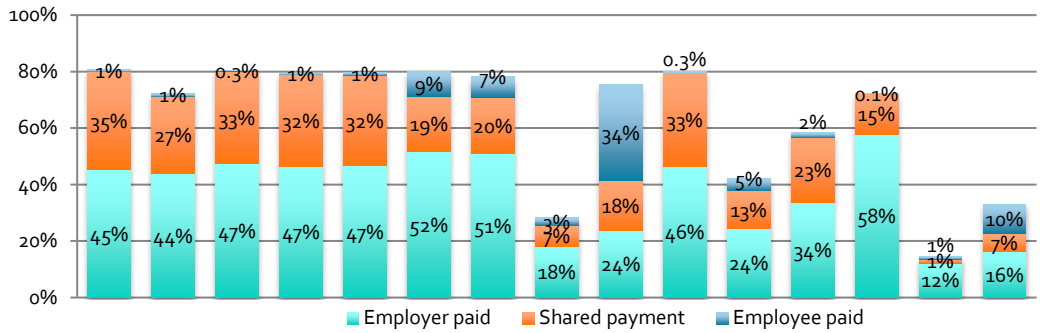
EXHIBIT 6-2B: HEALTH BENEFITS BY LEVEL

Benefit Category
Dental plan
Vision care
Prescription drug plan
Extended health care/major medical insurance
Benefit coverage for family & dependents
Life insurance
Accidental death & dismemberment insurance
Short-term disability insurance
Long-term disability insurance
Alternative therapy insurance
Survivor insurance
Work-related travel accident insurance
Employee assistance program
Health spending account
Critical illness insurance

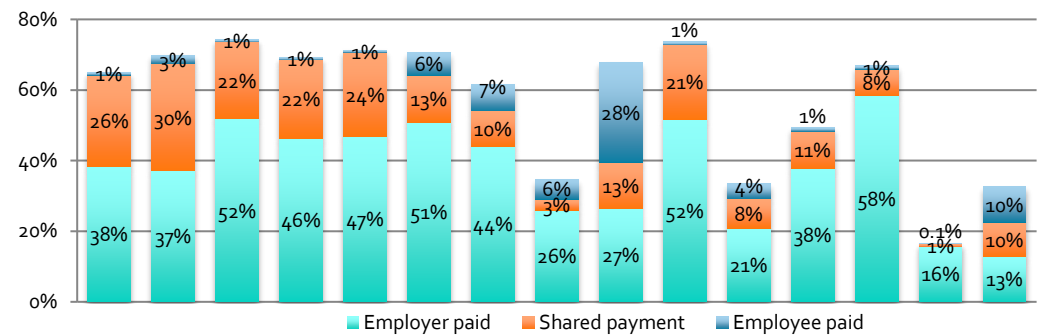
**Level 4:
Management/
Supervisory
Staff
(N=674)**



**Level 5:
Functional &
Program Staff
(N=1,188)**



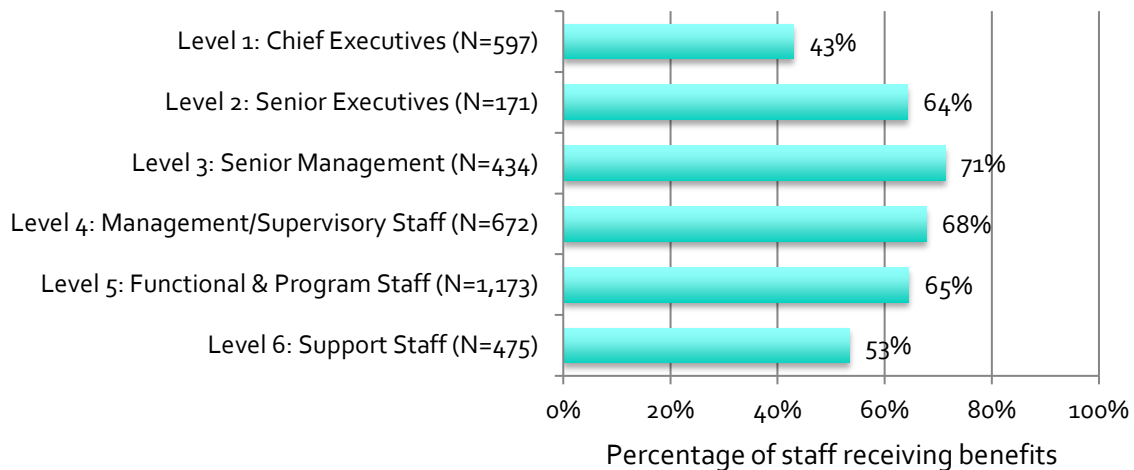
**Level 6:
Support Staff
(N=479)**



RETIREMENT BENEFITS

Half (50%) of participating organizations offer retirement benefits to at least some of their employees. At 43%, Chief Executives continue to be the least likely level to receive retirement benefits. Likelihood is also low among support staff (level 6) at 53%. Conversely, senior management (level 3) are the most likely level to receive retirement benefits at 71%. For the other three levels, the portion of employees receiving retirement benefits ranges from 64% to 68% (see Exhibit 6-3).

EXHIBIT 6-3: PROPORTION OF EMPLOYEES RECEIVING RETIREMENT BENEFITS



AVERAGE VALUE OF RETIREMENT BENEFITS		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive the benefit	Cash value	\$5,384	\$5,318	\$4,557	\$2,846	\$2,223	\$2,546
	% of base compensation	4.9%	4.9%	4.9%	4.3%	4.6%	5.3%
Among all staff	Cash value	\$2,315	\$3,419	\$3,249	\$1,929	\$1,434	\$1,359
	% of base compensation	2.1%	3.2%	3.5%	2.9%	3.0%	2.8%

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

While there are some significant differences in the portion receiving retirement benefits, the value of the benefits as a percent of compensation does not differ greatly from level to level. The value, as a percent of compensation, ranges from 4.3% to 5.3% depending on level. When those who don't receive the benefit are included, the average percentage value for Chief Executive drops to 2.1% of their base cash compensation. For lower levels, the percentage is a bit higher at 2.8% to 3.5%, depending on level.

Exhibit 6-4 provides a detailed view of retirement benefits received at each staffing level, based on the definitions below.

Retirement Benefit Definitions

RSP – Matched Contribution: An arrangement where an employer matches (at a prescribed rate) the contribution made by the employee to the employee’s registered retirement savings plan.

RSP – Basic Contribution: An arrangement where the employer contributes to an employee’s registered retirement savings plan where the employee is not required to make a contribution in order to receive the benefit.

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.

EXHIBIT 6-4: RETIREMENT BENEFITS BY LEVEL

	Level 1: Chief Executives (N=597)	Level 2: Senior Executives (N=171)	Level 3: Senior Management (N=434)	Level 4: Management/ Supervisory Staff (N=672)	Level 5: Functional & Program Staff (N=1,173)	Level 6: Support Staff (N=475)
RSP total	34%	46%	54%	48%	45%	35%
Matched contribution	21%	27%	35%	28%	29%	21%
Basic contribution	14%	20%	20%	22%	18%	14%
Pension plan total	10%	19%	30%	21%	24%	22%
Defined benefit pension plan	4%	8%	7%	6%	2%	6%
Defined contribution pension plan	7%	12%	24%	15%	22%	18%
Health benefits continued after retirement	1%	0%	1%	3%	1%	0.1%

Note: Percentages do not sum to 100% because of multiple responses

As seen in the previous two studies, RSP plans continue to be more common than pension plans at all levels. At 34%, Chief Executives continue to be the least likely to receive RSP benefit plans, while support staff (level 6) are similar at 35%. Conversely, senior management (level 3) are the most likely at 54%. Other levels range in likelihood from 45% to 48%. As seen

in previous studies, matched contribution plans continue to be more common than basic contribution plans.

For four of six levels, the portion of staff receiving a pension plan ranges from 19% to 24%. The exceptions are senior management (level 3), where 30% receive the benefit, and Chief Executives (level 1), where only 10% receive a pension benefit. At all levels, defined contribution pension plans are considerably more common than defined benefit pension plans.

Health benefits rarely continue after retirement, with 1% or less of survey participants across all staff levels indicating they receive health benefits once starting their retirement. The one exception is management/supervisory, where 3% have this benefit available.

The average employer RSP and pension contributions by level are summarized in **Exhibit 6-5**. The average RSP value ranges from 3.9% to 4.6% of base compensation while the average pension value ranges from 4.4% to 6.3%.

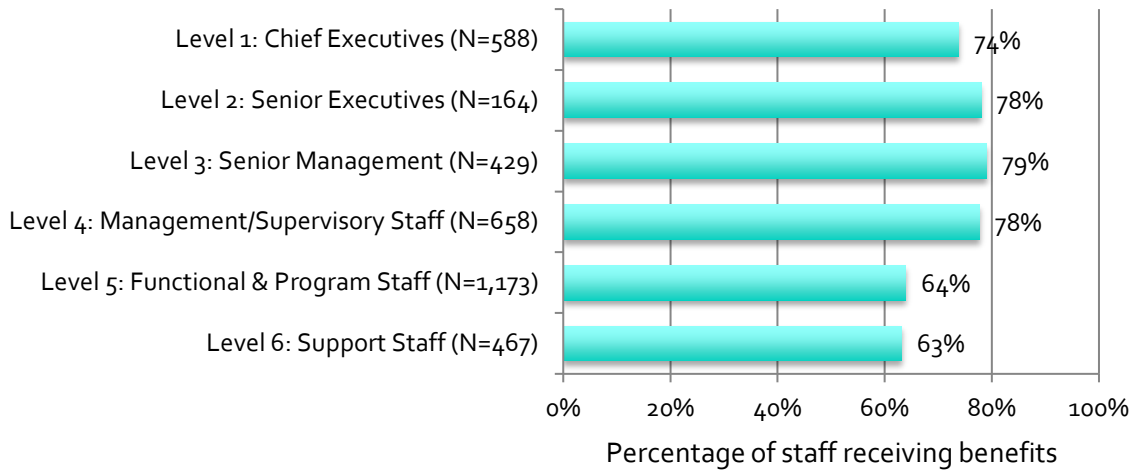
EXHIBIT 6-5: EMPLOYER RSP AND PENSION CONTRIBUTION PERCENTAGES

AVERAGE EMPLOYER RSP AND PENSION CONTRIBUTION AS A PERCENTAGE OF BASE COMPENSATION						
	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Average RSP contribution (regardless of approach)	4.5%	4.4%	4.1%	4.0%	3.9%	4.6%
Matched contribution	4.5%	4.7%	4.0%	3.9%	4.4%	4.7%
Basic contribution	4.6%	4.0%	4.2%	4.1%	3.4%	4.5%
Average Pension contribution (regardless of approach)	6.3%	6.0%	4.4%	4.8%	5.2%	6.1%
Defined benefit pension plan	8.7%	6.9%	6.5%	3.0%	8.2%	9.3%
Defined contribution pension plan	5.8%	5.9%	4.2%	5.9%	5.0%	5.9%

EDUCATION BENEFITS

Education benefits provide value not only to the employee but also to the employer. Three-quarters (76%) of participating organizations indicated that they provide education benefits to at least some staff. As shown in **Exhibit 6-6**, three-quarters (74%) of Chief Executives (level 1) and eight in ten (78% to 79%) staff at other management levels (levels 2,3 and 4) have education benefits available to them. Education benefits are less common among non-management staff where just under two-thirds (63% to 64%) receive the benefit.

EXHIBIT 6-6: PROPORTION OF EMPLOYEES RECEIVING EDUCATION BENEFITS



AVERAGE VALUE OF EDUCATION BENEFITS IN PAST 12 MONTHS						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive the benefit	\$1,366	\$1,820	\$1,330	\$979	\$581	\$599
Among all staff	\$1,008	\$1,420	\$1,051	\$761	\$371	\$378

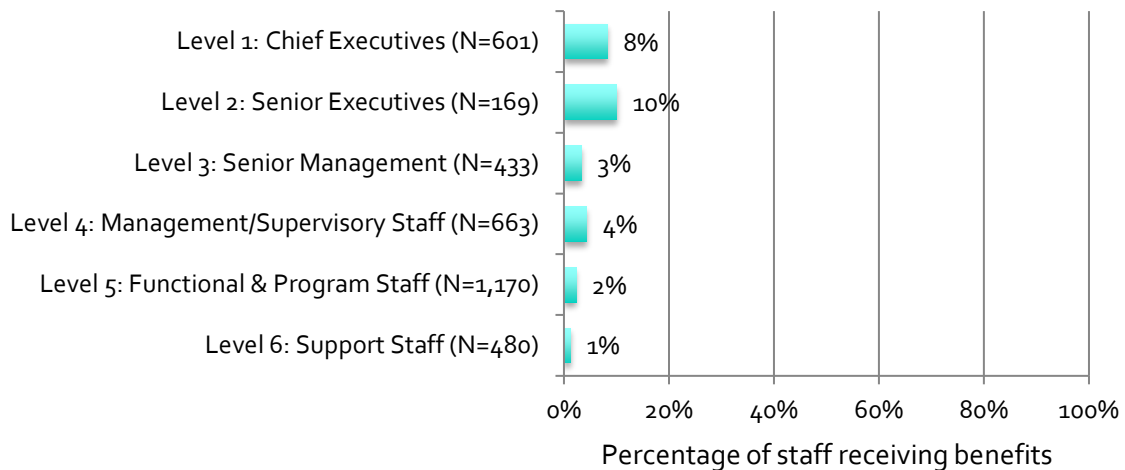
Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

For employees who do receive education benefits, the dollar value generally decreases across staff levels. At just over \$1,800, the benefit cost is highest among senior executives (level 2). This drops to \$1,300 for level 3 and just under \$1,000 for level 4. The two lower levels receive considerably less at approximately \$600.

AUTOMOBILE/PARKING BENEFITS

Automobile benefits include employer-paid benefits like vehicle allowances and/or access to a vehicle for work. For the purpose of this study, parking benefits are reported separately. Only 8% of Chief Executives (level 1) and 10% of senior executives (level 2) receive any type of automobile benefit. For levels 3 to 6, only 1% to 4% of staff receive any automobile benefits (see **Exhibit 6-7**). Average values of automobile benefits among those receiving the benefit should be interpreted with caution due to small sample sizes.

EXHIBIT 6-7: PROPORTION OF EMPLOYEES RECEIVING AUTOMOBILE BENEFITS



AVERAGE VALUE OF AUTOMOBILE BENEFITS						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive the benefit	\$3,700	N/A	\$5,575	N/A	\$936	N/A
Among all staff	\$307	\$808	\$190	\$29	\$22	\$6

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

As seen in **Exhibit 6-8**, while parking benefits are the most common type of automobile benefit, they are not the norm. Only 16% of Chief Executives (level 1) and 17% of senior executives (level 2) receive paid parking. Parking benefits are least common for support staff (level 6), where only 5% receive them.

It is also important to keep in mind that for many employees, parking at or near work is already available for free. For example, only 16% of Chief Executives receive paid parking from their employers, but another 60% have free parking available. In other words, only 24% have to pay their own parking. It should be noted that in many cases, paid parking is considered a taxable benefit.

EXHIBIT 6-8: AUTOMOBILE BENEFITS BY LEVEL

	Level 1: Chief Executives (N=601)	Level 2: Senior Executives (N=169)	Level 3: Senior Management (N=433)	Level 4: Management/ Supervisory Staff (N=663)	Level 5: Functional & Program Staff (N=1,170)	Level 6: Support Staff (N=480)
Parking						
Employer-paid parking (that wouldn't otherwise be free)	16%	17%	13%	9%	13%	5%
Parking that is already free	60%	46%	54%	61%	68%	65%
Other automobile benefits						
Regular use of organization-leased vehicle	2%	2%	1%	1%	1%	0.3%
Regular use of organization-owned vehicle	2%	2%	1%	2%	1%	1%
Vehicle allowance	5%	6%	2%	2%	1%	0.4%

Notes: Percentages do not sum to 100% because of multiple responses

As shown in **Exhibit 6-9**, the value of parking benefits among those who receive them range from a low of \$737 (level 4) to a high of \$1,414 (level 1).

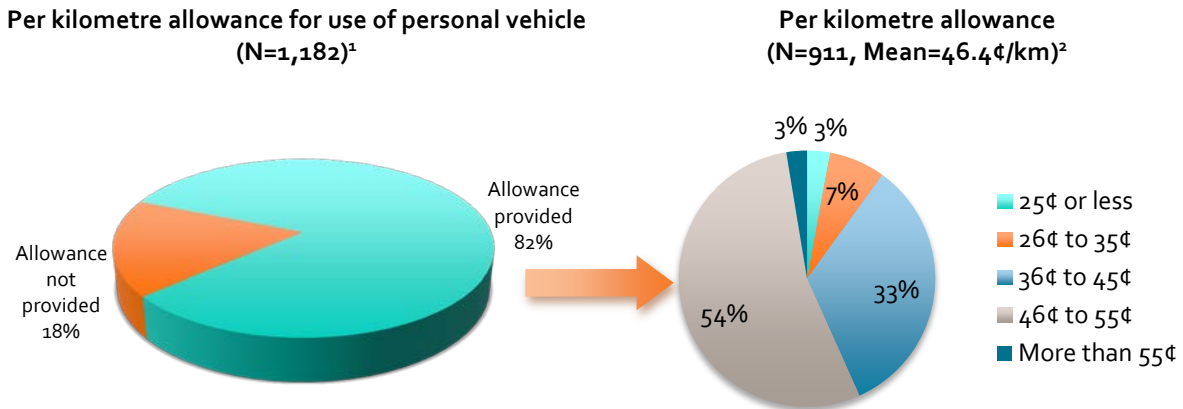
EXHIBIT 6-9: AVERAGE VALUE OF PARKING BENEFITS

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive the benefit	\$1,414	\$957	\$942	\$737	\$857	\$773
Among all staff	\$232	\$166	\$118	\$68	\$113	\$39

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

At 82%, the portion of organizations offering a per kilometre automobile allowance to employees for work-related travel remains unchanged from previous studies. As presented in **Exhibit 6-10**, just over half (54%) provide reimbursement at a rate of 46¢ to 55¢ per kilometre, while 33% offer reimbursement at 36¢ to 45¢ per kilometre.

EXHIBIT 6-10: ALLOWANCES FOR USE OF PERSONAL VEHICLE



Note: ¹Reporting base is organizations that participated in the survey.
²Reporting base for allowance amount is those organizations that offer an allowance.

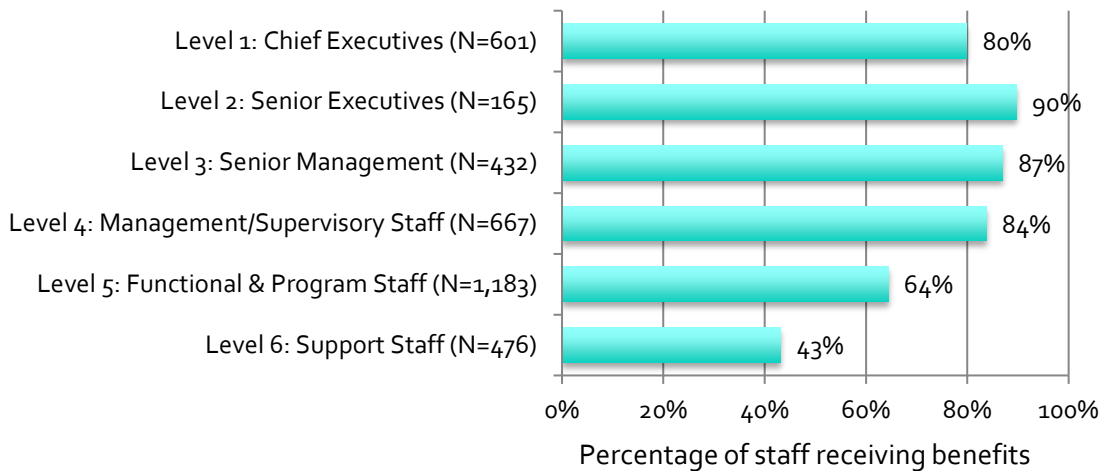
The sector average of 46.4¢ per kilometre continues to be well below the rates permitted by the Canadian Revenue Agency (CRA) and is consistent with the 2017 study. According to the CRA website, permitted kilometre allowances for 2018 are as follows:

- 55¢ per kilometre for the first 5,000 kilometres driven
- 49¢ per kilometre driven after that
- An additional 4¢ per kilometre for travel in the Northwest Territories, Yukon, and Nunavut

PERQUISITES

While the provision of perquisites (perks) or fringe benefits is very common among nonprofit organizations (79% offer to at least one level), the value of these benefits is moderate compared to other sectors (see **Exhibit 6-10**). At the management levels (levels 1 to 4), 80% to 90% of employees in the nonprofit sector receive at least some perks. The likelihood of receiving fringe benefits is considerably lower among non-management staff at 64% for level 5 and only 43% for level 6. Among those who receive perks, the value ranges from \$1,539 for Chief Executives (level 1) to \$681 for support staff (level 6).

EXHIBIT 6-11: PROPORTION OF EMPLOYEES RECEIVING PERQUISITES



AVERAGE VALUE OF PERQUISITES						
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive the benefit	\$1,539	\$1,503	\$1,608	\$1,622	\$740	\$681
Among all staff	\$1,230	\$1,348	\$1,399	\$1,358	\$476	\$294

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

Exhibit 6-12 on the next page summarizes the frequency of different perks received at the various staff levels. At all levels, employer-paid conference registration and travel, a cell phone/smartphone for work and a compressed work week or flextime are among the top five perks received. Other notable findings are summarized below:

- For all levels but support staff (level 6), professional dues are also in the top five perks.
- At the two most senior levels, cell phones for personal use round out the top five benefits.
- Paid leave of absence rounds out the top five perks for senior management (level 3).
- For levels 4 and 5, the last benefit in the top five is earned days off program.

- For support staff, the remaining two benefits in the top five include paid leave of absence and maternity/paternity benefits.

EXHIBIT 6-12: PERQUISITES BY LEVEL

	Level 1 N=601	Level 2 N=165	Level 3 N=432	Level 4 N=667	Level 5 N=1,183	Level 6 N=476
Conference registration and travel	47%	59%	56%	39%	29%	14%
Cell phone/smartphone for work	46%	53%	57%	52%	32%	14%
Compressed work week or flextime	23%	22%	19%	17%	14%	11%
Professional dues (i.e., associations)	23%	42%	43%	27%	14%	6%
Cell phone/smartphone for personal use	22%	24%	14%	9%	3%	3%
Earned days off program	16%	16%	13%	17%	15%	7%
Home office equipment	13%	14%	17%	6%	1%	0.4%
35-hour work week with full pay	12%	8%	18%	16%	9%	5%
PDA provided (other than smartphone)	11%	8%	12%	12%	11%	4%
Paid leave of absence	10%	15%	24%	16%	12%	9%
Maternity/paternity benefits	7%	11%	13%	9%	9%	7%
Personal use of reward points	7%	8%	5%	4%	1%	2%
Expense account	7%	6%	5%	3%	1%	1%
Tuition assistance/reimbursement	7%	9%	10%	9%	6%	4%
Internet at home for telecommuting	5%	4%	2%	1%	0.3%	0.3%
Business travel insurance (non-health)	5%	11%	8%	6%	3%	1%
Wellness/fitness subsidy	5%	7%	15%	7%	11%	3%
Financial/retirement planning	4%	2%	9%	9%	6%	4%
Legal counselling	2%	1%	4%	6%	4%	3%
Public transit pass or allowance	2%	4%	11%	2%	2%	1%
Fitness club membership	2%	1%	3%	3%	2%	1%
Paid child care during business travel	1%	2%	2%	0.4%	1%	0.2%
Spouse's travel expenses for conferences	0.3%	-	0.1%	-	-	0.1%
Other club membership(s)	0.3%	1%	0.3%	-	-	0.1%
Employee loan program	0.3%	2%	2%	3%	0.4%	0.2%
Employee emergency/disaster relief fund	0.2%	-	1%	0.1%	-	0.1%
Charitable gift/donation matching	0.2%	1%	-	0.1%	0.1%	-
Adoption assistance	0.2%	-	1%	1%	0.3%	0.4%
Other	3%	5%	2%	1%	2%	1%

Notes: Percentages do not sum to 100% because of multiple responses. Bolded items represent the top five benefits for each level.

SUMMARY OF BENEFIT VALUES

Exhibit 6-13 summarizes the value of the benefits covered in this chapter. As outlined at the beginning of this chapter, the value stated for “those who receive the benefit” is the average value of the benefit when it is offered. These values *do not* represent the entire population and subsequently are not additive and cannot be used to determine the overall average value of the compensation package. In contrast, the “among all staff” value represents the average compensation value of benefits for *all* employees in the sector. These can be added together to calculate the total value of benefits provided at each level.

EXHIBIT 6-13: SUMMARY OF BENEFIT VALUES

AMONG THOSE WHO RECEIVE THE BENEFIT						
	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory Staff	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	\$4,927	\$6,538	\$5,971	\$5,407	\$4,276	\$4,367
Retirement	\$5,384	\$5,318	\$4,557	\$2,846	\$2,223	\$2,546
Education	\$1,366	\$1,820	\$1,330	\$979	\$581	\$599
Automobile	\$3,700	N/A	\$5,575	N/A	\$936	N/A
Parking	\$1,414	\$957	\$942	\$737	\$857	\$773
Perquisites	\$1,539	\$1,503	\$1,608	\$1,622	\$740	\$681
AMONG ALL STAFF						
Health	\$3,592	\$5,779	\$5,595	\$4,925	\$3,536	\$3,323
Retirement	\$2,315	\$3,419	\$3,249	\$1,929	\$1,434	\$1,359
Education	\$1,008	\$1,420	\$1,051	\$761	\$371	\$378
Automobile	\$307	\$808	\$190	\$29	\$22	\$6
Parking	\$232	\$166	\$118	\$68	\$113	\$39
Perquisites	\$1,230	\$1,348	\$1,399	\$1,358	\$476	\$294
Average Total Value	\$8,684	\$12,940	\$11,602	\$9,070	\$5,952	\$5,399

Notes: “Among all staff” averages the value of benefits across all employees, including those who do not receive the benefit. “Among those who receive the benefit” averages the value of the benefit among employees who receive the benefit. See the explanation at the beginning of the chapter of how to use these values.

For example, the average total cash compensation for Chief Executives (from Chapter 2) was \$91,478. When we add the average benefit value of \$8,684, the total average value of the Chief Executive compensation package is \$100,182 (cash plus benefits).

VII. Appendix I – Detailed Tables by Type of Nonprofit

COMPENSATION AND BENEFITS IN REGISTERED CHARITIES

This section presents compensation and benefits benchmarks for employees working in registered charities. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN REGISTERED CHARITIES

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	73%	90%	94%	90%	83%	69%
Retirement	41%	67%	70%	66%	64%	55%
Education	73%	74%	80%	73%	57%	57%
Automobile	9%	7%	3%	4%	3%	1%
Paid Parking	15%	17%	10%	11%	7%	7%
Perquisites	79%	87%	88%	80%	68%	45%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN REGISTERED CHARITIES

	Level 1: Chief Executives (N=453)	Level 2: Senior Executives (N=128)	Level 3: Senior Management (N=312)	Level 4: Management/ Supervisory (N=499)	Level 5: Functional & Program Staff (N=805)	Level 6: Support Staff (N=342)
RSP Total	33%	45%	54%	50%	44%	35%
Matched contribution	22%	31%	35%	28%	24%	24%
Basic contribution	12%	15%	20%	23%	22%	12%
Pension Plan Total	10%	23%	32%	21%	27%	25%
Defined benefit pension plan	3%	10%	8%	3%	3%	6%
Defined contribution pension plan	7%	14%	25%	18%	24%	22%
Health benefits continued after retirement	1%	0%	1%	1%	1%	0.1%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN REGISTERED CHARITIES

	Level 1: Chief Executives (N=458)	Level 2: Senior Executives (N=126)	Level 3: Senior Management (N=310)	Level 4: Management/ Supervisory (N=491)	Level 5: Functional & Program Staff (N=798)	Level 6: Support Staff (N=344)
Parking						
Employer-paid parking (otherwise not free)	15%	17%	10%	11%	7%	7%
Parking that is already free	62%	46%	56%	59%	74%	62%
Other automobile benefits						
Vehicle allowance	5%	3%	1%	1%	0.2%	0.1%
Regular use of organization-owned vehicle	2%	3%	1%	3%	2%	1%
Regular use of organization-leased vehicle	2%	1%	1%	1%	1%	0.3%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN REGISTERED CHARITIES

	Level 1: Chief Executives (N=457)	Level 2: Senior Executives (N=129)	Level 3: Senior Management (N=315)	Level 4: Management/ Supervisory (N=499)	Level 5: Functional & Program Staff (N=815)	Level 6: Support Staff (N=343)
Dental plan						
Employer Paid	39%	50%	59%	52%	43%	37%
Shared Payment	29%	36%	32%	34%	37%	28%
Employee Paid	0.4%	1%	0.4%	1%	0.3%	1%
Vision care						
Employer Paid	34%	48%	45%	48%	41%	34%
Shared Payment	25%	24%	36%	30%	31%	23%
Employee Paid	1%	2%	2%	3%	2%	4%
Prescription drug plan						
Employer Paid	40%	54%	62%	53%	45%	42%
Shared Payment	28%	31%	29%	32%	35%	24%
Employee Paid	1%	2%	0.4%	1%	0.2%	1%
Ext. health care/major medical insurance						
Employer Paid	40%	60%	63%	55%	44%	39%
Shared Payment	25%	24%	28%	30%	34%	23%
Employee Paid	1%	2%	0.4%	1%	0.3%	1%
Benefit coverage for family & dependents						
Employer Paid	36%	56%	60%	52%	44%	40%
Shared Payment	26%	28%	29%	30%	34%	25%
Employee Paid	2%	2%	2%	3%	1%	1%
Life insurance						
Employer Paid	37%	60%	50%	54%	52%	45%
Shared Payment	17%	21%	27%	19%	17%	12%
Employee Paid	7%	7%	11%	10%	11%	8%
Accidental death and dismemberment						
Employer Paid	38%	60%	59%	50%	52%	40%
Shared Payment	18%	21%	19%	19%	17%	7%
Employee Paid	5%	5%	8%	7%	7%	7%
Short-term disability insurance						
Employer Paid	20%	35%	35%	28%	22%	18%
Shared Payment	12%	13%	10%	11%	10%	4%
Employee Paid	4%	4%	3%	5%	1%	4%
Long-term disability insurance						
Employer Paid	26%	36%	43%	29%	27%	28%
Shared Payment	16%	22%	17%	19%	15%	11%
Employee Paid	18%	29%	26%	35%	35%	27%
Alternative therapy insurance						
Employer Paid	38%	53%	49%	53%	45%	42%
Shared Payment	25%	27%	38%	30%	35%	23%
Employee Paid	1%	2%	0.4%	1%	0.2%	1%
Survivor insurance						
Employer Paid	21%	35%	23%	24%	26%	16%
Shared Payment	10%	13%	24%	14%	12%	5%
Employee Paid	3%	6%	6%	6%	4%	5%
Work-related travel accident insurance						
Employer Paid	30%	52%	54%	45%	35%	38%
Shared Payment	16%	19%	21%	18%	26%	10%
Employee Paid	1%	2%	0.4%	1%	0.1%	1%

	Level 1: Chief Executives (N=457)	Level 2: Senior Executives (N=129)	Level 3: Senior Management (N=315)	Level 4: Management/ Supervisory (N=499)	Level 5: Functional & Program Staff (N=815)	Level 6: Support Staff (N=343)
Employee assistance program (EAP)						
Employer Paid	33%	59%	63%	57%	58%	50%
Shared Payment	11%	16%	15%	16%	12%	5%
Employee Paid	1%	2%	0.2%	1%	0%	1%
Health spending account						
Employer Paid	10%	22%	27%	16%	13%	16%
Shared Payment	3%	1%	0.2%	2%	1%	1%
Employee Paid	0.2%	1%	0.4%	0.1%	1%	0.2%
Critical illness insurance						
Employer Paid	19%	28%	34%	21%	17%	9%
Shared Payment	11%	9%	7%	12%	8%	8%
Employee Paid	4%	10%	8%	10%	10%	13%

PERQUISITES BY LEVEL IN REGISTERED CHARITIES

	Level 1: Chief Executives (N=457)	Level 2: Senior Executives (N=122)	Level 3: Senior Management (N=314)	Level 4: Management/ Supervisory (N=497)	Level 5: Functional & Program Staff (N=808)	Level 6: Support Staff (N=342)
35-hour work week with full pay	13%	9%	20%	20%	11%	4%
Adoption assistance	0%	0%	1%	0%	0.1%	0%
Business travel insurance (non-health)	4%	15%	10%	3%	3%	2%
Cell phone/smartphone for personal use	20%	21%	12%	9%	2%	4%
Cell phone/smartphone for work	46%	51%	58%	45%	33%	18%
Charitable gift/donation matching	0.2%	1%	0%	0.1%	0.1%	0%
Compressed work week or flextime	22%	21%	23%	17%	16%	14%
Conference registration and travel	47%	62%	58%	40%	34%	12%
Earned days off program	16%	15%	13%	19%	17%	6%
Emergency/disaster relief fund	0.2%	0%	1%	0.1%	0%	0.1%
Employee loan program	0.4%	2%	3%	0.2%	1%	0.1%
Expense account	6%	6%	3%	3%	1%	1%
Financial/retirement planning	3%	3%	11%	7%	6%	5%
Fitness club membership	1%	2%	4%	4%	1%	1%
Home office equipment	11%	8%	18%	7%	1%	0.4%
Internet at home for telecommuting	4%	1%	1%	1%	0.3%	0.3%
Legal counselling	2%	2%	6%	8%	6%	4%
Maternity/paternity benefits	6%	11%	12%	9%	9%	4%
Other club membership(s)	0.4%	2%	0.4%	0%	0%	0.1%
Paid child care during business travel	1%	3%	2%	0.4%	1%	0.1%
Paid leave of absence	9%	13%	25%	9%	12%	8%
PDA provided (other than smartphone)	10%	7%	9%	7%	11%	3%
Personal use of reward points	6%	7%	6%	4%	1%	4%
Professional dues (i.e., associations)	22%	43%	42%	23%	11%	5%
Public transit pass or allowance	2%	4%	15%	2%	3%	1%
Spouse's travel expenses for conferences	0.4%	0%	0.2%	0%	0%	0.1%
Tuition assistance/reimbursement	5%	9%	7%	8%	2%	4%
Wellness/fitness subsidy	4%	7%	18%	8%	12%	4%
Other	3%	5%	3%	1%	3%	1%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN REGISTERED CHARITIES

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$4,896	\$5,528	\$5,961	\$5,697	\$3,855	\$4,342
	Percent of Base	5.4%	5.8%	7.1%	7.8%	8.3%	9.8%
Retirement	Cash Value	\$4,953	\$5,307	\$4,594	\$2,994	\$2,206	\$2,477
	Percent of Base	4.7%	4.8%	5.0%	4.5%	4.5%	5.3%
Education		\$1,239	\$2,000	\$1,271	\$1,101	\$676	\$570
Parking		\$1,465	\$1,012	\$973	\$882	\$1,050	\$670
Other Automobile		\$3,304	N/A	\$6,200	N/A	\$1,006	N/A
Perquisites		\$1,528	\$1,469	\$1,577	\$2,008	\$474	\$530
AMONG ALL STAFF							
Health	Cash Value	\$3,565	\$4,970	\$5,609	\$5,133	\$3,204	\$2,987
	Percent of Base	3.9%	5.2%	6.7%	7.0%	6.9%	6.7%
Retirement	Cash Value	\$2,046	\$3,566	\$3,234	\$1,961	\$1,403	\$1,367
	Percent of Base	1.9%	3.2%	3.5%	2.9%	2.9%	2.9%
Education		\$902	\$1,476	\$1,021	\$801	\$384	\$325
Parking		\$226	\$173	\$101	\$96	\$76	\$46
Other Automobile		\$281	\$994	\$180	\$25	\$29	\$6
Perquisites		\$1,201	\$1,277	\$1,391	\$1,612	\$322	\$240
Average Total Value		\$8,221	\$12,456	\$11,536	\$9,628	\$5,418	\$4,971

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN REGISTERED CHARITIES

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$62,653	\$62,653 to \$79,000	\$79,000 to \$109,242	\$109,242 <	\$167,483
	Hourly	< \$33.00	\$33.00 to \$40.80	\$40.80 to \$56.80	\$56.80 <	\$86.01
Level 2: Senior Executives	Annual	< \$70,280	\$70,280 to \$87,200	\$87,200 to \$115,500	\$115,500 <	\$167,000
	Hourly	< \$37.50	\$37.50 to \$45.85	\$45.85 to \$59.47	\$59.47 <	\$87.43
Level 3: Senior Management	Annual	< \$61,991	\$61,991 to \$79,000	\$79,000 to \$95,680	\$95,680 <	\$122,000
	Hourly	< \$32.50	\$32.50 to \$40.95	\$40.95 to \$52.00	\$52.00 <	\$69.71
Level 4: Management/Supervisory	Annual	< \$46,391	\$46,391 to \$55,490	\$55,490 to \$65,500	\$65,500 <	\$85,000
	Hourly	< \$24.75	\$24.75 to \$29.71	\$29.71 to \$35.00	\$35.00 <	\$45.00
Level 5: Functional & Program Staff	Annual	< \$37,889	\$37,889 to \$42,280	\$42,280 to \$50,000	\$50,000 <	\$67,700
	Hourly	< \$20.00	\$20.00 to \$22.50	\$22.50 to \$26.61	\$26.61 <	\$35.00
Level 6: Support Staff	Annual	< \$34,400	\$34,400 to \$40,000	\$40,000 to \$45,000	\$45,000 <	\$59,967
	Hourly	< \$17.50	\$17.50 to \$20.24	\$20.24 to \$24.08	\$24.08 <	\$31.94

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

NOTES

The following notes apply to the compensation tables that follow:

- 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 the 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.
- N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN REGISTERED CHARITIES (LEVELS 1 & 2)

Level 1: Chief Executives										Level 2: Senior Executives									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N			
EMPLOYMENT STATUS																			
Total	\$47.17	\$89,056	\$1,239	\$90,296	1.0	4.2	587	587	\$50.77	\$95,233	\$1,591	\$96,824	1.3	4.4	168	168			
REGION																			
British Columbia	\$45.95	\$87,169	\$556	\$87,725	0.6	4.1	138	138	\$42.49	\$80,329	\$394	\$80,723	0.5	3.9	33	33			
Alberta	\$47.62	\$91,113	\$2,328	\$93,441	1.6	4.3	55	55	\$54.19	\$102,985	\$5,404	\$108,390	4.4	5.1	23	23			
Greater Toronto Area	\$58.23	\$110,025	\$1,963	\$111,988	1.2	4.5	115	115	\$59.09	\$109,487	\$1,370	\$110,857	0.9	4.3	62	62			
Ottawa	\$52.24	\$98,293	\$2,380	\$100,673	1.6	4.2	46	46	\$47.39	\$88,528	\$2,255	\$88,782	0.4	4.7	11	11			
Rest of Ontario	\$42.35	\$78,869	\$579	\$79,448	0.7	4.3	142	142	\$40.84	\$77,712	\$1,312	\$79,024	1.0	4.4	27	27			
Rest of Canada	\$37.75	\$71,789	\$1,135	\$72,923	1.4	3.9	72	72	\$49.37	\$93,769	\$617	\$94,386	0.6	4.4	11	11			
JURISDICTION																			
Local/Municipal	\$43.19	\$81,583	\$787	\$82,371	0.8	4.1	258	258	\$45.29	\$86,662	\$2,749	\$89,411	2.3	4.4	49	49			
Regional Within Province	\$43.91	\$82,809	\$1,542	\$84,352	1.3	4.0	106	106	\$49.03	\$91,595	\$2,476	\$93,982	1.5	4.0	24	24			
Provincial	\$49.78	\$94,238	\$745	\$94,983	0.6	4.7	106	106	\$48.64	\$89,516	\$1,399	\$89,656	0.2	5.3	33	33			
National	\$57.25	\$107,756	\$2,503	\$110,259	1.7	4.2	95	95	\$56.37	\$106,227	\$1,284	\$107,511	1.1	4.2	51	51			
International	\$54.39	\$103,038	\$2,095	\$105,133	1.3	4.6	21	21	\$59.44	\$107,777	\$273	\$108,000	0.4	3.5	11	11			
AFFILIATION STATUS																			
Affiliated	\$49.99	\$94,262	\$1,718	\$95,980	1.4	4.3	122	122	\$56.73	\$106,419	\$1,302	\$107,721	1.3	4.0	39	39			
Stand-alone	\$46.45	\$87,733	\$1,116	\$88,849	0.9	4.2	464	464	\$48.97	\$91,852	\$1,678	\$93,530	1.3	4.5	129	129			
REVENUE																			
\$500,000 or Less	\$33.03	\$62,895	\$397	\$63,292	0.6	3.5	232	232	\$33.98	\$67,157	\$0	\$67,157	0.0	3.3	13	13			
\$500,001 to \$1M	\$42.73	\$80,730	\$395	\$81,124	0.5	4.2	96	96	\$36.10	\$70,122	\$0	\$70,122	0.0	3.8	21	21			
\$1M to \$2M	\$49.74	\$94,308	\$1,549	\$95,857	1.4	4.4	103	103	\$41.93	\$79,511	\$526	\$80,037	0.6	4.1	38	38			
\$2M to \$5M	\$61.29	\$115,580	\$2,237	\$117,817	1.7	5.1	80	80	\$52.35	\$97,824	\$1,359	\$99,183	1.2	5.0	35	35			
More Than \$5M	\$78.54	\$145,628	\$3,719	\$149,347	2.0	5.4	69	69	\$64.00	\$118,169	\$3,274	\$121,442	2.5	4.6	61	61			
NUMBER OF EMPLOYEES																			
1 to 5	\$34.67	\$66,090	\$663	\$66,753	0.9	3.4	171	171	\$38.91	\$76,978	\$0	\$76,978	0.0	3.1	9	9			
6 to 10	\$41.90	\$78,822	\$787	\$79,609	0.7	4.0	128	128	\$41.32	\$80,198	\$344	\$80,542	0.5	3.9	18	18			
11 to 20	\$48.68	\$91,226	\$1,204	\$92,430	1.1	4.5	102	102	\$46.15	\$87,702	\$1,594	\$89,296	1.6	4.1	38	38			
21 to 50	\$56.62	\$106,403	\$1,502	\$107,905	1.0	4.8	114	114	\$52.51	\$96,529	\$1,522	\$98,052	1.2	4.6	66	66			
More Than 50	\$69.77	\$132,544	\$3,162	\$135,706	1.8	5.3	69	69	\$59.90	\$112,411	\$2,703	\$115,114	1.9	4.8	37	37			
AGE																			
Under 25			N/A				2	2			N/A				0	0			
26 to 35	\$33.52	\$63,324	\$1,260	\$64,585	1.1	3.4	53	53	\$37.74	\$71,778	\$628	\$72,407	0.7	3.5	23	23			
36 to 45	\$41.62	\$79,098	\$681	\$79,779	0.7	4.0	126	126	\$48.31	\$91,661	\$2,984	\$94,645	2.3	4.1	41	41			
46 to 55	\$48.64	\$91,142	\$1,355	\$92,498	1.1	4.3	167	167	\$53.69	\$100,798	\$930	\$101,728	0.9	5.1	47	47			
56 to 65	\$47.95	\$90,814	\$1,595	\$92,319	1.3	4.4	145	145	\$51.99	\$95,848	\$2,326	\$98,175	1.5	4.6	25	25			
66 or Older	\$54.95	\$102,263	\$75	\$102,338	0.1	4.5	30	30			N/A				3	3			
EDUCATION																			
High School Grad or Less	\$42.88	\$82,296	\$2,621	\$84,917	2.2	3.8	56	56	\$36.95	\$69,356	\$773	\$70,129	0.9	4.3	14	14			
Undergrad Degree/College	\$43.46	\$82,112	\$1,480	\$83,592	1.2	4.3	283	283	\$50.70	\$94,969	\$1,482	\$96,451	1.2	4.4	83	83			
Graduate Degree	\$50.66	\$94,939	\$585	\$95,524	0.5	4.2	221	221	\$52.47	\$98,448	\$2,194	\$100,642	1.6	4.3	59	59			

COMPENSATION BY LEVEL IN REGISTERED CHARITIES (LEVELS 3 & 4)

	Level 3: Senior Management							Level 4: Management/ Supervisory								
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$43.44	\$80,887	\$316	\$81,203	0.4	4.3	587	386	\$30.44	\$57,292	\$138	\$57,431	0.2	3.8	1,078	628
REGION																
British Columbia	\$37.57	\$71,381	\$556	\$71,937	0.7	4.4	149	99	\$30.29	\$57,239	\$129	\$57,368	0.2	3.9	229	151
Alberta	\$50.81	\$95,077	\$920	\$95,997	1.1	4.0	25	23	\$30.84	\$59,091	\$111	\$59,202	0.3	5.1	56	43
Greater Toronto Area	\$51.65	\$93,937	\$82	\$94,019	0.1	4.3	203	107	\$33.57	\$62,147	\$248	\$62,395	0.4	3.6	320	141
Ottawa	\$41.98	\$79,522	\$16	\$79,538	0.0	4.7	39	32	\$33.66	\$64,929	\$162	\$65,091	0.2	4.0	71	47
Rest of Ontario	\$36.55	\$68,579	\$396	\$68,975	0.5	4.0	107	84	\$27.98	\$52,506	\$16	\$52,522	0.0	3.7	226	150
Rest of Canada	\$40.64	\$77,598	\$349	\$77,947	0.4	4.4	51	33	\$27.55	\$51,822	\$126	\$51,948	0.3	3.9	132	82
JURISDICTION																
Local/Municipal	\$39.07	\$73,696	\$333	\$74,029	0.4	4.2	213	140	\$29.45	\$55,138	\$86	\$55,224	0.2	3.8	433	245
Regional Within Province	\$35.93	\$67,112	\$213	\$67,325	0.3	3.8	95	77	\$28.36	\$53,132	\$273	\$53,406	0.5	3.5	234	116
Provincial	\$45.12	\$84,844	\$21	\$84,865	0.0	4.5	95	72	\$31.30	\$59,383	\$27	\$59,411	0.0	4.3	171	129
National	\$53.42	\$97,038	\$573	\$97,611	0.6	4.5	159	82	\$35.79	\$67,116	\$177	\$67,294	0.3	3.8	188	118
International	\$40.12	\$78,464	\$49	\$78,513	0.1	4.5	23	13	\$25.91	\$51,562	\$193	\$51,755	0.3	2.4	51	19
AFFILIATION STATUS																
Affiliated	\$41.36	\$77,957	\$351	\$78,308	0.4	4.2	121	81	\$28.68	\$54,272	\$127	\$54,399	0.3	3.6	252	135
Stand-alone	\$43.99	\$81,648	\$307	\$81,955	0.4	4.3	466	305	\$30.95	\$58,152	\$142	\$58,294	0.2	3.8	824	491
REVENUE																
\$500,000 or Less	\$39.87	\$56,616	\$259	\$56,875	0.5	3.1	39	39	\$25.26	\$48,201	\$181	\$48,381	0.4	2.6	122	120
\$500,001 to \$1M	\$30.76	\$57,819	\$308	\$58,126	0.4	3.6	52	48	\$26.59	\$50,656	\$114	\$50,770	0.2	3.0	136	118
\$1M to \$2M	\$34.62	\$66,291	\$434	\$66,705	0.5	4.1	91	71	\$29.84	\$56,703	\$95	\$56,799	0.2	3.8	161	111
\$2M to \$5M	\$41.45	\$78,244	\$104	\$78,349	0.2	4.1	122	88	\$31.02	\$57,971	\$30	\$58,001	0.1	4.4	178	110
More Than \$5M	\$51.80	\$94,966	\$403	\$95,370	0.4	4.7	270	132	\$33.03	\$61,701	\$201	\$61,902	0.3	4.1	452	144
NUMBER OF EMPLOYEES																
1 to 5	\$30.66	\$57,369	\$422	\$57,791	0.8	3.1	29	29	\$28.18	\$53,400	\$237	\$53,637	0.5	2.8	95	92
6 to 10	\$34.33	\$65,171	\$300	\$65,471	0.3	3.9	51	47	\$27.91	\$52,940	\$123	\$53,063	0.2	3.3	122	120
11 to 20	\$40.00	\$75,378	\$796	\$76,174	0.9	4.0	75	62	\$27.94	\$52,946	\$165	\$53,111	0.4	3.4	148	120
21 to 50	\$40.40	\$76,543	\$143	\$76,686	0.2	4.1	163	119	\$31.63	\$59,356	\$48	\$59,404	0.1	4.0	273	139
More Than 50	\$44.51	\$83,108	\$376	\$83,484	0.4	4.6	199	113	\$32.51	\$60,639	\$171	\$60,810	0.3	4.3	379	123
AGE																
Under 25			N/A				3	3	\$21.74	\$42,249	\$130	\$42,379	0.3	2.5	19	19
26 to 35	\$33.83	\$63,254	\$504	\$63,758	0.6	3.4	56	56	\$27.44	\$52,021	\$208	\$52,229	0.4	3.3	161	161
36 to 45	\$39.54	\$74,019	\$380	\$74,399	0.4	4.0	91	91	\$30.92	\$58,076	\$136	\$58,212	0.2	3.4	125	125
46 to 55	\$41.79	\$77,762	\$206	\$77,968	0.2	4.2	93	93	\$31.07	\$58,401	\$246	\$58,646	0.4	3.5	89	89
56 to 65	\$42.64	\$79,822	\$167	\$79,989	0.3	4.3	48	48	\$32.69	\$61,357	\$42	\$61,398	0.1	4.0	63	63
66 or Older			N/A				2	2	\$35.35	\$69,106	\$421	\$69,527	0.5	4.0	6	6
EDUCATION																
High School Grad or Less	\$34.57	\$64,301	\$140	\$64,441	0.2	3.8	34	34	\$27.90	\$53,179	\$100	\$53,279	0.2	4.1	67	67
Undergrad Degree/College	\$41.04	\$76,756	\$430	\$77,186	0.5	4.1	173	173	\$29.48	\$55,602	\$166	\$55,768	0.3	3.3	284	284
Graduate Degree	\$41.96	\$78,299	\$149	\$78,448	0.2	3.8	94	94	\$32.04	\$59,943	\$176	\$60,118	0.3	3.1	128	128

COMPENSATION BY LEVEL IN REGISTERED CHARITIES (LEVELS 5 & 6)

Level 5: Functional & Program Staff											Level 6: Support Staff										
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N					
EMPLOYMENT STATUS																					
Total	\$23.83	\$45,302	\$41	\$45,344	0.1	3.1	4,122	1016	\$21.48	\$40,851	\$35	\$40,886	0.1	3.0	901	445					
REGION																					
British Columbia	\$21.52	\$41,385	\$8	\$41,393	0.0	4.7	817	200	\$20.21	\$39,276	\$100	\$39,376	0.2	2.8	159	89					
Alberta	\$28.02	\$52,227	\$132	\$52,359	0.3	2.4	216	86	\$21.54	\$42,054	\$22	\$42,077	0.1	2.5	75	41					
Greater Toronto Area	\$25.06	\$47,432	\$68	\$47,500	0.1	2.7	1,066	214	\$24.78	\$45,447	\$30	\$45,477	0.1	3.5	237	98					
Ottawa	\$26.49	\$51,087	\$40	\$51,126	0.1	2.9	443	92	\$23.58	\$45,205	\$21	\$45,226	0.1	3.2	38	25					
Rest of Ontario	\$22.09	\$41,812	\$26	\$41,838	0.1	3.0	942	261	\$19.51	\$37,646	\$14	\$37,659	0.0	2.7	297	133					
Rest of Canada	\$23.58	\$44,752	\$36	\$44,788	0.1	3.0	535	144	\$20.35	\$38,580	\$24	\$38,605	0.1	3.0	84	51					
JURISDICTION																					
Local/Municipal	\$24.05	\$45,922	\$26	\$45,947	0.1	3.4	2,227	417	\$20.45	\$39,298	\$17	\$39,315	0.1	3.0	347	198					
Regional Within Province	\$20.92	\$39,388	\$11	\$39,399	0.0	2.9	794	187	\$21.23	\$39,960	\$1	\$39,961	0.0	2.9	184	78					
Provincial	\$23.60	\$44,704	\$9	\$44,713	0.0	2.6	581	164	\$22.23	\$42,473	\$8	\$42,480	0.0	2.9	208	72					
National	\$28.06	\$53,299	\$222	\$53,521	0.4	3.0	449	215	\$22.74	\$42,354	\$154	\$42,507	0.4	3.1	140	80					
International	\$24.75	\$46,402	\$11	\$46,414	0.0	2.4	70	32	\$25.12	\$48,221	\$0	\$48,221	0.0	2.0	21	16					
AFFILIATION STATUS																					
Affiliated	\$22.99	\$42,887	\$61	\$42,948	0.1	2.8	805	227	\$22.33	\$41,845	\$98	\$41,944	0.3	3.1	196	107					
Stand-alone	\$24.04	\$45,892	\$37	\$45,929	0.1	3.2	3,311	784	\$21.26	\$40,604	\$18	\$40,621	0.0	2.9	704	337					
REVENUE																					
\$500,000 or Less	\$22.26	\$43,144	\$36	\$43,181	0.1	1.8	418	285	\$17.92	\$35,057	\$8	\$35,065	0.0	2.0	148	116					
\$500,001 to \$1M	\$24.34	\$47,119	\$2	\$47,122	0.0	1.8	372	147	\$21.57	\$41,496	\$31	\$41,527	0.1	2.0	81	62					
\$1M to \$2M	\$21.40	\$41,016	\$45	\$41,061	0.1	2.2	714	193	\$21.27	\$41,636	\$30	\$41,666	0.1	2.9	149	67					
\$2M to \$5M	\$25.25	\$47,554	\$49	\$47,603	0.1	3.3	730	133	\$22.70	\$42,679	\$30	\$42,709	0.1	2.9	166	78					
More Than \$5M	\$24.39	\$46,182	\$49	\$46,230	0.1	4.2	1,783	218	\$22.54	\$41,987	\$55	\$42,041	0.1	3.7	341	110					
NUMBER OF EMPLOYEES																					
1 to 5	\$22.79	\$44,140	\$71	\$44,211	0.2	1.8	214	191	\$20.59	\$40,712	\$35	\$40,747	0.1	1.3	79	79					
6 to 10	\$24.31	\$46,235	\$32	\$46,267	0.1	2.6	277	195	\$21.01	\$40,324	\$40	\$40,364	0.1	2.1	83	75					
11 to 20	\$23.96	\$45,129	\$120	\$45,249	0.2	2.7	472	205	\$20.63	\$39,639	\$125	\$39,764	0.3	3.0	136	93					
21 to 50	\$24.05	\$46,059	\$25	\$46,085	0.1	2.7	1,202	201	\$22.03	\$41,533	\$33	\$41,567	0.1	3.0	244	99					
More Than 50	\$23.44	\$44,604	\$31	\$44,635	0.1	3.7	1,796	171	\$21.77	\$41,009	\$1	\$41,009	0.0	3.6	341	86					
AGE																					
Under 25	\$20.48	\$38,710	\$67	\$38,777	0.2	1.9	88	88	\$18.50	\$35,609	\$203	\$35,812	0.5	1.7	36	36					
26 to 35	\$24.03	\$45,267	\$129	\$45,396	0.2	2.7	238	238	\$21.51	\$41,234	\$127	\$41,361	0.3	2.4	82	82					
36 to 45	\$26.63	\$51,226	\$192	\$51,418	0.4	2.7	123	123	\$23.87	\$45,180	\$0	\$45,180	0.0	2.7	51	51					
46 to 55	\$25.89	\$49,336	\$80	\$49,416	0.2	3.1	103	103	\$22.39	\$42,678	\$39	\$42,717	0.1	3.1	74	74					
56 to 65	\$27.54	\$52,352	\$117	\$52,468	0.2	3.1	59	59	\$24.14	\$46,747	\$20	\$46,767	0.1	3.0	59	59					
66 or Older	\$23.50	\$46,131	\$0	\$46,131	0.0	2.8	16	16	\$24.66	\$48,428	\$0	\$48,428	0.0	1.8	10	10					
EDUCATION																					
High School Grad or Less	\$21.78	\$41,703	\$135	\$41,839	0.3	2.5	104	104	\$20.90	\$40,176	\$29	\$40,205	0.1	2.3	99	99					
Undergrad Degree/College	\$24.88	\$47,118	\$123	\$47,241	0.2	2.7	392	392	\$22.81	\$43,583	\$62	\$43,645	0.2	2.7	178	178					
Graduate Degree	\$27.50	\$52,236	\$71	\$52,307	0.2	2.8	123	123	\$26.72	\$50,211	\$0	\$50,211	0.0	2.9	17	17					

COMPENSATION AND BENEFITS IN OTHER NONPROFITS

This section presents compensation and benefits benchmarks for employees working in Other Nonprofits. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN OTHER NONPROFITS

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	73%	84%	93%	93%	82%	90%
Retirement	49%	56%	74%	72%	66%	50%
Education	77%	91%	75%	88%	75%	75%
Automobile	8%	19%	5%	5%	1%	1%
Paid Parking	20%	19%	18%	6%	22%	2%
Perquisites	84%	98%	84%	91%	59%	40%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN OTHER NONPROFITS

	Level 1: Chief Executives (N=144)	Level 2: Senior Executives (N=43)	Level 3: Senior Management (N=122)	Level 4: Management/ Supervisory (N=173)	Level 5: Functional & Program Staff (N=368)	Level 6: Support Staff (N=133)
RSP Total	37%	49%	52%	44%	47%	33%
Matched contribution	17%	14%	36%	26%	36%	16%
Basic contribution	20%	35%	17%	19%	12%	18%
Pension Plan Total	13%	7%	23%	22%	19%	17%
Defined benefit pension plan	6%	2%	3%	11%	1%	6%
Defined contribution pension plan	8%	5%	19%	11%	17%	10%
Health benefits continued after retirement	1%	0%	0%	7%	0%	0%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN OTHER NONPROFITS

	Level 1: Chief Executives (N=143)	Level 2: Senior Executives (N=43)	Level 3: Senior Management (N=123)	Level 4: Management/ Supervisory (N=172)	Level 5: Functional & Program Staff (N=372)	Level 6: Support Staff (N=136)
Parking						
Employer-paid parking (otherwise not free)	20%	19%	18%	6%	22%	2%
Parking that is already free	55%	47%	48%	65%	59%	70%
Other automobile benefits						
Vehicle allowance	5%	14%	4%	4%	1%	1%
Regular use of organization-owned vehicle	1%	0%	1%	1%	0.2%	0.3%
Regular use of organization-leased vehicle	1%	5%	0%	1%	0.1%	0.3%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN OTHER NONPROFITS

	Level 1: Chief Executives (N=142)	Level 2: Senior Executives (N=43)	Level 3: Senior Management (N=122)	Level 4: Management/ Supervisory (N=175)	Level 5: Functional & Program Staff (N=373)	Level 6: Support Staff (N=136)
Dental plan						
Employer Paid	40%	51%	71%	69%	49%	40%
Shared Payment	21%	21%	22%	23%	31%	22%
Employee Paid	2%	5%	1%	0.2%	1%	1%
Vision care						
Employer Paid	40%	56%	75%	68%	49%	44%
Shared Payment	18%	19%	18%	21%	22%	44%
Employee Paid	1%	0%	0%	0.2%	0.1%	0%
Prescription drug plan						
Employer Paid	42%	58%	75%	73%	51%	71%
Shared Payment	20%	19%	18%	20%	30%	18%
Employee Paid	1%	0%	0%	0%	0.3%	0%
Ext. health care/major medical insurance						
Employer Paid	40%	56%	73%	72%	50%	64%
Shared Payment	19%	19%	14%	17%	30%	20%
Employee Paid	1%	0%	0%	0%	1%	0%
Benefit coverage for family & dependents						
Employer Paid	42%	61%	72%	73%	51%	65%
Shared Payment	20%	19%	19%	20%	29%	20%
Employee Paid	1%	0%	1%	0%	1%	0%
Life insurance						
Employer Paid	43%	58%	74%	69%	52%	65%
Shared Payment	16%	21%	15%	16%	23%	17%
Employee Paid	5%	0%	3%	7%	6%	3%
Accidental death and dismemberment						
Employer Paid	42%	54%	69%	63%	49%	55%
Shared Payment	19%	21%	14%	16%	24%	16%
Employee Paid	5%	0%	3%	7%	7%	7%
Short-term disability insurance						
Employer Paid	19%	36%	25%	25%	13%	40%
Shared Payment	12%	5%	5%	4%	3%	2%
Employee Paid	3%	10%	7%	9%	5%	9%
Long-term disability insurance						
Employer Paid	26%	47%	32%	31%	19%	24%
Shared Payment	15%	19%	17%	17%	23%	19%
Employee Paid	19%	12%	31%	28%	32%	32%
Alternative therapy insurance						
Employer Paid	39%	48%	72%	71%	49%	70%
Shared Payment	20%	19%	19%	18%	31%	18%
Employee Paid	1%	0%	0%	1%	0.3%	0%
Survivor insurance						
Employer Paid	23%	24%	34%	32%	23%	32%
Shared Payment	14%	20%	9%	12%	16%	16%
Employee Paid	3%	0%	1%	4%	6%	1%
Work-related travel accident insurance						
Employer Paid	39%	48%	65%	64%	32%	38%
Shared Payment	11%	17%	9%	13%	19%	12%
Employee Paid	1%	0%	0%	0%	5%	1%

	Level 1: Chief Executives (N=142)	Level 2: Senior Executives (N=43)	Level 3: Senior Management (N=122)	Level 4: Management/ Supervisory (N=175)	Level 5: Functional & Program Staff (N=373)	Level 6: Support Staff (N=136)
Employee assistance program (EAP)						
Employer Paid	39%	45%	71%	73%	57%	74%
Shared Payment	10%	17%	6%	9%	19%	11%
Employee Paid	0%	0%	1%	0.3%	0.1%	1%
Health spending account						
Employer Paid	19%	21%	15%	10%	11%	15%
Shared Payment	3%	3%	1%	2%	2%	1%
Employee Paid	0%	0%	0%	0%	0%	0%
Critical illness insurance						
Employer Paid	19%	21%	29%	18%	15%	24%
Shared Payment	9%	8%	4%	4%	4%	15%
Employee Paid	3%	3%	6%	11%	10%	3%

PERQUISITES BY LEVEL IN OTHER NONPROFITS

	Level 1: Chief Executives (N=144)	Level 2: Senior Executives (N=43)	Level 3: Senior Management (N=118)	Level 4: Management/ Supervisory (N=170)	Level 5: Functional & Program Staff (N=375)	Level 6: Support Staff (N=134)
35-hour work week with full pay	9%	5%	13%	8%	6%	9%
Adoption assistance	1%	0%	1%	2%	1%	1%
Business travel insurance (non-health)	6%	0%	6%	12%	1%	1%
Cell phone/smartphone for personal use	26%	33%	19%	10%	4%	2%
Cell phone/smartphone for work	47%	61%	55%	67%	32%	8%
Charitable gift/donation matching	0%	0%	0%	0%	0.1%	0%
Compressed work week or flextime	25%	28%	9%	18%	11%	6%
Conference registration and travel	50%	51%	50%	38%	22%	16%
Earned days off program	17%	21%	14%	11%	12%	10%
Emergency/disaster relief fund	0%	0%	0%	0%	0%	0%
Employee loan program	0%	5%	1%	8%	0.4%	0.3%
Expense account	10%	7%	10%	5%	1%	2%
Financial/retirement planning	5%	0%	4%	14%	5%	2%
Fitness club membership	4%	0%	0%	1%	5%	0%
Home office equipment	17%	30%	14%	4%	1%	0.3%
Internet at home for telecommuting	8%	12%	4%	1%	0.2%	0.3%
Legal counselling	1%	0%	0%	2%	0%	0.3%
Maternity/paternity benefits	10%	12%	14%	10%	11%	12%
Other club membership(s)	0%	0%	0%	0%	0%	0%
Paid child care during business travel	3%	0%	1%	1%	1%	0.3%
Paid leave of absence	14%	21%	24%	30%	13%	10%
PDA provided (other than smartphone)	13%	9%	19%	23%	11%	5%
Personal use of reward points	11%	12%	5%	2%	0.2%	0%
Professional dues (i.e., associations)	25%	37%	43%	33%	18%	8%
Public transit pass or allowance	1%	2%	0%	1%	1%	0.3%
Spouse's travel expenses for conferences	0%	0%	0%	0%	0%	0%
Tuition assistance/reimbursement	11%	7%	18%	11%	11%	5%
Wellness/fitness subsidy	7%	7%	7%	6%	8%	2%
Other	4%	5%	1%	1%	1%	1%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN OTHER NONPROFITS

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$5,025	\$9,062	\$6,004	\$4,815	\$4,875	\$4,428
	Percent of Base	5.4%	7.5%	6.2%	5.9%	7.6%	9.3%
Retirement	Cash Value	\$6,711	\$5,357	\$4,447	\$2,564	\$2,248	\$2,676
	Percent of Base	5.5%	5.4%	4.8%	3.9%	4.8%	5.4%
Education		\$1,769	\$1,413	\$1,571	\$745	\$459	\$702
Parking		\$1,284	\$780	\$869	\$341	\$594	N/A
Other Automobile		N/A	N/A	N/A	N/A	N/A	N/A
Perquisites		\$1,579	\$1,554	\$1,714	\$1,096	\$1,109	\$1,248
AMONG ALL STAFF							
Health	Cash Value	\$3,673	\$7,585	\$5,560	\$4,474	\$4,007	\$3,968
	Percent of Base	3.9%	6.3%	5.7%	5.5%	6.2%	8.3%
Retirement	Cash Value	\$3,262	\$2,989	\$3,282	\$1,848	\$1,479	\$1,341
	Percent of Base	2.7%	3.0%	3.5%	2.8%	3.2%	2.7%
Education		\$1,362	\$1,279	\$1,185	\$652	\$342	\$523
Parking		\$252	\$145	\$157	\$21	\$131	\$28
Other Automobile		\$475	\$930	\$58	\$0	\$0	\$0
Perquisites		\$1,326	\$1,519	\$1,432	\$992	\$658	\$494
Average Total Value		\$10,350	\$14,447	\$11,674	\$7,987	\$6,617	\$6,354

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN OTHER NONPROFITS

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$60,000	\$60,000 to \$86,803	\$86,803 to \$120,000	\$120,000 <	\$195,000
	Hourly	< \$30.00	\$30.00 to \$44.22	\$44.22 to \$61.35	\$61.35 <	\$99.65
Level 2: Senior Executives	Annual	< \$62,800	\$62,800 to \$84,288	\$84,288 to \$107,000	\$107,000 <	\$145,000
	Hourly	< \$33.49	\$33.49 to \$43.08	\$43.08 to \$55.31	\$55.31 <	\$80.00
Level 3: Senior Management	Annual	< \$68,400	\$68,400 to \$83,000	\$83,000 to \$102,150	\$102,150 <	\$130,000
	Hourly	< \$36.36	\$36.36 to \$44.00	\$44.00 to \$54.40	\$54.40 <	\$66.67
Level 4: Management/Supervisory	Annual	< \$53,000	\$53,000 to \$62,000	\$62,000 to \$67,282	\$67,282 <	\$80,000
	Hourly	< \$27.14	\$27.14 to \$32.00	\$32.00 to \$34.00	\$34.00 <	\$43.62
Level 5: Functional & Program Staff	Annual	< \$36,000	\$36,000 to \$43,260	\$43,260 to \$50,800	\$50,800 <	\$68,700
	Hourly	< \$19.00	\$19.00 to \$22.00	\$22.00 to \$27.50	\$27.50 <	\$38.39
Level 6: Support Staff	Annual	< \$38,883	\$38,883 to \$40,000	\$40,000 to \$49,000	\$49,000 <	\$60,000
	Hourly	< \$20.00	\$20.00 to \$22.00	\$22.00 to \$25.00	\$25.00 <	\$32.37

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

NOTES

The following notes apply to the compensation tables that follow:

- 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.
- N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN OTHER NONPROFITS (LEVELS 1 & 2)

Level 1: Chief Executives												Level 2: Senior Executives											
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N							
EMPLOYMENT STATUS																							
Total	\$49.23	\$93,124	\$1,735	\$94,859	1.4	4.1	210	210	\$45.73	\$86,689	\$494	\$87,183	0.6	4.2	62	62							
REGION																							
British Columbia	\$41.73	\$79,154	\$1,096	\$80,249	1.1	4.2	41	41	\$42.49	\$80,415	\$1,087	\$81,501	1.8	4.1	12	12							
Alberta	\$42.01	\$81,978	\$880	\$82,858	0.7	3.5	20	20	N/A	N/A	N/A	N/A	N/A	N/A	4	4							
Greater Toronto Area	\$59.18	\$110,954	\$2,160	\$113,114	1.8	4.5	43	43	\$54.62	\$100,907	\$0	\$100,907	0.0	4.4	14	14							
Ottawa	\$59.13	\$110,312	\$3,912	\$114,224	3.5	4.7	24	24	\$53.69	\$104,833	\$2,500	\$107,333	1.7	4.7	6	6							
Rest of Ontario	\$50.95	\$96,865	\$863	\$97,728	0.7	4.0	49	49	\$40.04	\$77,965	\$119	\$78,084	0.1	3.9	22	22							
Rest of Canada	\$31.31	\$58,275	\$989	\$59,264	0.7	3.2	21	21	N/A	N/A	N/A	N/A	N/A	N/A	4	4							
JURISDICTION																							
Local/Municipal	\$46.02	\$86,625	\$1,068	\$87,693	1.0	4.2	87	87	\$42.04	\$79,273	\$480	\$79,753	0.8	4.2	25	25							
Regional Within Province	\$49.33	\$94,487	\$3,233	\$97,720	2.4	4.4	41	41	\$44.48	\$85,077	\$303	\$85,380	0.4	3.9	10	10							
Provincial	\$53.96	\$100,661	\$1,658	\$102,319	1.3	4.1	42	42	\$46.89	\$86,921	\$48	\$86,969	0.1	4.0	13	13							
National	\$48.07	\$92,439	\$1,977	\$94,416	1.7	3.4	35	35	\$50.49	\$98,253	\$1,250	\$99,503	0.8	4.6	12	12							
International	N/A	N/A	N/A	N/A	N/A	N/A	4	4	N/A	N/A	N/A	N/A	N/A	N/A	2	2							
AFFILIATION STATUS																							
Affiliated	\$46.76	\$88,306	\$1,728	\$90,033	1.5	4.2	49	49	\$37.50	\$72,936	\$174	\$73,110	0.2	4.3	15	15							
Stand-alone	\$49.94	\$94,464	\$1,759	\$96,224	1.4	4.0	159	159	\$48.36	\$91,078	\$597	\$91,675	0.7	4.1	47	47							
REVENUE																							
\$500,000 or Less	\$31.91	\$61,033	\$570	\$61,603	0.6	3.0	76	76	\$48.45	\$93,720	\$69	\$93,790	0.1	3.0	9	9							
\$500,001 to \$1M	\$44.62	\$85,453	\$1,863	\$87,316	2.2	4.3	35	35	N/A	N/A	N/A	N/A	N/A	N/A	3	3							
\$1M to \$2M	\$53.56	\$99,807	\$2,329	\$102,136	1.8	4.5	29	29	\$34.89	\$64,060	\$1,328	\$65,388	2.1	4.0	11	11							
\$2M to \$5M	\$63.55	\$117,986	\$2,066	\$120,052	1.5	5.0	27	27	\$45.54	\$85,092	\$28	\$85,119	0.0	4.7	15	15							
More Than \$5M	\$74.98	\$142,891	\$3,894	\$146,785	2.4	5.3	32	32	\$50.30	\$97,240	\$652	\$97,892	0.4	4.4	23	23							
NUMBER OF EMPLOYEES																							
1 to 5	\$34.26	\$65,508	\$656	\$66,164	0.7	3.1	72	72	\$43.91	\$85,712	\$462	\$86,174	0.6	3.3	7	7							
6 to 10	\$49.35	\$94,110	\$2,631	\$96,741	2.2	4.3	31	31	\$44.70	\$86,084	\$0	\$86,084	0.0	3.5	8	8							
11 to 20	\$51.28	\$97,142	\$2,644	\$99,786	2.4	4.3	33	33	\$39.78	\$76,634	\$0	\$76,634	0.0	4.1	7	7							
21 to 50	\$51.66	\$96,042	\$196	\$96,238	0.3	4.4	25	25	\$43.87	\$80,418	\$35	\$80,453	0.0	4.4	12	12							
More Than 50	\$72.03	\$134,972	\$2,342	\$137,314	1.5	5.4	42	42	\$48.77	\$92,307	\$964	\$93,271	1.1	4.5	28	28							
AGE																							
Under 25	N/A	N/A	N/A	N/A	N/A	N/A	2	2	N/A	N/A	N/A	N/A	N/A	N/A	1	1							
26 to 35	\$30.19	\$58,558	\$0	\$58,558	0.0	2.7	27	27	\$52.80	\$101,285	\$0	\$101,285	0.0	3.4	5	5							
36 to 45	\$41.19	\$78,403	\$1,086	\$79,489	1.0	3.7	29	29	\$39.80	\$75,213	\$1,002	\$76,215	1.6	4.1	15	15							
46 to 55	\$50.99	\$96,968	\$2,529	\$99,497	2.0	4.0	66	66	\$51.30	\$96,340	\$1,202	\$97,542	0.8	4.3	13	13							
56 to 65	\$49.79	\$93,400	\$1,473	\$94,873	1.3	4.6	49	49	\$39.93	\$75,976	\$0	\$75,976	0.0	4.6	8	8							
66 or Older	\$44.96	\$83,097	\$889	\$83,986	1.1	5.0	9	9	N/A	N/A	N/A	N/A	N/A	N/A	1	1							
EDUCATION																							
High School Grad or Less	\$37.02	\$72,028	\$579	\$72,607	0.5	3.9	19	19	N/A	N/A	N/A	N/A	N/A	N/A	3	3							
Undergrad Degree/College	\$42.12	\$79,539	\$1,016	\$80,555	0.9	3.8	103	103	\$43.82	\$89,390	\$491	\$83,881	0.4	4.1	38	38							
Graduate Degree	\$58.64	\$110,673	\$3,343	\$114,016	2.8	4.6	68	68	\$51.58	\$97,931	\$857	\$98,788	1.4	4.2	14	14							

COMPENSATION BY LEVEL IN OTHER NONPROFITS (LEVELS 3 & 4)

Level 3: Senior Management										Level 4: Management/ Supervisory									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N			
EMPLOYMENT STATUS																			
Total	\$45.83	\$85,428	\$423	\$85,851	0.4	4.3	221	145	\$32.17	\$61,374	\$99	\$61,474	0.2	3.7	600	230			
REGION																			
British Columbia	\$35.98	\$66,409	\$399	\$66,808	0.4	4.3	34	30	\$27.70	\$52,292	\$0	\$52,292	0.0	3.2	124	65			
Alberta	\$40.95	\$85,047	\$0	\$85,047	0.0	3.9	22	13	\$29.57	\$58,212	\$0	\$58,212	0.0	3.2	26	16			
Greater Toronto Area	\$46.61	\$87,516	\$404	\$87,920	0.5	4.1	63	38	\$33.95	\$64,865	\$184	\$65,048	0.3	3.9	147	54			
Ottawa	\$33.41	\$98,794	\$211	\$99,005	0.3	4.4	38	26	\$33.65	\$63,622	\$288	\$63,911	0.5	3.8	52	27			
Rest of Ontario	\$46.49	\$84,367	\$0	\$84,367	0.0	4.4	54	30	\$33.53	\$64,290	\$23	\$64,313	0.0	4.0	224	43			
Rest of Canada	\$50.22	\$88,683	\$6,643	\$95,326	5.7	4.1	7	7	\$27.84	\$51,916	\$0	\$51,916	0.0	3.8	12	12			
JURISDICTION																			
Local/Municipal	\$41.82	\$78,145	\$58	\$78,684	0.5	4.1	92	63	\$29.33	\$55,368	\$105	\$55,472	0.2	3.7	188	94			
Regional Within Province	\$47.55	\$89,530	\$25	\$89,555	0.0	4.6	56	23	\$32.12	\$62,709	\$2	\$62,711	0.0	3.8	246	36			
Provincial	\$50.55	\$93,142	\$620	\$93,762	0.7	4.3	33	28	\$34.84	\$63,963	\$223	\$64,186	0.3	3.8	94	50			
National	\$50.81	\$93,443	\$522	\$93,965	0.5	4.1	29	20	\$36.38	\$68,498	\$233	\$68,730	0.4	3.8	43	30			
International	\$43.26	\$81,182	\$636	\$81,819	0.9	3.9	11	11	\$36.68	\$71,122	\$315	\$71,437	0.5	3.1	27	18			
AFFILIATION STATUS																			
Affiliated	\$42.37	\$82,290	\$0	\$82,290	0.0	4.0	49	32	\$31.73	\$60,340	\$48	\$60,387	0.1	3.7	84	42			
Stand-alone	\$47.06	\$86,746	\$521	\$87,266	0.5	4.4	170	111	\$32.17	\$61,431	\$104	\$61,535	0.2	3.7	512	184			
REVENUE																			
\$500,000 or Less	\$26.15	\$50,571	\$0	\$50,571	0.0	2.3	11	11	\$25.56	\$48,422	\$46	\$48,468	0.1	2.5	47	42			
\$500,001 to \$1M	\$37.99	\$74,098	\$1,000	\$75,098	1.6	3.0	8	6	\$28.58	\$53,635	\$66	\$53,700	0.1	2.8	38	34			
\$1M to \$2M	\$40.07	\$75,010	\$293	\$75,304	0.3	4.1	23	19	\$31.51	\$58,805	\$727	\$59,532	1.2	3.5	31	27			
\$2M to \$5M	\$47.66	\$86,621	\$863	\$87,483	0.8	4.5	59	45	\$34.13	\$64,286	\$0	\$64,286	0.0	3.2	71	35			
More Than \$5M	\$48.31	\$90,789	\$272	\$91,061	0.3	4.6	95	46	\$32.75	\$63,270	\$95	\$63,366	0.2	4.1	298	50			
NUMBER OF EMPLOYEES																			
1 to 5	\$28.74	\$56,880	\$0	\$56,880	0.0	2.0	6	6	\$27.19	\$51,428	\$172	\$51,600	0.3	2.7	30	29			
6 to 10	\$36.56	\$68,953	\$618	\$69,571	0.8	3.4	19	17	\$29.87	\$56,671	\$501	\$57,173	0.9	3.0	40	35			
11 to 20	\$46.43	\$86,992	\$428	\$87,420	0.4	4.1	32	30	\$31.86	\$59,202	\$133	\$59,335	0.2	3.2	56	46			
21 to 50	\$44.96	\$82,119	\$218	\$82,337	0.3	4.2	34	22	\$31.50	\$59,171	\$0	\$59,171	0.0	3.5	40	29			
More Than 50	\$47.88	\$89,374	\$462	\$89,835	0.4	4.5	127	67	\$32.82	\$63,061	\$57	\$63,119	0.1	3.9	409	76			
AGE																			
Under 25			N/A				0	0			N/A				4	4			
26 to 35	\$35.72	\$67,731	\$513	\$68,244	0.7	3.7	17	17	\$29.60	\$55,274	\$473	\$55,747	0.8	2.9	45	45			
36 to 45	\$41.96	\$79,585	\$1,287	\$80,872	1.2	3.6	20	20	\$30.24	\$57,221	\$319	\$57,540	0.5	3.2	45	45			
46 to 55	\$43.08	\$81,059	\$227	\$81,286	0.2	4.4	27	27	\$32.12	\$60,032	\$91	\$60,123	0.2	3.6	33	33			
56 to 65	\$41.48	\$77,574	\$105	\$77,679	0.1	4.3	19	19	\$34.69	\$65,679	\$0	\$65,679	0.0	3.9	18	18			
66 or Older			N/A				3	3			N/A				2	2			
EDUCATION																			
High School Grad or Less	\$39.83	\$76,075	\$0	\$76,075	0.0	3.3	8	8	\$27.28	\$50,520	\$0	\$50,520	0.0	3.4	18	18			
Undergrad Degree/College	\$46.00	\$85,753	\$917	\$86,670	0.9	4.2	73	73	\$31.05	\$58,313	\$244	\$58,557	0.4	3.5	112	112			
Graduate Degree	\$47.35	\$87,939	\$651	\$88,589	0.6	3.9	34	34	\$33.26	\$62,192	\$314	\$62,506	0.5	3.2	36	36			

COMPENSATION BY LEVEL IN OTHER NONPROFITS (LEVELS 5 & 6)

Level 5: Functional & Program Staff										Level 6: Support Staff						
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$23.74	\$44,747	\$178	\$44,925	0.4	2.8	3,054	467	\$22.93	\$43,488	\$97	\$43,585	0.2	3.1	518	189
REGION																
British Columbia	\$21.27	\$40,935	\$221	\$41,155	0.5	2.3	545	122	\$21.52	\$40,667	\$5	\$40,672	0.0	2.5	72	54
Alberta	\$19.06	\$36,014	\$3	\$36,017	0.0	2.5	199	23	\$23.17	\$46,333	\$0	\$46,333	0.0	2.6	9	6
Greater Toronto Area	\$28.33	\$53,680	\$147	\$53,827	0.3	3.2	430	94	\$23.96	\$45,042	\$14	\$45,056	0.0	3.3	109	39
Ottawa	\$22.47	\$42,789	\$31	\$42,820	0.0	2.9	562	53	\$24.18	\$46,283	\$524	\$46,807	1.0	3.0	77	24
Rest of Ontario	\$23.69	\$44,404	\$6	\$44,410	0.0	2.6	1,092	114	\$21.78	\$41,640	\$5	\$41,645	0.0	3.2	209	51
Rest of Canada	\$23.49	\$43,139	\$9	\$43,149	0.0	3.5	48	36	\$24.00	\$42,853	\$700	\$43,553	1.7	2.8	10	8
JURISDICTION																
Local/Municipal	\$23.22	\$43,910	\$13	\$43,924	0.0	2.8	1,509	225	\$21.44	\$41,218	\$114	\$41,331	0.2	3.0	273	76
Regional Within Province	\$22.91	\$43,140	\$344	\$43,484	0.6	2.8	1,005	89	\$23.15	\$43,473	\$12	\$43,485	0.0	2.9	121	39
Provincial	\$27.03	\$50,095	\$211	\$50,305	0.3	3.0	272	76	\$24.98	\$46,163	\$318	\$46,481	0.6	3.4	56	41
National	\$26.28	\$49,988	\$576	\$50,564	1.4	2.7	208	51	\$29.30	\$54,743	\$0	\$54,743	0.0	3.3	52	24
International	\$26.73	\$50,123	\$8	\$50,131	0.0	3.4	58	24	\$23.39	\$44,681	\$0	\$44,681	0.0	3.5	7	7
AFFILIATION STATUS																
Affiliated	\$25.33	\$48,279	\$813	\$49,092	1.6	2.4	557	92	\$22.06	\$42,929	\$6	\$42,935	0.0	2.9	185	42
Stand-alone	\$23.33	\$43,849	\$37	\$43,885	0.1	2.9	2,472	369	\$23.36	\$43,680	\$149	\$43,829	0.3	3.1	330	144
REVENUE																
\$500,000 or Less	\$22.54	\$43,516	\$16	\$43,532	0.1	2.2	156	97	\$21.41	\$41,731	\$184	\$41,915	0.5	1.6	38	32
\$500,001 to \$1M	\$19.18	\$37,765	\$336	\$38,101	0.8	2.2	405	73	\$22.26	\$42,531	\$0	\$42,531	0.0	2.4	27	27
\$1M to \$2M	\$27.80	\$51,440	\$149	\$51,589	0.2	3.0	145	59	\$24.76	\$47,640	\$266	\$47,906	0.4	2.6	39	33
\$2M to \$5M	\$26.42	\$48,912	\$20	\$48,932	0.0	2.5	543	67	\$25.23	\$45,578	\$4	\$45,582	0.0	3.5	95	32
More Than \$5M	\$23.35	\$44,065	\$235	\$44,300	0.4	3.0	1,565	82	\$24.17	\$45,583	\$197	\$45,780	0.4	3.3	165	39
NUMBER OF EMPLOYEES																
1 to 5	\$23.04	\$43,992	\$82	\$44,074	0.2	2.4	98	86	\$22.69	\$43,998	\$201	\$44,199	0.5	1.8	40	36
6 to 10	\$25.90	\$49,120	\$152	\$49,272	0.2	2.3	116	73	\$24.39	\$47,206	\$405	\$47,611	0.6	2.1	23	21
11 to 20	\$25.35	\$47,913	\$220	\$48,133	0.5	2.9	148	75	\$23.72	\$45,308	\$0	\$45,308	0.0	2.8	50	35
21 to 50	\$26.71	\$49,414	\$8	\$49,422	0.0	2.6	343	80	\$23.78	\$43,745	\$5	\$43,750	0.0	3.0	75	30
More Than 50	\$22.92	\$43,323	\$66	\$43,389	0.2	2.8	2,252	124	\$23.58	\$43,885	\$156	\$44,041	0.3	3.6	208	63
AGE																
Under 25	\$20.13	\$38,113	\$50	\$38,163	0.1	1.7	34	34	\$19.29	\$36,459	\$0	\$36,459	0.0	1.1	8	8
26 to 35	\$25.92	\$48,896	\$67	\$48,963	0.1	2.8	84	84	\$23.27	\$44,127	\$0	\$44,127	0.0	2.3	26	26
36 to 45	\$26.92	\$50,740	\$173	\$50,913	0.3	3.1	60	60	\$22.60	\$43,046	\$464	\$43,510	1.0	2.3	24	24
46 to 55	\$26.59	\$50,181	\$138	\$50,319	0.2	2.6	42	42	\$24.03	\$45,510	\$286	\$45,796	0.5	2.7	27	27
56 to 65	\$27.86	\$54,123	\$80	\$54,202	0.2	2.8	31	31	\$24.05	\$47,145	\$0	\$47,145	0.0	2.6	23	23
66 or Older			N/A				4	4	\$23.95	\$45,587	\$0	\$45,587	0.0	3.2	6	6
EDUCATION																
High School Grad or Less	\$23.07	\$44,796	\$59	\$44,856	0.1	2.6	46	46	\$22.77	\$43,464	\$144	\$43,608	0.4	2.5	56	56
Undergrad Degree/College	\$25.49	\$48,064	\$64	\$48,128	0.1	2.9	200	200	\$24.23	\$46,425	\$24	\$46,448	0.1	2.5	63	63
Graduate Degree	\$30.29	\$56,974	\$66	\$57,040	0.2	3.0	51	51	\$20.47	\$39,212	\$0	\$39,212	0.0	2.1	7	7

VIII. Appendix II – Detailed Tables by Region

COMPENSATION AND BENEFITS IN ALBERTA

This section presents compensation and benefits benchmarks for employees working in Alberta. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN ALBERTA

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	71%	100%	95%	87%	88%	70%
Retirement	31%	81%	74%	51%	49%	15%
Education	78%	100%	70%	94%	91%	37%
Automobile	19%	10%	0%	6%	4%	2%
Paid Parking	17%	38%	45%	13%	8%	2%
Perquisites	73%	100%	73%	81%	58%	67%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN ALBERTA

	Level 1: Chief Executives (N=58)	Level 2: Senior Executives (N=21)	Level 3: Senior Management (N=30)	Level 4: Management/ Supervisory (N=40)	Level 5: Functional & Program Staff (N=78)	Level 6: Support Staff (N=33)
RSP Total	28%	67%	46%	32%	49%	15%
Matched contribution	19%	43%	36%	28%	44%	5%
Basic contribution	10%	24%	10%	4%	5%	10%
Pension Plan Total	5%	14%	28%	19%	0.3%	0%
Defined benefit pension plan	2%	10%	0%	4%	0%	0%
Defined contribution pension plan	5%	5%	28%	15%	0.3%	0%
Health benefits continued after retirement	0%	0%	0%	0%	0%	0%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN ALBERTA

	Level 1: Chief Executives (N=57)	Level 2: Senior Executives (N=20)	Level 3: Senior Management (N=31)	Level 4: Management/ Supervisory (N=40)	Level 5: Functional & Program Staff (N=81)	Level 6: Support Staff (N=33)
Parking						
Employer-paid parking (otherwise not free)	17%	38%	45%	13%	8%	2%
Parking that is already free	64%	38%	45%	60%	51%	40%
Other automobile benefits						
Vehicle allowance	7%	10%	0%	0%	1%	0%
Regular use of organization-owned vehicle	4%	0%	0%	4%	1%	2%
Regular use of organization-leased vehicle	9%	0%	0%	2%	1%	0%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN ALBERTA

	Level 1: Chief Executives (N=58)	Level 2: Senior Executives (N=21)	Level 3: Senior Management (N=31)	Level 4: Management/ Supervisory (N=40)	Level 5: Functional & Program Staff (N=85)	Level 6: Support Staff (N=33)
Dental plan						
Employer Paid	36%	52%	48%	26%	13%	14%
Shared Payment	26%	48%	45%	55%	72%	53%
Employee Paid	2%	0%	3%	4%	1%	0%
Vision care						
Employer Paid	31%	52%	48%	26%	10%	9%
Shared Payment	22%	33%	35%	45%	39%	53%
Employee Paid	2%	0%	3%	4%	0.3%	0%
Prescription drug plan						
Employer Paid	36%	62%	48%	26%	14%	14%
Shared Payment	28%	38%	45%	55%	70%	53%
Employee Paid	2%	0%	3%	4%	0.3%	0%
Ext. health care/major medical insurance						
Employer Paid	31%	62%	46%	29%	9%	9%
Shared Payment	22%	33%	46%	50%	73%	54%
Employee Paid	5%	5%	3%	4%	0.3%	0%
Benefit coverage for family & dependents						
Employer Paid	30%	62%	48%	28%	10%	7%
Shared Payment	25%	38%	45%	51%	75%	58%
Employee Paid	4%	0%	3%	2%	0.3%	0%
Life insurance						
Employer Paid	26%	67%	44%	30%	15%	15%
Shared Payment	19%	29%	39%	40%	64%	6%
Employee Paid	11%	5%	13%	15%	4%	21%
Accidental death and dismemberment						
Employer Paid	30%	67%	44%	29%	17%	15%
Shared Payment	19%	29%	36%	45%	61%	6%
Employee Paid	9%	5%	15%	6%	4%	15%
Short-term disability insurance						
Employer Paid	13%	48%	41%	18%	11%	6%
Shared Payment	13%	14%	27%	20%	4%	3%
Employee Paid	7%	14%	14%	16%	4%	12%
Long-term disability insurance						
Employer Paid	16%	38%	36%	6%	3%	2%
Shared Payment	19%	29%	36%	48%	42%	47%
Employee Paid	16%	33%	10%	19%	13%	14%
Alternative therapy insurance						
Employer Paid	35%	62%	43%	21%	11%	12%
Shared Payment	24%	38%	45%	53%	71%	53%
Employee Paid	2%	0%	3%	4%	0.3%	0%
Survivor insurance						
Employer Paid	16%	48%	14%	17%	4%	9%
Shared Payment	7%	19%	6%	13%	2%	0%
Employee Paid	6%	5%	14%	4%	3%	12%
Work-related travel accident insurance						
Employer Paid	30%	38%	43%	24%	12%	21%
Shared Payment	9%	43%	49%	34%	29%	12%
Employee Paid	2%	0%	3%	12%	3%	6%

	Level 1: Chief Executives (N=58)	Level 2: Senior Executives (N=21)	Level 3: Senior Management (N=31)	Level 4: Management/ Supervisory (N=40)	Level 5: Functional & Program Staff (N=85)	Level 6: Support Staff (N=33)
Employee assistance program (EAP)						
Employer Paid	25%	71%	73%	42%	40%	15%
Shared Payment	7%	14%	13%	25%	31%	12%
Employee Paid	2%	0%	3%	4%	0.3%	6%
Health spending account						
Employer Paid	21%	33%	26%	35%	39%	3%
Shared Payment	7%	0%	0%	6%	4%	6%
Employee Paid	0%	0%	0%	0%	0%	0%
Critical illness insurance						
Employer Paid	16%	29%	24%	15%	4%	2%
Shared Payment	9%	5%	0%	19%	3%	45%
Employee Paid	6%	19%	0%	10%	4%	12%

PERQUISITES BY LEVEL IN ALBERTA

	Level 1: Chief Executives (N=59)	Level 2: Senior Executives (N=21)	Level 3: Senior Management (N=31)	Level 4: Management/ Supervisory (N=40)	Level 5: Functional & Program Staff (N=83)	Level 6: Support Staff (N=34)
35-hour work week with full pay	7%	0%	5%	2%	11%	3%
Adoption assistance	0%	0%	0%	0%	0%	0%
Business travel insurance (non-health)	3%	33%	20%	13%	7%	5%
Cell phone/smartphone for personal use	22%	33%	15%	9%	5%	42%
Cell phone/smartphone for work	44%	71%	60%	45%	12%	43%
Charitable gift/donation matching	0%	0%	0%	0%	0%	0%
Compressed work week or flextime	20%	33%	23%	19%	18%	45%
Conference registration and travel	53%	91%	53%	49%	43%	18%
Earned days off program	15%	24%	8%	2%	6%	0%
Emergency/disaster relief fund	0%	0%	0%	0%	0%	0%
Employee loan program	0%	0%	0%	0%	0%	0%
Expense account	7%	10%	0%	0%	1%	0%
Financial/retirement planning	2%	0%	10%	9%	0%	0%
Fitness club membership	0%	0%	0%	0%	0%	0%
Home office equipment	14%	24%	13%	8%	1%	2%
Internet at home for telecommuting	9%	0%	3%	2%	0.3%	2%
Legal counselling	3%	0%	0%	0%	0%	0%
Maternity/paternity benefits	5%	24%	20%	19%	6%	3%
Other club membership(s)	0%	0%	0%	0%	0%	0%
Paid child care during business travel	2%	10%	0%	2%	2%	0%
Paid leave of absence	17%	33%	10%	28%	7%	8%
PDA provided (other than smartphone)	15%	29%	3%	11%	2%	7%
Personal use of reward points	14%	19%	8%	15%	1%	5%
Professional dues (i.e., associations)	24%	71%	33%	34%	13%	3%
Public transit pass or allowance	2%	19%	18%	4%	2%	3%
Spouse's travel expenses for conferences	0%	0%	0%	0%	0%	0%
Tuition assistance/reimbursement	10%	29%	18%	25%	9%	3%
Wellness/fitness subsidy	9%	19%	25%	26%	11%	5%
Other	3%	0%	0%	0%	0%	3%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN ALBERTA

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$3,877	\$6,466	\$7,816	\$4,969	\$3,634	\$4,197
	Percent of Base	3.9%	6.4%	7.0%	7.9%	8.3%	11.3%
Retirement	Cash Value	\$5,991	\$7,381	\$9,824	\$5,024	\$2,738	\$1,375
	Percent of Base	5.4%	6.4%	8.1%	7.1%	4.7%	3.0%
Education		\$1,426	\$1,611	\$1,444	\$866	\$291	\$603
Parking		\$1,721	\$1,088	\$1,345	\$1,428	\$1,161	N/A
Other Automobile		\$2,288	N/A	N/A	N/A	\$715	N/A
Perquisites		\$1,671	\$2,270	\$2,206	\$988	\$507	\$770
AMONG ALL STAFF							
Health	Cash Value	\$2,760	\$6,466	\$7,425	\$4,323	\$3,179	\$2,938
	Percent of Base	2.8%	6.4%	6.7%	6.9%	7.3%	7.9%
Retirement	Cash Value	\$1,857	\$5,979	\$7,309	\$2,557	\$1,350	\$210
	Percent of Base	1.7%	5.2%	6.0%	3.6%	2.3%	0.5%
Education		\$1,106	\$1,611	\$1,010	\$814	\$264	\$225
Parking		\$291	\$415	\$605	\$188	\$96	\$15
Other Automobile		\$441	\$0	\$0	\$57	\$25	\$0
Perquisites		\$1,218	\$2,270	\$1,599	\$801	\$296	\$514
Average Total Value		\$7,673	\$16,741	\$17,948	\$8,740	\$5,210	\$3,902

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN ALBERTA

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$60,000	\$60,000 to \$72,000	\$72,000 to \$105,000	\$105,000 <	\$205,000
	Hourly	< \$31.35	\$31.35 to \$37.50	\$37.50 to \$55.00	\$55.00 <	\$102.86
Level 2: Senior Executives	Annual	< \$80,000	\$80,000 to \$97,900	\$97,900 to \$132,000	\$132,000 <	\$187,500
	Hourly	< \$40.00	\$40.00 to \$47.47	\$47.47 to \$64.00	\$64.00 <	\$83.23
Level 3: Senior Management	Annual	< \$70,000	\$70,000 to \$80,000	\$80,000 to \$115,000	\$115,000 <	\$143,877
	Hourly	< \$36.36	\$36.36 to \$40.00	\$40.00 to \$55.00	\$55.00 <	\$76.73
Level 4: Management/Supervisory	Annual	< \$46,795	\$46,795 to \$55,921	\$55,921 to \$64,000	\$64,000 <	\$90,000
	Hourly	< \$24.00	\$24.00 to \$29.42	\$29.42 to \$33.07	\$33.07 <	\$45.00
Level 5: Functional & Program Staff	Annual	< \$32,840	\$32,840 to \$38,500	\$38,500 to \$48,080	\$48,080 <	\$88,000
	Hourly	< \$16.42	\$16.42 to \$20.27	\$20.27 to \$25.00	\$25.00 <	\$44.80
Level 6: Support Staff	Annual	< \$35,000	\$35,000 to \$38,000	\$38,000 to \$48,625	\$48,625 <	\$60,000
	Hourly	< \$17.50	\$17.50 to \$20.00	\$20.00 to \$25.03	\$25.03 <	\$30.00

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

COMPENSATION BY LEVEL IN ALBERTA (LEVELS 1 & 2)

	Level 1: Chief Executives						Level 2: Senior Executives									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$46.12	\$88,677	\$1,942	\$90,619	1.4	4.1	75	75	\$54.71	\$102,987	\$4,604	\$107,591	3.7	5.0	27	27
TYPE OF NONPROFIT																
Registered Charity	\$47.62	\$91,113	\$2,328	\$93,441	1.6	4.3	65	65	\$56.27	\$105,303	\$5,179	\$110,482	4.2	5.1	24	24
Other Nonprofit	\$42.01	\$81,978	\$880	\$82,858	0.7	3.5	20	20	\$54.19	\$102,985	\$5,404	\$108,390	4.4	5.1	23	23
JURISDICTION																
Local/Municipal	\$45.38	\$87,390	\$1,226	\$88,616	1.0	3.7	38	38	\$55.47	\$104,821	\$8,836	\$113,657	7.1	4.0	14	14
Regional Within Province	\$42.52	\$80,424	\$5,692	\$86,116	4.0	4.2	13	13	\$50.63	\$94,900	\$67	\$94,967	0.1	6.7	9	9
Provincial	\$49.65	\$96,934	\$1,318	\$98,252	0.6	4.8	19	19	\$50.63	\$94,900	\$67	\$94,967	0.1	6.7	9	9
National			N/A				4	4			N/A				2	2
International			N/A				1	1			N/A				0	0
AFFILIATION STATUS																
Affiliated	\$44.87	\$84,073	\$1,500	\$85,573	1.3	3.9	16	16	\$43.97	\$82,650	\$2,845	\$85,495	3.0	3.9	10	10
Stand-alone	\$46.58	\$90,182	\$2,097	\$92,280	1.4	4.1	58	58	\$61.02	\$114,951	\$5,638	\$120,589	4.2	5.6	17	17
REVENUE																
\$500,000 or Less	\$35.09	\$67,412	\$280	\$67,692	0.5	3.1	41	41			N/A				1	1
\$500,001 to \$1M	\$41.05	\$79,676	\$0	\$79,676	0.0	4.3	9	9			N/A				2	2
\$1M to \$2M	\$53.18	\$101,072	\$2,667	\$103,739	2.2	4.4	9	9	\$43.98	\$84,788	\$0	\$84,788	0.0	3.9	8	8
\$2M to \$5M	\$81.80	\$161,377	\$7,092	\$168,469	3.1	8.5	6	6	\$62.31	\$115,467	\$4,100	\$119,567	3.5	8.2	6	6
More Than \$5M	\$68.04	\$129,096	\$7,511	\$136,607	5.0	4.9	9	9	\$65.34	\$121,356	\$9,970	\$131,326	8.0	4.4	10	10
NUMBER OF EMPLOYEES																
1 to 5	\$34.54	\$66,302	\$338	\$66,641	0.6	3.2	34	34			N/A				1	1
6 to 10	\$42.74	\$81,545	\$0	\$81,545	0.0	3.5	14	14			N/A				0	0
11 to 20	\$55.79	\$107,794	\$444	\$108,239	0.3	4.2	9	9	\$46.16	\$88,680	\$2,845	\$91,525	3.0	3.9	10	10
21 to 50	\$58.38	\$112,668	\$4,956	\$117,624	3.4	7.1	9	9	\$54.54	\$103,200	\$9,585	\$112,785	7.1	6.4	10	10
More Than 50	\$73.23	\$141,187	\$9,506	\$150,692	5.5	5.0	9	9	\$72.85	\$132,643	\$0	\$132,643	0.0	4.7	6	6
AGE																
Under 25			N/A				0	0			N/A				0	0
26 to 35	\$38.14	\$70,853	\$4,545	\$75,398	2.9	2.9	11	11			N/A				1	1
36 to 45	\$37.82	\$72,450	\$2,729	\$75,179	2.2	4.7	14	14	\$46.08	\$88,490	\$7,125	\$95,615	5.0	4.1	10	10
46 to 55	\$48.79	\$95,131	\$464	\$95,595	0.5	3.8	14	14	\$51.24	\$97,383	\$2,963	\$100,345	2.6	6.6	8	8
56 to 65	\$45.59	\$87,990	\$391	\$88,381	0.7	4.2	23	23			N/A				2	2
66 or Older			N/A				4	4			N/A				1	1
EDUCATION																
High School Grad or Less	\$40.20	\$76,219	\$3,571	\$79,791	2.3	3.6	14	14			N/A				4	4
Undergrad Degree/College	\$39.88	\$77,141	\$860	\$78,001	0.9	4.0	42	42	\$55.54	\$105,007	\$3,843	\$108,850	3.1	5.7	15	15
Graduate Degree	\$64.29	\$123,355	\$3,134	\$126,489	1.6	4.4	19	19	\$67.96	\$127,343	\$9,625	\$136,968	7.5	4.3	6	6

Notes: Blank cells indicate that there were too few responses to report.
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 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN ALBERTA (LEVELS 3 & 4)

	Level 3: Senior Management						Level 4: Management/Supervisory									
	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$46.20	\$90,382	\$489	\$90,871	0.6	3.9	47	36	\$30.44	\$58,813	\$76	\$58,888	0.2	4.5	82	59
TYPE OF NONPROFIT																
Registered Charity	\$50.81	\$95,077	\$920	\$95,997	1.1	4.0	25	23	\$30.84	\$59,091	\$111	\$59,202	0.3	5.1	56	43
Other Nonprofit	\$40.95	\$85,047	\$0	\$85,047	0.0	3.9	22	13	\$29.57	\$58,212	\$0	\$58,212	0.0	3.2	26	16
JURISDICTION																
Local/Municipal	\$39.21	\$80,745	\$870	\$81,615	0.9	3.8	24	13	\$29.79	\$58,092	\$98	\$58,189	0.2	3.1	41	23
Regional Within Province	\$40.43	\$71,433	\$233	\$71,667	0.6	3.4	9	9	\$28.56	\$56,082	\$0	\$56,082	0.0	3.4	8	8
Provincial	\$65.45	\$126,265	\$0	\$126,265	0.0	4.5	12	12	\$31.88	\$60,561	\$71	\$60,632	0.2	6.8	31	26
National			N/A				2	2			N/A				1	1
International			N/A				0	0			N/A				1	1
AFFILIATION STATUS																
Affiliated	\$42.78	\$91,109	\$593	\$91,702	0.7	4.0	15	6	\$27.88	\$53,201	\$235	\$53,436	0.6	2.9	17	13
Stand-alone	\$47.80	\$90,041	\$441	\$90,482	0.5	3.9	32	30	\$31.11	\$60,280	\$34	\$60,314	0.1	5.0	65	46
REVENUE																
\$500,000 or Less			N/A				4	4	\$26.16	\$50,291	\$0	\$50,291	0.0	2.7	13	13
\$500,001 to \$1M			N/A				4	4	\$25.42	\$50,046	\$0	\$50,046	0.0	3.1	11	11
\$1M to \$2M			N/A				1	1	\$32.02	\$61,250	\$0	\$61,250	0.0	3.7	20	11
\$2M to \$5M	\$57.44	\$106,679	\$0	\$106,679	0.0	4.1	15	15	\$34.46	\$66,801	\$96	\$66,896	0.2	7.6	23	14
More Than \$5M	\$40.58	\$84,264	\$1,229	\$85,493	1.3	4.0	17	8			N/A				4	4
NUMBER OF EMPLOYEES																
1 to 5			N/A				4	4	\$25.84	\$49,455	\$0	\$49,455	0.0	2.4	9	9
6 to 10			N/A				3	3	\$25.41	\$49,570	\$0	\$49,570	0.0	3.1	15	15
11 to 20			N/A				3	3	\$26.99	\$52,666	\$250	\$52,916	0.6	3.4	16	12
21 to 50	\$42.82	\$82,386	\$1,714	\$84,100	1.7	4.4	7	5	\$33.25	\$63,797	\$138	\$63,934	0.3	9.2	16	9
More Than 50	\$50.29	\$99,031	\$0	\$99,031	0.0	4.1	30	21	\$36.02	\$69,695	\$0	\$69,695	0.0	3.7	21	12
AGE																
Under 25			N/A				0	0			N/A				2	2
26 to 35	\$30.99	\$56,908	\$350	\$57,258	0.8	3.0	6	6	\$25.06	\$47,769	\$433	\$48,202	1.0	6.8	12	12
36 to 45			N/A				4	4	\$27.20	\$53,153	\$0	\$53,153	0.0	3.0	12	12
46 to 55	\$43.01	\$81,236	\$1,111	\$82,347	1.3	4.0	8	8			N/A				3	3
56 to 65			N/A				1	1	\$26.52	\$51,749	\$0	\$51,749	0.0	3.3	10	10
66 or Older			N/A				0	0			N/A				0	0
EDUCATION																
High School Grad or Less	\$41.57	\$79,700	\$0	\$79,700	0.0	3.7	7	7	\$28.45	\$55,914	\$67	\$55,980	0.1	5.8	9	9
Undergrad Degree/College	\$47.13	\$89,377	\$1,352	\$90,730	1.6	3.8	17	17	\$29.33	\$56,262	\$153	\$56,415	0.4	4.1	30	30
Graduate Degree	\$60.88	\$116,182	\$0	\$116,182	0.0	3.8	9	9	\$31.05	\$58,549	\$0	\$58,549	0.0	2.6	9	9

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COMPENSATION BY LEVEL IN ALBERTA (LEVELS 5 & 6)

	Level 5: Functional & Program Staff						Level 6: Support Staff									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$23.72	\$44,452	\$70	\$44,522	0.1	2.4	415	109	\$21.71	\$42,513	\$20	\$42,533	0.1	2.5	84	47
TYPE OF NONPROFIT																
Registered Charity	\$28.02	\$52,227	\$132	\$52,359	0.3	2.4	216	86	\$21.54	\$42,054	\$22	\$42,077	0.1	2.5	75	41
Other Nonprofit	\$19.06	\$36,014	\$3	\$36,017	0.0	2.5	199	23	\$23.17	\$46,333	\$0	\$46,333	0.0	2.6	9	6
JURISDICTION																
Local/Municipal	\$22.04	\$41,336	\$77	\$41,414	0.1	2.5	298	46	\$23.94	\$46,638	\$3	\$46,641	0.0	2.6	29	16
Regional Within Province	\$23.84	\$45,251	\$81	\$45,333	0.2	2.2	37	23	\$21.07	\$40,604	\$0	\$40,604	0.0	1.3	12	12
Provincial	\$28.87	\$53,401	\$43	\$53,445	0.1	2.2	69	29	\$19.62	\$38,858	\$42	\$38,900	0.1	2.8	38	14
National	\$39.68	\$76,968	\$0	\$76,968	0.0	3.2	6	6			N/A				3	
International			N/A				3	3			N/A				2	
AFFILIATION STATUS																
Affiliated	\$26.22	\$47,674	\$184	\$47,859	0.3	2.9	125	38	\$23.25	\$45,775	\$0	\$45,775	0.0	2.4	20	13
Stand-alone	\$22.60	\$42,988	\$21	\$43,009	0.1	2.2	289	70	\$21.41	\$41,834	\$25	\$41,860	0.1	2.6	63	33
REVENUE																
\$500,000 or Less	\$25.03	\$48,249	\$56	\$48,305	0.2	2.0	54	44	\$21.28	\$41,800	\$4	\$41,804	0.0	1.3	20	18
\$500,001 to \$1M	\$25.28	\$49,979	\$0	\$49,979	0.0	2.9	25	16	\$25.50	\$48,183	\$0	\$48,183	0.0	3.4	5	5
\$1M to \$2M	\$24.15	\$43,816	\$9	\$43,825	0.0	1.0	53	15	\$27.70	\$55,211	\$0	\$55,211	0.0	3.1	14	9
\$2M to \$5M	\$22.74	\$42,265	\$10	\$42,275	0.0	3.2	258	12	\$23.46	\$45,300	\$178	\$45,478	0.5	5.6	9	6
More Than \$5M	\$28.83	\$55,343	\$1,097	\$56,440	1.9	3.1	21	18	\$18.43	\$36,179	\$0	\$36,179	0.0	2.2	35	8
NUMBER OF EMPLOYEES																
1 to 5	\$26.02	\$50,659	\$12	\$50,672	0.0	2.0	41	38	\$22.85	\$45,361	\$0	\$45,361	0.0	1.2	20	18
6 to 10	\$24.50	\$47,109	\$79	\$47,188	0.2	2.6	38	22	\$23.84	\$44,435	\$0	\$44,435	0.0	2.4	9	9
11 to 20	\$23.07	\$43,918	\$562	\$44,480	1.0	2.7	41	21	\$27.73	\$55,000	\$0	\$55,000	0.0	3.5	10	6
21 to 50	\$31.04	\$56,497	\$23	\$56,521	0.1	4.1	107	13	\$22.01	\$42,086	\$114	\$42,200	0.3	4.6	14	7
More Than 50	\$18.74	\$35,266	\$0	\$35,266	0.0	1.7	182	9	\$18.24	\$36,284	\$0	\$36,284	0.0	2.2	29	5
AGE																
Under 25	\$22.40	\$42,789	\$0	\$42,789	0.0	1.6	9	9			N/A				3	
26 to 35	\$24.13	\$45,865	\$653	\$46,518	1.2	2.8	26	26	\$23.06	\$45,032	\$86	\$45,118	0.2	2.2	14	14
36 to 45	\$27.45	\$53,171	\$503	\$53,674	1.0	2.8	18	18	\$22.43	\$42,414	\$0	\$42,414	0.0	1.7	7	7
46 to 55	\$25.63	\$50,674	\$0	\$50,674	0.0	1.0	9	9	\$19.50	\$36,994	\$80	\$37,074	0.3	6.0	6	6
56 to 65	\$31.47	\$59,373	\$0	\$59,373	0.0	3.1	10	10			N/A				3	
66 or Older			N/A				0	0			N/A				1	
EDUCATION																
High School Grad or Less	\$22.83	\$44,807	\$158	\$44,965	0.5	2.5	19	19	\$21.31	\$42,280	\$30	\$42,310	0.1	2.0	16	16
Undergrad Degree/College	\$27.02	\$51,712	\$444	\$52,156	0.8	2.4	53	53	\$23.36	\$43,668	\$109	\$43,777	0.3	4.2	11	11
Graduate Degree	\$27.28	\$50,916	\$0	\$50,916	0.0	3.0	8	8	\$24.40	\$48,400	\$0	\$48,400	0.0	2.0	5	5

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COMPENSATION AND BENEFITS IN BRITISH COLUMBIA

This section presents compensation and benefits benchmarks for employees working in British Columbia. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN BRITISH COLUMBIA

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	72%	88%	94%	88%	80%	61%
Retirement	33%	44%	64%	60%	49%	34%
Education	72%	74%	82%	86%	73%	52%
Automobile	11%	6%	5%	12%	3%	3%
Paid Parking	15%	16%	11%	6%	9%	6%
Perquisites	77%	87%	85%	82%	55%	47%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN BRITISH COLUMBIA

	Level 1: Chief Executives (N=126)	Level 2: Senior Executives (N=32)	Level 3: Senior Management (N=106)	Level 4: Management/ Supervisory (N=161)	Level 5: Functional & Program Staff (N=254)	Level 6: Support Staff (N=105)
RSP Total	27%	25%	45%	40%	35%	19%
Matched contribution	17%	13%	27%	30%	28%	17%
Basic contribution	12%	13%	20%	15%	10%	4%
Pension Plan Total	6%	19%	19%	21%	15%	15%
Defined benefit pension plan	3%	9%	9%	4%	1%	4%
Defined contribution pension plan	2%	9%	10%	17%	14%	11%
Health benefits continued after retirement	2%	0%	3%	0.4%	0.4%	0%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN BRITISH COLUMBIA

	Level 1: Chief Executives (N=128)	Level 2: Senior Executives (N=32)	Level 3: Senior Management (N=106)	Level 4: Management/ Supervisory (N=157)	Level 5: Functional & Program Staff (N=256)	Level 6: Support Staff (N=106)
Parking						
Employer-paid parking (otherwise not free)	15%	16%	11%	6%	9%	6%
Parking that is already free	59%	31%	58%	66%	73%	70%
Other automobile benefits						
Vehicle allowance	8%	6%	4%	8%	0.3%	0%
Regular use of organization-owned vehicle	2%	0%	0%	4%	2%	1%
Regular use of organization-leased vehicle	2%	0%	1%	2%	2%	1%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN BRITISH COLUMBIA

	Level 1: Chief Executives (N=127)	Level 2: Senior Executives (N=32)	Level 3: Senior Management (N=108)	Level 4: Management/ Supervisory (N=162)	Level 5: Functional & Program Staff (N=256)	Level 6: Support Staff (N=105)
Dental plan						
Employer Paid	48%	69%	70%	66%	42%	42%
Shared Payment	17%	16%	22%	18%	35%	17%
Employee Paid	0%	0%	0%	1%	0.4%	0%
Vision care						
Employer Paid	41%	56%	67%	65%	41%	40%
Shared Payment	17%	16%	21%	17%	24%	17%
Employee Paid	1%	3%	0%	2%	1%	0%
Prescription drug plan						
Employer Paid	46%	66%	71%	65%	44%	42%
Shared Payment	17%	16%	21%	18%	34%	17%
Employee Paid	1%	3%	0%	1%	0.3%	0%
Ext. health care/major medical insurance						
Employer Paid	47%	69%	71%	68%	47%	52%
Shared Payment	16%	16%	21%	15%	30%	7%
Employee Paid	0%	0%	0%	0.4%	0.1%	0%
Benefit coverage for family & dependents						
Employer Paid	47%	66%	71%	67%	47%	51%
Shared Payment	15%	16%	21%	13%	31%	7%
Employee Paid	1%	3%	0%	3%	0.2%	0%
Life insurance						
Employer Paid	43%	68%	72%	59%	44%	50%
Shared Payment	10%	10%	9%	9%	19%	6%
Employee Paid	6%	7%	7%	12%	13%	1%
Accidental death and dismemberment						
Employer Paid	43%	66%	69%	52%	38%	39%
Shared Payment	10%	7%	15%	6%	20%	6%
Employee Paid	6%	7%	4%	13%	14%	10%
Short-term disability insurance						
Employer Paid	19%	43%	30%	23%	22%	18%
Shared Payment	6%	10%	3%	5%	3%	4%
Employee Paid	2%	0%	2%	10%	13%	1%
Long-term disability insurance						
Employer Paid	27%	48%	38%	25%	21%	19%
Shared Payment	10%	10%	15%	17%	21%	9%
Employee Paid	14%	23%	25%	31%	27%	28%
Alternative therapy insurance						
Employer Paid	44%	53%	67%	63%	41%	43%
Shared Payment	15%	19%	21%	15%	34%	16%
Employee Paid	1%	3%	0%	3%	1%	0%
Survivor insurance						
Employer Paid	23%	29%	34%	15%	20%	20%
Shared Payment	5%	10%	7%	6%	15%	5%
Employee Paid	1%	3%	0%	13%	11%	0%
Work-related travel accident insurance						
Employer Paid	31%	58%	57%	56%	38%	33%
Shared Payment	8%	10%	16%	5%	18%	3%
Employee Paid	1%	0%	0%	1%	11%	0%

	Level 1: Chief Executives (N=127)	Level 2: Senior Executives (N=32)	Level 3: Senior Management (N=108)	Level 4: Management/ Supervisory (N=162)	Level 5: Functional & Program Staff (N=256)	Level 6: Support Staff (N=105)
Employee assistance program (EAP)						
Employer Paid	34%	48%	59%	56%	45%	44%
Shared Payment	7%	17%	17%	6%	21%	4%
Employee Paid	1%	3%	0%	1%	0.1%	0%
Health spending account						
Employer Paid	13%	21%	11%	18%	10%	16%
Shared Payment	2%	4%	0%	1%	1%	1%
Employee Paid	0%	0%	0%	0%	0%	0%
Critical illness insurance						
Employer Paid	20%	30%	33%	17%	23%	15%
Shared Payment	7%	7%	8%	3%	8%	4%
Employee Paid	4%	7%	5%	11%	14%	1%

PERQUISITES BY LEVEL IN BRITISH COLUMBIA

	Level 1: Chief Executives (N=127)	Level 2: Senior Executives (N=31)	Level 3: Senior Management (N=103)	Level 4: Management/ Supervisory (N=156)	Level 5: Functional & Program Staff (N=256)	Level 6: Support Staff (N=102)
35-hour work week with full pay	8%	3%	7%	11%	9%	13%
Adoption assistance	1%	0%	1%	3%	2%	2%
Business travel insurance (non-health)	3%	16%	13%	3%	0.1%	1%
Cell phone/smartphone for personal use	17%	16%	9%	11%	4%	5%
Cell phone/smartphone for work	46%	52%	50%	55%	21%	3%
Charitable gift/donation matching	0%	0%	0%	0.4%	0%	0%
Compressed work week or flextime	26%	42%	28%	22%	26%	12%
Conference registration and travel	43%	48%	57%	33%	26%	21%
Earned days off program	18%	16%	17%	15%	24%	14%
Emergency/disaster relief fund	1%	0%	3%	0.4%	0%	0%
Employee loan program	2%	3%	5%	0.4%	0.2%	0%
Expense account	5%	0%	0%	3%	0.1%	1%
Financial/retirement planning	2%	3%	6%	10%	0.2%	3%
Fitness club membership	2%	0%	0%	3%	11%	2%
Home office equipment	7%	7%	8%	10%	0.3%	0%
Internet at home for telecommuting	2%	0%	1%	0%	0.1%	0%
Legal counselling	0%	0%	1%	0%	0%	0%
Maternity/paternity benefits	7%	10%	9%	9%	9%	8%
Other club membership(s)	0%	3%	0%	0%	0%	1%
Paid child care during business travel	1%	0%	4%	0.4%	0.1%	0%
Paid leave of absence	10%	29%	20%	11%	6%	8%
PDA provided (other than smartphone)	7%	0%	7%	9%	0.2%	4%
Personal use of reward points	6%	3%	6%	4%	0%	0%
Professional dues (i.e., associations)	23%	39%	41%	25%	18%	14%
Public transit pass or allowance	2%	0%	1%	0%	0.1%	0%
Spouse's travel expenses for conferences	0%	0%	1%	0%	0%	1%
Tuition assistance/reimbursement	8%	10%	12%	8%	12%	2%
Wellness/fitness subsidy	5%	7%	5%	4%	15%	4%
Other	5%	10%	5%	2%	2%	1%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN BRITISH COLUMBIA

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$4,629	\$5,205	\$6,253	\$5,074	\$3,896	\$3,543
	Percent of Base	5.0%	5.7%	8.5%	7.7%	8.2%	7.6%
Retirement	Cash Value	\$4,623	\$4,090	\$3,409	\$2,437	\$2,117	\$2,393
	Percent of Base	4.5%	4.6%	4.6%	3.9%	4.5%	5.2%
Education		\$1,261	\$2,588	\$1,330	\$911	\$380	\$655
Parking		\$1,452	N/A	\$490	\$939	N/A	\$429
Other Automobile		\$3,256	N/A	N/A	N/A	\$333	N/A
Perquisites		\$1,627	\$1,100	\$1,988	\$958	\$524	\$745
AMONG ALL STAFF							
Health	Cash Value	\$3,310	\$4,554	\$5,884	\$4,485	\$3,101	\$2,151
	Percent of Base	3.6%	5.0%	8.0%	6.8%	6.5%	4.6%
Retirement	Cash Value	\$1,503	\$1,787	\$2,168	\$1,450	\$1,039	\$814
	Percent of Base	1.5%	2.0%	2.9%	2.3%	2.2%	1.8%
Education		\$901	\$1,920	\$1,092	\$787	\$277	\$341
Parking		\$224	\$88	\$51	\$56	\$52	\$24
Other Automobile		\$355	\$0	\$39	\$0	\$11	\$14
Perquisites		\$1,256	\$958	\$1,691	\$788	\$290	\$351
Average Total Value		\$7,549	\$9,307	\$10,925	\$7,566	\$4,770	\$3,695

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN BRITISH COLUMBIA

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$60,000	\$60,000 to \$80,000	\$80,000 to \$106,667	\$106,667 <	\$142,000
	Hourly	< \$32.00	\$32.00 to \$42.29	\$42.29 to \$54.79	\$54.79 <	\$74.29
Level 2: Senior Executives	Annual	< \$70,000	\$70,000 to \$80,000	\$80,000 to \$90,000	\$90,000 <	\$129,278
	Hourly	< \$36.19	\$36.19 to \$40.00	\$40.00 to \$45.71	\$45.71 <	\$73.87
Level 3: Senior Management	Annual	< \$55,350	\$55,350 to \$65,195	\$65,195 to \$90,000	\$90,000 <	\$105,861
	Hourly	< \$28.80	\$28.80 to \$35.00	\$35.00 to \$44.80	\$44.80 <	\$60.49
Level 4: Management/Supervisory	Annual	< \$46,875	\$46,875 to \$53,000	\$53,000 to \$64,000	\$64,000 <	\$85,000
	Hourly	< \$25.00	\$25.00 to \$27.14	\$27.14 to \$32.84	\$32.84 <	\$48.57
Level 5: Functional & Program Staff	Annual	< \$36,000	\$36,000 to \$42,280	\$42,280 to \$44,000	\$44,000 <	\$52,049
	Hourly	< \$18.15	\$18.15 to \$21.14	\$21.14 to \$22.86	\$22.86 <	\$28.57
Level 6: Support Staff	Annual	< \$34,000	\$34,000 to \$38,000	\$38,000 to \$44,269	\$44,269 <	\$60,000
	Hourly	< \$17.00	\$17.00 to \$20.00	\$20.00 to \$22.88	\$22.88 <	\$30.49

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

COMPENSATION BY LEVEL IN BRITISH COLUMBIA (LEVELS 1 & 2)

	Level 1: Chief Executives						Level 2: Senior Executives										
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	
EMPLOYMENT STATUS																	
Total	\$44.99	\$85,333	\$680	\$86,013	0.7	4.1	179	179	\$42.49	\$80,352	\$579	\$80,931	0.8	4.0	45	45	
TYPE OF NONPROFIT																	
Registered Charity	\$45.95	\$87,169	\$556	\$87,725	0.6	4.1	138	138	\$42.49	\$80,329	\$394	\$80,723	0.5	3.9	33	33	
Other Nonprofit	\$41.73	\$79,154	\$1,096	\$80,249	1.1	4.2	41	41	\$42.49	\$80,415	\$1,087	\$81,501	1.8	4.1	12	12	
JURISDICTION																	
Local/Municipal	\$39.78	\$75,222	\$267	\$75,488	0.4	3.9	77	77	\$38.33	\$73,400	\$1,600	\$75,000	2.5	5.1	10	10	
Regional Within Province	\$42.30	\$81,860	\$1,508	\$83,368	1.4	4.2	35	35	\$33.45	\$61,623	\$83	\$61,706	0.1	2.6	5	5	
Provincial	\$54.54	\$102,345	\$865	\$103,210	0.8	4.5	39	39	\$46.62	\$86,264	\$330	\$86,595	0.4	4.2	14	14	
National	\$55.29	\$103,680	\$700	\$104,380	0.7	4.7	18	18	\$44.21	\$84,918	\$167	\$85,085	0.3	3.8	12	12	
International	\$39.49	\$71,754	\$222	\$71,976	0.2	3.4	9	9	N/A	N/A	N/A	N/A	N/A	N/A	4	4	
AFFILIATION STATUS																	
Affiliated	\$46.49	\$89,496	\$1,152	\$90,648	1.1	4.1	32	32	\$45.31	\$89,500	\$500	\$90,000	0.5	2.9	8	8	
Stand-alone	\$44.66	\$84,427	\$577	\$85,004	0.6	4.1	147	147	\$41.88	\$78,374	\$596	\$78,970	0.9	4.2	37	37	
REVENUE																	
\$500,000 or Less	\$33.91	\$64,971	\$678	\$65,649	0.8	3.5	72	72	\$34.48	\$66,980	\$89	\$67,069	0.1	3.3	7	7	
\$500,001 to \$1M	\$44.71	\$84,728	\$231	\$84,958	0.3	4.1	26	26	\$40.69	\$76,919	\$0	\$76,919	0.0	3.4	8	8	
\$1M to \$2M	\$48.89	\$93,021	\$1,043	\$94,064	1.0	4.5	41	41	\$39.29	\$72,874	\$14,17	\$74,291	2.3	3.9	12	12	
\$2M to \$5M	\$55.82	\$107,028	\$576	\$107,604	0.5	4.6	21	21	\$44.45	\$86,581	\$38	\$86,619	0.1	3.9	11	11	
More Than \$5M	\$67.33	\$123,799	\$667	\$124,466	0.6	5.5	18	18	\$54.98	\$100,677	\$1,143	\$101,820	1.3	5.3	7	7	
NUMBER OF EMPLOYEES																	
1 to 5	\$32.84	\$63,773	\$823	\$64,595	0.9	3.1	49	49	\$43.14	\$86,280	\$125	\$86,405	0.2	3.6	5	5	
6 to 10	\$41.47	\$78,613	\$577	\$79,190	0.7	4.4	32	32	\$41.11	\$78,182	\$556	\$78,737	0.8	3.6	9	9	
11 to 20	\$46.91	\$87,926	\$685	\$88,611	0.6	4.2	42	42	\$37.94	\$72,714	\$0	\$72,714	0.0	3.1	11	11	
21 to 50	\$54.05	\$102,117	\$483	\$102,600	0.4	4.5	29	29	\$46.55	\$84,727	\$42	\$84,768	0.1	4.4	10	10	
More Than 50	\$57.97	\$109,802	\$773	\$110,575	0.7	5.2	26	26	\$44.36	\$83,368	\$2,000	\$85,368	2.9	4.9	10	10	
AGE																	
Under 25			N/A				0	0			N/A						0
26 to 35	\$31.91	\$61,832	\$0	\$61,832	0.0	3.4	13	13	\$36.85	\$70,100	\$233	\$70,333	0.3	3.5	6	6	
36 to 45	\$39.71	\$75,570	\$311	\$75,881	0.4	3.6	47	47	\$40.32	\$74,989	\$1,430	\$76,418	2.1	3.9	14	14	
46 to 55	\$44.72	\$84,574	\$880	\$85,454	0.9	4.6	52	52	\$46.95	\$89,424	\$57	\$89,481	0.1	4.6	11	11	
56 to 65	\$48.39	\$91,213	\$1,285	\$92,498	1.2	4.4	41	41	\$41.88	\$75,395	\$0	\$75,395	0.0	3.7	7	7	
66 or Older	\$56.21	\$105,556	\$0	\$105,556	0.0	4.4	9	9	N/A	N/A	N/A	N/A	N/A	N/A	1	1	
EDUCATION																	
High School Grad or Less	\$37.90	\$73,100	\$457	\$73,557	0.6	3.3	23	23	\$36.12	\$66,809	\$0	\$66,809	0.0	4.2	5	5	
Undergrad Degree/College	\$41.17	\$78,980	\$773	\$79,753	0.8	4.2	75	75	\$40.48	\$76,807	\$139	\$76,946	0.2	3.8	19	19	
Graduate Degree	\$49.36	\$92,214	\$659	\$92,874	0.6	4.4	67	67	\$43.56	\$82,616	\$1,141	\$83,757	1.7	3.9	17	17	

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN BRITISH COLUMBIA (LEVELS 3 & 4)

	Level 3: Senior Management					Level 4: Management/Supervisory								
	Hourly	Base	Bonus/ Variable	Total	Bonus % Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus % Vacation Weeks	# of People	N
EMPLOYMENT STATUS														
Total	\$37.27	\$70,457	\$527	\$70,984	0.6	4.4	183	\$29.38	\$55,501	\$84	\$55,585	0.1	3.6	353
TYPE OF NONPROFIT														
Registered Charity	\$37.86	\$70,854	\$626	\$71,480	0.7	4.5	154	\$30.41	\$56,470	\$91	\$56,561	0.2	4.1	264
Permanent Part-Time	\$34.25	\$68,498	\$0	\$68,498	0.0	4.2	27	\$26.17	\$52,331	\$20	\$52,351	0.0	2.3	81
Casual Part-Time/Contract			N/A				2	\$27.93	\$55,633	\$492	\$56,125	0.8	0.9	8
JURISDICTION														
Local/Municipal	\$33.58	\$63,631	\$452	\$64,083	0.5	4.6	73	\$26.50	\$50,103	\$46	\$50,149	0.1	4.3	138
Regional Within Province	\$34.39	\$65,204	\$504	\$65,708	0.7	3.6	36	\$28.86	\$54,869	\$57	\$54,926	0.1	3.0	96
Provincial	\$44.44	\$82,977	\$0	\$82,977	0.0	4.4	43	\$31.08	\$59,599	\$36	\$59,635	0.0	3.3	69
National	\$41.03	\$78,063	\$1,920	\$79,983	2.1	4.7	23	\$35.99	\$65,911	\$338	\$66,250	0.6	4.0	40
International	\$34.64	\$67,221	\$141	\$67,362	0.2	5.6	8	\$36.89	\$67,768	\$204	\$67,972	0.4	2.1	9
AFFILIATION STATUS														
Affiliated	\$38.10	\$72,904	\$833	\$73,737	0.9	4.4	36	\$27.15	\$50,969	\$165	\$51,135	0.3	3.8	77
Stand-alone	\$37.07	\$69,858	\$452	\$70,310	0.5	4.4	147	\$30.01	\$56,765	\$61	\$56,827	0.1	3.6	276
REVENUE														
\$500,000 or Less	\$28.06	\$53,614	\$0	\$53,614	0.0	2.4	14	\$25.52	\$48,757	\$227	\$48,984	0.4	2.2	48
\$500,001 to \$1M	\$31.92	\$60,905	\$765	\$61,669	1.0	3.5	17	\$27.61	\$52,176	\$23	\$52,198	0.1	2.9	44
\$1M to \$2M	\$34.41	\$66,479	\$265	\$66,744	0.3	4.3	42	\$30.49	\$58,201	\$36	\$58,237	0.1	3.4	51
\$2M to \$5M	\$34.40	\$65,716	\$166	\$65,883	0.3	4.1	49	\$26.75	\$51,927	\$21	\$51,948	0.0	2.9	69
More Than \$5M	\$46.90	\$86,930	\$1,210	\$88,140	1.3	5.5	53	\$34.16	\$62,870	\$139	\$63,009	0.2	5.5	104
NUMBER OF EMPLOYEES														
1 to 5	\$26.49	\$52,253	\$0	\$52,253	0.0	1.2	5	\$27.78	\$52,864	\$225	\$53,089	0.4	1.9	28
6 to 10	\$33.53	\$64,475	\$142	\$64,616	0.2	4.7	15	\$28.89	\$55,331	\$75	\$55,406	0.2	3.3	35
11 to 20	\$38.76	\$73,938	\$970	\$74,908	1.1	4.0	33	\$28.54	\$54,089	\$178	\$54,267	0.3	3.1	67
21 to 50	\$37.01	\$70,495	\$197	\$70,692	0.2	4.1	58	\$31.60	\$58,888	\$57	\$58,946	0.1	3.7	84
More Than 50	\$37.87	\$70,597	\$749	\$71,345	0.9	4.9	68	\$28.66	\$54,271	\$32	\$54,303	0.0	4.4	124
AGE														
Under 25			N/A				0	\$21.33	\$41,361	\$0	\$41,361	0.0	2.5	6
26 to 35	\$35.12	\$65,931	\$800	\$66,731	1.0	3.6	15	\$27.42	\$52,339	\$82	\$52,420	0.4	3.0	60
36 to 45	\$39.40	\$74,121	\$862	\$74,983	0.8	3.6	27	\$29.81	\$56,344	\$205	\$56,548	0.3	3.1	44
46 to 55	\$36.68	\$70,283	\$0	\$70,283	0.0	4.1	28	\$28.83	\$54,553	\$361	\$54,914	0.6	2.7	27
56 to 65	\$37.61	\$71,567	\$0	\$71,567	0.0	4.3	21	\$33.55	\$62,793	\$0	\$62,793	0.0	4.7	17
66 or Older			N/A				1			N/A				2
EDUCATION														
High School Grad or Less	\$30.87	\$59,118	\$0	\$59,118	0.0	3.0	14	\$28.44	\$53,608	\$172	\$53,781	0.3	3.4	29
Undergrad Degree/College	\$39.18	\$73,953	\$516	\$74,469	0.5	4.2	49	\$28.85	\$54,630	\$114	\$54,743	0.2	3.2	92
Graduate Degree	\$39.25	\$73,861	\$385	\$74,245	0.4	3.6	26	\$32.66	\$61,622	\$262	\$61,884	0.5	2.9	36

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN BRITISH COLUMBIA (LEVELS 5 & 6)

	Level 5: Functional & Program Staff						Level 6: Support Staff									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$21.42	\$41,205	\$93	\$41,298	0.2	3.6	1,362	322	\$20.62	\$39,710	\$70	\$39,780	0.2	2.7	231	143
TYPE OF NONPROFIT																
Registered Charity	\$22.63	\$42,711	\$165	\$42,876	0.4	5.0	744	141	\$23.94	\$43,826	\$167	\$43,994	0.4	3.5	74	49
Permanent Part-Time	\$20.90	\$41,796	\$17	\$41,813	0.0	2.7	245	119	\$19.35	\$38,703	\$51	\$38,754	0.1	3.1	76	53
Casual Part-Time/Contract	\$19.35	\$37,812	\$0	\$37,812	0.0	1.1	373	62	\$18.78	\$36,893	\$0	\$36,893	0.0	1.5	81	41
JURISDICTION																
Other Nonprofit	\$21.52	\$41,385	\$8	\$41,393	0.0	4.7	817	200	\$20.21	\$39,276	\$100	\$39,376	0.2	2.8	159	89
Local/Municipal	\$20.99	\$40,640	\$1	\$40,641	0.0	5.7	662	159	\$19.99	\$38,709	\$0	\$38,709	0.0	2.5	103	69
Regional Within Province	\$20.79	\$39,745	\$8	\$39,753	0.0	1.5	367	68	\$19.31	\$37,159	\$6	\$37,165	0.0	2.8	66	25
Provincial	\$23.73	\$45,136	\$12	\$45,148	0.0	2.6	124	57	\$22.44	\$43,065	\$0	\$43,065	0.0	2.9	35	27
National	\$22.63	\$43,839	\$669	\$44,508	1.6	2.5	181	29	\$23.23	\$43,924	\$634	\$44,558	1.5	2.8	25	20
International	\$21.92	\$39,250	\$29	\$39,279	0.1	2.6	28	9			N/A					2
AFFILIATION STATUS																
Affiliated	\$21.29	\$41,189	\$473	\$41,662	1.1	2.5	259	55	\$20.92	\$40,457	\$260	\$40,717	0.6	3.7	61	39
Stand-alone	\$21.45	\$41,206	\$4	\$41,210	0.0	3.9	1,102	266	\$20.51	\$39,441	\$2	\$39,443	0.0	2.3	170	104
REVENUE																
\$500,000 or Less	\$19.69	\$38,692	\$6	\$38,699	0.0	2.0	155	95	\$18.35	\$36,092	\$0	\$36,092	0.0	2.6	65	43
\$500,001 to \$1M	\$21.39	\$41,884	\$634	\$42,518	1.5	2.0	186	51	\$22.05	\$41,988	\$0	\$41,988	0.0	2.1	21	19
\$1M to \$2M	\$21.84	\$42,076	\$5	\$42,081	0.0	2.7	161	58	\$21.56	\$41,796	\$0	\$41,796	0.0	2.9	23	21
\$2M to \$5M	\$21.02	\$40,821	\$10	\$40,831	0.0	1.7	285	34	\$19.72	\$38,029	\$8	\$38,037	0.0	1.4	48	23
More Than \$5M	\$21.98	\$41,538	\$8	\$41,546	0.0	6.6	498	46	\$22.73	\$42,881	\$256	\$43,137	0.6	3.7	62	26
NUMBER OF EMPLOYEES																
1 to 5	\$21.67	\$42,081	\$35	\$42,115	0.1	1.7	72	61	\$22.23	\$43,684	\$0	\$43,684	0.0	1.2	28	26
6 to 10	\$24.53	\$47,319	\$9	\$47,329	0.0	2.6	53	44	\$23.65	\$45,177	\$0	\$45,177	0.0	1.9	16	16
11 to 20	\$21.70	\$41,829	\$26	\$41,855	0.1	2.6	158	75	\$19.60	\$37,910	\$240	\$38,150	0.6	3.4	66	44
21 to 50	\$22.02	\$41,293	\$17	\$41,310	0.0	2.9	212	49	\$21.33	\$40,248	\$8	\$40,256	0.0	2.6	46	26
More Than 50	\$20.48	\$40,045	\$48	\$40,193	0.4	4.4	782	77	\$19.66	\$37,969	\$0	\$37,969	0.0	2.8	70	27
AGE																
Under 25	\$20.40	\$38,624	\$53	\$38,677	0.1	2.0	19	19	\$18.64	\$35,069	\$364	\$35,433	0.8	1.3	11	11
26 to 35	\$24.24	\$46,160	\$0	\$46,160	0.0	2.5	72	72	\$20.52	\$39,420	\$175	\$39,595	0.5	2.1	22	22
36 to 45	\$26.10	\$50,023	\$97	\$50,120	0.2	2.6	43	43	\$23.56	\$45,701	\$0	\$45,701	0.0	2.5	19	19
46 to 55	\$23.67	\$46,318	\$0	\$46,318	0.0	2.7	26	26	\$22.44	\$42,832	\$0	\$42,832	0.0	2.4	23	23
56 to 65	\$25.20	\$48,859	\$50	\$48,909	0.2	2.6	16	16	\$24.99	\$48,924	\$0	\$48,924	0.0	2.0	14	14
66 or Older	\$20.24	\$39,986	\$0	\$39,986	0.0	2.7	7	7	\$24.71	\$48,146	\$0	\$48,146	0.0	2.0	7	7
EDUCATION																
High School Grad or Less	\$22.52	\$43,819	\$0	\$43,819	0.0	2.4	42	42	\$21.20	\$40,737	\$0	\$40,737	0.0	2.1	41	41
Undergrad Degree/College	\$25.07	\$48,024	\$0	\$48,024	0.0	2.8	116	116	\$24.78	\$47,695	\$0	\$47,695	0.0	2.7	47	47
Graduate Degree	\$26.40	\$50,464	\$153	\$50,616	0.3	2.8	34	34			N/A					3

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION AND BENEFITS IN GREATER TORONTO AREA

This section presents compensation and benefits benchmarks for employees working in Greater Toronto Area. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN GREATER TORONTO AREA

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	82%	89%	97%	93%	80%	91%
Retirement	50%	66%	76%	66%	57%	65%
Education	72%	72%	80%	80%	59%	70%
Automobile	7%	0%	0.4%	0%	0.2%	0.3%
Paid Parking	16%	16%	8%	7%	3%	2%
Perquisites	74%	86%	89%	81%	59%	43%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN GREATER TORONTO AREA

	Level 1: Chief Executives (N=111)	Level 2: Senior Executives (N=55)	Level 3: Senior Management (N=118)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=248)	Level 6: Support Staff (N=110)
RSP Total	39%	44%	63%	50%	48%	28%
Matched contribution	23%	31%	43%	15%	17%	12%
Basic contribution	18%	15%	24%	35%	32%	17%
Pension Plan Total	14%	26%	43%	22%	21%	40%
Defined benefit pension plan	5%	9%	7%	14%	4%	17%
Defined contribution pension plan	9%	18%	38%	9%	17%	31%
Health benefits continued after retirement	0%	0%	0.4%	0%	0%	0%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN GREATER TORONTO AREA

	Level 1: Chief Executives (N=111)	Level 2: Senior Executives (N=54)	Level 3: Senior Management (N=115)	Level 4: Management/ Supervisory (N=156)	Level 5: Functional & Program Staff (N=242)	Level 6: Support Staff (N=110)
Parking						
Employer-paid parking (otherwise not free)	16%	16%	8%	7%	3%	2%
Parking that is already free	47%	27%	38%	44%	65%	34%
Other automobile benefits						
Vehicle allowance	6%	0%	0.4%	0%	0.1%	0.3%
Regular use of organization-owned vehicle	1%	0%	0%	0%	0.1%	0%
Regular use of organization-leased vehicle	0%	0%	0%	0%	0%	0%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN GREATER TORONTO AREA

	Level 1: Chief Executives (N=111)	Level 2: Senior Executives (N=56)	Level 3: Senior Management (N=118)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=249)	Level 6: Support Staff (N=111)
Dental plan						
Employer Paid	55%	68%	81%	74%	60%	62%
Shared Payment	22%	16%	13%	15%	14%	24%
Employee Paid	2%	2%	0%	1%	0.1%	2%
Vision care						
Employer Paid	51%	67%	55%	70%	56%	57%
Shared Payment	14%	6%	32%	11%	14%	19%
Employee Paid	2%	2%	0%	1%	0.1%	2%
Prescription drug plan						
Employer Paid	60%	70%	82%	75%	60%	67%
Shared Payment	18%	14%	11%	13%	12%	19%
Employee Paid	2%	2%	0%	0.3%	0.2%	2%
Ext. health care/major medical insurance						
Employer Paid	58%	78%	80%	76%	59%	65%
Shared Payment	17%	4%	11%	10%	14%	20%
Employee Paid	1%	2%	0%	0.3%	0.2%	3%
Benefit coverage for family & dependents						
Employer Paid	55%	78%	80%	74%	58%	67%
Shared Payment	17%	7%	11%	12%	14%	19%
Employee Paid	2%	0%	1%	1%	0.3%	2%
Life insurance						
Employer Paid	59%	78%	60%	77%	66%	75%
Shared Payment	9%	6%	30%	7%	10%	13%
Employee Paid	3%	4%	1%	3%	1%	0.3%
Accidental death and dismemberment						
Employer Paid	60%	76%	75%	61%	63%	59%
Shared Payment	10%	6%	7%	8%	10%	3%
Employee Paid	2%	0%	1%	2%	0.3%	0.3%
Short-term disability insurance						
Employer Paid	28%	39%	45%	30%	23%	27%
Shared Payment	13%	7%	6%	8%	11%	4%
Employee Paid	3%	0%	0%	1%	0.1%	2%
Long-term disability insurance						
Employer Paid	39%	39%	59%	41%	39%	47%
Shared Payment	15%	17%	15%	17%	12%	6%
Employee Paid	21%	24%	13%	23%	22%	31%
Alternative therapy insurance						
Employer Paid	56%	73%	58%	75%	60%	67%
Shared Payment	17%	4%	33%	12%	15%	19%
Employee Paid	2%	2%	0%	0.3%	0.2%	2%
Survivor insurance						
Employer Paid	33%	37%	29%	36%	40%	25%
Shared Payment	10%	4%	28%	7%	7%	3%
Employee Paid	2%	4%	0%	0%	0.3%	3%
Work-related travel accident insurance						
Employer Paid	47%	75%	73%	69%	48%	66%
Shared Payment	12%	2%	5%	6%	10%	2%
Employee Paid	1%	2%	0%	1%	0.1%	3%

	Level 1: Chief Executives (N=111)	Level 2: Senior Executives (N=56)	Level 3: Senior Management (N=118)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=249)	Level 6: Support Staff (N=111)
Employee assistance program (EAP)						
Employer Paid	52%	69%	81%	81%	61%	80%
Shared Payment	5%	2%	3%	4%	3%	1%
Employee Paid	0%	2%	0%	0.3%	0%	2%
Health spending account						
Employer Paid	16%	22%	39%	16%	20%	20%
Shared Payment	2%	0%	1%	2%	2%	0.4%
Employee Paid	1%	2%	0%	0.3%	3%	0.4%
Critical illness insurance						
Employer Paid	26%	32%	48%	16%	15%	9%
Shared Payment	10%	2%	4%	7%	7%	4%
Employee Paid	0%	6%	1%	0%	0.3%	7%

PERQUISITES BY LEVEL IN GREATER TORONTO AREA

	Level 1: Chief Executives (N=111)	Level 2: Senior Executives (N=55)	Level 3: Senior Management (N=117)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=247)	Level 6: Support Staff (N=111)
35-hour work week with full pay	8%	13%	32%	19%	5%	3%
Adoption assistance	0%	0%	0.4%	0.3%	0%	0%
Business travel insurance (non-health)	5%	7%	8%	13%	5%	2%
Cell phone/smartphone for personal use	24%	22%	12%	4%	3%	1%
Cell phone/smartphone for work	44%	44%	58%	52%	23%	21%
Charitable gift/donation matching	1%	0%	0%	0%	0%	0%
Compressed work week or flextime	21%	11%	14%	15%	15%	7%
Conference registration and travel	43%	46%	59%	38%	21%	11%
Earned days off program	12%	7%	8%	23%	8%	6%
Emergency/disaster relief fund	0%	0%	0.4%	0%	0%	0%
Employee loan program	0%	2%	0.4%	1%	2%	0.3%
Expense account	8%	2%	3%	2%	0%	0.3%
Financial/retirement planning	3%	4%	5%	2%	2%	2%
Fitness club membership	2%	2%	4%	1%	1%	0.3%
Home office equipment	14%	11%	30%	4%	0.3%	0.3%
Internet at home for telecommuting	7%	0%	0.4%	1%	0.2%	0%
Legal counselling	2%	4%	4%	6%	1%	0.3%
Maternity/paternity benefits	7%	9%	13%	13%	14%	11%
Other club membership(s)	1%	0%	0%	0%	0%	0%
Paid child care during business travel	2%	4%	1%	1%	2%	0.3%
Paid leave of absence	7%	11%	35%	14%	14%	8%
PDA provided (other than smartphone)	8%	2%	11%	14%	8%	2%
Personal use of reward points	5%	6%	4%	2%	1%	1%
Professional dues (i.e., associations)	20%	33%	48%	27%	5%	3%
Public transit pass or allowance	4%	4%	28%	3%	9%	2%
Spouse's travel expenses for conferences	0%	0%	0%	0%	0%	0%
Tuition assistance/reimbursement	3%	4%	6%	3%	2%	5%
Wellness/fitness subsidy	4%	4%	31%	6%	13%	4%
Other	4%	6%	1%	0.3%	2%	1%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN GREATER TORONTO AREA

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$6,785	\$6,566	\$5,286	\$6,672	\$4,655	\$4,552
	Percent of Base	7.0%	6.3%	5.8%	8.1%	10.0%	9.4%
Retirement	Cash Value	\$6,305	\$6,551	\$4,953	\$2,837	\$2,402	\$3,026
	Percent of Base	5.1%	5.3%	4.7%	4.1%	4.7%	5.9%
Education		\$1,526	\$1,492	\$1,468	\$1,270	\$760	\$783
Parking		\$2,247	\$1,260	\$1,338	N/A	N/A	N/A
Other Automobile		\$3,033	N/A	N/A	N/A	N/A	N/A
Perquisites		\$1,953	\$1,390	\$1,548	\$3,192	\$1,479	\$933
AMONG ALL STAFF							
Health	Cash Value	\$5,571	\$5,863	\$5,122	\$6,231	\$3,724	\$4,133
	Percent of Base	5.7%	5.6%	5.6%	7.6%	8.0%	8.5%
Retirement	Cash Value	\$3,121	\$4,291	\$3,769	\$1,870	\$1,357	\$1,952
	Percent of Base	2.5%	3.5%	3.6%	2.7%	2.7%	3.8%
Education		\$1,099	\$1,077	\$1,178	\$1,012	\$444	\$548
Parking		\$364	\$203	\$112	\$74	\$35	\$27
Other Automobile		\$218	\$0	\$0	\$0	\$20	\$1
Perquisites		\$1,444	\$1,188	\$1,376	\$2,576	\$871	\$401
Average Total Value		\$11,817	\$12,622	\$11,557	\$11,763	\$6,451	\$7,062

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN GREATER TORONTO AREA

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$72,000	\$72,000 to \$97,750	\$97,750 to \$135,000	\$135,000 <	\$248,000
	Hourly	< \$38.40	\$38.40 to \$50.00	\$50.00 to \$69.87	\$69.87 <	\$120.00
Level 2: Senior Executives	Annual	< \$80,000	\$80,000 to \$109,500	\$109,500 to \$127,500	\$127,500 <	\$180,000
	Hourly	< \$43.96	\$43.96 to \$55.19	\$55.19 to \$70.86	\$70.86 <	\$95.43
Level 3: Senior Management	Annual	< \$75,000	\$75,000 to \$90,000	\$90,000 to \$120,000	\$120,000 <	\$125,000
	Hourly	< \$39.43	\$39.43 to \$48.54	\$48.54 to \$65.00	\$65.00 <	\$69.71
Level 4: Management/Supervisory	Annual	< \$55,000	\$55,000 to \$62,000	\$62,000 to \$73,336	\$73,336 <	\$90,000
	Hourly	< \$29.14	\$29.14 to \$32.00	\$32.00 to \$40.00	\$40.00 <	\$45.00
Level 5: Functional & Program Staff	Annual	< \$42,000	\$42,000 to \$45,500	\$45,500 to \$53,535	\$53,535 <	\$80,000
	Hourly	< \$21.00	\$21.00 to \$25.14	\$25.14 to \$28.57	\$28.57 <	\$40.00
Level 6: Support Staff	Annual	< \$35,135	\$35,135 to \$42,805	\$42,805 to \$52,710	\$52,710 <	\$62,857
	Hourly	< \$20.00	\$20.00 to \$22.86	\$22.86 to \$30.12	\$30.12 <	\$34.57

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

COMPENSATION BY LEVEL IN GREATER TORONTO AREA (LEVELS 1 & 2)

	Level 1: Chief Executives						Level 2: Senior Executives									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$58.49	\$110,278	\$2,017	\$112,295	1.4	4.5	158	158	\$58.27	\$107,906	\$1,118	\$109,024	0.8	4.3	76	76
TYPE OF NONPROFIT																
Registered Charity	\$59.74	\$112,163	\$1,967	\$114,130	1.3	4.5	143	143	\$58.28	\$107,523	\$1,109	\$108,631	0.8	4.4	70	70
Other Nonprofit	\$40.46	\$80,912	\$809	\$81,720	0.7	3.3	11	11			N/A				2	2
Casual Part-Time/Contract			N/A				4	4			N/A				4	4
JURISDICTION																
Local/Municipal	\$49.93	\$94,711	\$579	\$95,290	0.6	4.3	61	61	\$52.38	\$99,572	\$233	\$99,806	0.2	4.2	15	15
Regional Within Province	\$68.97	\$130,689	\$3,891	\$134,580	2.9	4.9	17	17	\$65.94	\$122,453	\$5,403	\$127,856	3.3	4.3	11	11
Provincial	\$59.26	\$111,380	\$1,463	\$112,843	1.2	5.0	30	30	\$50.48	\$91,965	\$0	\$91,965	0.0	4.7	15	15
National	\$64.47	\$120,864	\$3,211	\$124,075	1.7	3.9	44	44	\$60.73	\$113,271	\$815	\$114,086	0.7	4.3	27	27
International	\$68.00	\$127,568	\$5,333	\$132,901	2.9	6.7	6	6	\$65.04	\$115,313	\$0	\$115,313	0.0	4.0	8	8
AFFILIATION STATUS																
Affiliated	\$66.22	\$125,379	\$2,364	\$127,743	1.7	5.0	32	32	\$67.52	\$126,667	\$1,078	\$127,745	0.9	4.5	17	17
Stand-alone	\$56.52	\$106,443	\$1,929	\$108,371	1.3	4.4	126	126	\$55.60	\$102,501	\$1,129	\$103,629	0.7	4.3	59	59
REVENUE																
\$500,000 or Less	\$35.05	\$67,953	\$204	\$68,157	0.2	3.7	35	35	\$49.80	\$99,603	\$0	\$99,603	0.0	3.0	6	6
\$500,001 to \$1M	\$44.23	\$85,067	\$577	\$85,644	0.6	4.0	35	35	\$36.92	\$72,193	\$0	\$72,193	0.0	4.0	7	7
\$1M to \$2M	\$56.85	\$106,175	\$1,387	\$107,562	1.1	4.4	23	23	\$44.08	\$83,370	\$583	\$83,953	0.6	3.8	12	12
\$2M to \$5M	\$67.31	\$123,998	\$2,425	\$126,423	2.1	5.1	34	34	\$54.89	\$99,520	\$883	\$100,403	0.7	4.6	22	22
More Than \$5M	\$92.70	\$173,880	\$6,808	\$180,688	3.4	5.5	26	26	\$73.77	\$135,245	\$2,089	\$137,335	1.3	4.8	28	28
NUMBER OF EMPLOYEES																
1 to 5	\$41.27	\$80,043	\$883	\$80,926	0.9	3.7	35	35			N/A				3	3
6 to 10	\$50.93	\$96,102	\$1,116	\$97,217	0.9	3.9	28	28	\$55.27	\$110,533	\$0	\$110,533	0.0	3.3	6	6
11 to 20	\$57.00	\$105,591	\$2,155	\$107,746	1.7	4.6	30	30	\$56.38	\$104,859	\$1,949	\$106,808	1.7	4.4	13	13
21 to 50	\$63.43	\$117,309	\$1,354	\$118,664	0.8	4.9	35	35	\$55.70	\$100,551	\$32	\$100,584	0.0	4.2	34	34
More Than 50	\$82.00	\$156,310	\$4,983	\$161,293	2.7	5.5	29	29	\$68.41	\$127,621	\$2,925	\$130,546	1.8	4.9	20	20
AGE																
Under 25			N/A				2	2			N/A				0	0
26 to 35	\$33.65	\$63,947	\$600	\$64,547	0.8	3.3	15	15	\$43.99	\$83,250	\$575	\$83,825	0.5	3.5	8	8
36 to 45	\$45.35	\$87,413	\$727	\$88,140	0.6	4.1	26	26	\$52.19	\$97,003	\$588	\$97,592	0.5	4.3	17	17
46 to 55	\$61.34	\$115,367	\$2,405	\$117,772	1.6	4.6	42	42	\$60.24	\$111,735	\$500	\$112,235	0.5	4.6	24	24
56 to 65	\$60.15	\$112,993	\$2,846	\$115,839	1.9	4.8	42	42	\$67.65	\$124,960	\$5,917	\$130,877	3.1	4.6	8	8
66 or Older	\$65.24	\$124,112	\$281	\$124,392	0.4	4.1	8	8			N/A				1	1
EDUCATION																
High School Grad or Less	\$64.81	\$127,373	\$7,700	\$135,073	4.4	7.2	5	5			N/A				2	2
Undergrad Degree/College	\$52.82	\$99,073	\$3,341	\$102,413	2.2	4.4	75	75	\$58.97	\$108,169	\$642	\$108,811	0.5	4.1	34	34
Graduate Degree	\$60.11	\$112,858	\$436	\$113,294	0.4	4.4	68	68	\$57.08	\$106,635	\$2,035	\$108,671	1.3	4.4	31	31

Notes: 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.

N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN GREATER TORONTO AREA (LEVELS 3 & 4)

	Level 3: Senior Management						Level 4: Management/Supervisory									
	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$50.45	\$92,416	\$158	\$92,574	0.2	4.2	266	145	\$33.69	\$63,003	\$227	\$63,230	0.4	3.7	467	195
TYPE OF NONPROFIT																
Registered Charity	\$51.65	\$93,937	\$82	\$94,019	0.1	4.3	203	107	\$33.57	\$62,147	\$248	\$62,395	0.4	3.6	320	141
Other Nonprofit	\$46.61	\$87,516	\$404	\$87,920	0.5	4.1	63	38	\$33.95	\$64,865	\$184	\$65,048	0.3	3.9	147	54
JURISDICTION																
Local/Municipal	\$43.92	\$81,702	\$72	\$81,775	0.1	3.8	83	55	\$32.59	\$59,177	\$125	\$59,302	0.2	3.4	160	66
Regional Within Province	\$45.19	\$86,328	\$0	\$86,328	0.0	4.2	33	12	\$31.07	\$60,080	\$475	\$60,554	0.8	3.7	111	20
Provincial	\$48.43	\$89,983	\$574	\$90,558	0.6	4.6	39	37	\$34.39	\$64,394	\$309	\$64,703	0.5	3.9	68	49
National	\$59.53	\$105,863	\$87	\$105,949	0.1	4.5	99	34	\$36.75	\$68,631	\$60	\$68,691	0.1	3.8	108	51
International	\$41.83	\$80,991	\$455	\$81,445	0.8	3.4	11	6	\$38.03	\$74,704	\$300	\$75,004	0.5	3.3	20	9
AFFILIATION STATUS																
Affiliated	\$46.17	\$86,421	\$0	\$86,421	0.0	3.8	52	32	\$35.07	\$66,027	\$64	\$66,091	0.1	3.7	86	34
Stand-alone	\$51.61	\$94,032	\$174	\$94,206	0.2	4.3	213	112	\$33.28	\$62,146	\$260	\$62,406	0.4	3.7	378	158
REVENUE																
\$500,000 or Less	\$29.88	\$55,141	\$0	\$55,141	0.0	3.1	9	9	\$29.31	\$55,945	\$263	\$56,208	0.4	3.0	19	19
\$500,001 to \$1M	\$31.67	\$60,699	\$333	\$61,033	0.6	3.5	15	15	\$26.60	\$59,580	\$269	\$59,849	0.6	2.9	54	38
\$1M to \$2M	\$38.38	\$71,596	\$454	\$72,050	0.5	3.5	25	21	\$32.87	\$60,562	\$186	\$60,747	0.3	3.6	38	29
\$2M to \$5M	\$46.75	\$86,734	\$124	\$86,859	0.1	4.3	48	39	\$36.18	\$65,594	\$0	\$65,594	0.0	4.0	63	38
More Than \$5M	\$56.41	\$102,008	\$126	\$102,134	0.1	4.5	156	56	\$34.86	\$65,451	\$275	\$65,726	0.4	3.8	275	57
NUMBER OF EMPLOYEES																
1 to 5	\$31.77	\$58,609	\$0	\$58,609	0.0	3.1	7	7	\$30.27	\$57,277	\$462	\$57,739	1.0	3.5	26	23
6 to 10	\$39.93	\$74,867	\$656	\$75,523	0.8	3.6	24	22	\$29.71	\$55,708	\$456	\$56,164	0.7	3.0	33	31
11 to 20	\$46.49	\$85,747	\$633	\$86,380	0.7	3.8	32	27	\$31.90	\$58,377	\$155	\$58,532	0.3	3.3	48	34
21 to 50	\$46.89	\$86,410	\$0	\$86,410	0.0	4.2	53	37	\$34.23	\$62,973	\$0	\$62,973	0.0	3.9	95	41
More Than 50	\$48.08	\$89,995	\$68	\$90,063	0.1	4.2	88	44	\$34.63	\$65,303	\$266	\$65,569	0.4	3.8	251	52
AGE																
Under 25			N/A					2			N/A					3
26 to 35	\$38.02	\$70,290	\$635	\$70,925	0.8	3.2	21	21	\$30.07	\$56,070	\$325	\$56,395	0.5	3.0	47	47
36 to 45	\$41.54	\$78,563	\$529	\$79,092	0.6	3.8	36	36	\$32.70	\$60,595	\$359	\$60,954	0.6	3.4	34	34
46 to 55	\$47.46	\$87,936	\$401	\$88,337	0.4	4.5	24	24	\$34.34	\$64,631	\$348	\$64,979	0.5	3.6	23	23
56 to 65	\$51.40	\$94,453	\$0	\$94,453	0.0	4.2	17	17	\$35.97	\$65,449	\$0	\$65,449	0.0	4.4	17	17
66 or Older			N/A					3			N/A					0
EDUCATION																
High School Grad or Less	\$38.61	\$67,572	\$0	\$67,572	0.0	4.4	5	5	\$30.98	\$58,526	\$0	\$58,526	0.0	4.1	12	12
Undergrad Degree/College	\$44.67	\$83,641	\$459	\$84,101	0.6	4.1	64	64	\$33.22	\$61,594	\$299	\$61,894	0.4	3.4	78	78
Graduate Degree	\$45.97	\$85,318	\$230	\$85,548	0.2	3.7	44	44	\$33.56	\$61,957	\$253	\$62,210	0.4	3.3	48	48

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN GREATER TORONTO AREA (LEVELS 5 & 6)

	Level 5: Functional & Program Staff							Level 6: Support Staff								
	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$26.00	\$49,228	\$91	\$49,318	0.2	2.8	1,496	308	\$24.52	\$45,319	\$25	\$45,345	0.1	3.4	346	137
TYPE OF NONPROFIT																
Registered Charity	\$25.06	\$47,432	\$68	\$47,500	0.1	2.7	1,066	214	\$24.78	\$45,447	\$30	\$45,477	0.1	3.5	237	98
Other Nonprofit	\$28.33	\$53,680	\$147	\$53,827	0.3	3.2	430	94	\$23.96	\$45,042	\$14	\$45,056	0.0	3.3	109	39
JURISDICTION																
Local/Municipal	\$26.88	\$50,261	\$22	\$50,283	0.1	2.7	788	121	\$21.92	\$41,226	\$2	\$41,228	0.0	4.1	122	54
Regional Within Province	\$20.89	\$41,330	\$37	\$41,367	0.1	3.2	216	30	\$25.73	\$47,271	\$0	\$47,271	0.0	3.0	67	20
Provincial	\$24.70	\$47,090	\$166	\$47,256	0.3	2.9	244	57	\$27.29	\$49,893	\$21	\$49,913	0.0	3.2	73	29
National	\$29.43	\$55,875	\$348	\$56,223	0.7	2.9	200	82	\$24.54	\$44,902	\$61	\$44,963	0.1	3.1	74	24
International	\$27.00	\$50,979	\$0	\$50,979	0.0	2.8	48	18	\$28.61	\$53,095	\$0	\$53,095	0.0	2.9	9	9
AFFILIATION STATUS																
Affiliated	\$26.55	\$50,449	\$36	\$50,485	0.1	3.1	152	61	\$28.90	\$52,748	\$0	\$52,748	0.0	3.2	68	29
Stand-alone	\$25.88	\$48,947	\$99	\$49,046	0.2	2.8	1,322	243	\$23.45	\$43,502	\$31	\$43,534	0.1	3.5	278	108
REVENUE																
\$500,000 or Less	\$25.39	\$49,145	\$39	\$49,184	0.1	1.2	78	48	\$19.59	\$39,171	\$15	\$39,186	0.0	0.7	13	13
\$500,001 to \$1M	\$27.29	\$53,815	\$99	\$53,915	0.2	1.1	171	51	\$23.86	\$46,108	\$114	\$46,222	0.3	1.7	22	18
\$1M to \$2M	\$23.20	\$43,752	\$22	\$43,774	0.0	2.7	239	66	\$23.67	\$44,892	\$0	\$44,892	0.0	2.3	30	23
\$2M to \$5M	\$28.14	\$52,636	\$64	\$52,700	0.1	4.0	193	53	\$26.46	\$48,044	\$20	\$48,064	0.1	3.6	100	41
More Than \$5M	\$25.89	\$48,690	\$129	\$48,819	0.3	3.3	755	72	\$24.23	\$44,456	\$24	\$44,480	0.1	4.1	165	36
NUMBER OF EMPLOYEES																
1 to 5	\$21.24	\$40,669	\$140	\$40,810	0.3	1.5	49	41	\$23.24	\$44,924	\$133	\$45,057	0.3	1.9	15	15
6 to 10	\$30.36	\$58,869	\$15	\$58,885	0.0	1.7	68	42	\$23.78	\$46,648	\$180	\$46,828	0.4	1.3	15	13
11 to 20	\$27.42	\$50,771	\$223	\$50,994	0.5	2.9	170	74	\$25.51	\$47,807	\$0	\$47,807	0.0	2.8	38	32
21 to 50	\$25.71	\$49,248	\$0	\$49,248	0.0	2.7	409	78	\$24.80	\$45,277	\$22	\$45,299	0.1	3.2	116	37
More Than 50	\$25.60	\$48,331	\$116	\$48,447	0.2	3.0	742	54	\$24.48	\$44,917	\$10	\$44,927	0.0	4.2	155	37
AGE																
Under 25	\$20.62	\$38,778	\$106	\$38,885	0.3	2.0	36	36	\$18.34	\$34,696	\$357	\$35,054	0.8	1.7	7	7
26 to 35	\$26.85	\$50,234	\$63	\$50,297	0.1	2.9	67	67	\$23.08	\$43,538	\$155	\$43,694	0.4	2.5	29	29
36 to 45	\$26.41	\$49,560	\$176	\$49,736	0.4	2.7	29	29	\$26.99	\$50,354	\$107	\$50,462	0.2	2.8	14	14
46 to 55	\$28.01	\$53,157	\$131	\$53,288	0.3	2.7	21	21	\$23.21	\$44,843	\$0	\$44,843	0.0	2.9	15	15
56 to 65	\$25.65	\$48,553	\$731	\$49,284	1.5	3.2	9	9	\$26.32	\$51,328	\$13	\$51,340	0.0	2.3	16	16
66 or Older			N/A				3	3			N/A				0	0
EDUCATION																
High School Grad or Less	\$19.07	\$36,541	\$17	\$36,558	0.0	2.1	15	15	\$23.88	\$45,519	\$0	\$45,519	0.0	3.2	24	24
Undergrad Degree/College	\$25.70	\$48,312	\$162	\$48,475	0.3	2.7	131	131	\$23.89	\$45,636	\$161	\$45,797	0.4	2.5	54	54
Graduate Degree	\$29.13	\$54,528	\$24	\$54,552	0.1	3.0	42	42	\$26.97	\$49,162	\$0	\$49,162	0.0	2.3	10	10

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION AND BENEFITS IN OTTAWA

This section presents compensation and benefits benchmarks for employees working in Ottawa. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN OTTAWA

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	77%	92%	95%	95%	83%	81%
Retirement	73%	92%	88%	88%	82%	80%
Education	68%	62%	87%	86%	72%	72%
Automobile	4%	31%	0%	0%	0.1%	1%
Paid Parking	20%	8%	30%	19%	35%	10%
Perquisites	86%	77%	92%	87%	64%	33%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN OTTAWA

	Level 1: Chief Executives (N=56)	Level 2: Senior Executives (N=13)	Level 3: Senior Management (N=47)	Level 4: Management/ Supervisory (N=60)	Level 5: Functional & Program Staff (N=128)	Level 6: Support Staff (N=40)
RSP Total	64%	85%	70%	71%	45%	73%
Matched contribution	32%	31%	43%	33%	33%	30%
Basic contribution	32%	54%	27%	38%	12%	43%
Pension Plan Total	9%	8%	22%	21%	41%	13%
Defined benefit pension plan	2%	0%	3%	0%	4%	7%
Defined contribution pension plan	7%	8%	18%	21%	38%	6%
Health benefits continued after retirement	2%	0%	2%	3%	4%	1%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN OTTAWA

	Level 1: Chief Executives (N=57)	Level 2: Senior Executives (N=13)	Level 3: Senior Management (N=47)	Level 4: Management/ Supervisory (N=59)	Level 5: Functional & Program Staff (N=126)	Level 6: Support Staff (N=41)
Parking						
Employer-paid parking (otherwise not free)	20%	8%	30%	19%	35%	10%
Parking that is already free	50%	69%	43%	60%	51%	68%
Other automobile benefits						
Vehicle allowance	2%	31%	0%	0%	0%	0%
Regular use of organization-owned vehicle	2%	0%	0%	0%	0.1%	0%
Regular use of organization-leased vehicle	0%	0%	0%	0%	0%	1%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN OTTAWA

	Level 1: Chief Executives (N=56)	Level 2: Senior Executives (N=13)	Level 3: Senior Management (N=47)	Level 4: Management/ Supervisory (N=60)	Level 5: Functional & Program Staff (N=126)	Level 6: Support Staff (N=41)
Dental plan						
Employer Paid	36%	23%	55%	44%	37%	34%
Shared Payment	36%	69%	40%	50%	45%	46%
Employee Paid	0%	0%	0%	0%	1%	0%
Vision care						
Employer Paid	34%	23%	53%	42%	37%	33%
Shared Payment	32%	46%	35%	48%	41%	43%
Employee Paid	0%	0%	0%	0%	1%	0%
Prescription drug plan						
Employer Paid	34%	23%	57%	44%	38%	34%
Shared Payment	38%	62%	38%	50%	43%	46%
Employee Paid	0%	0%	0%	0%	1%	0%
Ext. health care/major medical insurance						
Employer Paid	32%	23%	55%	42%	37%	33%
Shared Payment	34%	62%	30%	47%	44%	45%
Employee Paid	0%	0%	0%	0%	1%	0%
Benefit coverage for family & dependents						
Employer Paid	34%	23%	54%	41%	38%	34%
Shared Payment	36%	62%	37%	47%	40%	46%
Employee Paid	2%	0%	3%	6%	4%	0%
Life insurance						
Employer Paid	38%	23%	58%	48%	53%	36%
Shared Payment	27%	69%	37%	46%	29%	44%
Employee Paid	5%	0%	0%	0%	1%	0%
Accidental death and dismemberment						
Employer Paid	36%	23%	58%	47%	53%	36%
Shared Payment	36%	69%	37%	46%	29%	43%
Employee Paid	4%	0%	0%	0%	1%	0%
Short-term disability insurance						
Employer Paid	19%	8%	17%	23%	12%	15%
Shared Payment	17%	17%	7%	14%	2%	5%
Employee Paid	4%	42%	14%	23%	0.4%	34%
Long-term disability insurance						
Employer Paid	20%	8%	10%	17%	11%	11%
Shared Payment	24%	54%	32%	35%	25%	43%
Employee Paid	30%	31%	53%	42%	46%	25%
Alternative therapy insurance						
Employer Paid	36%	17%	48%	42%	38%	32%
Shared Payment	29%	67%	38%	48%	43%	43%
Employee Paid	0%	0%	0%	0%	1%	2%
Survivor insurance						
Employer Paid	21%	8%	32%	21%	10%	25%
Shared Payment	21%	50%	24%	36%	27%	40%
Employee Paid	4%	0%	0%	0%	0.1%	0%
Work-related travel accident insurance						
Employer Paid	37%	17%	59%	42%	22%	27%
Shared Payment	20%	50%	17%	42%	42%	41%
Employee Paid	0%	0%	0%	0%	0%	3%

	Level 1: Chief Executives (N=56)	Level 2: Senior Executives (N=13)	Level 3: Senior Management (N=47)	Level 4: Management/ Supervisory (N=60)	Level 5: Functional & Program Staff (N=126)	Level 6: Support Staff (N=41)
Employee assistance program (EAP)						
Employer Paid	35%	17%	53%	47%	55%	39%
Shared Payment	17%	42%	14%	30%	24%	36%
Employee Paid	0%	0%	0%	0%	0%	0%
Health spending account						
Employer Paid	11%	11%	24%	17%	8%	25%
Shared Payment	2%	0%	4%	1%	0.3%	0%
Employee Paid	0%	0%	0%	0%	0%	0%
Critical illness insurance						
Employer Paid	19%	8%	19%	13%	9%	19%
Shared Payment	9%	0%	5%	2%	0.4%	35%
Employee Paid	2%	0%	3%	6%	5%	6%

PERQUISITES BY LEVEL IN OTTAWA

	Level 1: Chief Executives (N=56)	Level 2: Senior Executives (N=13)	Level 3: Senior Management (N=47)	Level 4: Management/ Supervisory (N=60)	Level 5: Functional & Program Staff (N=128)	Level 6: Support Staff (N=40)
35-hour work week with full pay	23%	8%	32%	16%	12%	11%
Adoption assistance	0%	0%	0%	0%	0%	1%
Business travel insurance (non-health)	7%	0%	10%	6%	4%	1%
Cell phone/smartphone for personal use	16%	31%	5%	12%	3%	0%
Cell phone/smartphone for work	61%	62%	65%	55%	42%	4%
Charitable gift/donation matching	0%	0%	0%	0%	0%	0%
Compressed work week or flextime	14%	0%	10%	9%	5%	6%
Conference registration and travel	46%	23%	57%	33%	31%	14%
Earned days off program	16%	0%	12%	5%	14%	9%
Emergency/disaster relief fund	0%	0%	0%	0%	0%	0%
Employee loan program	0%	0%	0%	0%	0%	1%
Expense account	4%	0%	17%	0%	1%	1%
Financial/retirement planning	2%	0%	12%	5%	5%	1%
Fitness club membership	4%	0%	0%	1%	0%	0%
Home office equipment	16%	8%	23%	7%	1%	0%
Internet at home for telecommuting	9%	8%	5%	0%	0.2%	1%
Legal counselling	2%	0%	2%	0%	1%	0%
Maternity/paternity benefits	16%	8%	30%	9%	22%	23%
Other club membership(s)	0%	0%	0%	0%	0%	0%
Paid child care during business travel	2%	0%	2%	1%	0%	1%
Paid leave of absence	13%	0%	32%	20%	14%	4%
PDA provided (other than smartphone)	18%	0%	38%	18%	25%	9%
Personal use of reward points	13%	8%	17%	4%	0.3%	0%
Professional dues (i.e., associations)	32%	15%	38%	24%	27%	7%
Public transit pass or allowance	4%	0%	0%	1%	0.3%	0%
Spouse's travel expenses for conferences	0%	0%	0%	0%	0%	0%
Tuition assistance/reimbursement	7%	0%	12%	17%	0.1%	0%
Wellness/fitness subsidy	4%	0%	0%	2%	0%	0%
Other	2%	0%	0%	1%	0%	0%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN OTTAWA

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$4,958	\$14,983	\$5,689	\$7,041	\$4,769	\$4,695
	Percent of Base	5.1%	3.8%	5.0%	6.6%	4.7%	9.2%
Retirement	Cash Value	\$6,471	\$5,281	\$5,697	\$3,919	\$2,874	\$3,231
	Percent of Base	5.4%	5.3%	5.8%	5.5%	5.8%	6.5%
Education		\$1,308	N/A	\$902	\$1,294	\$360	\$398
Parking		\$867	N/A	\$792	\$401	\$697	\$918
Other Automobile		N/A	N/A	N/A	N/A	N/A	N/A
Perquisites		\$1,347	\$744	\$1,059	\$1,077	\$411	N/A
AMONG ALL STAFF							
Health	Cash Value	\$3,827	\$13,829	\$5,404	\$6,675	\$3,973	\$3,784
	Percent of Base	3.9%	3.5%	4.8%	6.3%	3.9%	7.4%
Retirement	Cash Value	\$4,737	\$4,874	\$5,030	\$3,429	\$2,362	\$2,597
	Percent of Base	4.0%	4.9%	5.1%	4.8%	4.8%	5.2%
Education		\$888	\$123	\$782	\$1,113	\$257	\$286
Parking		\$170	\$55	\$238	\$76	\$240	\$94
Other Automobile		\$0	\$0	\$0	\$0	\$0	\$0
Perquisites		\$1,154	\$572	\$971	\$932	\$262	\$0
Average Total Value		\$10,776	\$19,453	\$12,425	\$12,225	\$7,094	\$6,761

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN OTTAWA

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$72,800	\$72,800 to \$93,500	\$93,500 to \$130,000	\$130,000 <	\$199,020
	Hourly	< \$37.33	\$37.33 to \$47.65	\$47.65 to \$69.38	\$69.38 <	\$101.33
Level 2: Senior Executives	Annual	< \$81,600	\$81,600 to \$90,000	\$90,000 to \$105,000	\$105,000 <	\$165,000
	Hourly	< \$42.50	\$42.50 to \$51.00	\$51.00 to \$53.50	\$53.50 <	\$80.00
Level 3: Senior Management	Annual	< \$70,000	\$70,000 to \$85,000	\$85,000 to \$100,035	\$100,035 <	\$166,032
	Hourly	< \$36.00	\$36.00 to \$43.68	\$43.68 to \$55.00	\$55.00 <	\$94.88
Level 4: Management/Supervisory	Annual	< \$55,000	\$55,000 to \$65,000	\$65,000 to \$73,000	\$73,000 <	\$89,190
	Hourly	< \$28.00	\$28.00 to \$33.75	\$33.75 to \$36.80	\$36.80 <	\$46.93
Level 5: Functional & Program Staff	Annual	< \$36,000	\$36,000 to \$44,000	\$44,000 to \$54,319	\$54,319 <	\$68,700
	Hourly	< \$18.00	\$18.00 to \$22.00	\$22.00 to \$28.97	\$28.97 <	\$38.80
Level 6: Support Staff	Annual	< \$40,000	\$40,000 to \$49,000	\$49,000 to \$52,800	\$52,800 <	\$66,880
	Hourly	< \$20.00	\$20.00 to \$24.00	\$24.00 to \$27.21	\$27.21 <	\$34.27

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

COMPENSATION BY LEVEL IN OTTAWA (LEVELS 1 & 2)

	Level 1: Chief Executives						Level 2: Senior Executives									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$54.60	\$102,414	\$2,906	\$105,319	2.3	4.4	70	70	\$49.62	\$94,283	\$1,047	\$95,330	0.8	4.7	17	17
TYPE OF NONPROFIT																
Registered Charity	\$57.02	\$106,619	\$3,159	\$109,778	2.4	4.6	64	64	\$49.62	\$94,283	\$1,047	\$95,330	0.8	4.7	17	17
Other Nonprofit	\$29.73	\$59,467	\$240	\$59,707	0.4	2.8	5	5			N/A				0	0
Casual Part-Time/Contract			N/A				1	1			N/A				0	0
JURISDICTION																
Local/Municipal	\$52.24	\$98,293	\$2,380	\$100,673	1.6	4.2	46	46	\$49.98	\$95,357	\$229	\$95,586	0.3	4.7	7	7
Regional Within Province	\$62.92	\$120,248	\$0	\$120,248	0.0	4.0	5	5			N/A				1	1
Provincial	\$65.55	\$122,000	\$3,056	\$125,056	1.6	4.9	7	7			N/A				3	3
National	\$48.02	\$90,829	\$3,665	\$94,495	2.9	3.9	26	26	\$48.47	\$92,500	\$2,700	\$95,200	2.0	4.0	6	6
International			N/A				4	4			N/A				0	0
AFFILIATION STATUS																
Affiliated	\$48.88	\$89,960	\$3,180	\$93,140	2.2	4.1	15	15			N/A				2	2
Stand-alone	\$56.16	\$105,810	\$2,831	\$108,641	2.3	4.5	55	55	\$49.05	\$94,287	\$1,187	\$95,474	0.9	4.8	15	15
REVENUE																
\$500,000 or Less	\$34.75	\$65,931	\$657	\$66,589	0.9	3.6	14	14			N/A				1	1
\$500,001 to \$1M	\$47.51	\$88,334	\$2,722	\$91,057	3.1	4.4	18	18			N/A				0	0
\$1M to \$2M	\$54.41	\$103,615	\$4,168	\$107,784	2.7	4.2	13	13			N/A				3	3
\$2M to \$5M	\$61.39	\$116,758	\$4,545	\$121,303	3.3	4.9	11	11			N/A				2	2
More Than \$5M	\$83.35	\$153,540	\$3,154	\$156,694	1.4	5.2	13	13	\$55.38	\$104,445	\$1,364	\$105,809	0.9	4.6	11	11
NUMBER OF EMPLOYEES																
1 to 5	\$33.52	\$63,829	\$346	\$64,175	0.4	3.3	13	13			N/A				1	1
6 to 10	\$54.30	\$102,042	\$4,982	\$107,024	4.1	4.1	17	17			N/A				2	2
11 to 20	\$53.97	\$100,994	\$5,545	\$106,539	4.7	4.9	11	11			N/A				2	2
21 to 50	\$62.68	\$117,627	\$2,600	\$120,227	1.5	4.7	20	20	\$54.31	\$100,700	\$320	\$101,020	0.4	4.2	5	5
More Than 50	\$73.25	\$135,123	\$0	\$135,123	0.0	5.1	8	8	\$54.33	\$103,629	\$2,143	\$105,771	1.4	4.9	7	7
AGE																
Under 25			N/A				0	0			N/A				0	0
26 to 35	\$36.04	\$69,750	\$280	\$70,030	0.4	3.2	10	10			N/A				1	1
36 to 45	\$51.52	\$97,240	\$533	\$97,773	0.3	4.1	15	15	\$48.73	\$96,400	\$0	\$96,400	0.0	4.2	5	5
46 to 55	\$63.52	\$117,997	\$4,956	\$122,952	3.5	4.7	25	25			N/A				4	4
56 to 65	\$51.62	\$97,079	\$3,700	\$100,779	2.7	4.6	11	11			N/A				3	3
66 or Older	\$48.03	\$86,263	\$1,600	\$87,863	2.0	5.0	5	5			N/A				0	0
EDUCATION																
High School Grad or Less			N/A				4	4			N/A				0	0
Undergrad Degree/College	\$52.89	\$98,766	\$3,020	\$101,786	2.0	4.3	25	25	\$50.19	\$94,278	\$1,844	\$96,122	1.3	4.4	9	9
Graduate Degree	\$51.53	\$96,563	\$2,097	\$98,661	2.1	4.3	36	36	\$48.46	\$92,758	\$171	\$92,929	0.3	5.0	7	7

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 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN OTTAWA (LEVELS 3 & 4)

	Level 3: Senior Management					Level 4: Management/Supervisory										
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$47.62	\$89,033	\$112	\$89,145	0.1	4.5	77	58	\$33.65	\$64,376	\$215	\$64,592	0.3	3.9	123	74
TYPE OF NONPROFIT																
Registered Charity	\$48.02	\$89,567	\$116	\$89,683	0.1	4.6	74	55	\$33.77	\$64,168	\$176	\$64,343	0.3	4.1	105	58
Other Nonprofit	\$53.41	\$98,794	N/A					3	\$33.76	\$67,517	\$617	\$68,134	0.8	2.5	13	13
Casual Part-Time/Contract			N/A					0			N/A					3
JURISDICTION																
Local/Municipal	\$40.10	\$76,863	\$97	\$76,959	0.2	4.6	31	19	\$31.64	\$60,936	\$293	\$61,229	0.5	3.7	63	29
Regional Within Province	\$49.72	\$94,046	\$0	\$94,046	0.0	4.5	14	9	\$34.20	\$64,367	\$0	\$64,367	0.0	3.8	15	6
Provincial			N/A					2	\$31.53	\$61,100	\$0	\$61,100	0.0	6.4	10	6
National	\$57.56	\$104,263	\$157	\$104,420	0.2	4.4	23	21	\$37.73	\$71,923	\$0	\$71,923	0.0	3.5	27	25
International	\$48.06	\$89,015	\$286	\$89,301	0.2	4.1	7	7	\$38.74	\$73,132	\$1,146	\$73,278	1.4	4.1	7	7
AFFILIATION STATUS																
Affiliated	\$37.02	\$67,599	\$0	\$67,599	0.0	4.3	9	9	\$33.81	\$63,463	\$0	\$63,463	0.0	3.7	16	15
Stand-alone	\$49.03	\$91,870	\$127	\$91,997	0.2	4.6	68	49	\$33.48	\$64,178	\$250	\$64,428	0.4	3.9	106	58
REVENUE																
\$500,000 or Less	\$33.27	\$63,648	\$0	\$63,648	0.0	4.6	5	5	\$27.94	\$52,890	\$0	\$52,890	0.0	2.7	10	10
\$500,001 to \$1M	\$33.77	\$63,449	\$429	\$63,878	0.7	3.7	7	5	\$29.35	\$55,106	\$177	\$55,283	0.4	2.9	14	14
\$1M to \$2M	\$33.74	\$65,001	\$89	\$65,089	0.1	4.6	7	5	\$31.01	\$60,152	\$0	\$60,152	0.0	5.2	19	12
\$2M to \$5M	\$46.90	\$87,071	\$150	\$87,221	0.2	4.5	20	18	\$37.48	\$70,941	\$56	\$70,996	0.1	3.8	18	15
More Than \$5M	\$54.73	\$102,074	\$0	\$102,074	0.0	4.7	37	24	\$35.26	\$67,690	\$390	\$68,080	0.6	4.0	59	20
NUMBER OF EMPLOYEES																
1 to 5			N/A					2	\$33.70	\$64,099	\$275	\$64,374	0.6	3.1	9	9
6 to 10			N/A					4	\$29.51	\$55,079	\$0	\$55,079	0.0	3.6	10	10
11 to 20	\$40.85	\$76,989	\$0	\$76,989	0.0	4.4	16	16	\$33.23	\$64,429	\$0	\$64,429	0.0	5.2	20	14
21 to 50	\$46.07	\$86,306	\$207	\$86,513	0.3	4.3	29	22	\$33.08	\$63,309	\$29	\$63,338	0.1	3.3	34	23
More Than 50	\$57.17	\$106,362	\$0	\$106,362	0.0	5.0	23	11	\$34.62	\$66,027	\$313	\$66,340	0.5	4.1	48	16
AGE																
Under 25			N/A					0			N/A					3
26 to 35	\$36.05	\$68,296	\$0	\$68,296	0.0	4.4	7	7	\$31.50	\$58,936	\$0	\$58,936	0.0	3.1	16	16
36 to 45	\$44.51	\$83,806	\$214	\$84,021	0.2	4.4	14	14	\$35.12	\$65,800	\$422	\$66,222	0.5	3.5	19	19
46 to 55	\$45.43	\$83,830	\$44	\$83,874	0.1	4.9	14	14	\$33.84	\$63,182	\$0	\$63,182	0.0	3.9	14	14
56 to 65	\$45.82	\$85,811	\$250	\$86,061	0.2	4.9	8	8			N/A				3	3
66 or Older			N/A					0			N/A					0
EDUCATION																
High School Grad or Less			N/A					1	\$25.84	\$47,500	\$0	\$47,500	0.0	2.7	6	6
Undergrad Degree/College	\$49.73	\$91,467	\$19	\$91,487	0.0	4.8	32	32	\$33.19	\$62,416	\$105	\$62,521	0.2	3.3	33	33
Graduate Degree	\$47.74	\$88,523	\$333	\$88,856	0.3	4.3	15	15	\$35.62	\$67,196	\$501	\$67,697	0.6	3.7	16	16

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COMPENSATION BY LEVEL IN OTTAWA (LEVELS 5 & 6)

	Level 5: Functional & Program Staff							Level 6: Support Staff								
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$24.24	\$46,446	\$35	\$46,481	0.1	2.9	1,005	145	\$23.98	\$45,927	\$358	\$46,285	0.7	3.1	115	49
TYPE OF NONPROFIT																
Registered Charity	\$26.49	\$51,087	\$40	\$51,126	0.1	2.9	443	92	\$23.58	\$45,205	\$21	\$45,226	0.1	3.2	38	25
Other Nonprofit	\$22.47	\$42,789	\$31	\$42,820	0.0	2.9	562	53	\$24.18	\$46,283	\$524	\$46,807	1.0	3.0	77	24
JURISDICTION																
Local/Municipal	\$24.83	\$48,275	\$32	\$48,306	0.1	2.9	553	61	\$22.95	\$44,453	\$482	\$44,935	1.0	3.1	66	20
Regional Within Province	\$19.82	\$37,287	\$0	\$37,287	0.0	2.6	261	16			N/A				1	
Provincial	\$22.08	\$43,731	\$236	\$43,967	0.2	3.0	73	9	\$25.25	\$48,844	\$1,165	\$50,009	1.8	3.4	8	5
National	\$32.55	\$59,776	\$0	\$59,776	0.0	3.1	110	51	\$27.69	\$51,439	\$0	\$51,439	0.0	3.3	32	22
International	\$33.23	\$60,397	\$0	\$60,397	0.0	4.3	8	8			N/A				0	
AFFILIATION STATUS																
Affiliated	\$20.55	\$38,648	\$0	\$38,648	0.0	2.1	76	31	\$16.99	\$31,913	\$0	\$31,913	0.0	2.9	9	6
Stand-alone	\$24.54	\$47,084	\$37	\$47,122	0.1	2.9	929	114	\$24.50	\$46,918	\$395	\$47,314	0.8	3.1	104	41
REVENUE																
\$500,000 or Less	\$26.26	\$50,228	\$0	\$50,228	0.0	2.1	23	16			N/A				1	
\$500,001 to \$1M	\$18.80	\$36,299	\$0	\$36,299	0.0	2.1	139	25	\$23.21	\$45,578	\$0	\$45,578	0.0	1.5	10	10
\$1M to \$2M	\$23.55	\$45,542	\$185	\$45,726	0.2	2.3	93	19	\$26.21	\$50,813	\$777	\$51,589	1.2	3.4	12	9
\$2M to \$5M	\$30.86	\$57,869	\$118	\$57,987	0.3	3.2	148	40	\$28.37	\$52,120	\$35	\$52,155	0.1	3.8	23	13
More Than \$5M	\$23.92	\$46,153	\$0	\$46,153	0.0	3.1	574	35	\$24.61	\$47,470	\$596	\$48,066	1.2	3.2	52	12
NUMBER OF EMPLOYEES																
1 to 5	\$29.66	\$7,333	\$0	\$7,333	0.0	1.8	15	13			N/A				4	
6 to 10	\$29.20	\$54,019	\$409	\$54,428	0.4	3.2	42	23	\$27.59	\$53,524	\$848	\$54,372	1.3	3.0	11	11
11 to 20	\$24.03	\$45,085	\$33	\$45,108	0.1	3.0	66	24	\$18.71	\$36,591	\$0	\$36,591	0.0	2.3	22	5
21 to 50	\$25.09	\$47,623	\$50	\$47,672	0.1	2.2	323	56	\$26.93	\$49,717	\$26	\$49,743	0.1	3.6	31	18
More Than 50	\$23.24	\$45,036	\$0	\$45,036	0.0	3.3	554	24	\$23.90	\$46,401	\$660	\$47,061	1.4	3.3	47	11
AGE																
Under 25	\$26.96	\$51,208	\$150	\$51,358	0.4	2.3	10	10	\$19.79	\$38,830	\$133	\$38,963	0.3	2.0	6	6
26 to 35	\$26.14	\$49,135	\$0	\$49,135	0.0	2.8	25	25	\$32.66	\$63,196	\$0	\$63,196	0.0	2.3	6	6
36 to 45	\$35.07	\$67,037	\$194	\$67,231	0.2	3.5	22	22			N/A				3	
46 to 55	\$34.66	\$65,432	\$323	\$65,755	0.3	3.8	13	13	\$28.31	\$53,634	\$418	\$54,051	0.6	3.2	16	16
56 to 65	\$36.04	\$67,469	\$0	\$67,469	0.0	3.3	9	9			N/A				3	
66 or Older			N/A				1	1			N/A				2	
EDUCATION																
High School Grad or Less	\$25.62	\$47,905	\$0	\$47,905	0.0	4.0	5	5	\$28.54	\$52,278	\$0	\$52,278	0.0	3.7	12	12
Undergrad Degree/College	\$30.36	\$57,005	\$0	\$57,005	0.0	3.2	44	44	\$25.35	\$49,697	\$38	\$49,735	0.1	3.0	21	21
Graduate Degree	\$34.95	\$67,211	\$60	\$67,271	0.2	3.0	25	25			N/A				1	

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COMPENSATION AND BENEFITS IN REST OF ONTARIO

This section presents compensation and benefits benchmarks for employees working in Rest of Ontario. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN REST OF ONTARIO

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	71%	85%	87%	91%	84%	69%
Retirement	40%	69%	60%	70%	67%	45%
Education	78%	89%	75%	70%	55%	67%
Automobile	5%	23%	10%	5%	5%	1%
Paid Parking	13%	15%	10%	10%	14%	6%
Perquisites	85%	97%	83%	87%	66%	35%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN REST OF ONTARIO

	Level 1: Chief Executives (N=160)	Level 2: Senior Executives (N=39)	Level 3: Senior Management (N=92)	Level 4: Management/ Supervisory (N=158)	Level 5: Functional & Program Staff (N=289)	Level 6: Support Staff (N=136)
RSP Total	30%	49%	34%	46%	44%	33%
Matched contribution	19%	23%	20%	33%	26%	22%
Basic contribution	11%	26%	14%	14%	19%	11%
Pension Plan Total	12%	21%	32%	20%	26%	17%
Defined benefit pension plan	4%	8%	9%	2%	1%	1%
Defined contribution pension plan	9%	13%	23%	18%	25%	17%
Health benefits continued after retirement	1%	0%	0%	9%	0%	0%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN REST OF ONTARIO

	Level 1: Chief Executives (N=159)	Level 2: Senior Executives (N=39)	Level 3: Senior Management (N=93)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=291)	Level 6: Support Staff (N=137)
Parking						
Employer-paid parking (otherwise not free)	13%	15%	10%	10%	14%	6%
Parking that is already free	77%	77%	79%	79%	75%	86%
Other automobile benefits						
Vehicle allowance	2%	5%	4%	0.3%	2%	1%
Regular use of organization-owned vehicle	2%	10%	5%	3%	3%	1%
Regular use of organization-leased vehicle	1%	8%	2%	1%	0.2%	0%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN REST OF ONTARIO

	Level 1: Chief Executives (N=159)	Level 2: Senior Executives (N=39)	Level 3: Senior Management (N=92)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=294)	Level 6: Support Staff (N=136)
Dental plan						
Employer Paid	35%	31%	46%	53%	55%	24%
Shared Payment	28%	41%	40%	37%	27%	19%
Employee Paid	1%	5%	2%	0.3%	1%	1%
Vision care						
Employer Paid	31%	44%	49%	49%	55%	26%
Shared Payment	25%	33%	30%	33%	24%	37%
Employee Paid	1%	0%	7%	4%	3%	5%
Prescription drug plan						
Employer Paid	38%	46%	56%	60%	60%	56%
Shared Payment	26%	31%	31%	30%	24%	12%
Employee Paid	1%	0%	1%	0%	0.1%	0%
Ext. health care/major medical insurance						
Employer Paid	40%	49%	60%	61%	58%	40%
Shared Payment	23%	28%	27%	28%	23%	15%
Employee Paid	1%	0%	1%	0%	1%	0%
Benefit coverage for family & dependents						
Employer Paid	34%	44%	53%	59%	58%	39%
Shared Payment	25%	31%	31%	30%	21%	19%
Employee Paid	3%	5%	4%	0.3%	1%	0%
Life insurance						
Employer Paid	37%	49%	53%	59%	62%	40%
Shared Payment	17%	28%	20%	16%	11%	9%
Employee Paid	7%	3%	14%	12%	9%	9%
Accidental death and dismemberment						
Employer Paid	37%	49%	50%	64%	61%	39%
Shared Payment	19%	28%	21%	17%	13%	8%
Employee Paid	6%	3%	16%	8%	7%	9%
Short-term disability insurance						
Employer Paid	21%	36%	22%	29%	16%	31%
Shared Payment	8%	10%	9%	6%	6%	2%
Employee Paid	4%	0%	5%	3%	1%	3%
Long-term disability insurance						
Employer Paid	28%	49%	34%	26%	25%	17%
Shared Payment	10%	21%	9%	10%	10%	8%
Employee Paid	18%	15%	38%	44%	41%	28%
Alternative therapy insurance						
Employer Paid	38%	39%	58%	60%	59%	56%
Shared Payment	26%	33%	29%	28%	23%	12%
Employee Paid	1%	0%	1%	0.3%	0.1%	0%
Survivor insurance						
Employer Paid	19%	36%	20%	31%	27%	19%
Shared Payment	11%	17%	20%	11%	9%	7%
Employee Paid	4%	3%	13%	8%	7%	9%
Work-related travel accident insurance						
Employer Paid	30%	44%	42%	44%	35%	23%
Shared Payment	12%	21%	18%	14%	12%	8%
Employee Paid	1%	0%	1%	0%	0%	0%

	Level 1: Chief Executives (N=159)	Level 2: Senior Executives (N=39)	Level 3: Senior Management (N=92)	Level 4: Management/ Supervisory (N=159)	Level 5: Functional & Program Staff (N=294)	Level 6: Support Staff (N=136)
Employee assistance program (EAP)						
Employer Paid	35%	54%	57%	62%	66%	55%
Shared Payment	14%	21%	13%	13%	10%	6%
Employee Paid	0%	0%	1%	0%	0%	0%
Health spending account						
Employer Paid	11%	22%	18%	10%	7%	13%
Shared Payment	1%	3%	0%	0.3%	0.3%	0.3%
Employee Paid	0%	0%	2%	0%	1%	0%
Critical illness insurance						
Employer Paid	18%	26%	27%	26%	19%	13%
Shared Payment	10%	20%	10%	9%	10%	6%
Employee Paid	6%	6%	22%	23%	22%	14%

PERQUISITES BY LEVEL IN REST OF ONTARIO

	Level 1: Chief Executives (N=159)	Level 2: Senior Executives (N=34)	Level 3: Senior Management (N=93)	Level 4: Management/ Supervisory (N=157)	Level 5: Functional & Program Staff (N=295)	Level 6: Support Staff (N=136)
35-hour work week with full pay	18%	6%	9%	14%	5%	4%
Adoption assistance	0%	0%	2%	0%	0.1%	0%
Business travel insurance (non-health)	5%	6%	2%	0.3%	1%	0.2%
Cell phone/smartphone for personal use	25%	21%	17%	8%	2%	0.2%
Cell phone/smartphone for work	45%	56%	56%	61%	42%	9%
Charitable gift/donation matching	0%	3%	0%	0%	0.3%	0%
Compressed work week or flextime	28%	29%	19%	20%	10%	6%
Conference registration and travel	52%	85%	59%	51%	34%	14%
Earned days off program	16%	38%	19%	13%	9%	6%
Emergency/disaster relief fund	0%	0%	0%	0%	0.1%	0%
Employee loan program	0%	6%	0%	9%	0.1%	0%
Expense account	7%	15%	10%	8%	2%	2%
Financial/retirement planning	5%	3%	13%	17%	11%	7%
Fitness club membership	0%	0%	1%	1%	2%	0%
Home office equipment	11%	27%	10%	6%	2%	1%
Internet at home for telecommuting	4%	15%	3%	1%	0.4%	0.2%
Legal counselling	3%	0%	9%	14%	12%	7%
Maternity/paternity benefits	5%	12%	12%	2%	1%	1%
Other club membership(s)	1%	3%	2%	0%	0%	0%
Paid child care during business travel	0%	0%	0%	0%	0.1%	0%
Paid leave of absence	9%	6%	12%	20%	16%	7%
PDA provided (other than smartphone)	11%	15%	10%	16%	16%	3%
Personal use of reward points	6%	6%	1%	2%	0.4%	0%
Professional dues (i.e., associations)	22%	56%	39%	31%	15%	6%
Public transit pass or allowance	0%	0%	0%	0%	0.1%	0%
Spouse's travel expenses for conferences	1%	0%	0%	0%	0%	0%
Tuition assistance/reimbursement	8%	9%	15%	9%	9%	2%
Wellness/fitness subsidy	4%	6%	8%	10%	15%	3%
Other	2%	6%	4%	1%	2%	1%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN REST OF ONTARIO

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$4,647	\$5,819	\$5,802	\$4,064	\$4,218	\$3,967
	Percent of Base	5.6%	8.4%	7.4%	6.2%	9.2%	9.6%
Retirement	Cash Value	\$4,270	\$2,741	\$3,006	\$2,327	\$1,698	\$1,583
	Percent of Base	4.2%	3.2%	3.9%	3.8%	3.8%	3.9%
Education		\$1,216	\$1,663	\$1,336	\$717	\$879	\$524
Parking		\$907	N/A	N/A	\$469	\$904	N/A
Other Automobile		N/A	N/A	N/A	N/A	N/A	N/A
Perquisites		\$1,163	\$2,147	\$1,305	\$1,190	\$886	\$895
AMONG ALL STAFF							
Health	Cash Value	\$3,290	\$4,923	\$5,071	\$3,711	\$3,560	\$2,753
	Percent of Base	4.0%	7.1%	6.5%	5.7%	7.8%	6.7%
Retirement	Cash Value	\$1,708	\$1,896	\$1,809	\$1,638	\$1,136	\$715
	Percent of Base	1.7%	2.2%	2.3%	2.7%	2.5%	1.8%
Education		\$951	\$1,473	\$999	\$501	\$483	\$350
Parking		\$120	\$83	\$46	\$46	\$130	\$35
Other Automobile		\$381	\$1,848	\$882	\$0	\$0	\$0
Perquisites		\$988	\$2,084	\$1,084	\$1,033	\$582	\$309
Average Total Value		\$7,438	\$12,307	\$9,891	\$6,929	\$5,891	\$4,162

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN REST OF ONTARIO

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$60,000	\$60,000 to \$75,000	\$75,000 to \$100,000	\$100,000 <	\$150,000
	Hourly	< \$32.00	\$32.00 to \$40.00	\$40.00 to \$53.33	\$53.33 <	\$76.12
Level 2: Senior Executives	Annual	< \$60,000	\$60,000 to \$68,800	\$68,800 to \$92,000	\$92,000 <	\$140,625
	Hourly	< \$32.00	\$32.00 to \$37.33	\$37.33 to \$50.00	\$50.00 <	\$67.00
Level 3: Senior Management	Annual	< \$58,900	\$58,900 to \$75,000	\$75,000 to \$86,892	\$86,892 <	\$112,203
	Hourly	< \$31.41	\$31.41 to \$39.50	\$39.50 to \$46.34	\$46.34 <	\$58.37
Level 4: Management/Supervisory	Annual	< \$50,980	\$50,980 to \$59,000	\$59,000 to \$67,282	\$67,282 <	\$76,335
	Hourly	< \$26.02	\$26.02 to \$32.50	\$32.50 to \$33.71	\$33.71 <	\$43.62
Level 5: Functional & Program Staff	Annual	< \$36,000	\$36,000 to \$41,250	\$41,250 to \$47,044	\$47,044 <	\$67,700
	Hourly	< \$18.76	\$18.76 to \$21.99	\$21.99 to \$25.00	\$25.00 <	\$33.85
Level 6: Support Staff	Annual	< \$35,006	\$35,006 to \$40,000	\$40,000 to \$40,480	\$40,480 <	\$50,911
	Hourly	< \$18.67	\$18.67 to \$20.00	\$20.00 to \$22.00	\$22.00 <	\$27.59

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

COMPENSATION BY LEVEL IN REST OF ONTARIO (LEVELS 1 & 2)

	Level 1: Chief Executives						Level 2: Senior Executives									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$44,56	\$83,485	\$52	\$84,137	0.7	4.2	191	191	\$40,48	\$77,826	\$76	\$78,602	0.6	4.2	49	49
TYPE OF NONPROFIT																
Registered Charity	\$42.35	\$78,869	\$79	\$79,448	0.7	4.3	142	142	\$40.84	\$77,712	\$1,312	\$79,024	1.0	4.4	27	27
Other Nonprofit	\$50.95	\$96,865	\$863	\$97,728	0.7	4.0	49	49	\$40.04	\$77,965	\$119	\$78,084	0.1	3.9	22	22
JURISDICTION																
Local/Municipal	\$42.15	\$78,425	\$397	\$78,821	0.5	4.2	97	97	\$33.89	\$64,627	\$77	\$64,704	0.1	4.1	25	25
Regional Within Province	\$43.72	\$81,478	\$970	\$82,449	0.8	4.3	52	52	\$37.87	\$71,624	\$218	\$71,842	0.3	4.2	12	12
Provincial	\$52.36	\$98,043	\$332	\$98,374	0.4	4.3	19	19			N/A				1	1
National	\$51.11	\$98,770	\$1,541	\$100,311	1.6	4.0	19	19	\$52.77	\$104,907	\$3,350	\$108,257	2.5	4.7	10	10
International			N/A				4	4			N/A				1	1
AFFILIATION STATUS																
Affiliated	\$45.11	\$83,771	\$522	\$84,293	0.6	4.2	42	42	\$38.42	\$74,327	\$237	\$74,565	0.3	4.4	11	11
Stand-alone	\$44.31	\$83,163	\$698	\$83,861	0.7	4.2	147	147	\$41.07	\$78,839	\$932	\$79,771	0.7	4.1	38	38
REVENUE																
\$500,000 or Less	\$32.91	\$61,978	\$250	\$62,228	0.4	3.4	77	77			N/A				4	4
\$500,001 to \$1M	\$42.17	\$78,932	\$888	\$79,820	1.0	4.3	25	25			N/A				4	4
\$1M to \$2M	\$46.38	\$86,371	\$1,081	\$87,451	1.2	4.4	33	33	\$34.68	\$63,287	\$218	\$63,505	0.3	4.3	12	12
\$2M to \$5M	\$56.94	\$104,703	\$675	\$105,378	0.7	5.0	25	25	\$38.61	\$77,229	\$274	\$77,503	0.4	5.1	7	7
More Than \$5M	\$66.28	\$126,426	\$1,184	\$127,610	0.6	5.6	25	25	\$45.06	\$87,374	\$1,523	\$88,897	1.1	4.0	22	22
NUMBER OF EMPLOYEES																
1 to 5	\$35.28	\$66,081	\$545	\$66,626	0.8	3.4	66	66	\$46.10	\$89,650	\$522	\$90,172	0.6	2.6	5	5
6 to 10	\$37.53	\$70,155	\$254	\$70,409	0.2	4.0	33	33	\$29.31	\$55,120	\$0	\$55,120	0.0	3.8	5	5
11 to 20	\$45.68	\$85,993	\$1,353	\$87,346	1.5	4.5	24	24			N/A				4	4
21 to 50	\$47.51	\$89,215	\$476	\$89,692	0.5	4.5	38	38	\$38.96	\$74,528	\$120	\$74,648	0.2	4.6	16	16
More Than 50	\$69.18	\$128,759	\$1,057	\$129,816	0.5	5.4	28	28	\$42.10	\$81,012	\$1,763	\$82,775	1.3	4.3	19	19
AGE																
Under 25			N/A				0	0			N/A				1	1
26 to 35	\$30.94	\$58,693	\$0	\$58,693	0.0	3.1	15	15	\$41.23	\$79,632	\$0	\$79,632	0.0	3.1	7	7
36 to 45	\$39.48	\$74,400	\$437	\$74,838	0.5	3.9	38	38	\$45.95	\$88,663	\$5,159	\$93,821	4.0	3.9	7	7
46 to 55	\$44.56	\$83,463	\$1,268	\$84,732	1.2	4.0	62	62	\$45.79	\$86,634	\$0	\$86,634	0.0	4.5	10	10
56 to 65	\$45.83	\$86,000	\$71	\$86,571	0.7	4.6	46	46	\$39.35	\$74,943	\$192	\$75,135	0.3	4.5	10	10
66 or Older	\$50.55	\$91,844	\$0	\$91,844	0.0	5.4	8	8			N/A				1	1
EDUCATION																
High School Grad or Less	\$39.54	\$75,875	\$35	\$75,910	0.0	4.1	17	17	\$34.32	\$63,913	\$384	\$64,297	0.6	4.8	5	5
Undergrad Degree/College	\$41.57	\$77,648	\$543	\$78,191	0.7	4.1	107	107	\$40.11	\$77,736	\$1,094	\$78,830	0.9	4.1	33	33
Graduate Degree	\$49.83	\$93,068	\$784	\$93,852	0.6	4.3	57	57	\$46.43	\$87,536	\$0	\$87,536	0.0	4.0	9	9

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN REST OF ONTARIO (LEVELS 3 & 4)

	Level 3: Senior Management					Level 4: Management/Supervisory										
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$39.88	\$73,875	\$263	\$74,138	0.3	4.2	161	114	\$30.74	\$58,372	\$19	\$58,391	0.0	3.9	450	193
TYPE OF NONPROFIT																
Registered Charity	\$36.55	\$68,579	\$396	\$68,975	0.5	4.0	107	84	\$27.98	\$52,506	\$16	\$52,522	0.0	3.7	226	150
Other Nonprofit	\$46.49	\$84,367	\$0	\$84,367	0.0	4.4	54	30	\$33.53	\$64,290	\$23	\$64,313	0.0	4.0	224	43
JURISDICTION																
Local/Municipal	\$40.14	\$73,189	\$167	\$73,356	0.3	3.9	66	47	\$28.34	\$53,333	\$52	\$53,385	0.1	3.7	159	97
Regional Within Province	\$38.05	\$70,828	\$27	\$70,855	0.0	4.3	50	37	\$31.34	\$60,578	\$2	\$60,580	0.0	4.0	208	51
Provincial	\$44.67	\$80,921	\$0	\$80,921	0.0	4.4	20	15	\$35.70	\$64,213	\$0	\$64,213	0.0	3.9	50	16
National	\$40.03	\$78,375	\$1,304	\$79,680	1.3	4.2	23	13	\$31.70	\$61,099	\$0	\$61,099	0.0	3.3	29	25
International			N/A				1				N/A				4	
AFFILIATION STATUS																
Affiliated	\$40.82	\$75,313	\$0	\$75,313	0.0	3.9	34	25	\$30.08	\$55,771	\$12	\$55,782	0.0	4.0	56	30
Stand-alone	\$39.76	\$73,751	\$336	\$74,087	0.4	4.2	126	88	\$30.85	\$58,780	\$21	\$58,801	0.0	3.8	393	162
REVENUE																
\$500,000 or Less	\$28.54	\$54,377	\$615	\$54,992	1.0	2.9	13	13	\$25.37	\$47,918	\$65	\$47,983	0.1	2.6	51	49
\$500,001 to \$1M	\$31.10	\$59,418	\$273	\$59,691	0.4	3.5	11	11	\$27.38	\$51,798	\$0	\$51,798	0.0	3.1	30	28
\$1M to \$2M	\$32.98	\$61,629	\$47	\$61,676	0.1	4.0	29	25	\$25.61	\$48,565	\$98	\$48,663	0.2	3.6	49	32
\$2M to \$5M	\$42.69	\$77,270	\$0	\$77,270	0.0	4.3	34	23	\$30.93	\$56,358	\$11	\$56,370	0.0	4.5	54	30
More Than \$5M	\$44.80	\$83,567	\$476	\$84,043	0.5	4.5	63	34	\$32.08	\$61,871	\$0	\$61,871	0.0	4.1	199	44
NUMBER OF EMPLOYEES																
1 to 5	\$30.82	\$56,619	\$615	\$57,234	1.0	3.5	13	13	\$26.97	\$50,741	\$158	\$50,899	0.3	2.8	44	44
6 to 10	\$27.67	\$52,266	\$0	\$52,266	0.0	3.0	12	12	\$27.18	\$51,413	\$0	\$51,413	0.0	3.2	35	35
11 to 20	\$41.50	\$78,242	\$176	\$78,419	0.3	4.2	17	13	\$27.10	\$50,523	\$0	\$50,523	0.0	3.0	29	23
21 to 50	\$35.11	\$66,793	\$33	\$66,826	0.0	4.0	42	34	\$27.51	\$52,411	\$26	\$52,438	0.1	3.7	68	42
More Than 50	\$45.45	\$82,842	\$400	\$83,242	0.4	4.6	75	40	\$33.02	\$62,928	\$0	\$62,928	0.0	4.2	259	44
AGE																
Under 25			N/A				1		\$21.69	\$41,096	\$0	\$41,096	0.0	2.7	6	6
26 to 35	\$28.76	\$54,887	\$0	\$54,887	0.0	3.2	17	17	\$26.27	\$49,038	\$0	\$49,038	0.0	2.9	36	36
36 to 45	\$34.98	\$64,063	\$143	\$64,205	0.2	4.1	21	21	\$29.69	\$56,287	\$66	\$56,353	0.1	3.2	33	33
46 to 55	\$39.65	\$73,053	\$41	\$73,094	0.1	4.0	33	33	\$29.88	\$56,045	\$105	\$56,150	0.2	3.8	39	39
56 to 65	\$36.54	\$68,795	\$471	\$69,266	0.8	4.2	17	17	\$32.15	\$60,887	\$0	\$60,887	0.0	3.7	26	26
66 or Older			N/A				0				N/A				2	
EDUCATION																
High School Grad or Less	\$35.79	\$65,652	\$0	\$65,652	0.0	3.9	11	11	\$26.94	\$50,955	\$52	\$51,007	0.1	4.2	21	21
Undergrad Degree/College	\$35.86	\$66,916	\$203	\$67,119	0.3	3.8	61	61	\$28.44	\$53,378	\$37	\$53,415	0.1	3.3	95	95
Graduate Degree	\$34.39	\$63,087	\$0	\$63,087	0.0	4.0	23	23	\$29.62	\$55,970	\$56	\$56,026	0.1	3.1	30	30

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN REST OF ONTARIO (LEVELS 5 & 6)

	Level 5: Functional & Program Staff						Level 6: Support Staff									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$22.95	\$43,204	\$15	\$43,219	0.0	2.8	2,034	375	\$20.45	\$39,295	\$10	\$39,306	0.0	2.9	506	184
TYPE OF NONPROFIT																
Registered Charity	\$22.09	\$41,812	\$26	\$41,838	0.1	3.0	942	261	\$19.51	\$37,646	\$14	\$37,660	0.0	2.7	297	133
Other Nonprofit	\$23.69	\$44,404	\$6	\$44,410	0.0	2.6	1,092	114	\$21.78	\$41,640	\$5	\$41,645	0.0	3.2	209	51
JURISDICTION																
Local/Municipal	\$22.47	\$42,613	\$12	\$42,625	0.0	2.5	1,090	179	\$19.74	\$38,331	\$16	\$38,347	0.1	2.7	260	88
Regional Within Province	\$22.48	\$42,203	\$7	\$42,211	0.0	3.1	683	98	\$21.02	\$39,626	\$9	\$39,635	0.0	3.0	116	49
Provincial	\$26.72	\$47,747	\$0	\$47,747	0.0	2.8	145	30	\$20.96	\$40,232	\$0	\$40,232	0.0	3.1	91	19
National	\$25.63	\$49,356	\$123	\$49,479	0.2	3.1	106	58	\$23.45	\$44,793	\$0	\$44,793	0.0	3.5	29	20
International	\$24.06	\$44,824	\$0	\$44,824	0.0	2.7	10	10	\$18.97	\$36,342	\$0	\$36,342	0.0	2.3	9	7
AFFILIATION STATUS																
Affiliated	\$24.37	\$45,613	\$21	\$45,634	0.1	2.5	500	77	\$19.97	\$38,998	\$22	\$39,020	0.1	2.9	166	38
Stand-alone	\$22.50	\$42,446	\$13	\$42,459	0.0	2.9	1,528	294	\$20.68	\$39,441	\$5	\$39,446	0.0	2.9	340	146
REVENUE																
\$500,000 or Less	\$21.06	\$40,541	\$13	\$40,554	0.0	2.1	125	100	\$18.07	\$35,062	\$0	\$35,062	0.0	1.7	66	55
\$500,001 to \$1M	\$19.05	\$37,036	\$1	\$37,037	0.0	2.7	222	59	\$20.22	\$38,680	\$0	\$38,680	0.0	2.4	34	21
\$1M to \$2M	\$21.22	\$40,505	\$64	\$40,568	0.2	2.5	258	65	\$20.15	\$39,687	\$41	\$39,728	0.1	2.8	105	34
\$2M to \$5M	\$29.20	\$52,862	\$37	\$52,899	0.1	3.4	307	40	\$20.56	\$38,257	\$8	\$38,265	0.0	3.1	73	21
More Than \$5M	\$22.12	\$42,067	\$0	\$42,067	0.0	2.8	1,011	75	\$22.37	\$41,658	\$3	\$41,661	0.0	3.6	105	41
NUMBER OF EMPLOYEES																
1 to 5	\$21.84	\$41,846	\$71	\$41,917	0.2	2.3	86	80	\$19.23	\$37,951	\$40	\$37,991	0.1	1.5	41	41
6 to 10	\$21.86	\$41,657	\$0	\$41,657	0.0	2.2	93	76	\$18.35	\$35,512	\$0	\$35,512	0.0	1.9	38	30
11 to 20	\$23.31	\$43,670	\$96	\$43,766	0.2	2.9	132	56	\$21.64	\$44,451	\$0	\$44,451	0.0	3.0	34	25
21 to 50	\$23.03	\$43,926	\$26	\$43,952	0.1	2.7	424	75	\$19.14	\$37,029	\$31	\$37,060	0.1	2.5	106	38
More Than 50	\$23.01	\$43,074	\$0	\$43,074	0.0	2.9	1,284	73	\$21.92	\$40,881	\$2	\$40,883	0.0	3.6	184	46
AGE																
Under 25	\$19.25	\$36,105	\$0	\$36,105	0.0	1.7	25	25	\$16.75	\$32,783	\$0	\$32,783	0.0	1.3	11	11
26 to 35	\$22.55	\$42,391	\$50	\$42,441	0.1	2.5	72	72	\$19.96	\$37,903	\$32	\$37,935	0.1	2.6	27	27
36 to 45	\$24.53	\$47,065	\$193	\$47,258	0.4	2.6	47	47	\$22.58	\$42,982	\$0	\$42,982	0.0	2.9	22	22
46 to 55	\$24.14	\$45,215	\$100	\$45,315	0.2	3.0	55	55	\$20.86	\$39,223	\$56	\$39,279	0.2	2.8	28	28
56 to 65	\$26.23	\$50,669	\$49	\$50,718	0.1	3.0	30	30	\$22.68	\$44,009	\$29	\$44,038	0.1	2.8	34	34
66 or Older	\$28.02	\$55,419	\$0	\$55,419	0.0	3.0	5	5			N/A				3	3
EDUCATION																
High School Grad or Less	\$22.04	\$42,029	\$118	\$42,147	0.3	2.3	41	41	\$19.58	\$37,942	\$36	\$37,978	0.1	2.2	45	45
Undergrad Degree/College	\$22.92	\$43,360	\$22	\$43,382	0.1	2.6	156	156	\$21.71	\$41,220	\$25	\$41,245	0.1	2.5	74	74
Graduate Degree	\$26.87	\$50,533	\$27	\$50,560	0.1	2.9	30	30			N/A				4	4

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION AND BENEFITS IN REST OF CANADA

This section presents compensation and benefits benchmarks for employees working in Rest of Canada. The breakdowns are similar to those discussed in the main body of this report.

PROPORTION OF EMPLOYEES RECEIVING BENEFITS BY LEVEL IN REST OF CANADA

	Level 1: Chief Executives	Level 2: Senior Executives	Level 3: Senior Management	Level 4: Management/ Supervisory	Level 5: Functional & Program Staff	Level 6: Support Staff
Health	66%	70%	91%	92%	91%	85%
Retirement	46%	30%	83%	75%	83%	85%
Education	75%	56%	76%	63%	57%	49%
Automobile	6%	0%	0%	4%	1%	3%
Paid Parking	23%	10%	0%	9%	4%	9%
Perquisites	84%	90%	96%	87%	91%	77%

Note: Percentages do not sum to 100% because of multiple responses

RETIREMENT BENEFITS BY LEVEL IN REST OF CANADA

	Level 1: Chief Executives (N=74)	Level 2: Senior Executives (N=10)	Level 3: Senior Management (N=36)	Level 4: Management/ Supervisory (N=79)	Level 5: Functional & Program Staff (N=152)	Level 6: Support Staff (N=44)
RSP Total	32%	30%	74%	51%	64%	65%
Matched contribution	23%	30%	56%	39%	49%	58%
Basic contribution	10%	0%	19%	12%	14%	6%
Pension Plan Total	14%	0%	9%	24%	21%	20%
Defined benefit pension plan	4%	0%	2%	4%	0.4%	4%
Defined contribution pension plan	11%	0%	7%	20%	20%	17%
Health benefits continued after retirement	0%	0%	0%	0%	0%	0%

Note: Percentages do not sum to 100% because of multiple responses

AUTOMOBILE BENEFITS BY LEVEL IN REST OF CANADA

	Level 1: Chief Executives (N=77)	Level 2: Senior Executives (N=10)	Level 3: Senior Management (N=36)	Level 4: Management/ Supervisory (N=78)	Level 5: Functional & Program Staff (N=153)	Level 6: Support Staff (N=46)
Parking						
Employer-paid parking (otherwise not free)	23%	10%	0%	9%	4%	9%
Parking that is already free	49%	60%	76%	56%	85%	77%
Other automobile benefits						
Vehicle allowance	4%	0%	0%	0%	0%	0%
Regular use of organization-owned vehicle	1%	0%	0%	3%	0%	3%
Regular use of organization-leased vehicle	1%	0%	0%	1%	1%	0%

Note: Percentages do not sum to 100% because of multiple responses

HEALTH BENEFITS BY LEVEL IN REST OF CANADA

	Level 1: Chief Executives (N=76)	Level 2: Senior Executives (N=10)	Level 3: Senior Management (N=36)	Level 4: Management/ Supervisory (N=80)	Level 5: Functional & Program Staff (N=156)	Level 6: Support Staff (N=46)
Dental plan						
Employer Paid	17%	10%	26%	35%	23%	43%
Shared Payment	43%	60%	65%	52%	65%	36%
Employee Paid	0%	0%	0%	0%	0.2%	0%
Vision care						
Employer Paid	16%	0%	24%	32%	23%	43%
Shared Payment	37%	40%	46%	51%	43%	33%
Employee Paid	0%	0%	0%	0%	0%	0%
Prescription drug plan						
Employer Paid	18%	10%	26%	35%	23%	43%
Shared Payment	45%	60%	65%	54%	67%	37%
Employee Paid	0%	0%	0%	0%	0.2%	1%
Ext. health care/major medical insurance						
Employer Paid	19%	10%	28%	34%	23%	43%
Shared Payment	39%	60%	62%	53%	64%	37%
Employee Paid	1%	0%	0%	0%	0.2%	1%
Benefit coverage for family & dependents						
Employer Paid	15%	10%	26%	33%	23%	43%
Shared Payment	41%	60%	63%	54%	66%	37%
Employee Paid	1%	0%	2%	0%	0.2%	0%
Life insurance						
Employer Paid	17%	10%	28%	33%	23%	42%
Shared Payment	30%	40%	28%	41%	25%	10%
Employee Paid	11%	20%	33%	15%	40%	30%
Accidental death and dismemberment						
Employer Paid	16%	11%	28%	35%	29%	43%
Shared Payment	34%	44%	33%	39%	28%	10%
Employee Paid	4%	11%	22%	14%	28%	29%
Short-term disability insurance						
Employer Paid	8%	0%	15%	27%	22%	39%
Shared Payment	29%	20%	21%	17%	20%	5%
Employee Paid	7%	0%	6%	6%	2%	3%
Long-term disability insurance						
Employer Paid	11%	10%	17%	32%	23%	43%
Shared Payment	27%	30%	19%	19%	23%	7%
Employee Paid	12%	30%	52%	35%	43%	31%
Alternative therapy insurance						
Employer Paid	15%	10%	20%	32%	23%	43%
Shared Payment	43%	50%	63%	51%	66%	37%
Employee Paid	0%	0%	0%	0%	0.2%	0%
Survivor insurance						
Employer Paid	10%	10%	9%	26%	24%	16%
Shared Payment	21%	30%	30%	34%	24%	5%
Employee Paid	4%	10%	13%	2%	2%	0%
Work-related travel accident insurance						
Employer Paid	14%	10%	27%	33%	23%	41%
Shared Payment	36%	40%	61%	43%	59%	33%
Employee Paid	0%	0%	0%	0%	0%	0%

	Level 1: Chief Executives (N=76)	Level 2: Senior Executives (N=10)	Level 3: Senior Management (N=36)	Level 4: Management/ Supervisory (N=80)	Level 5: Functional & Program Staff (N=156)	Level 6: Support Staff (N=46)
Employee assistance program (EAP)						
Employer Paid	18%	11%	45%	42%	62%	69%
Shared Payment	21%	56%	32%	40%	21%	5%
Employee Paid	0%	0%	0%	0%	0.2%	1%
Health spending account						
Employer Paid	1%	0%	4%	1%	1%	3%
Shared Payment	4%	0%	0%	3%	4%	3%
Employee Paid	0%	0%	0%	0%	0%	0%
Critical illness insurance						
Employer Paid	10%	10%	9%	26%	24%	18%
Shared Payment	21%	30%	11%	25%	7%	1%
Employee Paid	1%	10%	13%	7%	5%	26%

PERQUISITES BY LEVEL IN REST OF CANADA

	Level 1: Chief Executives (N=77)	Level 2: Senior Executives (N=10)	Level 3: Senior Management (N=36)	Level 4: Management/ Supervisory (N=80)	Level 5: Functional & Program Staff (N=152)	Level 6: Support Staff (N=46)
35-hour work week with full pay	10%	10%	13%	24%	20%	1%
Adoption assistance	0%	0%	0%	0%	0%	0%
Business travel insurance (non-health)	4%	0%	6%	1%	0.4%	0%
Cell phone/smartphone for personal use	21%	40%	35%	19%	1%	0%
Cell phone/smartphone for work	42%	50%	69%	27%	44%	27%
Charitable gift/donation matching	0%	0%	0%	0%	0%	0%
Compressed work week or flextime	20%	10%	19%	12%	13%	33%
Conference registration and travel	46%	50%	41%	20%	27%	6%
Earned days off program	21%	0%	15%	29%	42%	12%
Emergency/disaster relief fund	0%	0%	0%	0%	0%	1%
Employee loan program	0%	0%	0%	0%	0%	0%
Expense account	8%	20%	4%	2%	1%	1%
Financial/retirement planning	5%	0%	13%	10%	13%	4%
Fitness club membership	4%	10%	9%	17%	0.4%	1%
Home office equipment	16%	0%	2%	2%	1%	0%
Internet at home for telecommuting	4%	0%	0%	0%	0.4%	0%
Legal counselling	0%	0%	0%	2%	0%	1%
Maternity/paternity benefits	8%	0%	2%	7%	5%	3%
Other club membership(s)	0%	0%	0%	0%	0%	0%
Paid child care during business travel	1%	0%	2%	0%	0.2%	0%
Paid leave of absence	10%	10%	24%	11%	6%	28%
PDA provided (other than smartphone)	13%	10%	13%	1%	1%	0%
Personal use of reward points	5%	20%	9%	6%	3%	26%
Professional dues (i.e., associations)	20%	20%	44%	18%	3%	3%
Public transit pass or allowance	1%	0%	0%	3%	0.4%	0%
Spouse's travel expenses for conferences	1%	0%	0%	0%	0%	0%
Tuition assistance/reimbursement	5%	0%	9%	12%	3%	25%
Wellness/fitness subsidy	5%	10%	2%	4%	5%	1%
Other	3%	0%	0%	2%	4%	3%

Notes: Percentages do not sum to 100% because of multiple responses

SUMMARY OF BENEFIT VALUES BY LEVEL IN REST OF CANADA

AMONG THOSE WHO RECEIVE THE BENEFIT							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Health	Cash Value	\$4,027	\$2,227	\$6,374	\$3,700	\$2,946	\$5,151
	Percent of Base	4.8%	2.5%	7.4%	6.2%	6.3%	11.9%
Retirement	Cash Value	\$4,576	N/A	\$4,304	\$2,581	\$1,795	\$2,055
	Percent of Base	5.1%	N/A	5.4%	4.6%	3.9%	4.8%
Education		\$1,615	N/A	\$1,333	\$779	\$458	\$380
Parking		\$1,515	N/A	N/A	N/A	\$1,014	N/A
Other Automobile		N/A	N/A	N/A	N/A	N/A	N/A
Perquisites		\$1,640	N/A	\$1,370	\$486	\$405	\$367
AMONG ALL STAFF							
Health	Cash Value	\$2,666	\$1,559	\$5,782	\$3,386	\$2,687	\$4,389
	Percent of Base	3.2%	1.8%	6.7%	5.7%	5.7%	10.1%
Retirement	Cash Value	\$2,100	\$2,173	\$3,585	\$1,941	\$1,495	\$1,743
	Percent of Base	2.3%	2.2%	4.5%	3.5%	3.2%	4.1%
Education		\$1,216	\$1,427	\$1,007	\$489	\$262	\$188
Parking		\$354	\$0	\$0	\$25	\$37	\$38
Other Automobile		\$228	\$0	\$0	\$20	\$13	\$0
Perquisites		\$1,384	\$1,170	\$1,319	\$423	\$369	\$281
Average Total Value		\$7,948	\$6,329	\$11,693	\$6,284	\$4,863	\$6,639

Notes: The value for "among all staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "among those who receive the benefit" excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Chapter 6 on how to use these values.

COMPENSATION QUANTILES IN REST OF CANADA

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile	95 th Percentile
Level 1: Chief Executives	Annual	< \$49,000	\$49,000 to \$62,000	\$62,000 to \$81,250	\$81,250 <	\$130,000
	Hourly	< \$25.00	\$25.00 to \$32.00	\$32.00 to \$41.60	\$41.60 <	\$69.19
Level 2: Senior Executives	Annual	< \$55,000	\$55,000 to \$75,000	\$75,000 to \$116,308	\$116,308 <	\$167,000
	Hourly	< \$27.50	\$27.50 to \$40.00	\$40.00 to \$58.15	\$58.15 <	\$95.43
Level 3: Senior Management	Annual	< \$67,000	\$67,000 to \$75,000	\$75,000 to \$90,000	\$90,000 <	\$127,500
	Hourly	< \$35.73	\$35.73 to \$37.50	\$37.50 to \$47.50	\$47.50 <	\$68.57
Level 4: Management/Supervisory	Annual	< \$43,290	\$43,290 to \$50,000	\$50,000 to \$57,520	\$57,520 <	\$81,000
	Hourly	< \$22.50	\$22.50 to \$27.08	\$27.08 to \$29.84	\$29.84 <	\$43.78
Level 5: Functional & Program Staff	Annual	< \$40,000	\$40,000 to \$42,000	\$42,000 to \$48,500	\$48,500 <	\$70,000
	Hourly	< \$21.00	\$21.00 to \$22.85	\$22.85 to \$25.00	\$25.00 <	\$37.00
Level 6: Support Staff	Annual	< \$31,000	\$31,000 to \$39,000	\$39,000 to \$44,490	\$44,490 <	\$55,500
	Hourly	< \$16.57	\$16.57 to \$20.89	\$20.89 to \$22.86	\$22.86 <	\$31.00

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

COMPENSATION BY LEVEL IN REST OF CANADA (LEVELS 1 & 2)

	Level 1: Chief Executives						Level 2: Senior Executives									
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$36.30	\$68,737	\$1,102	\$69,839	1.3	3.7	93	93	\$44.68	\$84,817	\$453	\$85,269	0.5	4.5	15	15
TYPE OF NONPROFIT																
Registered Charity	\$37.36	\$70,396	\$1,108	\$71,503	1.3	4.0	83	83	\$43.71	\$82,567	\$485	\$83,052	0.5	4.3	14	14
Other Nonprofit	\$27.69	\$55,389	\$792	\$56,181	0.7	2.4	7	7	N/A	N/A	N/A	N/A	N/A	N/A	1	1
Casual Part-Time/Contract			N/A				3	3							0	0
JURISDICTION																
Local/Municipal	\$33.67	\$63,884	\$1,723	\$65,607	1.9	3.8	29	29			N/A	N/A			3	3
Regional Within Province	\$33.67	\$63,804	\$321	\$64,125	0.5	3.1	24	24			N/A	N/A			3	3
Provincial	\$33.80	\$63,282	\$306	\$63,587	0.6	4.2	27	27			N/A	N/A			3	3
National	\$51.97	\$99,169	\$2,212	\$101,381	2.1	3.9	12	12	\$57.99	\$107,525	\$1,132	\$108,656	1.2	4.3	6	6
International			N/A				1	1			N/A	N/A			0	0
AFFILIATION STATUS																
Affiliated	\$36.34	\$69,019	\$1,088	\$70,107	1.3	3.6	25	25	\$49.08	\$90,406	\$0	\$90,406	0.0	4.3	6	6
Stand-alone	\$36.28	\$68,633	\$1,107	\$69,740	1.3	3.8	68	68	\$41.74	\$81,091	\$754	\$81,845	0.8	4.7	9	9
REVENUE																
\$500,000 or Less	\$27.82	\$53,009	\$692	\$53,701	1.0	3.3	57	57			N/A	N/A			3	3
\$500,001 to \$1M	\$37.69	\$71,948	\$407	\$72,355	0.7	4.4	14	14			N/A	N/A			3	3
\$1M to \$2M	\$47.78	\$90,819	\$2,949	\$93,769	2.8	4.3	9	9			N/A	N/A			2	2
\$2M to \$5M	\$60.63	\$115,557	\$5,129	\$120,686	4.0	4.7	6	6			N/A	N/A			2	2
More Than \$5M	\$73.09	\$132,175	\$0	\$132,175	0.0	4.5	6	6	\$61.27	\$116,103	\$0	\$116,103	0.0	5.2	5	5
NUMBER OF EMPLOYEES																
1 to 5	\$29.28	\$55,237	\$959	\$56,196	1.4	3.3	37	37			N/A	N/A			1	1
6 to 10	\$37.15	\$70,630	\$1,092	\$71,722	1.1	4.0	27	27			N/A	N/A			3	3
11 to 20	\$37.55	\$71,167	\$1,285	\$72,452	1.5	4.0	13	13	\$32.48	\$62,487	\$1,358	\$63,845	1.4	4.2	5	5
21 to 50	\$46.84	\$88,378	\$0	\$88,378	0.0	3.4	8	8			N/A	N/A			3	3
More Than 50	\$56.64	\$107,085	\$2,968	\$110,053	2.1	4.7	7	7			N/A	N/A			3	3
AGE																
Under 25			N/A				2	2			N/A	N/A			0	0
26 to 35	\$26.11	\$49,927	\$357	\$50,284	0.7	2.9	14	14	\$34.21	\$66,760	\$0	\$66,760	0.0	3.6	5	5
36 to 45	\$37.54	\$71,467	\$1,750	\$73,217	1.7	3.8	12	12			N/A	N/A			3	3
46 to 55	\$39.38	\$74,348	\$685	\$75,033	1.1	3.9	27	27			N/A	N/A			3	3
56 to 65	\$34.73	\$65,485	\$1,408	\$66,893	1.7	3.8	25	25			N/A	N/A			3	3
66 or Older			N/A				3	3			N/A	N/A			0	0
EDUCATION																
High School Grad or Less	\$39.83	\$76,644	\$2,267	\$78,911	3.6	3.3	12	12			N/A	N/A			1	1
Undergrad Degree/College	\$33.20	\$62,812	\$671	\$63,483	0.7	3.7	54	54	\$44.58	\$84,118	\$617	\$84,735	0.6	4.4	11	11
Graduate Degree	\$41.72	\$78,438	\$1,561	\$79,999	1.6	4.0	25	25			N/A	N/A			2	2

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN REST OF CANADA (LEVELS 3 & 4)

	Level 3: Senior Management						Level 4: Management/Supervisory									
	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$41.80	\$78,936	\$1,109	\$80,045	1.0	4.3	58	40	\$27.57	\$51,830	\$116	\$51,946	0.2	3.9	144	94
TYPE OF NONPROFIT																
Registered Charity	\$40.64	\$77,598	\$349	\$77,947	0.4	4.4	51	33	\$27.55	\$51,822	\$126	\$51,948	0.3	3.9	132	82
Other Nonprofit	\$50.22	\$88,683	\$6,643	\$95,326	5.7	4.1	7	7	\$27.84	\$51,916	\$0	\$51,916	0.0	3.8	12	12
JURISDICTION																
Local/Municipal	\$43.45	\$80,923	\$1,938	\$82,861	1.7	4.8	24	12	\$26.65	\$51,120	\$0	\$51,120	0.0	4.2	50	30
Regional Within Province	\$34.77	\$64,300	\$0	\$64,300	0.0	3.2	6	6	\$25.03	\$44,917	\$146	\$45,063	0.5	3.4	40	15
Provincial	\$33.63	\$65,542	\$0	\$65,542	0.0	4.0	11	5	\$26.43	\$50,262	\$0	\$50,262	0.0	3.8	30	25
National	\$49.31	\$93,170	\$1,272	\$94,442	1.3	4.5	14	14	\$36.08	\$68,339	\$518	\$68,856	0.7	4.4	21	21
International			N/A				3	3			N/A					3
AFFILIATION STATUS																
Affiliated	\$39.42	\$75,824	\$154	\$75,979	0.1	4.7	23	13	\$27.47	\$52,983	\$254	\$53,237	0.5	4.0	52	33
Stand-alone	\$43.36	\$80,981	\$1,736	\$82,717	1.6	4.1	35	27	\$27.63	\$51,178	\$38	\$51,216	0.1	3.8	92	61
REVENUE																
\$500,000 or Less	\$25.58	\$50,540	\$0	\$50,540	0.0	3.2	5	5	\$19.77	\$37,872	\$217	\$38,089	0.7	3.0	23	21
\$500,001 to \$1M			N/A													
\$1M to \$2M	\$46.53	\$90,406	\$2,967	\$93,373	3.0	4.0	6	6	\$24.54	\$46,649	\$0	\$46,649	0.0	3.3	19	19
\$2M to \$5M	\$45.56	\$86,379	\$3,321	\$89,700	2.9	3.9	14	8	\$32.43	\$61,576	\$975	\$62,551	1.3	3.9	12	12
More Than \$5M	\$43.02	\$80,369	\$0	\$80,369	0.0	4.8	30	18	\$30.58	\$58,954	\$0	\$58,954	0.0	3.7	20	17
NUMBER OF EMPLOYEES																
1 to 5			N/A													
6 to 10	\$38.02	\$74,494	\$950	\$75,444	0.9	3.7	9	9	\$28.16	\$53,095	\$263	\$53,358	0.3	3.8	28	26
11 to 20	\$36.60	\$68,463	\$1,542	\$70,005	1.7	4.0	6	6	\$23.56	\$45,232	\$405	\$45,637	1.0	3.0	21	21
21 to 50			N/A													
More Than 50	\$44.08	\$82,758	\$1,257	\$84,015	1.1	4.7	37	19	\$21.99	\$42,208	\$138	\$42,346	0.3	2.5	6	6
AGE																
Under 25			N/A													
26 to 35	\$35.58	\$68,001	\$1,357	\$69,358	1.4	3.9	7	7	\$23.06	\$44,517	\$86	\$44,904	1.0	3.1	22	22
36 to 45	\$37.84	\$73,030	\$0	\$73,030	0.0	4.0	8	8	\$29.03	\$54,252	\$0	\$54,252	0.0	3.7	26	26
46 to 55	\$44.98	\$83,985	\$432	\$84,416	0.5	4.4	11	11	\$32.76	\$60,357	\$217	\$60,574	0.4	3.5	14	14
56 to 65			N/A													
66 or Older			N/A													
EDUCATION																
High School Grad or Less			N/A													
Undergrad Degree/College	\$48.32	\$89,287	\$2,428	\$91,715	2.2	4.2	20	20	\$27.17	\$51,638	\$321	\$51,959	0.6	3.4	52	52
Graduate Degree	\$40.93	\$76,148	\$1,375	\$77,523	1.3	3.9	8	8	\$28.54	\$53,053	\$0	\$53,053	0.0	3.1	18	18

Notes: Blank cells indicate that there were too few responses to report.
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 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY LEVEL IN REST OF CANADA (LEVELS 5 & 6)

	Level 5: Functional & Program Staff							Level 6: Support Staff								
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
EMPLOYMENT STATUS																
Total	\$23.57	\$44,619	\$34	\$44,653	0.1	3.0	583	180	\$20.73	\$39,035	\$96	\$39,131	0.2	3.0	94	59
TYPE OF NONPROFIT																
Registered Charity	\$23.58	\$44,752	\$36	\$44,788	0.1	3.0	535	144	\$20.35	\$38,580	\$24	\$38,605	0.1	3.0	84	51
Other Nonprofit	\$23.49	\$43,139	\$9	\$43,149	0.0	3.5	48	36	\$24.00	\$42,853	\$700	\$43,553	1.7	2.8	10	8
JURISDICTION																
Local/Municipal	\$24.11	\$46,717	\$9	\$46,726	0.0	2.8	267	58	\$21.59	\$39,941	\$18	\$39,959	0.1	3.0	36	23
Regional Within Province	\$23.06	\$41,027	\$41	\$41,069	0.1	3.5	136	35	\$16.52	\$32,432	\$13	\$32,444	0.0	3.4	16	8
Provincial	\$21.74	\$41,780	\$0	\$41,780	0.0	2.7	133	56	\$19.97	\$37,807	\$389	\$38,196	0.9	1.9	18	18
National	\$28.54	\$54,151	\$284	\$54,435	0.5	3.6	40	28	\$22.82	\$42,999	\$50	\$43,049	0.1	3.6	24	10
International			N/A					2			N/A					0
AFFILIATION STATUS																
Affiliated	\$21.66	\$41,940	\$60	\$41,999	0.1	3.0	167	43	\$20.97	\$39,266	\$27	\$39,292	0.1	3.2	32	18
Stand-alone	\$24.34	\$45,695	\$24	\$45,719	0.0	3.1	416	137	\$20.44	\$38,644	\$134	\$38,778	0.3	2.9	61	40
REVENUE																
\$500,000 or Less	\$22.61	\$43,497	\$69	\$43,566	0.2	2.0	124	69	\$16.96	\$32,267	\$523	\$32,790	1.3	1.7	15	15
\$500,001 to \$1M	\$20.59	\$38,379	\$0	\$38,379	0.0	3.4	31	15	\$18.48	\$35,266	\$0	\$35,266	0.0	1.9	13	13
\$1M to \$2M	\$25.62	\$47,937	\$541	\$48,477	0.9	2.8	21	19			N/A				3	
\$2M to \$5M	\$23.49	\$45,558	\$0	\$45,558	0.0	2.4	74	16	\$27.60	\$50,740	\$0	\$50,740	0.0	3.3	7	5
More Than \$5M	\$24.14	\$45,333	\$0	\$45,333	0.0	3.5	316	47	\$21.15	\$39,915	\$0	\$39,915	0.0	3.6	54	21
NUMBER OF EMPLOYEES																
1 to 5	\$22.22	\$42,824	\$140	\$42,964	0.3	2.3	40	35	\$18.16	\$35,178	\$1,200	\$36,378	2.9	1.1	6	6
6 to 10	\$21.31	\$39,364	\$56	\$39,419	0.1	3.2	86	55	\$20.54	\$38,701	\$43	\$38,745	0.1	2.8	15	15
11 to 20	\$25.82	\$49,586	\$202	\$49,788	0.3	2.2	47	25	\$17.09	\$32,127	\$86	\$32,212	0.2	1.9	14	14
21 to 50	\$24.96	\$49,457	\$0	\$49,457	0.0	0.7	23	6			N/A				2	
More Than 50	\$23.83	\$45,046	\$0	\$45,046	0.0	3.3	381	53	\$22.02	\$41,320	\$0	\$41,320	0.0	3.6	56	21
AGE																
Under 25	\$17.22	\$33,082	\$62	\$33,145	0.2	1.4	20	20			N/A				4	
26 to 35	\$22.84	\$43,076	\$188	\$43,263	0.3	2.7	44	44	\$19.10	\$36,562	\$0	\$36,562	0.0	2.5	10	10
36 to 45	\$24.40	\$46,018	\$121	\$46,139	0.2	3.8	19	19	\$20.52	\$37,778	\$700	\$38,478	1.7	2.3	10	10
46 to 55	\$27.35	\$51,520	\$0	\$51,520	0.0	3.6	19	19	\$20.74	\$39,079	\$185	\$39,264	0.5	3.0	10	10
56 to 65	\$28.32	\$54,391	\$0	\$54,391	0.0	3.1	13	13	\$20.91	\$39,734	\$0	\$39,734	0.0	3.1	10	10
66 or Older			N/A				3				N/A				2	
EDUCATION																
High School Grad or Less	\$21.64	\$40,961	\$363	\$41,324	0.8	2.7	23	23	\$20.04	\$37,773	\$590	\$38,363	1.5	2.2	15	15
Undergrad Degree/College	\$24.23	\$45,259	\$116	\$45,376	0.2	2.8	74	74	\$20.35	\$38,546	\$0	\$38,546	0.0	2.5	26	26
Graduate Degree	\$25.13	\$47,559	\$20	\$47,579	0.0	3.0	23	23			N/A				1	

Notes: 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.
 N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

IX. Appendix III – Compensation by Staff Position and Department

The following tables summarize compensation by staff position title for each level. More detailed titles are present for levels 3 and 4 later in this section.

COMPENSATION BY SPECIFIC STAFF POSITION

COMPENSATION BY SPECIFIC STAFF POSITION								
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
Level 1: Chief Executives								
Executive Director	\$42.33	\$79,995	\$728	\$80,723	0.8	4.0	563	563
Chief Executive Officer	\$64.75	\$122,141	\$3,288	\$125,430	2.2	4.7	155	155
President & Chief Executive Officer	\$97.85	\$182,613	\$10,511	\$193,124	6.3	6.1	15	15
President	\$68.17	\$128,416	\$846	\$129,263	0.8	5.2	13	13
Director	\$33.00	\$62,154	\$109	\$62,263	0.2	4.3	11	11
General Manager	\$33.00	\$62,491	\$111	\$62,602	0.2	3.6	9	9
Level 2: Senior Executives								
Director	\$46.80	\$89,015	\$965	\$89,979	1.1	4.1	74	74
Vice President	\$69.03	\$127,884	\$3,256	\$131,139	2.4	4.5	30	30
Chief Financial Officer	\$53.06	\$98,838	\$2,625	\$101,463	1.6	4.2	28	28
Chief Operations Officer	\$56.78	\$105,085	\$620	\$105,705	0.7	4.4	20	20
Manager of Operations	\$32.99	\$61,797	\$39	\$61,836	0.1	4.4	16	16
Senior Director	\$43.74	\$82,235	\$1,245	\$83,480	1.3	4.9	11	11
Assistant Director	\$44.04	\$81,772	\$213	\$81,985	0.3	3.8	9	9
Level 3: Senior Management								
Director	\$48.14	\$89,216	\$431	\$89,647	0.5	4.5	488	308
Manager	\$33.13	\$62,051	\$136	\$62,188	0.2	3.9	156	112
Senior Manager	\$38.77	\$73,384	\$173	\$73,558	0.2	4.0	116	73
Vice President	\$67.55	\$125,173	\$608	\$125,781	0.5	4.3	20	15
Level 4: Management/ Supervisory								
Manager	\$32.38	\$61,055	\$163	\$61,219	0.3	3.9	945	488
Coordinator	\$25.92	\$49,392	\$95	\$49,487	0.2	2.9	151	100
Supervisor	\$30.03	\$55,604	\$38	\$55,642	0.1	3.8	151	59
Team Lead	\$26.81	\$50,792	\$55	\$50,847	0.1	3.3	73	47
Project Manager	\$31.73	\$60,853	\$101	\$60,954	0.2	3.3	90	42
Program Director	\$24.41	\$47,671	\$227	\$47,898	0.5	3.6	64	35
Director	\$35.49	\$66,175	\$0	\$66,175	0.0	4.3	76	24
Officer	\$28.32	\$53,491	\$0	\$53,491	0.0	2.9	16	16
Assistant Director	\$37.67	\$73,161	\$0	\$73,161	0.0	3.5	20	11
Assistant Manager	\$24.84	\$46,316	\$104	\$46,420	0.2	3.2	14	10

Notes: Blank cells indicate that there were too few responses to report.

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

N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY SPECIFIC STAFF POSITION (CONT'D)								
	Hourly	Base	Bonus/ Variable	Total	Bonus %	Vacation Weeks	# of People	N
Level 5: Functional & Program Staff								
Coordinator	\$24.28	\$45,562	\$75	\$45,637	0.2	3.2	933	472
Program Delivery Staff	\$23.97	\$45,099	\$170	\$45,270	0.3	3.1	2145	265
Counsellor	\$24.84	\$47,524	\$3	\$47,527	0.0	3.5	726	79
Support Worker	\$19.68	\$38,513	\$1	\$38,514	0.0	2.1	569	77
Officer	\$29.13	\$54,382	\$117	\$54,499	0.1	3.3	115	62
Program Administrator	\$23.75	\$44,386	\$68	\$44,454	0.1	2.9	96	53
Assistant	\$18.52	\$35,543	\$0	\$35,543	0.0	2.0	72	49
Case Worker	\$22.88	\$43,745	\$0	\$43,745	0.0	2.8	340	49
Specialist	\$28.90	\$54,819	\$142	\$54,961	0.3	3.2	91	43
Customer service and other front-line support	\$17.96	\$34,330	\$302	\$34,632	0.7	2.4	405	37
Early Childhood Educator/Teacher	\$22.37	\$42,311	\$52	\$42,362	0.1	3.1	335	30
Social Worker	\$33.27	\$62,507	\$5	\$62,511	0.0	4.0	164	24
Instructor	\$21.74	\$41,433	\$0	\$41,433	0.0	2.3	68	23
Assistant Coordinator	\$21.99	\$42,361	\$23	\$42,384	0.1	2.3	22	22
Other Health Provider	\$31.18	\$60,461	\$0	\$60,461	0.0	2.9	58	18
Program Director	\$24.11	\$44,787	\$559	\$45,346	1.2	2.8	17	17
Analyst	\$34.24	\$64,862	\$0	\$64,862	0.0	2.7	21	14
Associate	\$21.36	\$38,923	\$0	\$38,923	0.0	3.6	194	14
Consultant	\$39.14	\$75,057	\$151	\$75,209	0.3	1.8	24	12
Director	\$26.15	\$48,433	\$366	\$48,799	0.5	1.5	28	10
Nurse	\$28.10	\$53,286	\$0	\$53,286	0.0	3.1	106	10
Level 6: Support Staff								
Administrative Assistant	\$22.60	\$42,411	\$116	\$42,527	0.3	3.1	458	207
Bookkeeper	\$27.68	\$54,201	\$0	\$54,201	0.0	1.9	55	53
Janitor/Custodian/Maintenance	\$19.21	\$37,540	\$5	\$37,545	0.0	4.3	79	51
Executive Assistant	\$25.83	\$48,025	\$212	\$48,237	0.5	3.0	48	44
Office Administrator	\$25.26	\$47,111	\$77	\$47,187	0.2	3.3	59	44
Receptionist	\$18.19	\$34,915	\$4	\$34,920	0.0	2.8	92	43
Accounting Clerk	\$25.61	\$47,993	\$0	\$47,993	0.0	3.1	38	31
Office Manager	\$23.77	\$44,877	\$263	\$45,140	0.5	2.9	27	26
General Office Clerk	\$17.70	\$33,376	\$16	\$33,391	0.0	1.6	24	16
Accountant	\$30.59	\$58,676	\$0	\$58,676	0.0	3.2	13	13
Data Entry Clerk	\$19.34	\$37,258	\$0	\$37,258	0.0	2.1	13	13
IT Support	\$28.30	\$52,571	\$0	\$52,571	0.0	2.9	13	12
Database Administrator	\$23.76	\$46,615	\$0	\$46,615	0.0	2.2	13	11

Notes: Blank cells indicate that there were too few responses to report.

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COMPENSATION BY SPECIFIC STAFF POSITION BY ORGANIZATION TYPE AND REGION

The four following tables provide compensation benchmarks for staff positions by type of organization and by region.

COMPENSATION BY SPECIFIC STAFF POSITION BY ORGANIZATION TYPE AND REGION								
	Registered Charity		Other Nonprofit		British Columbia		Alberta	
	Total Cash	N	Total Cash	N	Total Cash	N	Total Cash	N
Level 1: Chief Executives								
Executive Director	\$79,751	422	\$83,634	141	\$80,894	126	\$78,314	57
Chief Executive Officer	\$124,440	110	\$127,848	45	\$111,044	31	\$135,249	12
President & Chief Executive Officer	\$207,500	11	N/A	4	N/A	4	N/A	3
President	\$124,161	10	N/A	3	N/A	4	N/A	0
Director	\$64,489	10	N/A	1	N/A	2	N/A	1
General Manager	\$50,050	5	N/A	4	N/A	3	N/A	0
Level 2: Senior Executives								
Director	\$90,981	52	\$87,612	22	\$81,667	17	\$99,406	8
Vice President	\$136,198	25	\$105,843	5	N/A	1	N/A	4
Chief Financial Officer	\$105,115	19	\$93,754	9	\$100,783	5	N/A	4
Chief Operations Officer	\$105,553	15	\$106,160	5	N/A	1	N/A	3
Manager of Operations	\$61,328	8	\$62,344	8	\$62,368	6	N/A	1
Senior Director	\$82,587	9	N/A	2	\$84,117	5	N/A	1
Assistant Director	\$81,987	6	N/A	3	N/A	0	N/A	1
Level 3: Senior Management								
Director	\$88,621	222	\$92,416	86	\$77,348	64	\$93,881	25
Manager	\$60,302	86	\$68,253	26	\$57,800	40	N/A	1
Senior Manager	\$75,919	49	\$69,238	24	\$80,813	14	\$74,474	5
Vice President	\$113,637	10	\$162,213	5	N/A	3	N/A	3
Level 4: Management/ Supervisory								
Manager	\$59,348	372	\$64,871	116	\$56,922	129	\$59,758	26
Coordinator	\$49,217	78	\$50,321	22	\$48,190	24	\$60,609	9
Supervisor	\$56,335	41	\$54,110	18	\$49,018	11	N/A	1
Team Lead	\$49,627	24	\$51,747	23	\$48,304	12	\$56,530	8
Project Manager	\$58,414	25	\$62,647	17	\$57,444	10	N/A	4
Program Director	\$46,816	26	\$53,110	9	\$46,041	6	\$45,214	5
Director	\$69,147	18	\$53,016	6	\$70,243	9	N/A	0
Officer	\$53,797	13	N/A	3	N/A	3	N/A	1
Assistant Director	\$66,136	9	N/A	2	N/A	3	N/A	2
Assistant Manager	\$40,488	8	N/A	2	N/A	4	N/A	0

Notes: Blank cells indicate that there were too few responses to report.

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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/position.

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

N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY SPECIFIC STAFF POSITION BY ORGANIZATION TYPE AND REGION (CONT'D)								
	Registered Charity		Other Nonprofit		British Columbia		Alberta	
	Total Cash	N	Total Cash	N	Total Cash	N	Total Cash	N
Level 5: Functional & Program Staff								
Coordinator	\$45,661	345	\$45,582	127	\$43,001	92	\$53,464	40
Program Delivery Staff	\$42,198	182	\$49,995	83	\$41,591	68	\$68,535	15
Counsellor	\$50,003	53	\$41,016	26	\$46,553	10	N/A	1
Support Worker	\$38,174	48	\$38,778	29	\$36,787	38	\$33,493	6
Officer	\$51,908	49	\$67,593	13	\$53,011	6	\$50,622	7
Program Administrator	\$40,522	33	\$52,317	20	\$42,307	16	N/A	4
Assistant	\$34,804	36	\$37,465	13	\$38,093	9	N/A	3
Case Worker	\$42,130	33	\$45,197	16	\$48,552	12	\$43,180	5
Specialist	\$53,869	24	\$57,689	19	\$64,726	5	\$53,493	6
Customer service and other front-line support	\$33,013	29	\$35,380	8	\$37,063	11	N/A	2
Early Childhood Educator/Teacher	\$46,402	23	\$35,747	7	N/A	2	N/A	1
Social Worker	\$61,350	18	\$65,238	6	N/A	2	N/A	1
Instructor	\$36,785	15	\$48,941	8	\$44,688	7	N/A	0
Assistant Coordinator	\$43,345	16	\$39,822	6	N/A	4	N/A	1
Other Health Provider	\$45,683	5	\$75,240	13	\$66,148	5	N/A	0
Program Director	\$47,585	11	\$41,242	6	N/A	4	N/A	3
Analyst	\$67,245	11	N/A	3	N/A	0	N/A	0
Associate	\$41,991	7	\$38,808	7	N/A	4	N/A	1
Consultant	\$92,786	6	\$60,336	6	\$52,447	5	N/A	1
Director	\$46,562	9	N/A	1	N/A	1	N/A	2
Nurse	N/A	2	\$52,642	8	N/A	1	N/A	0
Level 6: Support Staff								
Administrative Assistant	\$41,108	146	\$44,203	61	\$39,843	38	\$44,196	20
Bookkeeper	\$54,927	36	\$52,709	17	\$49,080	12	N/A	3
Janitor/Custodian/Maintenance	\$37,369	39	\$38,235	12	\$34,138	12	N/A	2
Executive Assistant	\$45,874	31	\$53,977	13	\$48,112	7	N/A	2
Office Administrator	\$43,875	32	\$53,181	12	\$50,676	10	\$45,843	7
Receptionist	\$34,196	24	\$35,948	19	\$35,991	10	N/A	1
Accounting Clerk	\$47,970	23	\$48,055	8	\$42,758	8	N/A	0
Office Manager	\$44,618	17	\$46,185	9	\$40,396	6	N/A	2
General Office Clerk	\$31,374	9	\$37,427	7	N/A	3	N/A	1
Accountant	\$58,797	8	\$58,482	5	\$55,067	5	N/A	0
Data Entry Clerk	\$39,595	9	N/A	4	\$34,923	6	N/A	1
IT Support	\$54,357	8	N/A	4	N/A	3	N/A	0
Database Administrator	\$46,800	10	N/A	1	N/A	2	N/A	1

Notes: Blank cells indicate that there were too few responses to report.

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

N refers to the number of respondents reporting. # of people is the number of employees represented as some respondents reported compensation for groups of staff.

COMPENSATION BY SPECIFIC STAFF POSITION BY ORGANIZATION TYPE AND REGION (CONT'D)								
	Great Toronto Area		Ottawa		Rest of Ontario		Rest of Canada	
	Total Cash	N	Total Cash	N	Total Cash	N	Total Cash	N
Level 1: Chief Executives								
Executive Director	\$94,466	104	\$88,056	43	\$77,749	145	\$64,972	72
Chief Executive Officer	\$155,437	36	\$132,973	20	\$105,810	32	\$106,200	13
President & Chief Executive Officer	N/A	4	N/A	3	N/A	1	N/A	0
President	N/A	2	N/A	0	N/A	3	N/A	2
Director	N/A	2	N/A	1	N/A	2	N/A	2
General Manager	N/A	3	N/A	0	N/A	1	N/A	1
Level 2: Senior Executives								
Director	\$100,257	24	\$80,533	6	\$82,371	16	N/A	3
Vice President	\$135,654	13	\$115,083	6	N/A	4	N/A	2
Chief Financial Officer	N/A	4	N/A	0	\$92,231	12	N/A	2
Chief Operations Officer	\$120,813	8	N/A	2	N/A	4	N/A	2
Manager of Operations	N/A	2	N/A	0	\$57,861	6	N/A	1
Senior Director	N/A	3	N/A	1	N/A	0	N/A	1
Assistant Director	N/A	4	N/A	1	N/A	1	N/A	2
Level 3: Senior Management								
Director	\$100,294	87	\$90,963	30	\$79,341	66	\$86,294	30
Manager	\$64,702	25	\$60,893	6	\$65,682	32	\$66,438	6
Senior Manager	\$69,647	25	\$78,086	14	\$62,273	12	N/A	2
Vice President	N/A	3	N/A	4	N/A	1	N/A	1
Level 4: Management/ Supervisory								
Manager	\$64,275	113	\$64,599	48	\$61,459	116	\$56,206	43
Coordinator	\$48,801	18	N/A	4	\$46,718	22	\$46,770	21
Supervisor	\$60,289	15	\$61,857	5	\$52,526	21	\$41,787	5
Team Lead	\$53,850	6	N/A	4	\$48,649	10	\$48,960	5
Project Manager	\$61,146	15	N/A	3	\$64,046	5	N/A	3
Program Director	\$68,170	5	N/A	4	\$53,943	8	\$48,173	5
Director	\$88,787	5	\$66,281	5	N/A	1	N/A	4
Officer	\$52,291	5	N/A	0	N/A	3	N/A	1
Assistant Director	N/A	3	N/A	0	N/A	0	N/A	3
Assistant Manager	N/A	1	N/A	0	N/A	4	N/A	0

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COMPENSATION BY SPECIFIC STAFF POSITION BY ORGANIZATION TYPE AND REGION (CONT'D)								
	Great Toronto Area		Ottawa		Rest of Ontario		Rest of Canada	
	Total Cash	N	Total Cash	N	Total Cash	N	Total Cash	N
Level 5: Functional & Program Staff								
Coordinator	\$48,077	102	\$44,871	37	\$44,443	124	\$41,821	58
Program Delivery Staff	\$44,190	47	\$41,471	29	\$47,617	67	\$41,897	27
Counsellor	\$47,959	20	\$59,506	8	\$41,394	27	\$55,428	13
Support Worker	N/A	3	\$39,465	5	\$40,693	17	\$42,358	8
Officer	\$57,037	14	\$59,296	13	\$49,055	9	\$50,383	9
Program Administrator	\$54,517	12	\$59,402	6	\$33,581	9	\$50,769	6
Assistant	\$39,625	7	\$46,062	5	\$30,517	20	\$32,438	5
Case Worker	\$52,320	7	\$42,731	7	\$41,478	12	N/A	4
Specialist	\$64,189	11	N/A	2	\$47,869	14	N/A	3
Customer service and other front-line support	\$39,024	11	\$32,392	6	\$30,754	5	N/A	2
Early Childhood Educator/Teacher	\$43,587	5	N/A	3	\$38,300	16	N/A	3
Social Worker	\$62,213	9	N/A	2	\$65,548	8	N/A	2
Instructor	N/A	4	N/A	0	\$44,316	7	N/A	4
Assistant Coordinator	\$36,628	7	N/A	1	N/A	3	\$34,300	5
Other Health Provider	\$52,104	6	N/A	4	N/A	1	N/A	2
Program Director	N/A	4	N/A	0	N/A	3	N/A	3
Analyst	N/A	3	N/A	3	N/A	4	N/A	4
Associate	N/A	3	N/A	0	\$41,569	5	N/A	1
Consultant	N/A	1	N/A	2	N/A	0	N/A	3
Director	N/A	4	N/A	1	N/A	2	N/A	0
Nurse	\$62,975	5	N/A	4	N/A	0	N/A	0
Level 6: Support Staff								
Administrative Assistant	\$44,640	42	\$46,495	17	\$39,010	61	\$40,315	24
Bookkeeper	\$70,721	11	N/A	1	\$46,947	23	N/A	2
Janitor/Custodian/Maintenance	\$41,023	22	N/A	2	\$38,042	9	N/A	4
Executive Assistant	\$51,028	8	\$50,472	6	\$47,996	14	\$45,392	6
Office Administrator	\$51,049	12	N/A	0	\$39,831	13	N/A	2
Receptionist	\$35,240	8	\$37,454	6	\$34,410	13	N/A	4
Accounting Clerk	N/A	3	\$53,996	5	\$46,025	11	N/A	3
Office Manager	\$44,569	7	N/A	1	\$43,931	8	N/A	1
General Office Clerk	N/A	2	N/A	3	N/A	3	N/A	4
Accountant	N/A	4	N/A	1	N/A	2	N/A	0
Data Entry Clerk	N/A	0	N/A	2	N/A	0	N/A	3
IT Support	N/A	2	N/A	1	N/A	3	N/A	2
Database Administrator	N/A	3	N/A	0	N/A	4	N/A	1

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COMPENSATION BY JOB TITLE AND DEPARTMENT

The next set of tables provide compensation benchmarks for specific job titles at levels 3 and 4. These benchmarks include compensation for specific departments.

LEVEL 3 COMPENSATION BY JOB TITLE AND DEPARTMENT							
	Hourly	Base	Bonus/ Variable	Total	Bonus %	# of People	N
Level 3: Senior Management Compensation by Job Title							
Senior Manager of...							
Program/Organization Specific	\$35.16	\$68,938	\$0	\$68,938	0.0	48	22
Fundraising (ALL)	\$41.96	\$78,251	\$750	\$79,001	1.2	10	10
Marketing (ALL)	\$36.62	\$64,977	\$1,333	\$66,310	1.7	9	7
Finance & Administration (ALL)	\$34.58	\$65,621	\$0	\$65,621	0.0	6	6
Operations	\$37.73	\$73,531	\$39	\$73,570	0.1	16	7
Program/Service Delivery	\$36.74	\$68,199	\$0	\$68,199	0.0	8	8
Director of...							
Program/Organization Specific	\$43.23	\$80,179	\$179	\$80,359	0.2	135	77
Fundraising (ALL)	\$56.29	\$102,233	\$289	\$102,522	0.3	128	61
<i>Development</i>	\$45.94	\$86,478	\$322	\$86,800	0.4	26	16
<i>Fundraising (general)</i>	\$59.68	\$107,154	\$254	\$107,408	0.3	93	36
Marketing (ALL)	\$42.89	\$81,571	\$914	\$82,486	0.9	38	37
<i>Communications</i>	\$46.95	\$89,532	\$297	\$89,828	0.3	16	16
<i>Community Engagement</i>	\$41.68	\$79,051	\$0	\$79,051	0.0	7	7
<i>Marketing (general)</i>	\$38.66	\$71,571	\$0	\$71,571	0.0	7	7
<i>Marketing and communications</i>	\$35.27	\$66,570	\$0	\$66,570	0.0	5	5
Finance & Administration (ALL)	\$47.42	\$87,851	\$398	\$88,249	0.4	49	39
<i>Finance</i>	\$42.54	\$79,102	\$0	\$79,102	0.0	9	9
<i>Finance & Administration (general)</i>	\$52.59	\$94,870	\$522	\$95,392	0.5	23	19
<i>Finance and Accounting</i>	\$50.35	\$95,807	\$936	\$96,743	1.0	8	8
Education	\$41.63	\$78,821	\$0	\$78,821	0.0	5	5
Human Resources	\$46.94	\$87,665	\$1,192	\$88,857	1.1	13	13
Operations	\$50.65	\$96,786	\$1,596	\$98,382	1.5	14	11
Program/Service Delivery	\$43.72	\$82,769	\$1,309	\$84,078	1.5	29	22
Manager of...							
Program/Organization Specific	\$31.57	\$58,570	\$177	\$58,747	0.3	63	32
Fundraising (ALL)	\$33.54	\$63,838	\$471	\$64,309	0.8	17	15
Marketing (ALL)	\$28.71	\$55,559	\$0	\$55,559	0.0	10	10
Finance & Administration (ALL)	\$31.79	\$59,458	\$0	\$59,458	0.0	13	12
Operations	\$29.73	\$54,599	\$0	\$54,599	0.0	7	7
Program/Service Delivery	\$34.20	\$63,986	\$0	\$63,986	0.0	20	16

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LEVEL 3 COMPENSATION BY JOB TITLE AND DEPARTMENT (CONT'D)							
	Hourly	Base	Bonus/ Variable	Total	Bonus %	# of People	N
Level 3: Senior Management Compensation by Department							
Program/Organization Specific	\$38.91	\$72,879	\$140	\$73,019	0.2	252	133
Fundraising (ALL)	\$52.72	\$96,494	\$443	\$96,937	0.5	166	95
<i>Development</i>	\$43.09	\$80,806	\$246	\$81,053	0.3	34	24
<i>Donor Relations</i>	\$47.11	\$91,178	\$0	\$91,178	0.0	9	7
<i>Fundraising (general)</i>	\$56.29	\$101,682	\$458	\$102,140	0.5	115	56
<i>Grants</i>	\$46.59	\$91,267	\$1,667	\$92,933	2.2	6	6
Marketing (ALL)	\$41.10	\$77,266	\$719	\$77,985	0.8	65	62
<i>Communications</i>	\$41.16	\$77,453	\$183	\$77,636	0.2	26	24
<i>Community Engagement</i>	\$36.69	\$69,841	\$0	\$69,841	0.0	14	14
<i>Marketing (general)</i>	\$35.36	\$66,700	\$0	\$66,700	0.0	10	10
<i>Marketing and communications</i>	\$49.51	\$90,309	\$1,000	\$91,309	1.3	12	12
Finance & Administration (ALL)	\$45.03	\$83,557	\$285	\$83,841	0.3	79	68
<i>Administration</i>	\$36.02	\$69,716	\$0	\$69,716	0.0	13	7
<i>Finance</i>	\$44.41	\$82,964	\$0	\$82,964	0.0	13	13
<i>Finance & Administration (general)</i>	\$46.16	\$84,119	\$366	\$84,485	0.4	41	36
<i>Finance and Accounting</i>	\$51.63	\$97,269	\$624	\$97,893	0.7	12	12
Advocacy (GR & PR) (ALL)	\$64.74	\$116,300	\$0	\$116,300	0.0	5	5
Education	\$38.41	\$72,373	\$0	\$72,373	0.0	9	9
Human Resources	\$47.74	\$89,096	\$816	\$89,911	0.8	19	19
Operations	\$40.42	\$77,466	\$604	\$78,070	0.6	38	26
Program/Service Delivery	\$39.40	\$74,133	\$666	\$74,799	0.8	57	46
Volunteers	\$44.70	\$85,267	\$357	\$85,624	0.6	6	6

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LEVEL 4 COMPENSATION BY JOB TITLE AND DEPARTMENT							
	Hourly	Base	Bonus/ Variable	Total	Bonus %	# of People	N
Level 4: Management/ Supervisory Compensation by Job Title							
Manager of...							
Program/Organization Specific	\$32.19	\$61,121	\$84	\$61,205	0.1	422	156
Fundraising (ALL)	\$32.30	\$61,544	\$104	\$61,649	0.2	72	61
<i>Development</i>	\$33.18	\$63,759	\$0	\$63,759	0.0	9	9
<i>Donor Relations</i>	\$29.68	\$55,483	\$0	\$55,483	0.0	6	5
<i>Fundraising (general)</i>	\$32.39	\$61,523	\$214	\$61,737	0.3	35	30
<i>Grants</i>	\$29.08	\$55,735	\$0	\$55,735	0.0	8	6
<i>Major Gifts</i>	\$36.44	\$70,300	\$0	\$70,300	0.0	5	5
Marketing (ALL)	\$31.36	\$57,419	\$183	\$57,602	0.3	88	60
<i>Communications</i>	\$34.28	\$64,533	\$389	\$64,921	0.6	25	25
<i>Community Engagement</i>	\$29.18	\$51,555	\$0	\$51,555	0.0	35	10
<i>Events</i>	\$28.16	\$52,400	\$63	\$52,463	0.1	8	8
<i>Marketing (general)</i>	\$30.83	\$58,098	\$0	\$58,098	0.0	7	7
<i>Marketing and communications</i>	\$33.65	\$61,938	\$535	\$62,473	0.8	11	8
Finance & Administration (ALL)	\$33.50	\$62,741	\$286	\$63,027	0.5	37	37
<i>Administration</i>	\$28.33	\$53,054	\$0	\$53,054	0.0	10	10
<i>Finance & Administration (general)</i>	\$32.86	\$61,342	\$556	\$61,898	1.0	18	18
<i>Finance and Accounting</i>	\$36.65	\$68,335	\$120	\$68,455	0.2	5	5
Education	\$30.92	\$58,823	\$644	\$59,467	1.0	11	11
Human Resources	\$32.97	\$61,727	\$0	\$61,727	0.0	11	11
IT	\$52.21	\$93,866	\$357	\$94,223	0.3	7	7
Office administration	\$31.53	\$57,305	\$0	\$57,305	0.0	8	8
Operations	\$28.16	\$55,212	\$58	\$55,270	0.1	54	30
Program/Service Delivery	\$33.14	\$62,066	\$13	\$62,079	0.0	78	48
Volunteers	\$34.24	\$63,453	\$727	\$64,180	0.9	11	11
Director of...							
Program/Organization Specific	\$30.99	\$59,893	\$0	\$59,893	0.0	47	9
Fundraising (ALL)	\$36.05	\$65,098	\$0	\$65,098	0.0	8	8
Supervisor of...							
Program/Organization Specific	\$30.84	\$58,128	\$58	\$58,186	0.1	69	26
Program/Service Delivery	\$27.39	\$50,012	\$0	\$50,012	0.0	9	9
Program Manager of...							
Program/Organization Specific	\$31.60	\$62,163	\$0	\$62,163	0.0	44	11
Marketing (ALL)	\$35.46	\$68,299	\$714	\$69,013	1.2	7	7
Program/Service Delivery	\$33.68	\$61,303	\$0	\$61,303	0.0	24	11
Program Director of...							
Program/Organization Specific	\$32.51	\$59,643	\$38	\$59,681	0.1	13	11
Program/Service Delivery	\$25.14	\$47,612	\$100	\$47,712	0.2	10	9

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LEVEL 4 COMPENSATION BY JOB TITLE AND DEPARTMENT (CONT'D)							
	Hourly	Base	Bonus/ Variable	Total	Bonus %	# of People	N
Level 4: Management/ Supervisory Compensation by Job Title							
<i>Coordinator of...</i>							
Program/Organization Specific	\$25.60	\$47,893	\$186	\$48,078	0.4	70	37
Fundraising (ALL)	\$24.55	\$46,250	\$189	\$46,439	0.4	7	7
Marketing (ALL)	\$24.62	\$47,292	\$0	\$47,292	0.0	13	11
<i>Communications</i>	\$27.75	\$51,760	\$0	\$51,760	0.0	5	5
Finance & Administration (ALL)	\$31.50	\$61,609	\$0	\$61,609	0.0	5	5
Education	\$23.65	\$46,284	\$0	\$46,284	0.0	13	5
Program/Service Delivery	\$25.82	\$50,175	\$0	\$50,175	0.0	15	11
Volunteers	\$24.45	\$46,340	\$0	\$46,340	0.0	12	12
Level 4: Management/ Supervisory Compensation by Department							
Program/Organization Specific	\$30.97	\$59,040	\$72	\$59,112	0.1	759	287
Fundraising (ALL)	\$32.10	\$60,879	\$103	\$60,982	0.2	109	98
<i>Development</i>	\$32.35	\$61,440	\$24	\$61,464	0.0	21	21
<i>Donor Relations</i>	\$29.68	\$55,483	\$0	\$55,483	0.0	6	5
<i>Fundraising (general)</i>	\$32.24	\$60,669	\$206	\$60,875	0.3	52	47
<i>Grants</i>	\$30.37	\$58,526	\$0	\$58,526	0.0	10	8
<i>Individuals Campaigns</i>	\$30.24	\$59,040	\$0	\$59,040	0.0	6	6
<i>Major Gifts</i>	\$33.86	\$65,250	\$0	\$65,250	0.0	8	8
Marketing (ALL)	\$30.49	\$56,589	\$298	\$56,886	0.5	128	95
<i>Communications</i>	\$33.32	\$62,685	\$256	\$62,941	0.4	38	38
<i>Community Engagement</i>	\$28.03	\$50,559	\$0	\$50,559	0.0	46	16
<i>Events</i>	\$28.52	\$52,933	\$792	\$53,725	2.3	12	12
<i>Marketing (general)</i>	\$28.33	\$54,156	\$0	\$54,156	0.0	11	11
<i>Marketing and communications</i>	\$32.56	\$60,850	\$869	\$61,719	1.2	16	13
Finance & Administration (ALL)	\$32.82	\$61,804	\$216	\$62,020	0.4	49	49
<i>Administration</i>	\$26.80	\$50,451	\$0	\$50,451	0.0	15	15
<i>Finance</i>	\$43.58	\$84,172	\$0	\$84,172	0.0	6	6
<i>Finance & Administration (general)</i>	\$32.58	\$60,475	\$476	\$60,952	0.9	21	21
<i>Finance and Accounting</i>	\$37.25	\$70,946	\$86	\$71,031	0.1	7	7
Advocacy (GR & PR) (ALL)	\$33.26	\$61,555	\$643	\$62,198	0.9	7	7
Education	\$26.78	\$51,862	\$192	\$52,053	0.3	37	25
Human Resources	\$32.62	\$61,640	\$0	\$61,640	0.0	15	15
IT	\$50.71	\$91,563	\$313	\$91,875	0.3	8	8
Office administration	\$31.53	\$57,305	\$0	\$57,305	0.0	8	8
Operations	\$28.25	\$54,258	\$40	\$54,298	0.1	78	42
Program/Service Delivery	\$30.77	\$57,464	\$13	\$57,477	0.0	160	103
Volunteers	\$28.41	\$53,282	\$296	\$53,578	0.4	27	27
Youth Services	\$26.68	\$51,661	\$0	\$51,661	0.0	18	9

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