



2023 CSAE BENEFITS & COMPENSATION REPORT

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2023 CSAE Benefits & Compensation Report

40th Edition

CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES

2023 CSAE Benefits & Compensation Report
40th 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 national 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.

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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 Nov. 14 to Dec. 9, 2022. 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

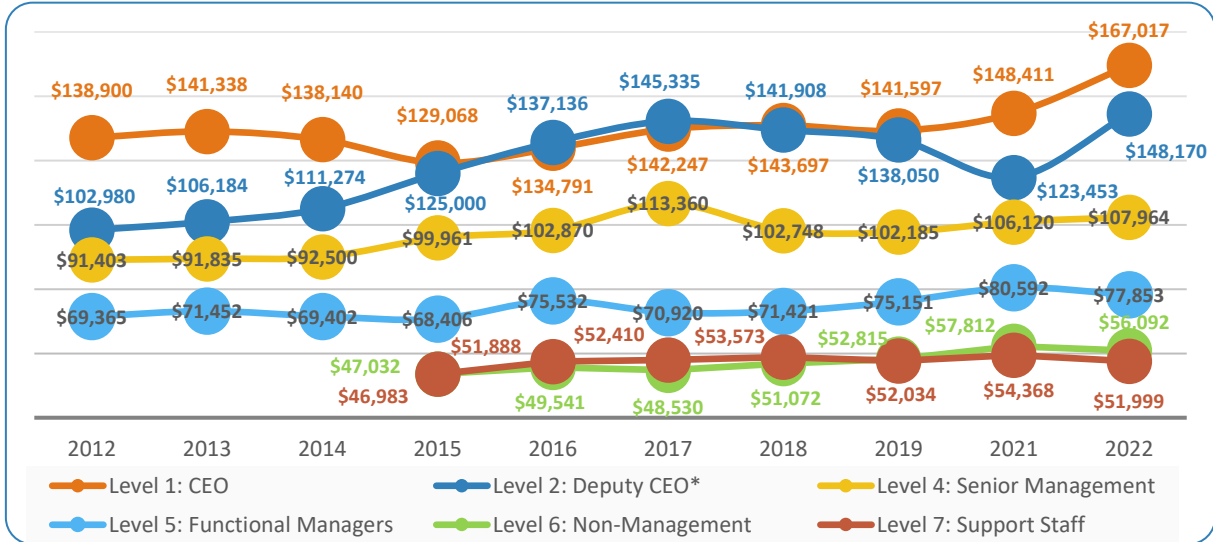
The 2023 edition of the **CSAE Benefits & Compensation Report** is the 40th in a series of annual benefits and compensation reports produced by the Canadian Society of Association Executives (CSAE). This report is jointly produced by CSAE and The Portage Group (TPG) and provides comprehensive documentation of compensation and benefits currently provided to staff employed in associations and other not-for-profit organizations across Canada.

CASH COMPENSATION RISING FOR CEOS, EXECUTIVES WHILE HOLDING STEADY AND DECLINING FOR OTHERS

For the second consecutive study, the trend for total compensation (base plus additional cash compensation) at the CEO level grew in 2022, increasing by an annual rate of 8.4% since the previous report. The largest year-over-year total compensation growth was among Deputy CEOs (Levels 2). This group saw an annual increase of 13.3%. In contrast, Senior Management (Level 4) saw a much more modest annual increase of 1.7% while the remaining staff levels saw compensation decline by between 3% and 4.4% over the 18 months since the last study.

CEOs in 2022 earned an average of \$167,017 in cash compensation. This includes an average of \$158,457 in base salary and \$8,560 in additional cash compensation such as bonuses and incentives.

Compensation 2012 to 2022



Notes: Source for 2012 through 2021 figures was the CSAE Benefits & Compensation Reports. Level 3 not shown due to a lack of available tracking data.



Looking ahead, the vast majority (76% to 95% depending on level) of the management level staff positions tested anticipate an increase in compensation in the next 12 months, while closer to half (50% to 55%) of non-management staff positions anticipate a bump in compensation. For those expecting an increase, management and executive positions anticipate receiving from 3.5 to 3.9% more while those in non-management position expect an increase of between 2.3% and 3%.

BENEFITS ADD VALUE TO THE COMPENSATION PACKAGE AT ALL LEVELS

Key benefits findings are summarized below:

- Benefits continue to add significant value to the compensation package at all levels, although the actual value increases steadily with seniority. In 2022, the total benefits added an average of \$8,050 for Support Staff (Level 7) and \$21,432 for CEOs (Level 1).
- Just under three-quarters (72%) of participating organizations report that they offer retirement benefits to at least one level of staff. At only 72%, CEOs (Level 1) continue to be the least likely among the management levels to receive retirement benefits. For the other three management levels, between 78% and 87% of staff receive retirement benefits.
- The value among those who receive retirement benefits ranges from 5.6% to 6.2% of base compensation, depending on level.
- RSP plans continue to be more common than pension plans for most staff levels. At the management levels, between 62% and 66% receive an RSP contribution. Matched contribution plans are more common than basic contribution plans for all levels.
- Pension plans are most common among Support Staff (Level 7 – 39%) and Non-Management (Level 6 - 35%).
- Nine in 10 (90%) participating organizations offer health benefits to at least one staff level. Between 91% and 100% of staff receive at least some health benefits at most levels. Health benefits are least common at the CEO level (Level 1 - 88%) and for Support Staff (Level 7 – 81%).
- The value of health benefits among those who receive them ranges from \$5,100 to \$6,700 across all levels. As a percentage of base compensation, the value of health benefits ranges from 4.1% to 8.0%.
- Automobile benefits are most common among CEOs (Level 1) with one in five (20%) receiving this type of benefit. Automobile benefits are far less common at other management levels.
- Although they do not always add considerable value to the compensation package, most staff at all levels receive fringe benefits. At all levels, professional development, laptops and other conference registration and travel are among the top five fringe benefits received.

ORGANIZATION CHARACTERISTICS CONTINUE TO INFLUENCE COMPENSATION AT MANY LEVELS

- At the CEO level, industry/trade associations pay the most by a significant margin compared to professional associations and the other organization types included in this study.
- At all levels except for Functional Management (level 5), compensation generally increases with the size of the community where the job is located. Regionally, Toronto and Ottawa continue to be among the top paying regions for most positions.
- Organizational scope also influences compensation. Study results show that the greater the jurisdiction, the higher the average compensation for CEOs (Level 1), Senior Management (Level 4) and Support Staff (Level 7).
- There continues to be a strong correlation between compensation and organization revenue at all management levels. At the CEO level (Level 1), average compensation at associations whose revenues were \$5 million or more was more than 2.2 times higher than compensation at associations with revenues of \$500,000 or less. Although not as pronounced, this trend also holds true for other management levels.
- The number of staff also has a direct relationship with compensation at the management levels with compensation generally increasing with the number of staff. However, for CEOs (Level 1) and Senior Management (Level 4) average compensation peaks in organizations with 21 to 50 staff. These results are consistent with past studies.
- Unlike other measures of organization size, the number of members is not necessarily a driver of compensation.

COMPENSATION CONTINUES TO BE INFLUENCED BY FACTORS LIKE AGE, EDUCATION, GENDER AND EXPERIENCE

- Compensation generally increases with age at all levels. The analysis suggests the strongest link between compensation and age among Support Staff (Level 7) and is weakest among CEOs (Level 1).
- Consistent with previous studies, the results continue to show a sizeable wage gap between genders at several levels. The difference is particularly marked at the Executive levels.
- As in previous studies, there is a link between the level of compensation and education. The link is strongest at the CEO level where compensation increases by 37% from having a college degree to holding a post-graduate degree.
- Having a relevant degree has a positive impact on compensation at several levels, in particular for Executives (Level 2/3), Non-Management (Level 6), Senior Management (Level 4) and

Support Staff (Level 7). The difference in compensation is negligible for CEOs (Level 1) and Functional Management (Level 5).

- Holding a relevant certification has significant positive impact on compensation at all levels except Support Staff (Level 7).
- Compensation generally increases with all five types of experience tested, including: Time at the current organization, time in the current position, time spent at current seniority level, experience in the discipline and sector experience.

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