

# 2019/2020 CSAE BENEFITS & COMPENSATION REPORT



CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES  
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION

# 2019/2020 CSAE Benefits & Compensation Report

*38th Edition*

CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES

2019/2020 CSAE Benefits & Compensation Report  
38<sup>th</sup> Edition

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### About the Canadian Society of Association Executives

Incorporated in 1962, the Canadian Society of Association Executives (CSAE) is Canada's only member-based not-for-profit organization committed to delivering the knowledge, resources and environment to advance association excellence. CSAE, also known as an "association of associations," offers robust networking and learning opportunities, including an education program leading to the *Certified Association Executive (CAE®)* designation. For further information, please visit the CSAE website at [www.csae.com](http://www.csae.com).

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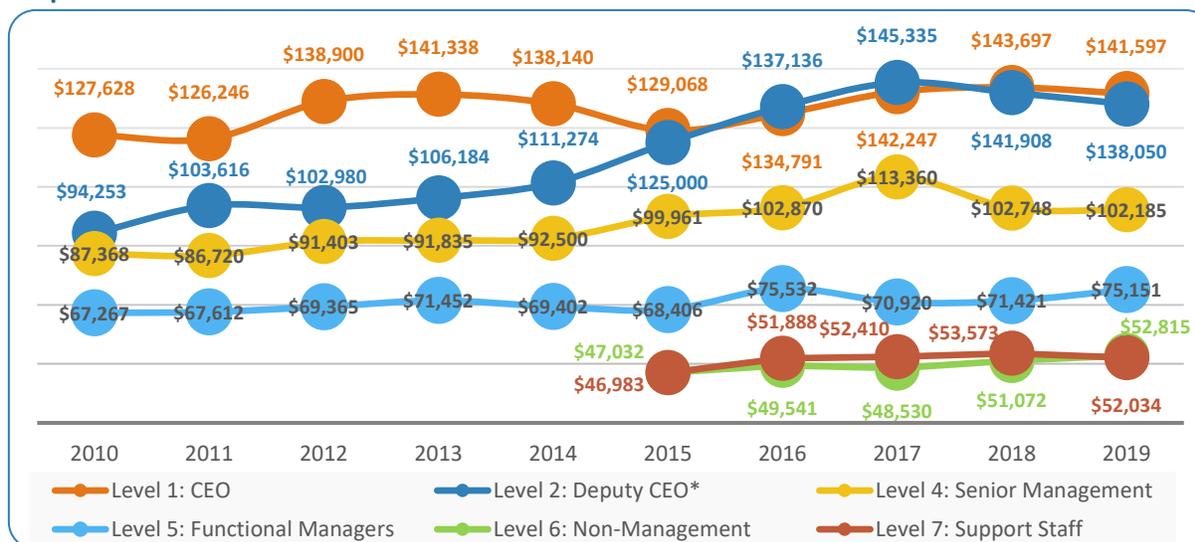
# EXECUTIVE SUMMARY

The 2019/2020 edition of the **CSAE Benefits & Compensation Report** is the 38th in a series of annual compensation reports produced by the Canadian Society of Association Executives (CSAE). This report is jointly produced by CSAE and The Portage Group (TPG) and provides comprehensive documentation of compensation and benefits currently provided to staff employed in associations and other not-for-profit organizations across Canada.

**CASH COMPENSATION IS GENERALLY INCREASING, BUT IS DOWN FOR SEVERAL LEVELS IN 2019**  
 After climbing 11% from 2015 to 2018, average CEO compensation decreased by 1.5% in 2019. Average compensation also decreased for Deputy CEOs (Level 2), Senior Management (Level 4) and Support Staff (Level 7). The largest year-over-year growth was among Functional Managers (Level 5) at 5.2%. The only other level that saw an increase was Non-Management (Level 6) at 3.4%.

The average cash compensation for CEOs in 2019 is just under \$141,600, including an average of \$135,100 in base salary and \$6,500 in additional cash compensation (i.e., bonus or incentives).

Compensation 2010 to 2019



Notes: Source for 2010 through 2018 figures was the CSAE Benefits & Compensation Reports. Level 3 not shown due to a lack of available tracking data.

The use of incentive plans generally increases with seniority. The exception is CEOs (Level 1 - 38%), where the incidence of incentives is lower than Executives (Level 2/3 – 44%).

The results point to three levels of bonuses. For the two most senior positions, the average bonus paid was 10.2% to 11.6%, which is considerably higher than the 3.9% to 5.1% average paid to the lower three staff levels. Senior Management (Level 4) sits in the middle at 8.1%.



## BENEFITS CONTINUE TO ADD VALUE TO THE COMPENSATION PACKAGE

Key benefits findings are summarized below:

- Benefits add significantly to the average compensation package. In 2019, the total benefits added an average of \$6,405 to the compensation package at the most junior staff level and \$18,545 at the CEO level.
- Among those receiving retirement benefits, the value as a percent of base compensation ranges from 5.8% to 6.9% depending on level.
- Retirement plans continue to be a common component of the benefits package for sector employees. At 66%, CEOs (Level 1) are least likely among the staff levels to receive retirement benefits. For the other levels, the portion of employees receiving retirement benefits ranges from 77% to 89%.
- RSP plans continue to be more common than other pension plans with a majority of staff at most levels being offered this type of benefit. Support Staff (Level 7) is the least likely group to receive RSPs.
- Roughly four in 10 (40%) Support Staff (Level 7), 28% of Non-Management (Level 6) and one in five (18% to 20%) staff at Levels 2/3, 4 and 5 receive a pension benefit. At only 11%, CEOs (Level 1) are considerably less likely to receive a pension benefit.
- Health benefits, while still received by the majority, are least common at the CEO (Level 1, 88%) and Support Staff (Level 7, 93%) levels. For other levels, between 96% and 98% of staff receive at least some health benefits. The value of health benefits as a percentage of base compensation (when health benefits are received) ranges from 4.5% to 6.0% at the top three levels and 6.5% to 7.4% at the lower three.
- Automobile benefits are most common among CEOs (Level 1), with just under one in five staff at these levels receiving this type of benefit. One in 10 Executives (Level 2/3) and 14% of Senior Management (Level 4) also receive the benefit.
- Most staff at all levels receive at least some fringe benefits. At all levels, professional development, laptops and other conference registration and travel are among the top five fringe benefits received.

## LOCATION AND ORGANIZATION SIZE CONTINUE TO INFLUENCE WAGES AND BENEFITS

- At the CEO level, industry/trade associations pay the most, followed by regulators and professional associations. The top-paying organizations for Executives (Level 2/3) are professional associations, followed by industry/trade associations and regulators. Regulators are at the top of the list at all other levels except Support Staff (Level 7).
- Average compensation for all levels is highest in national associations.
- Regionally, Toronto and Ottawa continue to pay significantly more at all senior management levels (Levels 1 to 4) than other markets in Canada.
- There is a strong correlation between compensation and organization revenue at all management levels.
- Like revenue, the size of the staff also has a direct relationship with compensation at the management levels. While not a perfect correlation, compensation for three of four management levels generally increases with staff size up to 50 staff. Above 50 staff members, average compensation actually decreases for the three management levels.

## AGE, GENDER, EDUCATION AND EXPERIENCE ALL INFLUENCE THE COMPENSATION PICTURE

- Compensation generally increases with age at all levels.
- There is a clear link between the level of compensation and education:
  - For CEOs (Level 1), the biggest increase in compensation is between those with a college diploma and those with a bachelor's degree.
  - For Senior Management (Level 4), the biggest increase in compensation is with a post-graduate degree while for support staff the biggest increase is with a college degree.
  - Having a relevant degree has a positive impact on compensation at all levels except for Senior Management (Level 4), where the difference in pay is negligible.
- The study results point to a relationship between gender and seniority, with the percentage of female staff decreasing significantly with seniority. The results also continue to show a wage gap at several levels. At the management levels, the gap ranges from 17% to 26%.
- With the exception of Executives (Level 2/3) and Non-Management (Level 6), compensation is higher at all levels among those who hold a CSAE membership.
- Five types of experience were included in this year's survey: time at the current organization, time in the current position, time spent at the current seniority level, experience in the discipline and sector experience. For all five measures, compensation generally increases with the years of experience.