


# PHILANTHROPIC COMPENSATION AND WELL-BEING INDEX

2023



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# Finally!

When I think of this guide that we are making available to the philanthropic sector, the only word that comes to mind is: finally!

Because, you see, since my arrival in the philanthropic sector, finding information on compensation in Quebec has always been an issue. There are, of course, annual charity declarations (T3010), job postings, Canadian surveys (but which include too little data on Quebec) and certain salary scales, but none of these provide a clear picture of the situation. It was with this in mind that BNP Philanthropic Performance initiated the process. We knew the need was there.

So, during the spring and summer of 2023, we launched the largest-ever survey of total compensation in Quebec's philanthropic sector, and we were astounded by the response from both the sector and the respondents. In all, 368 people took part. We thank you all!

Thanks to everyone's participation, we were able to create a complete picture of the sector, both in terms of remuneration and sectoral well-being.

We hope this guide will prove useful to you, your organization and the philanthropic sector as a whole.



respondents participated in this first edition of the Philanthropic Compensation and Well-Being Index!

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## About the Author

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[Find out more about the author](#)

## About BNP Inspire

Co-founded in 1999 by Jean-Robert Nolet and Christian Bolduc, BNP Inspire has a national presence, supporting organizations in philanthropic strategy, organizational management, talent management, data research and CSR. Working closely with a number of organizations in the healthcare, education, culture, science and religious sectors, the BNP team includes several professionals holding the CFRE designation, the most important accreditation in the philanthropic sector.

[Find out more about BNP](#)



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## Copyright Notice

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# Introduction

The philanthropic landscape has evolved significantly over the decades, with a growing impact on causes and communities across the province. Philanthropic organizations play a vital and proven role in creating positive change, tackling social, health and environmental issues with unique vision and unwavering determination. However, despite their deep commitment to the common good, these organizations have often faced complex challenges when it comes to the compensation and well-being of their talent.

It is against this backdrop that BNP Philanthropic Performance has launched a sector-wide study on compensation and well-being specific to the philanthropic arena, a first that is eagerly awaited by all. Philanthropic Compensation and Well-Being Index 2023 aims to address the lack of clear, tailored guidance for the philanthropic sector on talent compensation and well-being. By providing solid guidelines, unequivocal findings and identifying best practices, this index aspires to redefine compensation standards and set new benchmarks for professional satisfaction and fulfillment within these not-for-profit organizations.

We hope that the 2023 Philanthropic Compensation and Well-Being Index will prove to be a useful resource for executives, managers and all key players operating in the philanthropic sector, including its talent.

Through the Philanthropic Compensation and Well-Being Index 2023, BNP Philanthropic Performance is committed to propelling the philanthropic sector into a profound reflection on the working environment offered to the talent of this significant industry in Quebec. By redefining compensation standards and focusing on workplace well-being, this initiative illustrates the ongoing commitment to creating a more resilient, ethical and sustainable philanthropic sector.



# The relevance of the index

The introduction of this index to the philanthropic market is of crucial importance, filling an information gap that has existed in the sector for too long. As part of our development methodology, a meticulous, rigorous and exhaustive process was implemented, leading to the identification and validation of fundamental criteria, each of which demonstrated the relevance and reliability of the newly created index.

The first sign of the index's relevance is the high level of participation it has attracted. No fewer than 368 stakeholders generously invested their time and knowledge in contributing to the development of this innovative tool. This high level of mobilization undoubtedly demonstrates that the issue of compensation and well-being in philanthropy is not only topical, but also crucial and urgent for the entire philanthropic community.

What's more, the broad geographical scope of our survey underscores our commitment to accurately representing the diversity of philanthropic players. Our presence in all four corners of the province ensures adequate territorial representativeness, allowing for regional nuances and guaranteeing a holistic understanding of wage and welfare issues across the sector as a whole.

Another key element is the inclusive composition of the participants, encompassing all fundraising functions. This ensures a global and balanced view of salary dynamics and well-being concerns, while ensuring that the specificities of each role and responsibility are carefully considered.

It's also worth highlighting the diversity of the types of organizations that took part in this study, from local initiatives on a human scale to large organizations with an international reach. By passing through a range of fields of action and operating budgets, the index has succeeded in encompassing the full spectrum of philanthropic players. This diversity reinforces the validity and relevance of the results obtained, ensuring that the conclusions drawn from the index are applicable and representative of the entire philanthropic spectrum.

In short, the creation of the 2023 Philanthropic Compensation and Well-Being Index is not only the result of an obvious need within the sector, but also based on a methodical and comprehensive approach that has met a series of rigorous criteria. Thanks to active participation, broad representation, exhaustive inclusion of functions and organic diversity, this index is positioned as an essential tool, capable of stimulating informed dialogue, fostering transparency and promoting ethical and equitable remuneration within the philanthropic community.

# Index highlights

368

respondents

62.25 %

organizations located  
outside Montréal

26

average paid employees  
per organization

6

employees allocated to  
fundraising on average  
per organization

15.63 %

of organizations use no  
volunteers at all

36.76 %

of organizations have a  
salary scale and make  
it accessible to  
all employees

8.99 %

of participants are CFRE  
or ACFRE

15.26 %

of organizations  
are unionized

\$76 088

women's average salary

\$75 741

men's average salary

5.29 %

average salary increase  
between 2022 and 2023

\$347

average pay gap in favor  
of women

37%

of organizations take  
concrete steps towards  
reconciliation

75%

of fundraising professionals  
are women

29%

of employees are in quiet  
quitting mode

22%

of professionals will  
leave the sector when  
they next change jobs

1 of 2

has experienced misconduct  
or harassment in the course  
of his or her career

40 hrs

constitutes the actual  
"normal" work week

37%

of talent receive a bonus

9%

of employers allow  
full-time teleworking

36%

of employers have a  
hybrid work policy

42%

of employers reimburse all  
or part of their association  
membership fees

53%

consider their  
psychological state  
to be healthy

26%

of organizations plan to  
increase the number of  
fundraising positions

Shining the light on  
**direct compensation**



# Delving into the matter

The dedicated individuals and teams that make up philanthropic organizations play an essential role, that's not up for debate. However, a persistent question hangs over the sector: how can we fairly recognize and reward the talent who devote their energies to realizing social missions in a context where organizations have always been encouraged to spend as little as possible, even to take care of their world?

The Direct Compensation section of the 2023 Philanthropic Compensation and Well-Being Index takes a hard look at this vital issue. Through in-depth analysis, tangible data and critical reflection, this section highlights the importance of valuing philanthropic engagement through fair and equitable compensation practices.

## Wedges in brief

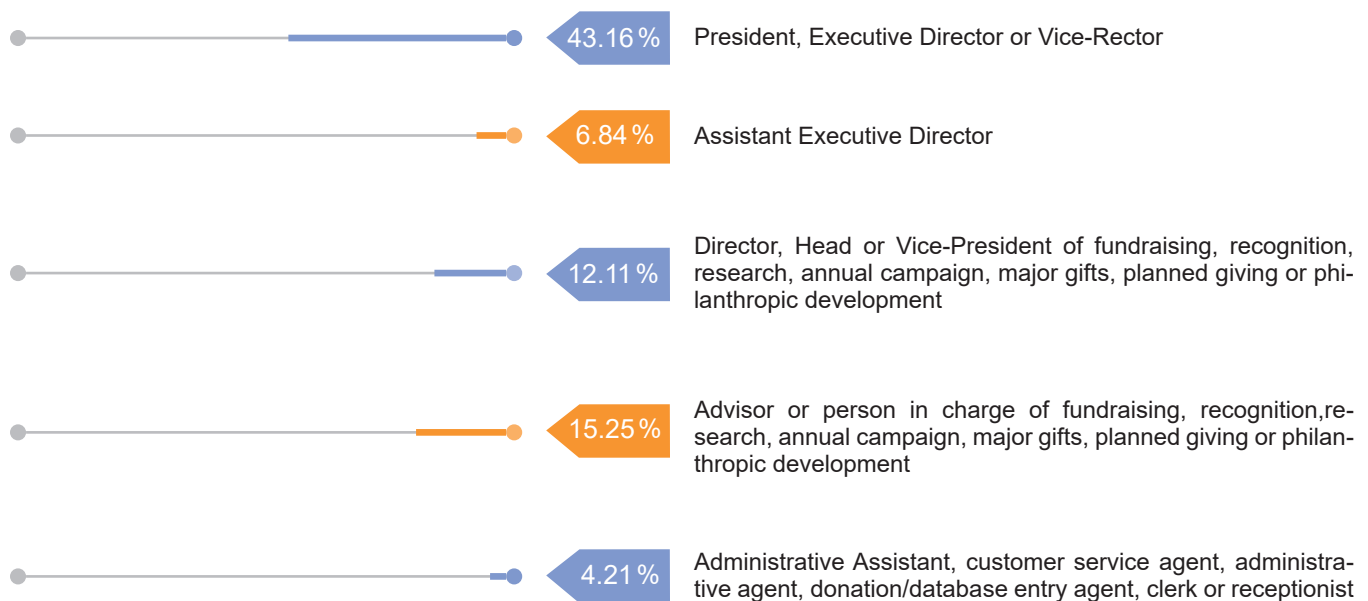
- In 2023, the average salary will be \$76,113.28, compared with \$72,290.94 in 2022. This represents an increase of 5.29%.
- In 2023, the median salary will be \$72,000.00, compared with \$67,000.00 in 2022. This represents an increase of 7.46%.
- In 2023, the average salary for men (or people identifying as male) is \$75,741.35 and for women (or people identifying as female) is \$76,087.72.
- If we consider only senior management positions, the average salary for men (or people identifying as male) in 2023 is \$79,657.36, while that for women (or people identifying as female) is \$83,318.65. For the first time in philanthropy compensation studies, women's (or people identifying as female) salaries, whether in general or even targeting only senior management, are higher!
- However, the salary for white or Caucasian people in 2023 is \$77,011.44, compared with \$59,330.33 for visible minorities (non-Indigenous people with non-white skin).
- The average salary in 2023 for a member of the 2SLGBTQIA+ community is \$74,845.33, 1.69% less than the overall average for the year.
- People with disabilities, from indigenous communities or ethnic minorities remain extremely under-represented.
- The most lucrative age bracket is between 45 and 54, with an average salary in 2023 of \$85,340.60. While it's to be expected that the lower age brackets will pay less, the same is true for the higher age brackets.
- Not surprisingly, the average salary in 2023 of those with a masters level university degree is the highest, at \$79,168.60. However, those with a doctoral level degree have an average salary of only \$59,438.33, less than those with a high school diploma as their highest level of study.
- Working in philanthropy for 15 to 20 years generates the highest average salary in 2023, at \$98,807.88. However, after 20 years, salaries plunge to an average of \$81,584.05.



# Positions utilized for salary exercise

As indicated in our methodology, we retained only those responses that enabled us to provide data representative of the sector. Thus, for the salary exercise, we only considered positions and functions with a response rate deemed satisfactory, i.e.:

- President, Executive Director or Vice-Rector
- Assistant Executive Director
- Director, Head or Vice-President of fundraising, recognition, research, annual campaign, major gifts, planned giving or philanthropic development
- Director, Manager or Vice-President of human resources, communications, marketing, legal affairs, administration, finance, accounting or IT.
- Advisor or person in charge of fundraising, recognition, research, annual campaign, major gifts, planned giving or philanthropic development
- Consultant or Manager in human resources, communications, marketing, legal affairs, administration, finance, accounting or IT
- Administrative Assistant, customer service agent, administrative agent, donation/database entry agent, clerk or receptionist



# Compensation

## General overview

Functions	Average 2023	Median 2023	Average 2022	Median 2022
President, Executive Director or Vice-Rector	\$ 80,618.04	\$ 75,328.50	\$ 76,207.68	\$ 72,800.00
Executive Vice President	\$ 72,614.00	\$ 65,000.00	\$ 70,491.18	\$ 69,000.00
Director, Head or Vice-President of fundraising, recognition, research, annual campaign, major gifts, planned giving or philanthropic development	\$ 87,416.52	\$ 90,000.00	\$ 80,940.43	\$ 85,000.00
Director, Manager or Vice-President of human resources, communications, marketing, legal affairs, administration, finance, accounting or IT	\$ 86,720.17	\$ 85,080.00	\$ 81,371.00	\$ 80,000.00
Advisor or person in charge of fundraising, recognition, research, annual campaign, major gifts, planned giving or philanthropic development	\$ 66,862.12	\$ 65,000.00	\$ 63,596.25	\$ 64,000.00
Administrative Assistant, customer service agent, administrative agent, donation/database entry agent, clerk or receptionist	\$ 44,172.86	\$ 44,000.00	\$ 41,010.43	\$ 44,000.00

## Acronyms and Terms used in the Following Tables

### Gender identity:

It's how you define your gender based on a deep, personal knowledge of belonging (or lack of belonging) to one or several genders: man, woman, somewhere in between, both or neither. This intimate experience is unique to each person. It is not determined by a person's biological sex and can be at odds with the sex assigned at birth.<sup>1</sup>

### Gender expression:

Gender expression is the way a person publicly presents their gender (e.g. behavior, clothing, hairstyle, makeup, etc.). A person's name and pronoun can also be ways of expressing gender. It is important to remember that gender identity and gender expression are two separate things, and that what is considered "masculine" or "feminine" can vary depending on time and cultures. A person's gender expression can be masculine, feminine, androgynous or neutral, and that, no matter their gender.<sup>2</sup>

### 2SLGBTQIA+:

This acronym has several variations, including LGBT, LGBTQ, LGBTQ +, LGBTQIA + or LGBTQIA2S + (lesbian, gay, bisexual, trans, queer or questioning, intersex, asexual, aromantic or allied and two-spirit (2S)). The "+" sign refers to any other community that is part of sexual and gender diversity not mentioned in the first letters (eg. pansexual, non-binary, etc.).<sup>3</sup>

### Ethnic minority:

People, other than Indigenous and members of a visible minority, whose mother tongue is neither French nor English.<sup>4</sup>

### Visible minority:

A person in a visible minority group is someone (other than an Indigenous person as defined above) who is non-white in colour/race, regardless of place of birth.<sup>5</sup>

### Indigenous Peoples:

An Indigenous person is a North American Indian or a member of a First Nation, Métis or Inuit.<sup>6</sup>

### Disabled person:

A person with a disability has a long term or recurring physical, mental, sensory, psychiatric or learning impairment and considers themselves to be disadvantaged in employment by reason of that impairment and believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.<sup>7</sup>

<sup>1</sup> Fondation Émergence. Lexique, [en.fondationemergence.org/lexique] (accessed August 14, 2023).

<sup>4</sup> Translation Gouvernement du Québec. Accès à l'égalité en emploi [quebec.ca/gouvernement/travailler-gouvernement/travailler-fonction-publique/acces-egalite-emploi] (accessed August 14, 2023).

<sup>5</sup> Government of Canada. Employment equity [canada.ca/en/public-service-commission/jobs/services/gc-jobs/employment-equity.html] (accessed August 14, 2023).

## President, Executive Director or Vice-Rector

Data	Categories	Mean 2023	Median 2023	Mean 2022	Median 2022
Age	Between 25 et 34	\$67 124,67	\$68 500,00	\$63 333,33	\$62 000,00
	Between 35 et 44	\$69 381,82	\$70 000,00	\$63 976,76	\$65 000,00
	Between 45 et 54	\$87 780,95	\$87 500,00	\$85 128,50	\$79 000,00
	Between 55 et 64	\$83 384,41	\$84 550,00	\$77 798,05	\$75 000,00
	Between 65 et 74	\$78 446,67	\$52 000,00	\$73 000,00	\$50 000,00
Gender identity or expression	Female, feminine or feminine gender	\$79 151,31	\$74 700,00	73 940,93	\$72 000,00
	Man, male or masculine gender	\$83 337,59	\$84 100,00	79 868,46	\$79 500,00
	Non-binary, queer or non-conforming	N/A	N/A	N/A	N/A
Diversity features	White or Caucasian	\$79 632,74	\$75 000,00	\$74 936,64	\$72 550,00
	Ethnic minority	N/A	N/A	N/A	N/A
	2SLGBTQIA+ person	\$59 656,00	\$59 656,00	\$56 150,00	\$56 150,00
	Visible minority	N/A	N/A	N/A	N/A
	Indigenous person	N/A	N/A	N/A	N/A
	Disabled person	N/A	N/A	N/A	N/A
Education level	No level completed	N/A	N/A	N/A	N/A
	High school	\$87 000,00	\$91 000,00	\$83 000,00	\$91 000,00
	College	\$64 505,83	\$62 500,00	\$59 732,00	\$55 000,00
	University (undergraduate)	\$79 892,73	\$78 500,00	\$76 133,86	\$75 000,00
	University (graduate)	\$86 835,26	\$85 000,00	\$80 682,67	\$71 000,00
	University (doctoral)	N/A	N/A	N/A	N/A
Years on the job market	Less than 3 years	N/A	N/A	N/A	N/A
	Between 3 and under 6 years	N/A	N/A	N/A	N/A
	Between 6 and under 10 years	\$94 250,00	\$94 250,00	\$91 000,00	\$91 000,00
	Between 10 and under 15 years	\$60 718,50	\$56 187,00	\$57 375,00	\$53 000,00
	Between 15 and under 20 years	\$82 488,89	\$77 000,00	\$75 933,33	\$73 400,00
	20 years and over	\$81 199,95	\$75 657,00	\$77 068,66	\$72 875,00
Years in philanthropy	Less than 3 years	\$71 467,50	\$65 000,00	\$55 733,33	\$55 000,00
	Between 3 and under 6 years	\$75 950,00	\$70 250,00	\$71 566,67	\$66 650,00
	Between 6 and under 10 years	\$83 592,72	\$77 841,50	\$78 376,00	\$65 000,00
	Between 10 and under 15 years	\$90 686,20	\$85 293,00	\$87 509,23	\$80 000,00
	Between 15 and under 20 years	\$106 383,33	\$113 150,00	\$103 473,50	\$109 920,50
	20 years and over	\$74 789,93	\$74 000,00	\$72 623,47	\$72 000,00
Length of service	Less than 3 years	\$83 215,45	\$71 000,00	\$75 605,56	\$67 000,00
	Between 3 and under 6 years	\$76 859,07	\$82 000,00	\$74 270,00	\$78 000,00
	Between 6 and under 10 years	\$86 299,67	\$80 250,00	\$82 935,11	\$76 500,00
	Between 10 and under 15 years	\$74 770,00	\$74 828,50	\$70 976,89	\$74 522,00
	Between 15 and under 20 years	\$82 736,60	\$80 683,00	\$80 160,00	\$72 800,00
	20 years and over	\$84 100,00	\$81 250,00	\$84 100,00	\$81 250,00

Length of service	Less than 3 years	\$82 632,50	\$74 050,00	\$76 233,61	\$71 150,00
	Between 3 and under 6 years	\$72 493,29	\$74 300,00	\$69 767,65	\$72 950,00
	Between 6 and under 10 years	\$91 188,75	\$84 091,50	\$86 861,00	\$78 900,00
	Between 10 and under 15 years	\$76 775,00	\$74 828,50	\$73 827,43	\$74 522,00
	Between 15 and under 20 years	\$80 000,00	\$80 000,00	\$79 000,00	\$79 000,00
	20 years and over	\$79 720,00	\$79 050,00	\$78 507,50	\$76 625,00
Supervised paid talent	None	\$50 018,50	\$50 687,00	\$48 325,00	\$48 500,00
	Between 1 and less than 6 employees	\$89 329,67	\$87 750,00	\$84 470,00	\$81 000,00
	Between 6 and less than 10 employees	\$71 739,08	\$68 000,00	\$66 764,91	\$62 000,00
	10 employees and more	\$79 537,93	\$76 400,00	\$76 227,03	\$73 175,00
Supervised volunteers	None	\$85 137,50	\$74 050,00	\$84 950,00	\$72 850,00
	Between 1 and less than 6 volunteers	\$75 085,71	\$75 000,00	\$71 878,57	\$69 000,00
	Between 6 and less than 10 volunteers	\$67 968,33	\$75 657,00	\$62 286,00	\$72 000,00
	10 or more volunteers	\$82 856,85	\$80 250,00	\$78 312,67	\$76 500,00
Organizational income	Less than \$250 000	\$47 746,67	\$50 000,00	\$47 013,33	\$49 000,00
	\$250 000 to \$499 999	\$63 841,70	\$62 500,00	\$57 522,94	\$55 000,00
	\$500 000 to \$999 999	\$71 722,90	\$68 500,00	\$64 645,47	\$64 300,00
	\$1 000 000 to \$2 999 999	\$96 761,89	\$89 000,00	\$92 874,26	\$82 000,00
	\$3 000 000 to \$4 999 999	\$114 400,00	\$115 000,00	\$112 000,00	\$110 000,00
	\$5 000 000 to \$9 999 999	\$131 000,00	\$131 000,00	\$120 000,00	\$120 000,00
	\$10 000 000 to \$49 999 999	\$155 000,00	\$155 000,00	\$146 500,00	\$146 500,00
\$50 000 000 and more	N/A	N/A	N/A	N/A	
Scope of the organization	Local	\$67 902,53	\$62 156,00	\$64 615,55	\$59 300,00
	Regional	\$84 099,68	\$80 683,00	\$80 522,10	\$74 761,00
	Provincial	\$103 650,00	\$105 500,00	\$100 428,57	\$108 000,00
	National	\$103 500,00	\$85 000,00	\$96 333,33	\$81 000,00
	International	N/A	N/A	N/A	N/A

For this category, the following items have been consolidated:

- Executive Director
- Communication and Foundation Department
- President and Chief Executive Officer
- Co-Executive Director

**\$80 618**

average salary in 2023  
for the positions of  
President,  
Executive Director or  
Vice-Rector

When the acronym N/A (for not applicable) is indicated, this means that there are no responses or that the sample is too small to be representative, and therefore compiled.

To remember:

- Average earnings are highest for people aged 45 to 54. A decrease is observed from age 55 onwards.
- In these positions, men continue to earn a higher average salary than women (\$4,186.28 difference).
- People from diverse backgrounds are not represented in these decision-making spheres, and people from 2SLGBTQIA+ communities earn significantly less than white or Caucasian people.
- Level of education has no direct influence on salary. In fact, the average salary is higher for people whose last level of education was high school.
- Experience in philanthropy, up to a limit of 20 years, continues to "pay off" in the sector.
- There is no direct link between management scope (number of employees under one's charge) and remuneration.

## Assistant Executive Director

Data	Categories	Mean 2023	Median 2023	Mean 2022	Median 2022
Age	Between 25 et 34	\$59 596,40	\$59 000,00	\$56 075,00	\$56 000,00
	Between 35 et 44	\$75 000,00	\$80 000,00 92	\$67 909,33	\$74 000,00
	Between 45 et 54	\$92 750,00	000,00	\$86 843,75	\$84 187,50
	Between 55 et 64	N/A	N/A	N/A	N/A
	Between 65 et 74	N/A	N/A	N/A	N/A
Gender identity or expression	Female, feminine or feminine gender	\$73 498,20	69 500,00	\$70 378,11	\$69 000,00
	Man, male or masculine gender	\$69 666,67	59 000,00	\$71 000,00	\$71 000,00
	Non-binary, queer or non-conforming	N/A	N/A	N/A	N/A
Diversity features	White or Caucasian	\$75 000,00	\$74 000,00	\$73 567,00	\$73 375,00
	Ethnic minority	N/A	N/A	N/A	N/A
	2SLGBTQIA+ person	N/A	N/A	N/A	N/A
	Visible minority	\$59 491,00	\$59 491,00	\$56 650,00	\$56 650,00
	Indigenous person	N/A	N/A	N/A	N/A
	Disabled person	N/A	N/A	N/A	N/A
Education level	No level completed	N/A	N/A	N/A	N/A
	High school	N/A	N/A	N/A	N/A
	College	\$73 750,00	\$75 000,00	\$67 701,00	\$73 375,00
	University (undergraduate)	\$71 600,00	\$74 000,00	\$73 000,00	\$71 500,00
	University (graduate)	\$86 000,00	\$86 000,00	\$83 500,00	\$83 500,00
	University (doctoral)	\$59 491,00	\$59 491,00	\$56 650,00	\$56 650,00
Years on the job market	Less than 3 years	N/A	N/A	N/A	N/A
	Between 3 and under 6 years	N/A	N/A	N/A	N/A
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	\$59 491,00	\$59 491,00	\$56 650,00	\$56 650,00
	Between 15 and under 20 years	\$50 000,00	\$50 000,00	\$49 364,00	\$49 364,00
	20 years and over	\$85 857,14	\$85 000,00	\$84 395,83	\$79 500,00
Years in philanthropy	Less than 3 years	\$58 596,40	\$59 000,00	\$56 766,67	\$57 000,00
	Between 3 and under 6 years	\$72 000,00	\$72 000,00	\$69 864,00	\$69 864,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	\$90 000,00	\$90 000,00	\$79 500,00	\$79 500,00
	Between 15 and under 20 years	\$99 000,00	\$99 000,00	\$91 687,50	\$91 687,50
	20 years and over	N/A	N/A	N/A	N/A
Length of service	Less than 3 years	\$83 215,45	\$71 000,00	\$75 060,00	\$58 300,00
	Between 3 and under 6 years	\$76 859,07	\$82 000,00	\$69 864,00	\$69 864,00
	Between 6 and under 10 years	\$86 299,67	\$80 250,00	N/A	N/A
	Between 10 and under 15 years	\$74 770,00	\$74 828,50	\$69 500,00	\$69 500,00
	Between 15 and under 20 years	\$82 736,60	\$80 683,00	\$71 500,00	\$71 500,00
	20 years and over	\$84 100,00	\$81 250,00	N/A	N/A

Length of service	Less than 3 years	\$73 330,33	\$59 991,00	\$75 060,00	\$58 300,00
	Between 3 and under 6 years	\$50 000,00	\$50 000,00	\$49 364,00	\$49 364,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	\$90 000,00	\$90 000,00	\$79 500,00	\$79 500,00
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A
Supervised paid talent	None	\$77 327,33	\$60 982,00	\$74 433,33	\$58 300,00
	Between 1 and less than 6 employees	\$76 000,00	\$74 000,00	\$75 875,00	\$73 375,00
	Between 6 and less than 10 employees	N/A	N/A	N/A	N/A
	10 employees and more	\$60 000,00	\$55 000,00	\$57 576,00	\$54 000,00
Supervised volunteers	None	\$79 196,40	\$65 000,00	\$79 575,00	\$76 650,00
	Between 1 and less than 6 volunteers	\$81 333,33	\$85 000,00	\$71 791,67	\$73 375,00
	Between 6 and less than 10 volunteers	N/A	N/A	N/A	N/A
	10 or more volunteers	\$60 800,00	\$55 000,00	\$60 432,00	\$61 500,00
Organizational income	Less than \$250 000	\$75 000,00	\$75 000,00	\$85 000,00	\$85 000,00
	\$250 000 to \$499 999	\$69 750,00	\$69 500,00	\$65 458,33 53	\$69 000,00
	\$500 000 to \$999 999	\$55 745,50	\$58 500,00	\$757,00	\$56 000,00
	\$1 000 000 to \$2 999 999	\$89 500,00	\$89 500,00	\$84 500,00	\$84 500,00
	\$3 000 000 to \$4 999 999	N/A	N/A	N/A	N/A
	\$5 000 000 to \$9 999 999	N/A	N/A	N/A	N/A
	\$10 000 000 to \$49 999 999	N/A	N/A	N/A	N/A
\$50 000 000 and more	N/A	N/A	N/A	N/A	
Scope of the organization	Local	\$61 854,57	\$60 982,00	\$60 205,60	\$58 300,00
	Regional	\$66 333,33	\$59 000,00	\$61 458,33	\$57 000,00
	Provincial	\$06 500,00	\$106 500,00	\$97 500,00	\$97 500,00
	National	N/A	N/A	N/A	N/A
	International	N/A	N/A	N/A	N/A

For this category, the following items have been consolidated:

- Executive Vice-President
- Operations Director
- Director



When the acronym N.A. (for not applicable) is indicated, this means that there are no responses or that the sample is too small to be representative, and therefore compiled.

**To remember**

- The average salary is highest for people aged 45 to 54, and older age groups are not represented in this position.
- In these positions, women earn a higher average salary than men, with a gap of \$3,831.53.
- People from diverse backgrounds are not well represented in these decision-making spheres, and people from visible minorities earn significantly less than white or Caucasian people.
- Level of education has a direct influence on wages up to undergraduate level.
- Experience in philanthropy, up to a limit of 20 years, continues to "pay off" in the sector.
- There is no direct link between management scope (number of employees under one's charge) and compensation. Rather, the situation is reversed: the fewer employees people supervise, the better they are remunerated.

Director, Manager or Vice-President of fundraising, recognition, research, annual campaigns, major gifts, planned giving or philanthropic development

Data	Categories	Mean 2023	Median 2023	Mean 2022	Median 2022
Age	Between 25 et 34	N/A	N/A	N/A	N/A
	Between 35 et 44	\$94 200,00	\$97 000,00	\$85 300,00	\$85 750,00
	Between 45 et 54	\$89 936,17	\$90 250,00	\$84 510,67	\$85 000,00
	Between 55 et 64	\$88 666,67	\$103 000,00	\$85 521,67	\$98 000,00
	Between 65 et 74	N/A	N/A	N/A	N/A
Gender identity or expression	Female, feminine or feminine gender	\$94 589,83	\$96 270,50	\$87 757,17	\$86 250,00
	Man, male or masculine gender	\$66 500,00	\$66 500,00	\$60 000,00	\$60 000,00
	Non-binary, queer or non-conforming	N/A	N/A	N/A	N/A
Diversity features	White or Caucasian	\$93 453,53	\$93 000,00	\$86 348,89	\$86 000,00
	Ethnic minority	N/A	N/A	N/A	N/A
	2SLGBTQIA+ person	\$85 000,00	\$85 000,00	\$79 500,00	\$79 500,00
	Visible minority	N/A	N/A	N/A	N/A
	Indigenous person	N/A	N/A	N/A	N/A
	Disabled person	N/A	N/A	N/A	N/A
Education level	No level completed	N/A	N/A	N/A	N/A
	High school	N/A	N/A	N/A	N/A
	College	\$81 000,00	\$81 000,00	\$76 750,00	\$76 750,00
	University (undergraduate)	\$100 648,71	\$103 000,00	\$89 947,00	\$94 564,00
	University (graduate)	\$89 607,60	\$87 750,00	\$85 650,00	\$83 500,00
Years on the job market	University (doctoral)	N/A	N/A	N/A	N/A
	Less than 3 years	N/A	N/A	N/A	N/A
	Between 3 and under 6 years	N/A	N/A	N/A	N/A
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	\$87 100,00	\$87 500,00	\$75 900,00	\$84 000,00
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
Years in philanthropy	20 years and over	\$94 093,08	\$101 270,50	\$89 760,75	\$96 282,00
	Less than 3 years	N/A	N/A	N/A	N/A
	Between 3 and under 6 years	\$72 500,00	\$66 500,00	\$66 583,33	\$60 000,00
	Between 6 and under 10 years	\$87 000,00	\$88 000,00	\$83 833,33	\$83 000,00
	Between 10 and under 15 years	\$92 523,40	\$99 541,00	\$81 812,80	\$85 000,00
	Between 15 and under 20 years	\$110 333,33	\$108 000,00	\$102 000,00	\$105 000,00
Length of service	20 years and over	\$115 333,33	\$103 000,00	\$111 188,33	\$98 565,00
	Less than 3 years	\$96 657,00	\$103 000,00	\$88 009,92	\$94 564,00
	Between 3 and under 6 years	\$78 500,00	\$83 000,00	\$74 600,00	\$82 000,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
20 years and over	N/A	N/A	N/A	N/A	

Length of service	Less than 3 years	\$94 636,07	\$99 541,00	\$99 541,00	\$86 375,27
	Between 3 and under 6 years	\$71 000,00	\$71 000,00	\$71 000,00	\$68 750,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	\$91 358,67	\$87 500,00	\$87 500,00	\$88 833,33
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A
Supervised paid talent	None	\$64 000,00	\$60 000,00	\$60 000,00	\$58 166,67
	Between 1 and less than 6 employees	\$86 239,76	\$88 000,00	\$88 000,00	\$79 592,06
	Between 6 and less than 10 employees	\$123 180,33	\$130 000,00	\$130 000,00	\$115 521,33
	N/A	N/A	N/A	N/A	N/A
	10 employees and more	N/A	N/A	N/A	N/A
Supervised volunteers	None	\$95 061,70	\$93 770,50	\$93 770,50	\$85 906,40
	Between 1 and less than 6 volunteers	\$86 400,00	\$93 000,00	\$93 000,00	\$80 513,00
	Between 6 and less than 10 volunteers	N/A	N/A	N/A	N/A
	10 or more volunteers	\$90 750,00	\$82 000,00	82 000,00	87 875,00
Organizational income	Less than \$250 000	N/A	N/A	N/A	N/A
	\$250 000 to \$499 999	\$103 000,00	\$103 000,00	\$103 000,00	\$98 282,50
	\$500 000 to \$999 999	N/A	N/A	N/A	N/A
	\$1 000 000 to \$2 999 999	N/A	N/A	N/A	N/A
	\$3 000 000 to \$4 999 999	\$64 692,00	\$60 000,00	\$60 000,00	\$62 833,33
	\$5 000 000 to \$9 999 999	\$92 317,63	\$91 500,00	\$91 500,00	\$87 133,00
	\$10 000 000 to \$49 999 999	\$115 600,00	\$125 000,00	\$125 000,00	\$100 400,00
\$50 000 000 and more	N/A	N/A	N/A	N/A	
Scope of the organization	Local	\$84 173,50	\$80 250,00	\$80 250,00	\$73 760,67
	Regional	\$85 400,00	\$83 000,00	\$83 000,00	\$81 500,00
	Provincial	\$93 000,00	\$86 000,00	\$86 000,00	\$93 000,00
	National	\$109 000,00	\$109 000,00	\$109 000,00	\$99 000,00
	International	\$115 333,33	\$103 000,00	\$103 000,00	\$111 188,33

The following positions have been created for this category:

- Director, Philanthropic Development
- Assistant Director, Development and Annual Campaigns
- Director, Major and Planned Gifts
- Director, Financing and Outreach
- Development, Financing and Events Director
- Director of Philanthropy
- Administrative Director
- Finance Director
- Director, Partnerships and Sponsorships
- Director, Donor Relations

**\$87 417**

average salary in 2023  
for the position of

Director, Manager or  
Vice-President of fundraising,  
recognition, research,  
annual campaigns, major gifts,  
planned giving or  
philanthropic development

When the acronym N/A (for not applicable) is indicated, this means that there are no responses or that the sample is too small to be representative, and therefore compiled.

To remember:

- The average salary is highest for people aged 35 to 44. A decrease is observed thereafter.
- In these positions, women have a higher average salary than men, with a considerable gap of \$28,089.83.
- People from diverse backgrounds are not represented in these decision-making spheres, and people from 2SLGBTQIA+ communities earn significantly less than white or Caucasian people.
- Level of education has a direct influence on wages up to undergraduate level.
- Experience in philanthropy definitely means better pay for these positions.
- For these positions, the greater the management scope (number of employees under one's responsibility), the higher the remuneration.

### Advisor or Director for fundraising, recognition, research, annual campaign, major gifts, planned giving or philanthropic development

Data	Categories	Mean 2023	Median 2023	Mean 2022	Median 2022
Age	Between 25 et 34	\$64 222,17	\$61 166,50	\$57 750,00	\$58 000,00
	Between 35 et 44	\$67 874,64	\$65 000,00	\$66 838,80	\$65 000,00
	Between 45 et 54	\$59 333,33	\$62 000,00	\$50 000,00	\$50 000,00
	Between 55 et 64	\$73 533,00	\$81 259,00	\$69 474,00	\$74 513,00
	Between 65 et 74	N/A	N/A	N/A	N/A
Gender identity or expression	Female, feminine or feminine gender	\$67 422,53	\$65 000,00	\$63 487,33	\$65 000,00
	Man, male or masculine gender	\$64 061,67	\$60 000,00	\$61 833,33	\$58 250,00
	Non-binary, queer or non-conforming	N/A	N/A	N/A	N/A
Diversity features	White or Caucasian	\$65 477,65	\$61 000,00	\$62 128,33	\$58 250,00
	Ethnic minority	N/A	N/A	N/A	N/A
	2SLGBTQIA+ person	N/A	N/A	N/A	N/A
	Visible minority	\$74 500,00	\$74 500,00	\$70 000,00	\$70 000,00
	Indigenous person	N/A	N/A	N/A	N/A
	Disabled person	N/A	N/A	N/A	N/A
Education level	No level completed	N/A	N/A	N/A	N/A
	High school	\$59 170,00	\$59 170,00	\$55 704,50	\$55 704,50
	College	\$66 733,33	\$65 000,00	\$65 000,00	\$65 000,00
	University (undergraduate)	\$68 806,67	\$65 500,00	\$66 890,10	\$63 250,00
	University (graduate)	\$65 400,00	\$63 000,00	\$58 000,00	\$58 000,00
	University (doctoral)	N/A	N/A	N/A	N/A
Years on the job market	Less than 3 years	N/A	N/A	N/A	N/A
	Between 3 and under 6 years	\$59 790,00	\$58 370,00	\$50 666,67	\$49 000,00
	Between 6 and under 10 years	\$60 333,25	\$59 166,50	\$56 750,00	\$58 000,00
	Between 10 and under 15 years	\$68 314,67	\$72 000,00	\$63 898,00	\$66 250,00
	Between 15 and under 20 years	\$69 268,00	\$72 000,00	\$66 727,25	\$72 000,00
	20 years and over	\$69 291,33	\$62 000,00	\$67 876,63	\$65 000,00
Years in philanthropy	Less than 3 years	\$56 103,43	\$55 163,00	\$51 716,17	\$50 444,00
	Between 3 and under 6 years	\$64 095,00	\$60 000,00	\$60 250,00	\$58 250,00
	Between 6 and under 10 years	\$69 714,29	\$72 000,00	\$66 142,86	\$65 000,00
	Between 10 and under 15 years	\$77 000,00	\$71 000,00	\$77 500,00	\$77 500,00
	Between 15 and under 20 years	\$82 086,33	\$81 259,00	\$78 837,67	\$74 513,00
	20 years and over	N/A	N/A	N/A	N/A
Length of service	Less than 3 years	\$66 653,54	\$65 000,00	\$64 041,67	\$64 000,00
	Between 3 and under 6 years	\$70 364,31	\$71 500,00	\$66 000,87	\$68 000,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A

Length of service	Less than 3 years	\$64 266,00	\$62 500,00	\$61 484,38	\$60 000,00
	Between 3 and under 6 years	\$67 321,25	\$62 500,00	\$63 500,00	\$58 500,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A
Supervised paid talent	None	\$66 570,59	\$64 000,00	\$63 840,50	\$61 500,00
	Between 1 and less than 6 employees	\$69 500,00	\$73 000,00	\$62 375,00	\$67 750,00
	Between 6 and less than 10 employees	N/A	N/A	N/A	N/A
	10 employees and more	N/A	N/A	N/A	N/A
Supervised volunteers	None	\$66 127,65	\$64 000,00	\$62 683,89	\$60 750,00
	Between 1 and less than 6 volunteers	\$69 000,00	\$69 000,00	\$65 000,00	\$65 000,00
	Between 6 and less than 10 volunteers	\$74 000,00	\$74 000,00	\$68 000,00	\$68 000,00
	10 or more volunteers	\$67 000,00	\$67 000,00	\$66 000,00	\$66 000,00
Organizational income	Less than \$250 000	N/A	N/A	N/A	N/A
	\$250 000 to \$499 999	N/A	N/A	N/A	N/A
	\$500 000 to \$999 999	N/A	N/A	N/A	N/A
	\$1 000 000 to \$2 999 999	\$56 093,50	\$58 500,00	\$52 966,17	\$54 944,00
	\$3 000 000 to \$4 999 999	N/A	N/A	N/A	N/A
	\$5 000 000 to \$9 999 999	\$63 566,63	\$62 500,00	\$63 000,00	\$63 000,00
	\$10 000 000 to \$49 999 999	\$74 891,80	\$74 000,00	\$69 102,60	\$68 000,00
\$50 000 000 and more	\$86 000,00	\$87 500,00	\$83 250,00	\$84 500,00	
Scope of the organization	Local	\$66 036,83	\$62 166,50	\$63 981,33	\$61 500,00
	Regional	N/A	N/A	N/A	N/A
	Provincial	\$70 703,00	\$72 000,00	\$68 833,33	\$68 000,00
	National	\$56 085,00	\$59 000,00	\$51 602,25	\$52 000,00
	International	\$68 851,80	\$66 000,00	\$63 302,60	\$63 000,00

The following positions have been created for this category:

- Philanthropic Development Advisor
- Advisor, Major and Planned Gifts
- Philanthropic Development and Communications Advisor
- Senior Advisor, Philanthropic Development
- Senior Advisor, Major and Planned Gifts
- Senior Advisor, Philanthropic Funds and Planned Giving
- Manager, Donations and Philanthropic Relations
- Manager, planned giving
- Project manager, campaigns

**\$66 862**

average salary in 2023  
for the position of

Advisor or Director for fundraising,  
recognition, research,  
annual campaign, major gifts,  
planned giving or  
philanthropic development

When the acronym N/A (for not applicable) is indicated, this means that there are no responses or that the sample is too small to be representative, and therefore compiled.

#### To remember

- The average salary is highest for people aged 55 to 64 and is very uneven from one age bracket to another.
- In these positions, women earn a higher average salary than men, with a gap of \$3,360.86.
- People from diverse backgrounds are not well represented in these decision-making spheres, and people from visible minorities earn higher salaries than white or Caucasian people.
- Level of education has a direct influence on wages up to undergraduate level.
- Experience in philanthropy definitely means better pay for these positions.
- For these positions, the greater the management scope (number of employees under one's responsibility), the higher the remuneration.

## Administrative Assistant, Customer Service Agent, Administrative Agent, Donation/Database Entry Agent, Clerk or Receptionist

Data	Categories	Mean 2023	Median 2023	Mean 2022	Median 2022
Age	Between 25 et 34	N/A	N/A	N/A	N/A
	Between 35 et 44	N/A	N/A	N/A	N/A
	Between 45 et 54	\$49 500,00	\$49 500,00	\$45 920,00	\$45 920,00
	Between 55 et 64	N/A	N/A	N/A	N/A
	Between 65 et 74	N/A	N/A	N/A	N/A
Gender identity or expression	Female, feminine or feminine gender	\$39 242,00	\$41 860,00	\$36 414,60	\$40 000,00
	Man, male or masculine gender	N/A	N/A	N/A	N/A
	Non-binary, queer or non-conforming	N/A	N/A	N/A	N/A
Diversity features	White or Caucasian	\$38 052,50	\$40 355,00	\$34 518,25	\$37 625,00
	Ethnic minority	N/A	N/A	N/A	N/A
	2SLGBTQIA+ person	N/A	N/A	N/A	N/A
	Visible minority	N/A	N/A	N/A	N/A
	Indigenous person	N/A	N/A	N/A	N/A
	Disabled person	N/A	N/A	N/A	N/A
Education level	No level completed	N/A	N/A	N/A	N/A
	High school	N/A	N/A	N/A	N/A
	College	\$37 786,67	\$41 860,00	\$34 274,33	\$40 000,00
	University (undergraduate)	\$41 425,00	\$41 425,00	\$39 625,00	\$39 625,00
	University (graduate)	N/A	N/A	N/A	N/A
University (doctoral)	N/A	N/A	N/A	N/A	
Years on the job market	Less than 3 years	N/A	N/A	N/A	N/A
	Between 3 and under 6 years	N/A	N/A	N/A	N/A
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	\$41 470,00	\$44 000,00	\$38 414,60	\$44 000,00
Years in philanthropy	Less than 3 years	\$42 042,00	\$41 860,00	\$39 046,60	\$40 000,00
	Between 3 and under 6 years	N/A	N/A	N/A	N/A
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A
Length of service	Less than 3 years	\$38 840,00	\$42 930,00	\$37 245,75	\$42 000,00
	Between 3 and under 6 years	N/A	N/A	N/A	N/A
	Between 6 and under 10 years	\$46 925,00	\$46 925,00	\$41 545,00	\$41 545,00
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A

Length of service	Less than 3 years	\$ 38 840,00	\$ 42 930,00	\$ 37 245,75	\$ 42 000,00
	Between 3 and under 6 years	\$ 57 500,00	\$ 57 500,00	\$ 51 420,00	\$ 51 420,00
	Between 6 and under 10 years	N/A	N/A	N/A	N/A
	Between 10 and under 15 years	N/A	N/A	N/A	N/A
	Between 15 and under 20 years	N/A	N/A	N/A	N/A
	20 years and over	N/A	N/A	N/A	N/A
Supervised paid talent	None	\$ 44 172,86	\$ 44 000,00	\$ 41 010,43	\$ 44 000,00
	Between 1 and less than 6 employees	N/A	N/A	N/A	N/A
	Between 6 and less than 10 employees	N/A	N/A	N/A	N/A
	10 employees and more	N/A	N/A	N/A	N/A
Supervised volunteers	None	\$ 44 201,67	\$ 47 430,00	\$ 40 512,17	\$ 43 920,00
	Between 1 and less than 6 volunteers	N/A	N/A	N/A	N/A
	Between 6 and less than 10 volunteers	N/A	N/A	N/A	N/A
	10 or more volunteers	N/A	N/A	N/A	N/A
Organizational income	Less than \$ 250 000	N/A	N/A	N/A	N/A
	\$ 250 000 to \$ 499 999	N/A	N/A	N/A	N/A
	\$ 500 000 to \$ 999 999	\$ 41 425,00	\$ 41 425,00	\$ 39 625,00	\$ 39 625,00
	\$ 1 000 000 to \$ 2 999 999	N/A	N/A	N/A	N/A
	\$ 3 000 000 to \$ 4 999 999	N/A	N/A	N/A	N/A
	\$ 5 000 000 to \$ 9 999 999	N/A	N/A	N/A	N/A
	\$ 10 000 000 to \$ 49 999 999	N/A	N/A	N/A	N/A
\$ 50 000 000 and more	N/A	N/A	N/A	N/A	
Scope of the organization	Local	\$ 37 833,33	\$ 44 000,00	\$ 36 327,67	\$ 44 000,00
	Regional	\$ 46 903,33	\$ 41 860,00	\$ 43 416,67	\$ 40 000,00
	Provincial	N/A	N/A	N/A	N/A
	National	N/A	N/A	N/A	N/A
	International	N/A	N/A	N/A	N/A

For this category, the following items have been consolidated:

- Administrative agent
- Administrative assistant
- Database manager
- Donor relations officer



When the acronym N/A (for not applicable) is indicated, this means that there are no responses or that the sample is too small to be representative, and therefore compiled.

To remember

- In these positions, only white or Caucasian women are represented.
- Level of education has a direct influence on wages up to undergraduate level.
- This type of position relies exclusively on talent with little experience in philanthropy.

Shining the light on  
**working environment**

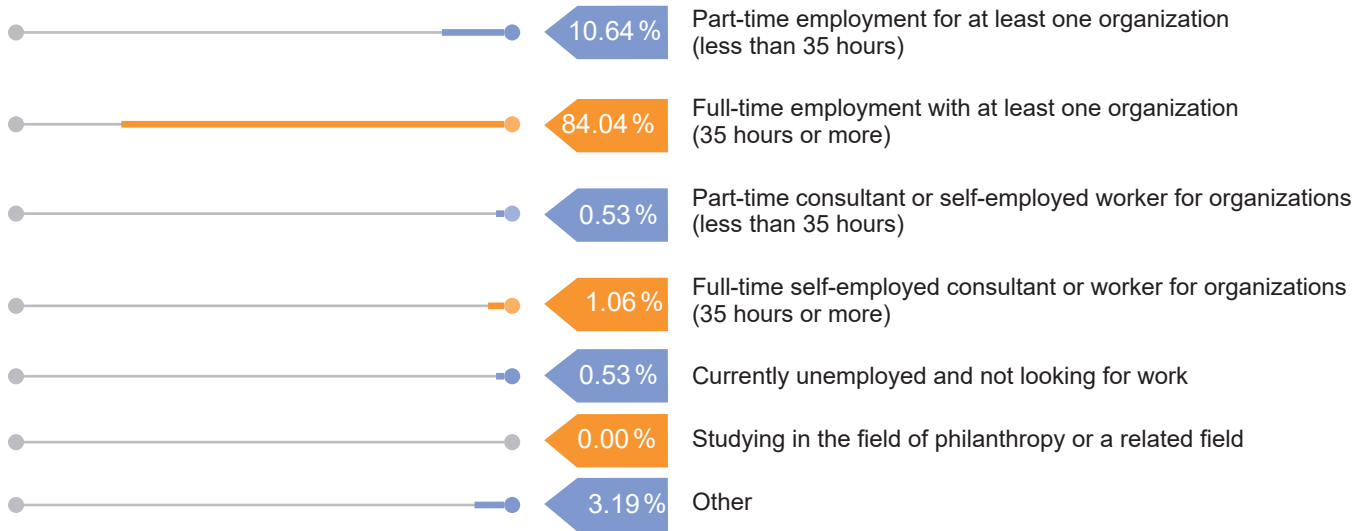


# The time

## Full-time work remains the norm

In 84.04% of cases, full-time work (35 hours or more) remains the norm in the philanthropic sector. Only 10.64% of talent work part-time (less than 35 hours). This is a good indicator of the health of our organizations, which are able to pay for full-time jobs and avoid forcing talent to hold down multiple jobs.

**35 hrs**  
is the regular work week for the majority of employees in the sector



## But what does full-time mean?

Interestingly, the notion of full-time varies from one organization to another on the theoretical basis of a letter of employment, a work contract or a collective agreement. While 68.89% of organizations have a 35-hour week, 11.11% have a 37.5-hour week, and 11.11% have a 40-hour week.

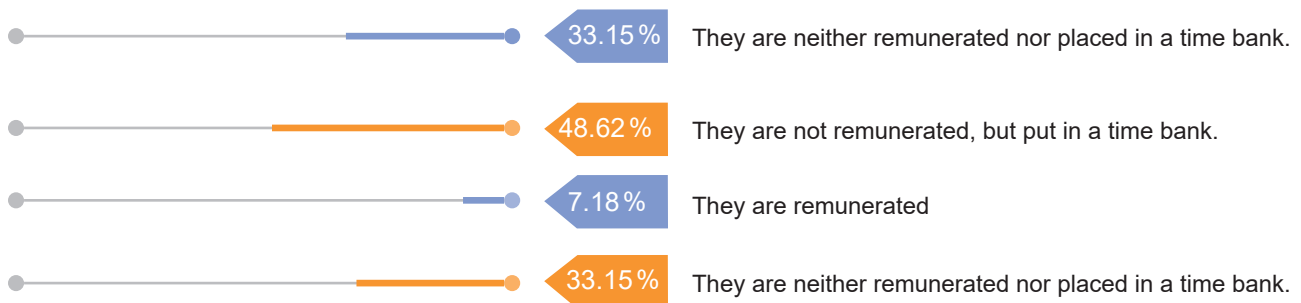
**40 hrs**  
make up the actual work week

### And in real life?

But is there a gap between the employment contract and reality? As a matter of fact, yes. For talent working 35 hours a week or more, the average actual time worked is 40.10 hours a week, rising to over 60 hours in some cases.

## Managing overtime

And when the situation applies to managers, hours beyond the employment contract are unpaid, a context similar to private industry in terms of remuneration. From a more global perspective, overtime is once again managed very differently from one organization to another.



In the other cases (11.05% of situations), we're essentially talking about discretionary time off, depending on the manager or the organization's customs.

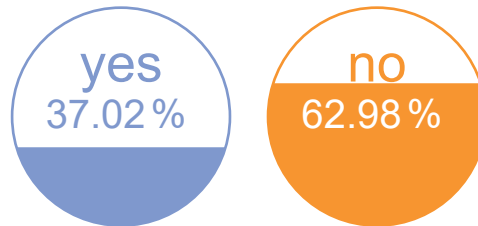
# The bonuses

## Another contentious issue

Bonuses in the philanthropic sector remain taboo on many levels. On the one hand, some boards of directors are in favor of it, as they themselves navigate this world of compensation if they come from the private sector. On the other hand, there is a tendency to consider bonuses "inappropriate", as they are paid for with donor dollars. But isn't this already the case with the remuneration paid with every pay check? And why can't bonuses also be budgeted for?

**37 %**  
of employees receive  
a bonus

In your current job, have you ever received any bonuses or premiums?



But there's a third player in the reinforcement of the bonus taboo: the basis on which it is determined.

Many codes of ethics prohibit any direct link between a bonus or premium and donors' contributions. Thus, the remuneration of an employee or even a supplier should never be established by a direct link (such as a percentage) with the funds raised. For many good reasons, many players in the global philanthropic sector are in favor of this.

The Association of Fundraising Professionals (AFP) has even included two (2) articles in its Code of Ethics:

Art. 21 - Members shall not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.

Art. 22 - Members shall be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accordance with prevailing practices within the members' own organizations and are not based on a percentage of contributions.<sup>8</sup>

But does everyone rally behind these deontological principles? The answer is yes, at least most of them!

Bonus linked to a percentage of fundraising donations



<sup>8</sup> Association of Fundraising Professionals - Quebec Chapter. Code of Ethics, [afpquebec.ca/en/about/code-of-ethics] (accessed August 14, 2023).

# The decline of telecommuting, the advance of flexibility

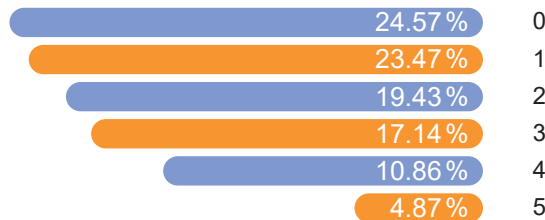
## The Pandemic Failed to Anchor 100% Teleworking into Practice

While telecommuting became the norm by necessity during the pandemic, today only 9.14% of employers allow it on a full-time basis. This can be explained by the need to consolidate the team, a necessary presence in the field, particularly with donors, but also by the lack of training for managers in remote management. As a result, the majority of organizations (62.86%) tend to adopt a hybrid mode of working, requiring a minimum weekly presence in the office.

9%  
of employers allow full-time teleworking

Talent in the philanthropic sector spends an average of 1.8 days a week working from home or somewhere other than the office.

Number of days per week worked from home or from a location other than the office



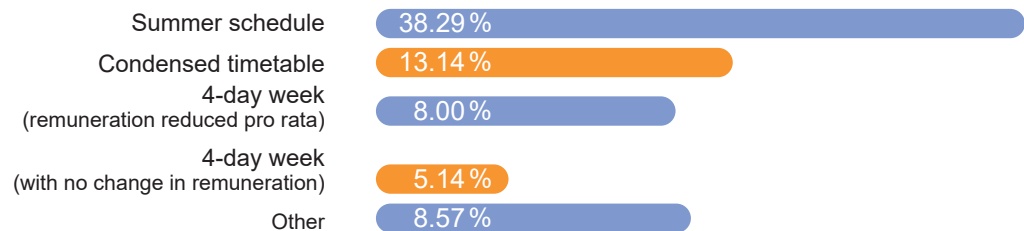
36%  
of employers have a hybrid work policy

## A hybrid work policy?

Interestingly, 36.48% of organizations do not have a hybrid working policy in place, leaving it to the discretion of senior management. Where a policy is in place, it is generally encouraged and promoted, but in 8.81% of cases, talent feels pressure to ensure a greater presence in the office than is set out in the policy.

## Flexibility for everyone

Almost 85% of organizations allow flexible working hours. This means that a morning trip to the garage no longer necessarily requires a formal request for absence and can be combined with the week's schedule. This is a major step towards a necessity that is increasingly in demand in all sectors. Other possibilities also exist, but to a lesser extent.



# The leave

## Vacations

The average vacation time offered to philanthropic talent is 21.64 days per year, or just over four (4) weeks. There are obviously various factors to consider, including seniority and job level, but nevertheless all organizations meet and exceed the minimum required by law, notably for attraction and retention purposes.

# 22

days off per year on average are offered to employees

### Link between seniority within an organization and vacations

Less than 3 months	21.25 days
Between 3 and 6 months	18.00 days
Between 6 months and less than 1 year	18.29 days
Between 1 and less than 2 years	21.26 days
Between 2 and less than 3 years	20.53 days
Between 3 and under 4 years	17.70 days
Between 4 and less than 5 years	21.27 days
Between 5 and under 6 years	22.19 days
Between 6 and under 7 years	23.33 days
Between 7 and under 8 years	20.63 days
Between 8 and under 9 years	20.67 days
Between 9 and under 10 years	26.00 days
Between 10 and under 15 years	23.36 days
Between 15 and under 20 years	25.36 days
20 years and over	26.43 days

## Statutory holidays

Employers in Quebec (and not covered by the Canada Labour Code) must comply with two (2) laws regarding paid statutory holidays: the Act respecting Labour Standards and the National Holiday Act. Together, they impose the following minimum vacations:

- New Year's Day
- Good Friday or Easter Monday (employer's choice)
- National Patriots' Day
- National Holiday
- Canada Day

Surprisingly, some mandatory holidays are not always offered. For example, 9.14% of philanthropic talent does not have a Thanksgiving vacation. We obviously encourage organizations to comply with the eight (8) days of mandatory leave, and to add to the list if they have the capacity to do so.

### The other days

We very much welcome the fact that organizations largely go beyond the legal minimum. The voluntary addition of the National Day of Truth and Reconciliation (9.14 %) and International Women's Rights Day (1.14 %) to the calendar are two judicious measures and choices on which we congratulate the organizations.

The day after New Year's Day	87.43 %
Boxing Day	88.57 %
New Year's Eve	84.57 %
Remembrance Day	26.86 %
Christmas Eve	79.43 %
National Day of Truth and Reconciliation	9.14 %
Birthday Leave	1.14 %
International Women's Rights Day	1.14 %

## 50 %

of employers close offices over the holidays and maintain pay

### The holiday season, a gift... for some

The week between Christmas and New Year's Day is usually synonymous with time off for organizations. But at what cost? In fact, there is no guideline in the sector, and this is reflected in the disparity between organizations.

Yes, my employer maintains my remuneration	49.70 %
Yes, I must use my vacation or time banks	23.08 %
No	24.85 %
Other	2.37 %

Shining the light on  
**indirect compensation**



# The benefits

## Traditional standards

Employee benefits have always lagged behind in the philanthropic sector, for obvious budgetary reasons. Nonetheless, many organizations manage to make the most of their opportunities by offering different benefits according to their capacity. And while some elements may seem obvious and taken for granted in a service offering, other benefits are beginning to emerge and carve out a place for themselves.

Sick leave	74.29 %
Full or partial reimbursement of training costs	71.43 %
Mobile or personal leave	66.86 %
Group Insurance Plan	60.57 %
Pension plan	54.29 %
Partial or full reimbursement of cell phone costs	53.14 %
Full or partial reimbursement of association membership fees or professional dues	42.29 %
Employee Assistance Program (EAP)	40.57 %
Telemedicine or virtual healthcare	24.00 %
Partial or full reimbursement of public transit fares	9.14 %
Full or partial reimbursement of gym membership fees	4.57 %
Not applicable	4.00 %
Other	13.14 %

## 42 %

of employers reimburse all or part of their association membership fees

It's worth noting that a large number of organizations offer partial or full reimbursement of training costs. This is excellent news. Considering the interesting, but limited, professional development on offer, this contributes greatly to strengthening the capacity of organizations and maintaining the professionalization of the sector. We also applaud the 42.29% of organizations that reimburse all or part of their association membership fees or professional dues, which also makes a significant contribution to the sector.

## What the group insurance plan consist of

While 60.57% of organizations offer a group insurance plan, most of these are health and drug insurance (97.94%), with other options accounting for a smaller proportion.

Health and medical care insurance	97.94 %
Travel insurance	35.63 %
Dental care	32.76 %
Eye care	27.59 %
Drug coverage	54.60 %
Short-term disability	29.89 %
Long-term disability	50.57 %
Life insurance	48.28 %
Death and dismemberment insurance	40.23 %
Critical illness insurance	27.01 %
Health Care Account	10.34 %

Overall, 76.51 % of talent in the sector is satisfied with the benefits offered. Dissatisfaction is mainly with health care coverage, which more rarely includes dental and vision care.

### Who pays for what?

In most cases (66.06 %), the employer will cover 50 % or more of the plan contribution. It's important to note that beyond what the employer does or doesn't pay, there are significant tax implications in the event of disability. For example, if the employee pays the full amount of his or her disability coverage, when benefits are received, they will be tax-free.

### Pension plan

When it comes to pension plans, the range of options is widely separated. For talent working within an organization, over 80 % can count on one or other pension plan.

Voluntary Retirement Savings Plan (VRSPs)	11.49 %
Simplified Pension Plan (SPP)	6.90 %
Defined benefit (DB) pension plan	6.90 %
Defined contribution (DC) pension plan	4.02 %
Group Registered Retirement Savings Plan (Group RRSP)	24.14 %
Labour-sponsored RRSP (Fondaction or Fonds de solidarité FTQ)	6.32 %
My organization doesn't offer a pension plan	19.54 %
Not applicable	10.92 %
Other	9.77 %



In addition, people who have a pension plan with their employer benefit from support generally in the range of 2 % to 7 % (amount paid by the employer, generally on condition that the employee pays the same percentage of his or her pay).

Shining the light on  
**fundraising**



# The role of fundraising in organisations

While philanthropy is vital to all organizations in the sector, few employees are dedicated to it on a full-time basis. In fact, it accounts for only 10.53% of talent. For all sectors combined, 49.68% of responsibilities are devoted to fundraising. Budgetary limitations often force talent to multi-task, enriching their position, but also potentially distracting them from the main objective, which is to contribute to the financial sustainability of the organization through fundraising.

**50 %**  
of responsibilities are  
devoted to fundraising

## All the methods are good

Events (50.53%), grant writing (50.00%) and the annual campaign (43.16%) are the three (3) most important areas of fundraising activity. Major gifts and planned giving represent only 30.53% respectively.

Annual campaign (postal and electronic solicitation)	43.16 %
Third-party campaigns	22.63 %
Peer-to-peer (P2P)	17.89 %
Relationship marketing	18.42 %
Major fundraising campaign	18.42 %
Major donations	30.53 %
Planned giving	30.53 %
Events	50.53 %
Management	33.16 %
Donor recognition/loyalty/stewardship	38.42 %
Database entry/management	25.79 %
Research/qualification of potential donors	25.26 %
Writing grant applications	50.00 %
Consulting in various areas of philanthropy	7.89 %
I work in the philanthropic sector, but do not perform fundraising tasks	5.26 %
Other	6.32 %

## Fundraising capacity

Organizations have approximately six (6) people dedicated to fundraising, and the number of employees assigned to these tasks has remained the same over the past year for 60.29% of organizations, while it has increased for 25.98% of organizations.

26%

of organizations have increased the number of fundraising positions

26%

of organizations plan to increase the number of fundraising positions

For next year, the number of fundraising positions is expected to remain the same for 65.20% of organizations, while 26.47% plan to increase their number. Only 1.47% of organizations expect to reduce the number of positions. This is excellent news for organizations that are essentially maintaining or increasing their philanthropic capacity. The effects of job increases will remain to be monitored in a context of scarcity of qualified manpower. As a result, organizations wishing to attract more talent will have to work on two (2) fronts: attracting talent from other organizations, and acquiring talent with transferable skills from another sector.

In both cases, there are benefits and risks to consider, both for your own organization, but also for the sector, which is already facing a high turnover rate and therefore a clear game of "musical chairs" between already well-established organizations.

## Transparency and professionalism

The professionalization of the sector that we regularly hear about is also confirmed by the application of human resources management principles within organizations. These include policies, pay scales and salary scales. Our survey revealed that 80.39% of organizations have such tools. However, only 36.76% of organizations make them accessible to all employees.

When it comes to job postings, 34.80% of organizations now publish salary ranges on all postings, and 24.02% will do so on targeted job levels only.

Considering the addition of transparency on working conditions in the philanthropic sector, a measure moreover carried and implemented by the Association of Fundraising Professionals since May 2021, it can prove highly beneficial to make this information available to all. In particular, this enables transparent conversations about job conditions, contributes to retention and even succession planning.

We also welcome the fact that 67.14% of organizations have a clear performance assessment timetable and process, and 67.55% have the same elements in place for the salary review process.

# Professional development

The adage that the philanthropic sector has no training budget seems, to our great and pleasant surprise, unfounded. In fact, 93.13% of organizations will cover or reimburse some or all of their training expenses. In fact, this is an element that is increasingly validated in recruitment processes by candidates who wish to keep abreast of best practices.

**93 %**  
of organizations cover all or part of professional training expenses

Did you know that there are 57<sup>9</sup> professionals in Québec with the CFRE (Certified Fund Raising Executive) credential?

Such accreditation is enviable, and attests to the fact that these people are fully committed to their profession and personal development. Hiring a CFRE is therefore a wise choice, but you should bear in mind that to maintain their accreditation, a minimum number of hours of continuing education is mandatory. This is an important factor to consider in your hiring negotiations and training budgets. It should be pointed out, however, that CFRE will no longer be offering exams in Quebec as of November 2023, in accordance with the Act respecting French, the official and common language of Québec. However, it will be possible to take the exam in another Canadian province.

# The strength of associations

**52 %**  
of philanthropic talent are AFP members and 26% are CAGP members

The importance of the associative sector is clear from the responses. The Association of Fundraising Professionals (AFP) (51.85%), the Canadian Association of Gift Planners (CAGP) (25.93%), formerly the Sancio network (17.59%) and Conversations philanthropiques en culture (4.63%) remain the most popular associations and groups within the philanthropic sector. Moreover, the responses show that a proportion of our talent are members of more than one association.

In 86.32% of cases, the employer pays the full cost of membership, 4.21% share the bill, and 9.47% of employees are required to pay the full cost of membership.

<sup>9</sup> Data to August 14, 2023 available on [cfre.org/find-a-cfre](https://cfre.org/find-a-cfre).

Shining the light on  
**mental health  
and motivation**



## Delving into the matter

In the philanthropic sector, where passion for social change coexists with complex and demanding challenges, the mental health and well-being of talent is of paramount importance. The mental health section of the 2023 Philanthropic Compensation and Well-Being Index explores this essential facet of the philanthropic milieu in depth. Through a lens of understanding and prevention, this section highlights the imperative of nurturing an environment conducive to mental health, thus fostering the personal and professional fulfillment of philanthropic actors.

At the heart of this exploration is the recognition that working within philanthropic organizations, while rewarding, can be accompanied by unique pressures and considerable responsibilities. Accordingly, this section is committed to naming and highlighting the specific challenges faced by philanthropic professionals in relation to their mental well-being. All this, with the ambition of contributing to the creation of an organizational culture that values holistic and sustainable well-being.

## Caring for those who care

### Exhaustion, depressed and depression

Over the past year, almost 40% of philanthropic talent has suffered episodes of burnout, depressed mood or depression. This is a more than worrying number for a sector that devotes itself daily to caring for others, but which seems to experience challenges, in significant proportion, in caring for its own environment. What's more, in 47.76% of cases, people who have experienced such episodes were unable to discuss them in confidence with their manager!

**40 %**  
of philanthropic professionals suffered from burnout, depressed mood or depression last year

### Equipping our mental health managers

If nearly half of all employees have not had the reflex to turn to their managers, there are several reasons for this. However, they often lack the means and tools to do so. We wanted to find out what managers had done for the 52.24% of talent who felt confident enough to address the situation. Here are a few examples:

- Listening to my situation (45.45%)
- Offer me time off (28.57%)
- I didn't receive any help (9.09%)
- Refer me to an Employee Assistance Program (EAP) (11.69%)
- Refer me to specialized resources (5.19%)

Did you know that CO-OPs and NPOs in Quebec have access to a psychological support line?

LÉO offers free, confidential and rapid professional support to people involved (paid and volunteer) in Quebec's CO-OPs and NPOs, in both French and English. These people can benefit from five (5) one-hour sessions by telephone or videoconference. For more information, call 1 855 768-7LEO or visit [leoquebec.org](http://leoquebec.org).



**Mental health continuum**

The mental health continuum<sup>10</sup> is a simple tool that enables us, on a daily basis, to take our vital signs and thus preserve our balance or take note of our imbalance, generally following a reaction to stress or a significant event. As part of our approach, we have sought to measure psychological health, in the knowledge that this is an indicator that fluctuates regularly according to many factors.

**53%**  
consider their psychological state to be healthy

Status	Myself	My colleagues
Healthy	53.29%	42.38%
Reacting	36.53%	47.02%
At risk	10.18%	6.34%
Critical	0.00%	0.00%

**The mental health continuum**

	Healthy	Reacting	At risk	Critical
<b>Signs</b>	Calm and steady	Occasional anxiety or sadness	Persistent anxiety or sadness	Excessive anxiety, depression or suicidal thoughts
	Sens of humour	Irritability or pessimism	Angry or cynical	Angry outburst or aggression
	Mentally alert	Forgetfulness or intrusive thoughts	Indecision, poor concentration	Unable to concentrate
	Sleeping well	Difficulty sleeping	Sleep disturbances, nightmares	significant sleep disturbances or oversleeping
	Performing consistently	Feeling overworked or procrastinating	Feeling overwhelmed, poor performance	Unable to complete work tasks
	Confident in self and others	Self-doubt	Distrust others	Excessive distrust
	Feeling good	Tension or headaches	Persistent physical symptoms	More serious physical symptoms
	Good energy levels	Low energy	Fatigue	Exhaustion
	Physically active	Reduced physical activity	Physically inactive	Lethargic
	Socially active	Reduced social contacts	Avoiding social contacts	No contact with loved ones
Substance use is occasional and social	Substance use is regular but controlled	Substance use is difficult to control	Substance abuse or dependence	
<b>Strategies</b>	Maintain current activities	Recover: slow down and rest	Acknowledge the need for action	Consult a professional immediately
	Practice mindfulness	Build mental health toolkit	Recover: eliminate non-essential tasks	Reach out to peers or someone you trust
	Cultivate social relationships	Identify problems	Reach out to peers	Consider a leave of absence from work
		Act on things that can be changed	Maintain contact with loved ones	Redkindle close relationships

<sup>10</sup> Quebec Physician's Health Program. Checking our mental health vital signs, [pamq.org/wp-content/uploads/2021/08/checking-our-mental-health-vital-signs.pdf] (accessed August 14, 2023).

### Energy and motivation

When it comes to motivation, various factors are often combined. We can quickly think of recognition, autonomy, professional development, a sense of internal justice, team climate, alignment of values, and so on. This makes it difficult for an organization to easily address the levers needed to restore troop motivation. But the difficulty has to be overcome, because currently 38.32% of talented people report a drop in energy over the past year on an individual basis, and 29.94% also report a drop within the team. Not surprisingly, this correlates with a 23.95% drop in team motivation.

### Satisfaction

When energy and motivation are low, satisfaction is inevitably affected. The data shows that for 21.56% of employees, satisfaction with the organization has declined and for 19.16% of employees, satisfaction has declined with the supervisor or manager. These rates, while not alarming, need to be discussed within organizations to understand them and define a series of actions to get the indicators moving.

**22%**  
decline in employee  
satisfaction with  
their employer

### The predominance of work

Over the next few years, few people seem interested in work taking up more space in their lives. The opposite would have been surprising. 50.00% want work to occupy the same place as it does now, and 49.38% want it to occupy less space.



Shining the light on  
**fear of a  
philanthropic exodus**



# Delving into the matter

The philanthropic horizon, while full of noble aspirations and laudable causes, is at the crossroads of major challenges likely to influence the sector's trajectory. This section of the 2023 Philanthropic Compensation and Well-Being Index takes a close look at the emergence of a growing concern: a possible exodus of talent from the philanthropic sector. This issue raises crucial questions about the sustainability and vitality of philanthropy.

Quiet quitting, characterized by a decline in talent interest in their roles, could have significant consequences. This section analyzes the warning signs of this phenomenon, while exploring the underlying reasons why professionals may be considering other horizons.

Beyond simply observing trends, this section also looks to the future with a proactive perspective. It addresses the factors that could drive talent out of the sector, such as salary challenges and unfulfilled career aspirations, while highlighting solutions and incentives to attract and retain talent. By anticipating potential talent movements and offering appropriate responses, this exploration aims to preserve the vitality of the philanthropic sector and ensure that organizations continue to thrive as drivers of positive change.

## Quiet quitting

The concept of quiet quitting is, unfortunately, echoed in our sector, which is no exception. In fact, 29.34% of talented people have gone into a mode of operation where they do the bare minimum, as a direct consequence of demotivation at work. Looking at the figures above, this should come as no surprise, as it's not exclusive to our industry, but it is nonetheless very worrying. We're talking about almost a third of the sector's talent possibly under-performing due to elements of demotivation, often unnamed.

29%

of philanthropic professionals are in quiet quitting mode

## Interest in philanthropy

21.5% of talent have seen their interest in continuing in the sector decrease over the past year. This can be attributed to internal factors (note that the workload has increased for 74.85% of employees), but also to the market, which is proving highly competitive in a context of several major funding campaigns, post-pandemic recovery and, of course, growing needs.

But this rate is a cause for concern, as the labour shortage that is already weakening our sector is unlikely to abate with a trend to leave the sector of this magnitude. The philanthropic sector must quickly review its entry channels (note the end of the philanthropic management certificate, replaced by the NPO financing microprogram) and urgently work on retention.



Did you know that the philanthropic exodus alarm was sounded in August 2019?

Even before the pandemic, a study conducted for AFP and The Chronicle of Philanthropy revealed that 30% of fundraising professionals were planning to leave the sector, citing sustained performance pressure and a lack of board support for philanthropic development.<sup>11</sup>

<sup>11</sup> The Chronicle of Philanthropy. Why Fundraisers Leave, and How to Keep Them, [philanthropy.com/article/why-fundraisers-leave-and-how-to-keep-them] (accessed August 14, 2023).

### Movement to be expected

The movement in the philanthropic sector is nothing new, nor to some extent surprising. The size of organizations often limits opportunities for advancement to senior roles, and so talent moves between organizations to enrich their experiences. Thus, 27.51% of professionals are thinking of making a career change in less than two (2) years' time, with 8.75% thinking of doing so in less than six (6) months!

# 28%

professionals are thinking of changing jobs in less than 2 years' time

Less than 3 months	6.25 %
Between 3 and 6 months	2.50 %
Between 6 months and less than 1 year	8.13 %
Between 1 and less than 2 years	10.63 %
Between 2 and less than 3 years	11.25 %
Between 3 and under 4 years	6.88 %
Between 4 and less than 5 years	4.38 %
Between 5 and under 6 years	5.00 %
6 years and over	1.26 %
I don't envisage any change	34.38 %
Don't know	9.38 %

# 22%

of professionals will leave the sector when they next change jobs

But a career change can lead to different scenarios within an organization, in other organizations or even outside the sector. Thus, we took the questioning a step further and found that 6.25% of talent will try to find a job within the same organization. 28.13% will try to find a job in another organization, and 21.88% will leave the sector. And 28.13% will retire in the next few years.

# What contributes to the movement?

## Incentives to leave

When professionals in the sector consider resigning (or when they recently resigned), they do so mainly for the following three reasons:

- Looking for a higher salary
- Searching for better benefits
- Seeking a better work-life balance

## Incentives for choosing a new organization

On the other hand, when the time comes to choose a new organization in which to evolve, employees consider the following three elements in particular:

- Autonomy in functions
- Team well-being
- Cause supported by the organization/alignment with values

Three elements that have absolutely nothing to do with remuneration conditions compared to reasons for leaving. It's easy to argue that people who work in the sector and choose an organization do so for reasons "of the heart", but that leaving is often linked to reasons more "of the head, or even of the wallet".

It's worth noting that many organizations have reviewed starting salaries in order to work on attraction. Nevertheless, pay scales are not always keeping pace with private sector pay recommendations, and recent economic pressures, including interest rates and the rising cost of living, are putting pressure on the ability to pay talent, and they see this as "salary dilution" over the course of their careers.

# What can be done to counter the exodus

## Retention strength

But how can we successfully work on retention if we can't fully meet the expectations of the main incentives for leaving a job? You must capitalize on the elements of retention that keep employees satisfied. Let's note that the following elements are those that generate the most employee satisfaction in talents' current working conditions:

- Cause supported by the organization/alignment with values
- Autonomy in functions
- Flexible working hours
- Reputation and notoriety
- Organizational culture

So there's plenty of room to work on elements that ultimately cost the organization nothing, and we applaud the work AFP is currently doing in Quebec, having included this objective in its strategic planning: "deploy a sector branding strategy and relevant tools to promote the attraction and retention of talent in the philanthropic sector in Quebec".<sup>12</sup>

<sup>12</sup> Association of Fundraising Professionals - Quebec Chapter. Strategic Planning, [afpquebec.ca/en/about/strategic-planning] (accessed August 14, 2023).

Shining the light on

# harassment and sexual and psychological misconduct



# Delving into the matter

We have consciously chosen to give a separate space to harassment and sexual or psychological misconduct within this index, because of their profound impact on the philanthropic community. Recent cases in the media across the country, and the alarm sounded by the Association of Fundraising Professionals, have highlighted the urgent need to take a close look at the situation in Quebec.

By analyzing data collected from a variety of philanthropic or-

ganizations, we aim to consider existing challenges and offer perspectives for continuous improvement. This approach aims to raise awareness, inform and promote a safe, inclusive and respectful environment within philanthropy. By highlighting these sensitive issues, we hope to contribute to the positive evolution of philanthropic culture and to the building of an ethical and responsible community, where every individual can flourish freely and with safety, dignity and integrity.

## The grass is no greener in Quebec

### Victims of misconduct or harassment

Over the past year, 4.19% of talent within philanthropic organizations have been the direct victims of psychological or sexual misconduct or harassment in their work environment. This number rises to 23.35% when considering their entire career. That's nearly one in four philanthropic professionals!

### Witnessing misconduct or harassment

To these 4.19% of victims, we must add 7.78% of situations of misconduct or harassment observed by respondents. This figure rises to 27.71% when the entire fundraising history is considered.

Taken together, this data shows that 1 in 2 professionals will experience psychological or sexual harassment or misconduct in the course of their career.

### A mandatory policy as of January 1<sup>st</sup>, 2019!

Yet 73.65% of organizations appear to have a policy for preventing harassment in the workplace and dealing with complaints. But the figures show that this is not enough. And while the 73.65% may seem like a good figure, such a policy has been mandatory (and must be made known to talent) for all organizations for years.

### Strong confidence, but not for everyone

When asked how confident they would be in the process if they were to follow it, 81.79% of respondents indicated that they would be comfortable. This is a welcome development, but it also means that one in five people may not file a complaint, for fear that the process is not safe and optimal.

1 of 5

may not file a complaint for fear that the process is unsafe

As a reminder, "an employer who does not have a policy for preventing psychological or sexual harassment and handling complaints is liable to a fine ranging from \$600 to \$1,200 for the first offence. In the event of a second or subsequent offence, the amount increases from \$1,200 to \$6,000."<sup>13</sup>

Furthermore, we invite each organization to review the individuals designated by the employer to both instill confidence and ensure optimal care.

1 of 2

has experienced misconduct or harassment in the course of his or her career

Did you know that the Association of Fundraising Professionals (AFP) published a report in 2022 aimed at helping fundraising professionals and organizations address and prevent harassment, bullying and discrimination?

AFP highlighted that harassment is unfortunately all too common in our industry, stating that 42% of fundraisers have experienced sexual harassment in the last 2 years, and 51% of LGBT professionals<sup>14</sup> have experienced the same. In all, 76% of professionals have experienced sexual harassment in their careers.

The Speaking Truth to Power in Fundraising: A Toolkit report is available on the [AFP website](#).

<sup>13</sup> CNESST. Politique de prévention du harcèlement et de traitement des plaintes, [cnesst.gouv.qc.ca/en/prevention-and-safety/healthy-workplace/harassment-workplace/psychological-or-sexual-harassment-employers] (site consulté le 14 août 2023).

<sup>14</sup> LGBT: lesbian, gay or bisexual people

Shining the light on  
**portrait of our sector and  
diversity**



# Delving into the matter

Our sector plays an essential role in the positive transformation of our communities and the world. But it has to reflect our communities if it is to have the legitimacy and impact we want. Particular attention is paid to diversity in all its facets. We would therefore like to examine the ways in which women shape and enrich our sector, as well as the persistent challenges associated with the low representation of diversity and the under-representation of Indigenous Peoples. In addition, we are delighted to note the educated and multi-generational nature of our philanthropic sector, highlighting the diversity of knowledge and perspectives that fuel our collective mission.

This section of the 2023 Philanthropy Salary and Wellbeing Index invites you to explore the current philanthropic landscape, where we highlight diversity as a source of inspiration and a catalyst for positive change.

## What does our sector look like?

### Women at the heart of philanthropy

Women have always played an important role in philanthropy. In our survey, 74.70% of respondents identified themselves as female (feminine gender identity or expression), 24.70% as male (masculine gender identity or expression) and 0.60% as non-binary, queer or gender non-conforming.

**75%**  
of fundraising professionals  
are women

**93%**

of fundraising professionals  
are white or Caucasian

### Little diversity

In terms of diversity, the data shows us a high degree of homogeneity, which highlights various weaknesses or barriers to inclusion, both in the sector and in our survey. This prompts us to rethink our practices for the next edition, as we feel we have failed to reach historically under-represented groups who nonetheless contribute to the philanthropic sector.

White or Caucasian	92.77 %
Indigenous (First Nations, Inuit or Métis)	0.0 %
Visible minority (non-Indigenous, non-white in colour/race)	3.61 %
Ethnic minority (non-Indigenous, non-visible minority whose mother tongue is neither French nor English)	2.41 %
Person with a disability	0.60 %
Neurodivergent person	0.00 %
Member of the 2SLGBTQIA+ community	4.22 %
Other/I prefer to self-identify	1.81 %

### Dissenting voices are heard

To speak of an inclusive environment, it is interesting to evaluate whether people with different, even divergent, ideas are heard and welcomed. We have to admit that the sector scores well on this indicator, with 84.94 % of respondents indicating that this is the case.

Yes	84.94 %
No	5.42 %
Not applicable	2.41 %
I don't know	7.23 %

Our observations are also confirmed when we seek to evaluate respondents' perceptions of the inclusiveness of their environments. In 86.75 % of organizations, the answer was positive, while 8.43 % did not know if this was the case.

But why is it that almost one in ten people don't know whether they can express divergent ideas, or whether their environment is inclusive? This shows that employers still have a long way to go to put forward an inclusive framework, but above all to communicate initiatives, culture and values.

Our hypothesis is confirmed by the fact that the number drops to 66.27 % when it comes to evaluating whether concrete actions have been implemented within organizations.

### Little room for indigenous peoples

While 0.60 % of respondents identify themselves as members of Indigenous communities, we find that only 36.75 % of organizations are taking concrete action on reconciliation with Indigenous Peoples (First Nations, Inuit and Métis). This is an area of significant opportunity and improvement for organizations wishing to do better, and one that can be greatly inspired by the 94 Calls to Action issued by the Truth and Reconciliation Commission of Canada. AFP in Canada has also established a Truth and Reconciliation Action Identification Task Force, which tabled a series of recommendations in 2022 for the sector.<sup>16</sup>

**37 %**  
organizations take  
concrete steps towards  
Reconciliation

### A multi-generational sector

If our sector seems quite homogeneous, that's not the case when it comes to age! Our sector is privileged to benefit from the skills of all generations and is greatly enriched by this aspect.

Between 18 and 24	0.00 %
Between 25 and 34	13.25 %
Between 35 and 44	35.54 %
Between 45 and 54	25.90 %
Between 55 and 64	19.88 %
Between 65 and 74	3.61 %
75 and over	1.81 %

<sup>15</sup> Truth and Reconciliation Commission of Canada. Responding to the Truth and Reconciliation Commission's Calls to Action, [rcaanc-cirnac.gc.ca/eng/1524494530110/1557511412801] (accessed August 14, 2023).

<sup>16</sup> AFP Global. On the Road to Truth and Reconciliation, [afpglobal.org/road-truth-and-reconciliation] (accessed August 14, 2023).

### An educated sector, but little philanthropy

The philanthropic sector boasts a high graduation rate among its professionals, 78.92% of whom hold undergraduate or graduate degrees.

High school	3.01 %
College	17.47 %
University (undergraduate)	45.18 %
University (masters)	31.93 %
University (doctoral)	1.81 %
No level of education completed	0.60 %



When it comes to training specific to philanthropy or fundraising, nearly 10 % of professionals hold or are in the process of obtaining their university certificate in philanthropic management from the Université de Montréal. 1.21 % of respondents are enrolled in the same university's microprogram in NPO financing.

Certificat en gestion philanthropique (philanthropic management) - Université de Montréal (partially completed)	3.64 %
Certificat en gestion philanthropique (philanthropic management) - Université de Montréal (completed)	6.06 %
Microprogramme en financement des OBNL - Université de Montréal (partially completed)	1.21 %
Master of Philanthropy and Nonprofit Leadership (NPO financing) - Carleton University (partially completed)	0.00 %
Master of Philanthropy and Nonprofit Leadership - Carleton University (completed)	0.00 %
No diploma studies in philanthropy	78.79 %
Other	12.73 %

Shining the light on  
**methodology**



# Methodology

Our 2023 Philanthropic Compensation and Well-Being Index took place over a three (3) month period, from its launch on April 20, 2023, to July 24, 2023. Ultimately, 368 responses were tallied, making it one of the most significant studies of the philanthropic sector at the national level, even though the respondents were exclusively in Quebec. All respondents work for organizations based in Quebec.

The answers collected were in reference to the year in progress at the time of completing the survey, and the amounts are in Canadian currency.

Data was collected from the BNP Philanthropic Performance mailing list, as well as from distribution partners, to whom we extend our warmest thanks.

This study was conducted with rigor, professionalism and an ultimate desire to equip the philanthropic sector. The findings and recommendations were drawn up with this in mind.

Although the names of the organizations have been collected to ensure the integrity of the information, they are not disclosed to preserve data confidentiality.

We made the conscious choice to present data only when we felt there were a sufficient number of respondents, in order to avoid data interpretation issues.

# General data

To give you an idea of the sampling and representativeness of the study, you'll find data on regional origins, scope of organizations, sectors covered and more below.

## Regional profile

Abitibi-Témiscamingue	1.96 %
Bas-Saint-Laurent	4.41 %
Capitale-Nationale	30.39 %
Centre-du-Québec	2.45 %
Chaudière-Appalaches	8.82 %
Côte-Nord	0.49 %
Estrie	3.92 %
Gaspésie-Îles-de-la-Madeleine	0.00 %
Lanaudière	4.90 %
Laurentides	2.94 %
Laval	1.96 %
Mauricie	0.98 %
Montréal	37.75 %
Montréal	37.75 %
Nord-du-Québec	0.49 %
Outaouais	0.98 %
Saguenay-Lac-Saint-Jean	2.45 %

### Scope of the organization

Local	38.73 %
Regional	28.43 %
Provincial	15.69 %
National	9.80 %
International	7.35 %

### Sectors covered

Advancing and promoting education	2.45 %
Animal protection	1.47 %
Environmental protection	2.94 %
Health	14.71 %
Social services	11.27 %
Palliative care	4.41 %
Religion and spirituality	0.98 %
Arts and culture	7.84 %
Justice and advocacy	3.92 %
Humanitarian aid	0.49 %
International development	1.47 %
Higher education	1.96 %
Staying in school	3.92 %
Scientific research	0.98 %
Youth and childhood	9.31 %
Food safety	5.39 %
Accommodation and homelessness	2.45 %
Community needs	5.88 %
Consulting services	2.45 %
Other	15.69 %

### Organization attached to an establishment

Yes	26.47 %
No	73.53 %

### Total revenues of the organization

Less than \$250,000	10.29 %
\$250,000 to \$499,999	14.71 %
\$500,000 to \$999,999	17.65 %
\$1,000,000 to \$2,999,999	20.59 %
\$3,000,000 to \$4,999,999	6.37 %
\$5,000,000 to \$9,999,999	12.25 %
\$10,000,000 to \$49,999,999	9.80 %
\$50,000,000 or more	3.43 %
I don't know	4.90 %

### Income from philanthropic sources

Less than \$100,000	31.86 %
\$100,000 to \$250,000	4.90 %
\$250,000 to \$499,999	13.73 %
\$500,000 to \$999,999	9.80 %
\$1,000,000 to \$2,999,999	13.73 %
\$3,000,000 to \$4,999,999	6.37 %
\$5,000,000 to \$9,999,999	5.39 %
\$10,000,000 to \$49,999,999	5.88 %
\$50,000,000 or more	2.45 %
I don't know	3.92 %
Not applicable	1.96 %

### Total number of employees

0	0.97 %
1	4.85 %
2-3	10.68 %
4-5	7.77 %
6-9	10.68 %
10-15	19.42 %
16-20	9.71 %
21 à 30	15.53 %
31 à 50	3.88 %
51 à 100	7.77 %
101 à 200	3.88 %
201 and more	4.85 %

### Number of fundraising staff

0	4.00 %
1	17.00 %
2-3	46.00 %
4-5	9.00 %
6-9	12.00 %
10-15	2.00 %
16-30	5.00 %
31 and more	5.00 %

### Total number of volunteers, excluding board of directors

0	15.63 %
1	1.04 %
2-3	4.17 %
4-5	1.04 %
6-9	3.13 %
10-15	20.83 %
16-20	9.38 %
21-30	6.25 %
31-50	13.54 %
51-100	9.38 %
101-200	5.21 %
201 and more	9.38 %



Shining the light on  
people who have  
made this possible



# Thank you!

Such an exercise would not have been possible without the many collaborations we enjoyed. We would like to thank the following people and organizations:

## Internal work team (BNP)

The guide you are now consulting was made possible by the invaluable collaboration of the following members of the BNP Philanthropic Performance team.

Marie Harou  
Director of Communications  
and Marketing

Daniel H. Lanteigne  
Vice President, Talent, Strategy  
and Impact

Andréa Marto Correia  
Consulting Assistant

## Distribution partners

In order to reach as many people as possible throughout Quebec, we benefited from the support of the following organizations in distributing our survey. We would like to thank them for their invaluable collaboration.

Association of fundraising  
professionals (AFP)

Canadian Associations of  
Gift Planners  
(CAGP)

PhiLab

Imagine Canada

Fondation of Greater Montreal

Fondation Laurentides

J. Armand Bombardier  
Foundation

Centraide Québec et Chaudière-  
Appalaches

Centraide des régions du centre-  
ouest du Québec

Centraide Outaouais

## Respondents

Thank you to the 368 respondents who made this philanthropic index possible, and who contributed greatly to making the sector smarter about compensation and well-being. Your contribution is invaluable!

# Our commitment for the next edition

We have received generous and constructive feedback for our next edition, which will continue to follow the indicators we have developed, while paying close attention to the following elements:

- Board/employee relations
- The desired catch-up with private-sector conditions
- New trends in innovative employee benefits
- Pay equity within organizations and in the sector

Do you have any other suggestions? Send an e-mail to [talent@bnppperformance.com](mailto:talent@bnppperformance.com)!

# BNP Philanthropic performance: more than 20 years of supporting philanthropic organizations!

What sets us apart:

- A rigorous methodology tailored to each project
- Proven results based on effective philanthropic and organizational strategies
- Active listening for a human-centered collaboration
- Developing the skills of the clients we counsel, to enhance their autonomy and strategic vision
- Canada-wide expertise to professionalize philanthropy on a national scale



## Vision

Being the partner of choice for philanthropy and CSR in Canada



## Mission

BNP Philanthropic Performance helps organizations that dream of making a positive impact on society.



## Values

Ethics - Innovation - Performance - Audacity - Commitment  
- Proximity



## Objectives

BNP aims to help organizations bring their mission for social impact to life, while meeting their challenges and realizing their projects through high-performance philanthropic and CSR strategies that generate real results.

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BNP Inspire is the first Canada-wide philanthropic consulting firm to hold B Corp certification!

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