



THE  
VERITAS  
FOUNDATION

December 15th, 2022

# CHARITY SECTOR EMPLOYMENT



**Mark S. Bonham**  
M.Sc. (Econ), B.Comm.

Executive Director

[mbonham@theveritasfoundation.com](mailto:mbonham@theveritasfoundation.com)



*The Veritas Foundation owns the copyright in this report. This report may not be reproduced in whole or in part without Veritas' express prior written consent. Any such breach of this copyright is contrary to ss. 27(1), 34, 35 and 42 of the Copyright Act, R.S.C. 1985, c. C-42 and will be liable for damages.*

## EXECUTIVE SUMMARY

Employment is integral to the health of the Canadian economy. A study of employment in Canada's Charitable Sector presents a timely analysis of the contribution the Sector makes to the country's well-being. Data on total employment, total earnings, average earnings, and their changes over time are relevant economic proxies for the state of the Sector itself.

This report confirms the Sector's importance both by total number of employees and the value of employment compensation.

We extend the Sector report to include an analysis:

- by Full-time and Part-time employment;
- by Province;
- by Category of Charity;
- and by Size of Charity (small versus large).

We provide a discussion on the importance of volunteers, their motivations, and a calculation of the estimate of the economic value of their contribution.

An appendix lists the Top 10 Large and Small Charities by Number of Employees and Total Compensation.

### Principle conclusions of the Report

- Our analysis shows that 52 per cent of Charitable Organizations operated on a volunteer-only basis in 2021. However, this represents a decline of three per cent from that reported in 2016. We explain why this decline should be of concern to the large number of Charitable Organizations which rely solely on volunteers.
- The number of full-time and part-time employees in the Charitable Organizations included in our survey has grown by 12.4 per cent and 7.8 per cent respectively over the five-year period 2016 to 2021.
- We find that the Charitable Sector is the second largest industry employer in Canada in 2021.
- Whereas the Total Compensation of full-time and part-time employees has grown, almost the entire growth has been allocated to full-time employees. We explain why this is the case.
- The average Charitable Organization compensation between 2016 and 2021 for full-time employees has grown by 17.2 per cent, whereas the average for part-time employees has fallen by 5.8 per cent.
- Compensation is the largest expense offsetting Total Revenues in the Sector, and accounts for the largest category of Total Expenses and Total Expended on Charitable Activity.
- Our analysis shows that the allocation of employment and employment compensation by Province and Territories roughly represents total regional population.
- There is not a material variance between Provinces on the average employee compensation, except for three Provinces and Territories at the lower end of the spectrum.

- Core Healthcare Charities dominate employment numbers, followed by those Charities involved in Relieving Poverty and Community Resources.
- There is a wide disparity of average compensation across the various Categories of Charity. Many of the Charities at the lower end of the range have traditionally lower remuneration packages and consist of Charitable Organizations that have a greater reliance on part-time employees with lower compensation, or volunteers with no compensation.
- It is not surprising to find that smaller Charitable Organizations (those with less than \$1 million in Total Revenue) operate on a purely voluntary basis with no employees.
- Volunteers play an important role in the Charitable and Philanthropic sector but their economic value is not presented in regulatory filings to the CRA. Our estimations show Volunteers create an economic value of \$4,120 per volunteer (206 hours), aggregating \$10.1 billion in economic value (24.5 million volunteers).
- We estimate that an additional 10 per cent of Total Compensation can be attributed to volunteers operating in Canada's Charitable and Philanthropic sector.

Purchase your copy of this insightful, detailed Report today!  
\$150 for a single issue copy

**[PURCHASE HERE](#)**

**SAVE MORE** - Subscribe to our monthly Research Reports.  
\$1,500 for an Annual Subscription (12 monthly reports)

**[SUBSCRIBE HERE](#)**

### RECENT RESEARCH REPORTS

June 2022: Update on The Canadian Charitable & Philanthropic Sector

July 2022: Update on The Impact of COVID on Canada's Charitable Sector

August 2022: Update on The Canadian Donor Advised Fund Market

September 2022: Balance Sheet Analysis of the Canadian Charity Sector

October 2022: Activities Outside Canada by Canadian Charities

November 2022: The Veritas-500 Fastest Growing Charities

View all Available Research Reports [HERE](#).



## Our Vision

We will participate in a thriving Canadian philanthropic sector where the most impactful charities with the highest governance standards are celebrated and supported by donor capital.

## Our Mission

The Veritas Foundation aims to be Canada's authoritative source for participating in the country's charitable sector and evaluating its effectiveness and impact.



---

The Veritas Foundation  
TD West Tower  
100 Wellington Street West Suite 3110, PO Box 80  
Toronto, Ontario, Canada M5K 1E7

416.866.8783 1-866-860-8783  
[www.theveritasfoundation.com](http://www.theveritasfoundation.com)  
[info@theveritasfoundation.com](mailto:info@theveritasfoundation.com)