



CHARITY SECTOR EMPLOYMENT UPDATE 2025



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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 Region;
- by Category of Charity;
- and by Size of Charity (small versus large).

We also provide detail on the average compensation paid to full-time and part-time employees in the Charity Sector for each region and charity category.

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 reveals that 52 percent of Charitable Organizations operated on a volunteer-only basis in 2024, unchanged from 2023 and 2022. However, this represents a decline of three percent from that reported in 2019. 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 employees in the Charitable Organizations included in our survey has grown by a small 1.9 percent over the five-year period 2018 to 2024. The number of part-time employees has declined by 16.7 percent over the period. This is concerning for charities.
- We find that the Charitable Sector is the second largest industry employer in Canada in 2024 and represents 11.35 percent of the Total Workforce in the country, an increase from 9.5 percent in 2022.
- Total Compensation of full-time and part-time employees has grown over the five-year period of our study. Full-time compensation gained almost 16 percent more than part-time compensation. We explain why this is the case.
- The average Charitable Organization compensation between 2019 and 2024 for full-time employees has grown by 12.1 percent, whereas the average for part-time employees grew by 43.6 percent.
- Compensation is the largest expense against 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 variances between Provinces on the average employee compensation for both full-time and part-time employees.

- Core Healthcare Charities dominate employment numbers, followed by those Charities involved in Healthcare Support and Relieving Poverty.
- 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 a large majority of 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 \$7,039 per volunteer (206 hours), aggregating \$192.6 billion in economic value (27.4 million volunteers aged 15 and older).
- We estimate that Total Compensation more than doubles when attributing the value of volunteer hours participating in Canada's Charitable and Philanthropic sector.

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UPCOMING RESEARCH REPORTS

January 2026: Risks and Opportunities in the Charitable Sector in 2026



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.



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