



2021 CSAE BENEFITS & COMPENSATION REPORT

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

2021 CSAE Benefits & Compensation Report

39th 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.

About The Portage Group Inc.

The Portage Group Inc. is a consulting group with a shared passion for helping organizations along the various stages of their journey. Our consulting team offers deep sector expertise across multiple service areas that include research, strategy, search, human resources, organizational performance and governance. For more information, please visit www.portagegroup.com.

Disclaimer

Although the information in this report has been obtained from sources that The Portage Group Inc. believes to be reliable, this report is based on survey responses during the period of June 7 to June 30, 2021. Accordingly, its accuracy and completeness cannot be guaranteed. This report is for information purposes only. All opinions and estimates included in this report constitute the views of survey respondents combined with our judgment as of this date and are subject to revision.

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EXECUTIVE SUMMARY

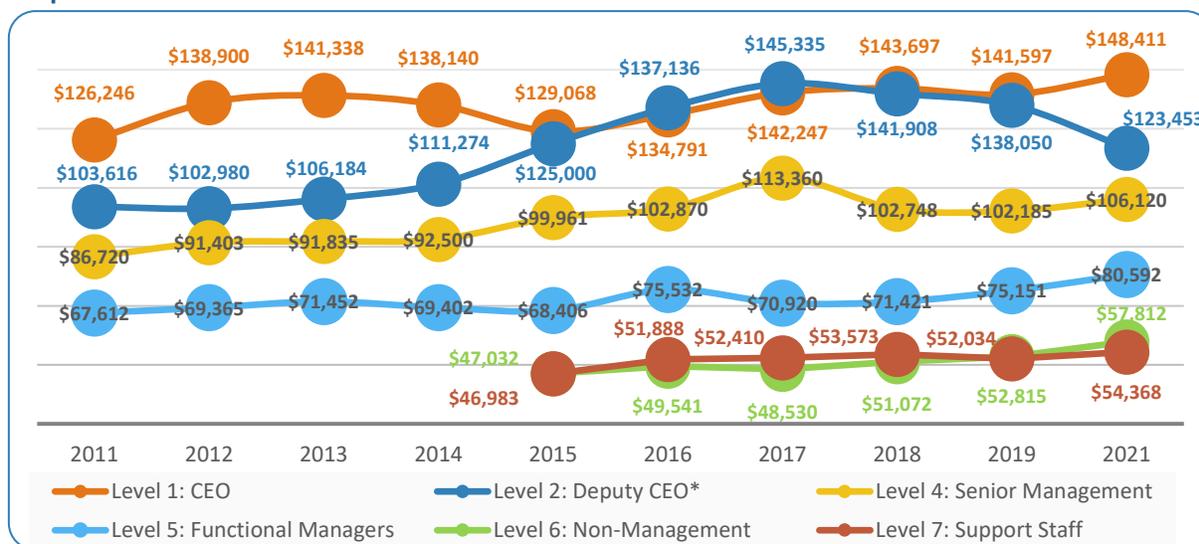
The 2021 edition of the **CSAE Benefits & Compensation Report** is the 39th in a series of annual benefits and compensation reports produced by the Canadian Society of Association Executives (CSAE). This report is jointly produced by CSAE and The Portage Group (TPG) and provides comprehensive documentation of compensation and benefits currently provided to staff employed in associations and other not-for-profit organizations across Canada.

DESPITE THE PANDEMIC, CASH COMPENSATION IS GENERALLY INCREASING

After three years of relative stagnation, average cash compensation (base plus additional cash compensation) at the CEO level grew by 4.8% in 2021. In fact, average compensation increased for all levels except Deputy CEOs (Level 2), where there was a decrease of 5.4%. The largest year-over-year growth was among Non-Management (Level 6) at 4.6%. Other levels saw year-over-year increases of 1.9% to 3.6% (average over two years).

The average cash compensation for CEOs in 2021 is just under \$148,500, including an average of \$143,200 in base salary and \$5,300 in additional cash compensation (i.e., bonus or incentives).

Compensation 2011 to 2021



Notes: Source for 2011 through 2019 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 - 35%), where the incidence of incentives is lower than Executives (Level 2/3 - 56%).



The results point to three levels of bonuses. For the two most senior positions, the average bonus paid was 9.1% to 11.5%, which is considerably higher than the 3.4% paid to Support Staff (Level 7). The other three levels range from 5.2% to 7.6%.

BENEFITS CONTINUE TO ADD VALUE TO THE COMPENSATION PACKAGE

Key benefits findings are summarized below:

- Benefits add significantly to the average compensation package. In 2021, the total benefits added an average of \$7,436 to the compensation package at the most junior staff level and \$17,933 at the CEO level.
- Three-quarters (74%) of participating organizations report that they offer retirement benefits to at least one level of staff. At only 71%, CEOs (Level 1) continue to be the least likely among the management levels to receive retirement benefits. For the other three management levels, between 82% and 89% of staff receive retirement benefits.
- The value among those who receive retirement benefits ranges from 5.2% to 6.5% of base compensation, depending on level.
- RSP plans continue to be more common than other pension plans at all levels.
- Pension plans are received by 25% to 29% of staff at all management levels except CEO (Level 1 - 12%).
- Nine in 10 (89%) participating organizations offer health benefits to at least one staff level.
- Health benefits, while still received by the majority, are least common at the CEO (Level 1, 87%) and Support Staff (Level 7, 82%) levels. For other levels, between 94% and 97% 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 6.0% to 8.8% with the exception of CEOs, where the average value is lower at 4.3%.
- Automobile benefits are most common among CEOs (Level 1), with 16% receiving this type of benefit. One in 10 Executives (Level 2/3 - 11%) also receive the benefit.
- Most (96%) participant organizations offer some fringe benefits to at least one staff member.
- At all levels, professional development, laptops, other conference registration and travel and cell phones for business are among the top five fringe benefits received.

SIZE, ORGANIZATION TYPE AND LOCATION MATTER WHEN IT COMES TO COMPENSATION

- At the CEO level, industry/trade associations edge out professional associations, while professional associations pay slightly more for Executives (Level 2/3) and Senior Management (Level 4).
- Average compensation for most levels is at or near the top in national associations.
- Regionally, Toronto and Ottawa continue to be among the top paying regions in general.
- There is a strong correlation between compensation and organization revenue at all management levels.
- Like revenue, the number of staff also has a direct relationship with compensation at the management levels. While not a perfect correlation, compensation for management generally increases with staff size. However, for CEOs (Level 1) and Senior Management (Level 4), average compensation peaks in organizations with 21 to 50 staff.

AGE, EXPERIENCE AND EDUCATION CONTINUE TO INFLUENCE ASSOCIATION COMPENSATION

- Compensation generally increases with age at all levels.
- There is a clear link between the level of compensation and education:
 - Compensation is generally higher among those with a bachelor's degree than among those with lower levels of education.
 - At the CEO (Level 1) position, there is a 10% difference in compensation between a bachelor's degree and a college degree. CEO compensation increases by a further 23% for a master's degree.
 - Having a relevant degree has a positive impact on compensation at all levels except Non-Management (Level 5), where the difference in pay is negligible.
- The results continue to show a gender wage gap at several levels. The gap ranges from 5% to 36% among management levels. Also consistent with previous studies, the study results point to a relationship between gender and seniority, with the percentage of female staff decreasing significantly with seniority.
- 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.