



Labour Market Research on the Non-Profit Sector in British Columbia



Produced through a research partnership between **SPARC BC** and **Vantage Point**

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We would like to gratefully acknowledge that SPARC BC and Vantage Point offices are located on the unceded, traditional, ancestral territories of the Coast Salish People including the Skwxwú7mesh (Squamish), xʷməθkʷəy̓əm (Musqueam), and səlílwətaʔt (Tsleil-Waututh) Nations. Our teams and our work span across the lands of 203 distinct First Nations. We want to recognize that they have been custodians of this land for thousands of years and pay our respect to their elders and knowledge keepers of both past and present. We are grateful for the opportunity to live and work on this now-shared territory. We are deeply grateful to convene on these lands, the majority of which are unceded. Unceded means the land was never handed over, through any process understood or accepted, then or now. Unceded lands still rightfully belong to the nations who have stewarded them since time immemorial.

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The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of BC

Key Terminology

1. Government non-profit organizations include hospitals, universities, colleges, and social services. These organizations are self-governing and exist independently of the government but often play a role in delivering government policies, programs, and initiatives (Statistics Canada, 2022a).
2. Non-government non-profit organizations include community non-profit organizations as well as business non-profit organizations and associations (Statistics Canada, 2022a):
 - a. Community non-profit organizations include organizations which provide services such as community food services, community housing, emergency relief, religious organizations, advocacy, arts and culture and sports and recreation. These organizations typically provide goods and services to households for free or at minimal cost, and in some contexts are referred to as non-profit institutions serving households (NPISH) (Statistics Canada, 2022a).
 - b. Business non-profit organizations include different types of membership-driven organizations including local chambers of commerce, business improvement areas, protection services and condominium associations. These organizations are typically focused on providing services that provide value for money and that benefit their members (Statistics Canada, 2022a).
3. Worker mobility refers to the ability of certified workers to practice their occupation wherever opportunities exist (FAQ for employers 2021).
4. Racialized people are individuals in groups designated as visible minorities. The Employment Equity Act defines members of visible minorities as “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in color.” The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Arab, Latin American, Southeast Asian, West Asian, Korean, and Japanese (Government of Canada, 2023).
5. Equity-seeking groups are communities that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social, and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation, and transgender status, etc. Equity-seeking groups identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination and actively seek social justice and reparation (Canada Council for the Arts).
6. Educational attainment is defined as the highest grade completed within the most advanced level attended in the educational system of the country where the education was received (i.e., high school or less, trade certification, college diploma, university degree) (Government of Canada, 2021).
7. NVivo Windows is a desktop application that lets users organize, analyze, and visualize information—anything from Word documents and PDFs to videos, podcasts, photos and database tables. Users can organize their material by topic and uncover trends and emerging themes. The visualization tools let them create diagrams, charts, or maps to present and clarify their discoveries (QSR International, 2022).

Executive Summary

This report presents evidence and information that is intended to address gaps in knowledge related to BC's non-profit labour market, which was last examined nearly a decade ago in a report prepared for Step Up BC (FERENCE Weicker & Company Ltd, 2014).

The goal of this study is to contribute knowledge in support of decision-making in BC's non-profit sector and promote the resilience, sustainability, and impact of its labour force into the future. The three over-arching research objectives include:

1. Collecting data to provide an updated picture of BC's non-profit workforce in terms of available jobs, social and demographic characteristics, barriers as well as comparative information both nationally and provincially across key metrics
2. Examining differences across the non-profit workforce by type of organization and activity
3. Developing a forecast that includes an estimate of the demand for labour in BC's non-profit sector during BC's economic recovery from the COVID-19 pandemic

The Approach

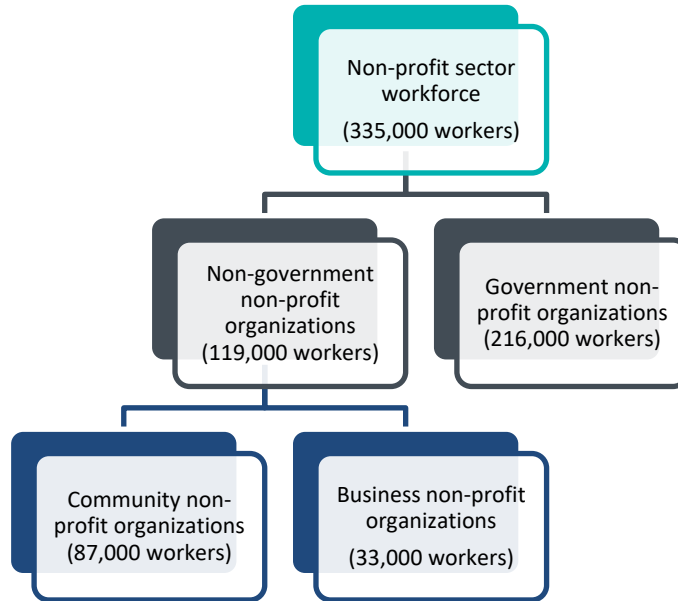
This investigation leveraged a mixed-methods approach that included detailed examinations of secondary data from Statistics Canada, BC Stats, the Conference Board of Canada, and other trusted macro-social and economic data sources. This was complemented by 53 in-depth interviews with non-profit leaders and three focus groups with 15 entry- and mid-level non-profit workers.

The Non-Profit Labour Market in BC

Data from Statistics Canada (2023) shows that BC non-profit sector employed approximately 335,000 individuals, representing 12.6% of the province's total employed workforce. The non-profit workforce is divided into key subsectors (see Figure 1), including *government non-profit organizations* (216,000, 64.5%) and *non-government non-profit organizations* (119,000, 35.5%). The *non-government non-profit subsector* is further divided into *community non-profit organizations* (87,000, 26.0% of the entire non-profit workforce) and *business non-profit organizations* (33,000, 9.9% of the entire non-profit workforce).¹

¹ The percentage of the entire non-profit workforce is calculated using the Statistics Canada (2023) figures, available to the closest 1000. Calculation example: Community non-profit workforce is $87,000/335,000 = 26.0\%$, and business non-profit workforce is $33,000/335,000 = 9.9\%$.

Figure 1: Subsectors of the non-profit workforce in BC



The vast majority of BC’s non-profit workforce is involved in activities classified as relating to health (46.0%), education and research (18.5%), and social services (13.4%) by the International Classification of Non-Profit Organizations (Statistics Canada, 2023d). The bulk of the non-profit workforce involved in health (98.6%) and education and research (78.5%) work in government non-profit organizations (Statistics Canada, 2023d). Most of the remaining workforce, characterized by non-government non-profit organizations (predominantly community non-profits), populated the fields of arts, culture, sports, and recreation; social services; housing and development; law, advocacy and politics; philanthropy and volunteerism; business and professional associations; religion and faith-based organizations; and others which are not classified (Statistics Canada, 2023d).

The regional analysis using NAICS²-coded information available through *Canadian Business Patterns*³ revealed that, in 2021, there were approximately 19,698 non-profit organizations that were identified across BC (see Table 3). However, the number of non-profit organizations in BC has remained relatively stable from 2019 to 2020. Surprisingly in BC, around 11,631 (59%) non-profit organizations in 2021 were reported to have no employees (see Table 5). Moreover, the number of non-profit organizations without employees has continued to significantly decrease from 12,749 organizations in 2019 to 2021. Hence, in retrospect, a larger decrease in the number is being observed from non-profits without employees in BC while the number of larger non-profit organizations (organizations with 100 or more employees) has continued to grow.

² NAICS refers to the North American Industry Classification System, which is a system of classifying organizations by industry to provide a reliable framework for standardizing and grouping establishments by the nature of their activities and outputs. See <https://www.statcan.gc.ca/en/subjects/standard/naics/2017/v3/introduction#a5>

³ Statistics Canada. *Canada Business Patterns (December 2019, December 2020, and December 2021)* available through the Community Data Program found at <https://communitydata.ca/> with SPARC BC being the BC lead.

Also, findings⁴ show that 60% of all non-profit organizations have fewer than 20 employees, with almost half (48.4%) of all non-profit organizations with staff having 1 to 4 employees. This has important implications when thinking about worker mobility and access to opportunities. Smaller organizations have limited opportunities for upward advancement. Moreover, based on the demographic data available through Statistics Canada (2021c), almost 1 in 4 (24.7%) non-profit staff working in community non-profits were 55 years and older in 2019. Thus, succession planning is likely a human resource-related concern that will be highly pertinent for non-government non-profits over the next decade. Another significant finding showed that most non-profit organizations across all of BC with 200 or more employees were located in the Metro Vancouver Regional District.

Labour Demand and Mobility, Job Precarity, and Working Conditions

Based on the information reported in Statistics Canada's *Canadian Survey on Business Conditions* (Statistics Canada, 2022d), 1 in 5 non-profit organizations were anticipating the need for additional staff in the next three months. The expected job growth across non-profit organizations in BC was also higher than the expected growth across other industries. This speaks to the ongoing pressures that BC's non-profit sector is likely to experience in its efforts to attract and retain skilled staff (see Figure 14) (Statistics Canada, 2022b).

The survey also indicated that overall non-profit organizations reported recruitment-related and retention-related challenges referring to skilled staff. The findings show that approximately 1 in 3 non-profit organizations in BC were experiencing greater challenges in recruiting and retaining staff when compared to the previous twelve months (see Figure 19). A few reasons behind these challenges could include "underfunding, short-term contracts, and extensive monitoring and reporting requirements", all of which can be a drain on employees (Riley, 2023). Valuable insights gained from the key informant interviews highlighted that compensation, limited growth potential and high cost of living are some of the biggest challenges to recruitment and retention.

Lastly, Statistics Canada's (2022b) *Canadian Survey on Business Conditions* also found that approximately 7.5% of non-profit organizations reported an expected decrease in operating income (Q4, 2022). This is significantly below the levels reported across other industries and may suggest a degree of job stability (see Figure 20).

Social and Demographic Characteristics of BC's Non-Profit Workforce

Women made up a three-quarter majority of the non-profit workforce in BC (Statistics Canada, 2021c). Between 2012 and 2019, growth in employment among women in the non-profit sector was proportionately lower in government non-profits (11.7%) and highest in business non-profits (26.2%). Although employment for women in this subsector has increased significantly, women continue to contribute dominantly to the workforce in government non-profit organizations and community non-profit organizations. Overall men represented approximately one-quarter of the non-profit workforce in BC (Statistics Canada, 2021c). Between 2012 and 2019, employment growth among men was over 20% across all non-profits, and consistently higher in BC as compared with national averages.

⁴ See footnote 3.

Our research did not identify conclusive information about why men are underrepresented in BC’s non-profit sector or what barriers may be contributing to this underrepresentation. However, the pay equity gap identified between the non-profit sector and the government or private sectors (Statistics Canada, 2022a) may suggest that the non-profit sector holds less financial appeal.

Across BC’s non-profit sector, individuals from:

1. Immigrant backgrounds accounted for 51.6% of the entire workforce (Statistic Canada, 2021c). A possible reason behind this high percentage could be the fact that a non-profit plays a defining role in the immigrant experience and provides a pathway to employment for hundreds of thousands of newcomers seeking an economic foothold (MacDonald, 2022)
2. Racialized backgrounds represented 36.3% of the BC non-profit workforce, revealing that the non-profit sector provides crucial employment opportunities for *racialized people*.
3. Indigenous backgrounds represented 6.3% of the BC non-profit workforce. The highest proportion of Indigenous employment in BC’s non-profit sector was found within government non-profits (6.5%) and community non-profits (6.4%).

Barriers faced by Equity-Seeking Groups

Individuals can face various forms of barriers to employment. Through Canada’s Employment Equity Act, the Minister of Labour is responsible for providing information on labour market availability and benchmarks across individuals and groups who are traditionally under-represented in Canada’s labour market. Canada maintains a specific focus on access to opportunities for women, Indigenous people, members of racialized populations as well as persons with disabilities, based on the information reported in Canada’s 2021 Employment Equity Data Report (Employment and Social Development Canada, 2021). In 2019, representation among many of these equity-seeking groups was typically greater in the non-profit sector than it was in the overall BC workforce (see Table 1).

Table 1: General and non-profit employment among designated equity-seeking groups in BC

Group	2019 BC Employment	2019 Non-Profit Employment	Non-Profit Employment Growth (2012-2019)
Women	47.9%	72.1%	14.9%
Immigrant background	28.6%	51.6%	25.0%
Indigenous	4.4%	6.3%	35.8%
Racialized and visible minority workers	21.3%	36.3%	37.8%
People with disabilities	N/A	N/A	N/A

Compensation

Overall, BC has maintained relative consistency with national averages in non-profit workforce compensation among key demographic segments - such as gender, immigrant background, Indigenous background, racialized populations, education, and age - with only slight variations, according to 2019 data from Statistics Canada (2021c). However, in BC and Canada, and across all non-profit subsectors, men consistently reported higher incomes than women.

Nationally, non-profit workers with immigrant backgrounds earn, on average, higher incomes across all subsectors. However, the difference in income becomes more variable, and often reversed, when looking at each province and territory. BC, for instance, features slightly higher, though near-parity, average income for non-immigrant workers in non-government non-profits. This general difference reflects a more pronounced disparity in the business non-profit workforce, as compared to immigrant workers in the community non-profits who earn more than non-immigrants (by less than \$2,000 on average).

Across Canada, Indigenous non-profit workers earn a higher average income than non-Indigenous workers (approximately 4% more), as reflected in national averages across non-profit subsectors. BC also features one of the closest income parities in the government non-profit workforce (0.3%, favouring Indigenous workers) and the non-government non-profit workforce (1.6%, favouring non-Indigenous workers). Moreover, racialized non-profit workers across Canada earn higher average incomes in government non-profits (7.7% more) and lower incomes in non-government non-profits (9.7% less).

In BC, as with Canada on average, government non-profits featured the highest incomes across each *educational attainment* category (i.e., high school or less, trade certification, college diploma, university degree). In contrast, community non-profits presented the lowest incomes across all education categories (typically \$10,000-\$20,000 less than the highest average incomes by education category and across the different subsectors). For instance, workers with a university education earn an average of \$46,259 in community non-profits as compared to \$64,096 in government non-profits (see Figure 23).

Concerning age in BC, differences in compensation between workers in government non-profits and non-government non-profits were most pronounced in older age cohorts. For instance (see Figure 24), the average income gap among those 65 years and older between government non-profits and non-government non-profits was nearly \$20,000 (average salary being \$66,441 in government non-profits and \$43,611 in non-government non-profits). Conversely, the gap was less than \$10,000 among 15- to 24-year-olds with an average salary of \$30,428 in government non-profits). Overall, those working in community non-profits earned the lowest incomes and had relatively flat incomes after 35 years of age (approximately \$40,000 to \$47,000).

In addition to the insights above, the key informant interviews and focus group research also revealed concerns around loss of volunteer capacity, stress and burnout and inflation and affordability within the non-profit sector space in BC.

Estimated Future Demand for Labour in the Non-Profit Sector

Between 2019 and 2020, across BC's non-profit sector, there was a net loss of 11,000 jobs which represents a loss of 3.2% of all jobs. Much of this loss can be attributed to the effects of the COVID-19 pandemic. However, the impact of the pandemic was experienced particularly by non-

profit organizations in art, culture, sports and recreation activities in BC. This research also provided insights into the extent to which the non-profit sector has been successful in recovering from the impact of the COVID-19 pandemic. The findings show that some parts of the non-profit sector are still operating at below pre-pandemic levels (Statistics Canada, 2021a) including the following organizations reporting a shortfall of approximately 4,000 jobs including:

- 1,000 jobs in arts, culture, sports, and recreation
- 1,000 jobs in the social services
- 1,000 jobs across religion and faith-based organizations
- 1,000 jobs across business non-profit organizations

Conclusions and Overall Outlook

Overall, the report concludes that coming out of the COVID-19 pandemic, some organizations still have vacancies to fill and are operating below pre-pandemic levels. Although there is reduced uncertainty since the pandemic, various subsectors continue to be impacted and experience more pressure due to high level of turnover, short-term funding, housing affordability challenges, and rising costs.

Implications and Recommendations

The report recommends the following:

1. Improve and Expand Non-Profit Data Collection

Provincial efforts to bolster national data collection on the non-profit sector would position BC as a thought leader and foster more timely and actionable evidence for decision-makers across the sector.

2. Justice and Equity

While some progress has been made, there is a need to continue to explore ways to close the persistent 'wage gap' between men and women to ensure that the non-profit sector can provide good jobs for all non-profit workers in the sector.

3. Diversity and Inclusion

Working together, the non-profit sector should continue to explore potential strategies that can help to strengthen the pipeline of workers. Since men are highly under-represented within the non-profit sector space in BC, more pathways need to evolve to make them feel welcomed in the sector. The non-profit sector should also continue to explore opportunities for internal promotion and advancement within the sector.

4. Worker Mobility, Job Precarity, and Working Conditions

The report recommends the need to continue exploring opportunities that support professional development as well as learning and growth within the sector. This includes considerations around supporting professional mentorship networks as well as opportunities to scale innovation.

5. Future Planning and Workforce Development

A broader perspective that takes into consideration the *social determinants of work* (Langston et al, 2022) should be adopted. This concept recognizes that workforce outcomes are not the effect of labour market dynamics alone, but also include considerations related to housing costs, transportation, family and childcare needs, along with other factors and investments that impact on workforce development strategies.

Introduction and Background

Non-profit organizations can vary widely in size from small community-based volunteer-run organizations to larger agencies and charities. They make a significant contribution to their communities and to the economy. Having accurate and up-to-date information helps to support decision-making within the non-profit sector, including the ability to understand emerging patterns and trends. The last major labour market study for BC's non-profit sector was conducted for Step-Up BC in 2014 (FERENCE Weicker & Company, 2014).

The goal of this study is to develop actionable knowledge that can help guide decision-making in the non-profit sector in BC in a way that supports the resilience, sustainability, and impact of its labour force. This goal is pursued through three over-arching research objectives that include:

1. Providing an updated picture of BC's non-profit workforce,
2. Forecasting its future labour needs, and
3. Building a deeper understanding of worker mobility, job precarity, working conditions, and compensation.

This report uses a data-driven, evidence-based approach to evaluate workforce needs along with a community-driven, grassroots approach that connects the data to the day-to-day experiences of non-profit leaders and workers. This research also employs a gender-based intersectional approach with a focus on understanding more completely the choices available to men, women and individuals from diverse backgrounds seeking opportunities to contribute their skills and talents to the work of BC's non-profit workforce. It also includes the identification of potential solutions and actions that can be taken to enhance justice, equity, diversity, and inclusion.

Key Activities

Over the course of this project, Vantage Point and SPARC BC engaged in the following activities:

1. The creation of a Project Governance Committee to guide the research.
2. The organization of a series of meetings with the Project Governance Committee at key milestones.
3. The completion of a preliminary literature review which identified the need for further research into:
 - a. The workforce needs of the non-profit sector post-pandemic,
 - b. Factors influencing decisions to work in BC's non-profit sector
 - c. Compensation and working conditions.
4. The development of a Research Plan that outlined:
 - a. An overview of research approach to be used,
 - b. Relevant research instruments (interview and focus group guides),
 - c. Confirmation of the central themes to be explored.
5. The development of an Outreach and Engagement Strategy designed to invite non-profit organizations from across BC to participate in this initiative.
6. The development of an updated profile of BC's non-profit workforce using information available through Statistics Canada and other sources.
7. The development of a series of regional profiles that include information on employment in BC's non-profit workforce at the regional district and economic region level.
8. The organization of 53 in-depth interviews with non-profit leaders from across different types of non-profit organizations and geographies to learn more about the workforce needs and challenges within BC's non-profit sector.
9. The organization of a series of focus groups with entry-level and mid-level workers designed to learn more about their perspectives and experiences in working in BC's non-profit sector as well as considerations related to their future plans.
10. Analysis of BC's non-profit workforce using a gender-based analysis plus (GBA+) approach, including an examination of barriers faced by equity-seeking groups in the sector and the identification of potential actions or solutions that can be taken to enhance justice, equity, diversity, and inclusion.
11. The development of a forecast that included an estimate of the demand for labour in BC's non-profit sector during the Province's economic recovery from the COVID-19 pandemic.

The following were some of the key project outcomes and milestones that were completed from October 2021 to March 2023:

Governance Committee Recruitment and Engagement (October 2021 – Completion)

A Governance Committee was formed with thirteen voting members representing different sub-sectors and funders in BC's non-profit sector. Over the project lifecycle, three voting members resigned and two were replaced. The project concluded with twelve voting members on the Governance Committee which included:

1. Karla Verschoor, Inclusion BC
2. Elisabeth Geller, Vancouver Foundation
3. Emily Wagner, Community Action Initiative
4. Trista Spencer, United Way of Northern BC
5. Jill Atkey, BC Nonprofit Housing Association
6. Anne-Marie Koeppen, Volunteer BC
7. Helaine Boyd, Disability Alliance BC
8. Kevin Millsip, BC Libraries Cooperative
9. Jeylan Bishop, QMUNITY BC's Queer, Trans and Two-Spirit Resource Centre Society
10. Christianne Wilhelmson, Georgia Straight Alliance
11. Carol Hall, Victoria Foundation
12. Sabrina Dumitra, AMSSA

From the start of the project in October 2021, the Governance Committee played a key role in providing feedback at critical stages in its development as well as regular oversight and feedback over the course of the project. The Committee met seven times between the project's start and completion.

In addition to providing project oversight, Governance Committee members also helped to ensure that the project was inclusive and respectful of the diversity of experiences and needs across non-profit workers. As well, the Governance Committee helped to share information about this research across their staff teams and through their networks.

Outreach and Engagement (April–October 2022)

Under the leadership of the Governance Committee, Vantage Point initiated an outreach and engagement strategy drawn on the membership and relationships of the members of the Project Governance Committee. As part of the outreach and engagement strategy, SPARC BC also assisted in the development of a non-exhaustive list of 300 membership-driven networks (referred to as the 'network of networks').

The outreach and engagement campaign attempted to ensure that the outreach and engagement was representative of the non-profit sector both in terms of geography and across the different sub-sectors. The initial outreach generated responses from 213 organizations (81% were non-unionized, 17% unionized, and 2% unknown). Collectively, the respondents represented more than 10,000 non-profit workforces.

Summary and Synthesis of the Research (August–December 2022)

Throughout this research, point-in-time and longitudinal data related to the non-profit labour market as well as broader workforce trends were reviewed. They included:

1. The collection of data on the non-profit sector in BC, both in terms of the number of jobs available within the sector as well as key social and demographic characteristics of BC's non-profit workforce
2. An examination of differences across the non-profit sector, including changes in the non-profit workforce by type of organization and type of activity; and
3. The collection of comparative information, both nationally and provincially across key metrics, including the type of employment opportunities available (full-time/part-time) and compensation levels.

Final Report Development (January–March 2023)

The final phase of the project included the preparation of the final report which included the synthesis of the various primary and secondary data gathered. This included an analysis and integration of the insights gained through the key informant interviews and focus group transcripts. The integration of Statistics Canada's updated 2021 data which was released in mid-January 2023 was included as well. The analysis further included the adoption of a GBA+ lens when looking at barriers to access for equity-seeking groups including in the identification of potential solutions to enhance justice, equity, diversity, and inclusion. The final section of the report also includes a labour market forecast for the sector that provides baseline data and is aligned with the Provincial labour market outlook.

Project Successes

With respect to the process of answering the 6 key research questions, there are several successes to take note of. Firstly, this is the most up-to-date report of its kind, focusing on the sector's workforce in BC and built upon a breadth of data gathered from multiple sources. Secondly, this project has leveraged high-quality industry and macroeconomic data related to the non-profit labour market as well as broader workforce trends from Statistics Canada and the Conference Board of Canada. Thirdly, this project has reached a broad base of participants and generated significant interest in engaging in the research process, either as a key informant or focus group participant.

Challenges & Mitigations

Data Quality

An ongoing challenge throughout this project has been ensuring that it successfully generates a diverse sample of interview and focus group respondents, reflecting a variety of organizations, workers, and geographic locations in the province. While the initial research design suggested completing 20 to 30 key informant interviews and focus groups, it was later determined that

additional interviews and focus groups would be necessary to ensure that the diversity of the voices and perspectives across the sector are represented.

However, the study was not successful in generating a representative sample with enough statistical power to support a survey that was originally envisioned. Among those who engaged in the initial outreach, 213 individuals and organizations expressed an interest in participating. This included 121 individuals who expressed an interest in participating in the key informant interviews or focus groups—121 individuals were contacted and over 68 were interviewed.

There were also significant limitations in terms of access to timely data. This was evident in the analysis of the data related to the social and demographic characteristics of BC's non-profit sector, where the most current information available through Statistics Canada was from 2019. This represents a significant time lag in terms of the availability of critical information for workforce planning. The same was true of the compensation-related data, which was also from 2019.

Lessons Learned

Due to the complexity of this project, it was important to be structured and systematic in our approach, while being flexible enough to maintain alignment with the broader research goals. This has been an important principle that guided the work.

When inviting participants to schedule focus groups in September 2022, some had indicated that they had changed roles, moved onto different organizations, or even completely exited the sector since they first indicated participation interest in May 2022. In the future, a tighter timeline between initial outreach and other main activities could minimize this participation risk.

Many potential participants expressed time constraints limiting their ability to participate in interviews or focus groups, especially between September to November. While the timing may always be a constraining factor, future engagements may benefit from scheduling outside this time frame.

Methodology

In working to fulfill the research objectives, the study focused on the following research questions:

1. What do we know about the non-profit workforce in BC?
2. What do we know about the workforce needs and challenges in the non-profit sector?
3. What do we know about worker mobility within the non-profit sector and across other sectors?
4. What do we know about barriers faced by equity-seeking groups in the sector including potential solutions to enhance justice, equity, diversity, and inclusion?
5. What do we know about working conditions, job precarity, and compensation in the non-profit sector?
6. What is the estimated future demand for labour in the non-profit sector during the economic recovery from the COVID-19 pandemic in the short term and beyond?

Compilation of BC Non-Profit Workforce Statistics

To answer these research questions, SPARC BC and Vantage Point adopted a mixed-methods research approach that looked at employment in BC's non-profit sector by:

- Sub-sector (Statistics Canada, 2023d)
- Type of activity (Statistics Canada, 2023d)
- Type of worker (Statistics Canada, 2021c)
- Contribution to BC's workforce (Province of BC, 2023)
- Changes over time (2012 to 2021)

When looking at barriers faced by equity-seeking groups, the analysis included representation across different social and demographic groups within the non-profit sector, in which case men had the lowest representation, as well as considerations related to designated groups (women, Indigenous people, persons with disabilities as well as racialized populations) as set out under Canada's Employment Equity Act.

Information on the social and demographic characteristics of BC's non-profit workforce was based on information published by Statistics Canada (2019) on employment in the non-profit sector in Canada by demographic characteristics (Statistics Canada, 2021c).

This information was supplemented by insights gained through the key informant interviews, and focus groups also included questions related to worker mobility and access to opportunities for persons with disabilities, individuals from immigrant backgrounds, Indigenous persons, individuals from racialized populations, and individuals who identify as LGBTQ2S+ or who are 'gender-diverse'.

Development of Regional Profiles

A key research focus included the development of regional profiles designed to provide a more complete picture of employment in BC's non-profit sector at the regional district level. This included exploring the use of information available through Statistics Canada's *Canadian Business Patterns*⁵ using 36 *NAICS*⁶ codes relevant to non-government non-profit organizations.

For the purposes of the development of the regional profiles, this would include organizations that fit within community non-profits as well as business non-profits.

Key Informant Interviews and Focus Groups

In addition to the analysis of Statistics Canada and BC labour market data, the study relied on information generated through a series of key informant interviews and focus groups that were structured around the six key research areas, particularly building a deeper understanding of worker mobility, job precarity, working conditions, and compensation.

Recognizing the significant diversity in the non-profit sector - in terms of the size, activities, operating history, and geography – an effort was made to gather information from key

⁵ See footnote 3.

⁶ See footnote 2.

informants who were representative of the diversity of organizations that make up BC's non-profit sector (see Figure 2).

Participants in the key informant interviews were senior leaders, mostly Executive Directors from non-profit organizations from across the province. There were fifty-three Executive Directors or senior leaders engaged. There were also three focus groups conducted with between three and five participants per session. All interviews were conducted over Zoom. The key informant interviews were between 60 to 90 minutes while the focus groups were between 90 to 120 minutes.

Full transcripts for each of the key informant interviews and focus groups were produced with consent obtained from all interviewees in advance. Participants were also allowed to withdraw at any point during the interview. Accurate Realtime Inc. provided CART⁷ captioning support during the interviews with each transcript being anonymized and given a unique identifier for confidentiality. A codebook was developed to guide the analysis which was done using NVivo 12 (QSR International, 2022).

Figure 2: Geographic distribution of participants in the key informant interviews



7 Vantage Point used services of Accurate Realtime inc. for Communication Access Realtime Translation (CART) to provide instant transcription of the interview sessions. See more at <https://accuraterealtime.com/about>.

Supplementary Data and Benchmarks

The information and insights generated through the key informant interviews were triangulated using various benchmarks and information available through other secondary data sources including Statistics Canada's *Canadian Survey on Business Conditions* (Statistics Canada, 2022b, 2022c, 2022d) as well as other publications including:

- The Conference Board of Canada HR Benchmarking Initiative (Lauren, 2022)
- Statistics Canada publications on Canada's non-profit sector and workforce
- Labour market information available through BC Stats Monthly Labour Market Statistics (Province of BC, 2023)
- BC's updated Labour Market Outlook: 2022-2032 Forecast (Ministry of Post-Secondary Education and Future Skills, 2022)
- Previous non-profit sector research (FERENCE Weicker & Company Ltd, 2014)

Estimated Future Demand

One of the objectives of the research was to prepare a 1-year and 5-year demand forecast that took into consideration the impact of the COVID-19 pandemic. In preparing the demand forecast included in the final section of this report, the analysis takes into consideration:

1. Historical patterns of growth in BC's non-profit sector pre-and post-COVID (Statistics Canada, 2023e)
2. Expected future growth as set out in BC's Labour Market Outlook- 2022 to 2032 (Ministry of Post-Secondary Education and Future Skills, 2022).
3. BC's non-profit workforce as part of the Province's total workforce.
4. Changes within BC's non-profit sector including jobs lost between 2019 and 2020.
5. The reported recovery of jobs between 2020 and 2021.
6. Anticipated future employment demand aligned with the Provincial Labour Market Outlook

Results and Findings

The results of the quantitative analysis (analysis of Statistics Canada and BC Labour Market data) are set out below along with the results of the qualitative analysis (insights gained through key informant interviews and focus group research). The results from the quantitative analysis focus a great deal on employment in the non-profit sector, job growth, and employment dynamics including external business conditions. The qualitative research focuses on considerations related to access to opportunities for equity-seeking groups as well as considerations related to working conditions, job precarity, worker mobility, and compensation. Where possible, the analysis also includes an intersectional, equity-based focus aligned with the principles of GBA+.

Analysis of Non-Profit Workforce Data

This section provides information on BC's non-profit workforce by sub-sector, type of activity, type of work as well as changes over-time based on information available through Statistics Canada covering the period from 2012 to 2021. This section also includes information on the social and demographic characteristics of BC's non-profit workforce including access to opportunities for equity-seeking groups.

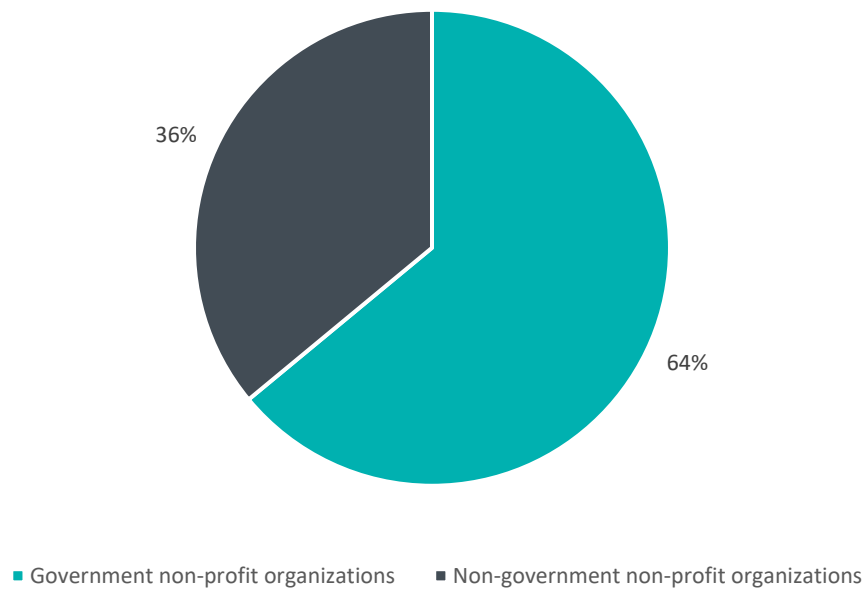
Employment by Sub-Sector

Statistics Canada has developed a system of categorizing non-profit organizations which includes:

- Government non-profit organizations
- Non-government non-profit organizations
- Community non-profit organizations
- Business non-profit organizations

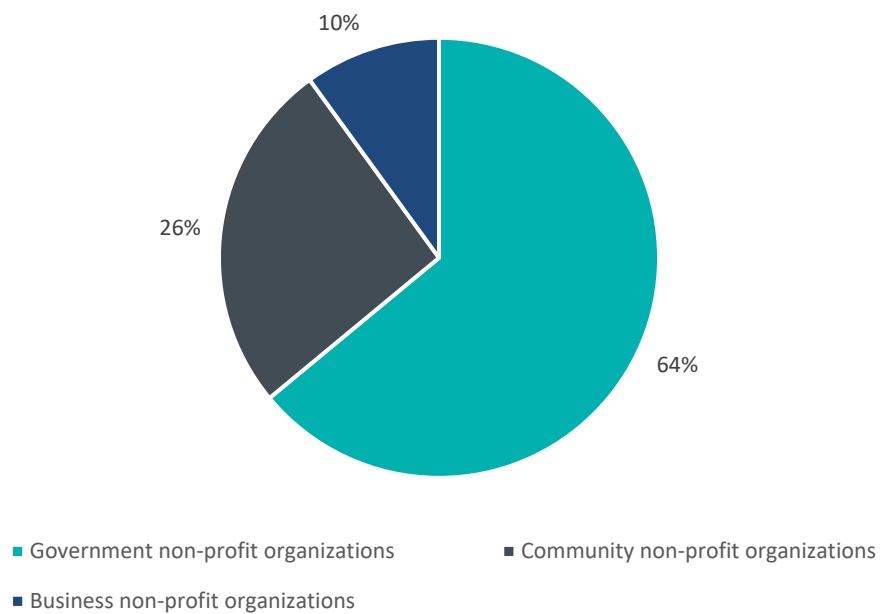
Based on the different categories used by Statistics Canada (2023e), the non-profit sector in BC employed 335,000 individuals in 2021, including 216,000 (64%) individuals employed in government non-profits and 119,000 (36%) individuals employed in non-government non-profits (see Figure 3).

Figure 3: Government non-profit organizations and non-government non-profit organizations



The subsector known as non-government non-profit organizations can be further segmented into community non-profit organizations and business non-profit organizations (see Figure 4). Across community non-profits, 87,000 individuals were employed in 2021 and 33,000 individuals were employed in business non-profit organizations (Statistics Canada, 2023e).

Figure 4: Jobs across non-government non-profit organizations (2021)

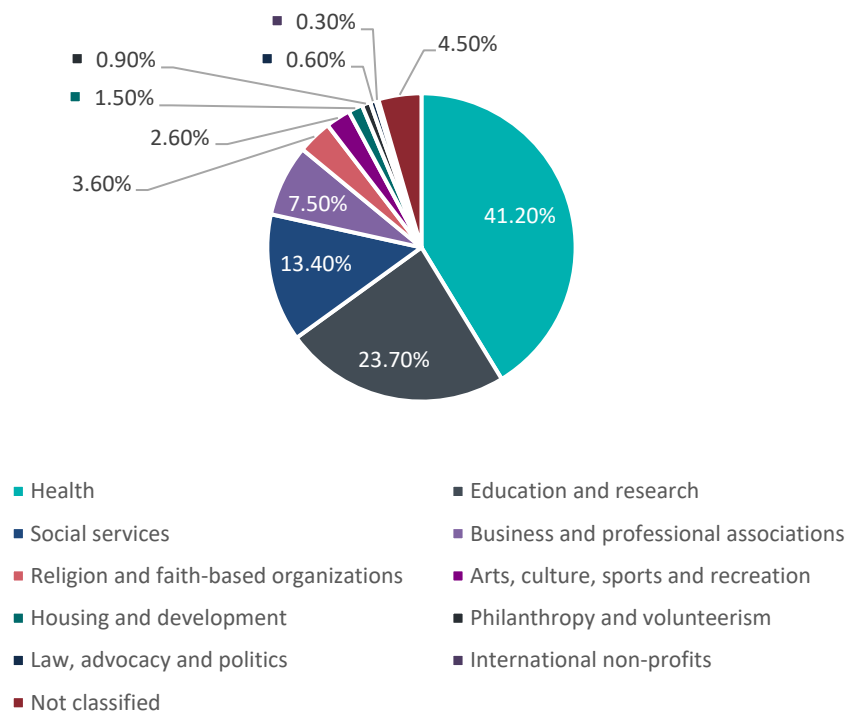


Jobs Across Non-Profit Organizations by Activity

Statistics Canada also provides information on the non-profit sector activity using the UN-based standard known as the *International Classification of Non-Profit Organizations (ICNPO)*. This system of organizing non-profit organizations by activity was adopted by Statistics Canada and includes information based on the activities mentioned below (Government of Canada, 2023). Moreover, employment across non-profit organizations in BC by activity (Statistics Canada, 2023d) is also reflected in Figure 5 below:

- Religion
- Arts, culture, sports, and recreation
- Social services
- Housing and development
- Philanthropy and volunteerism
- Education and research
- Health
- Law, advocacy, and politics
- Environment
- International
- Business and professional associations

Figure 5: Employment across non-profit organizations in BC by activity



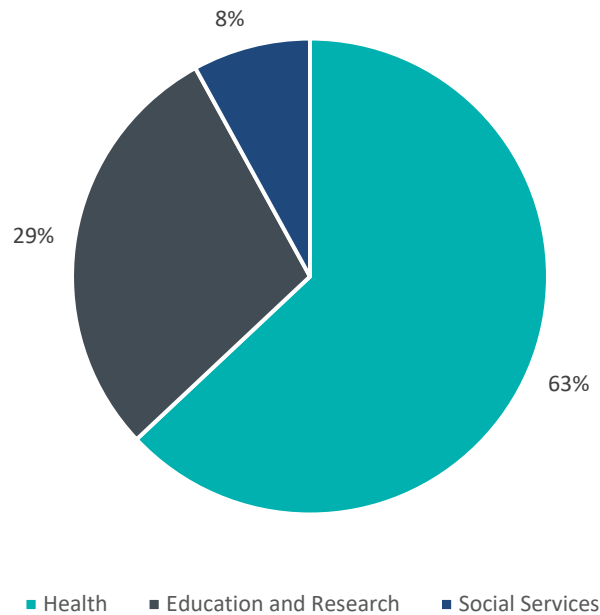
Note: The numbers are as reported by Statistics Canada (2023d) and do not necessarily add up to the total of 335,000 jobs as reported. This also affects the calculation of % ages.

Employment in Government Non-Profit Organizations by Activity

Across the 216,000 jobs in government non-profits, Statistics Canada (2023e) reported that there were (see Figure 6):

- 136,000 jobs in health⁸
- 62,000 jobs in education and research
- 18,000 jobs in social services⁹

Figure 6: Composition of the government non-profit subsector by activity



Employment in Non-Government Non-Profit Organizations in BC by Activity

Across the 119,000 jobs across non-government non-profit organizations, in 2021 Statistics Canada (2023d) reported the following distribution of jobs across BC's non-government non-profit sector based on the activities listed below (see Figure 7):

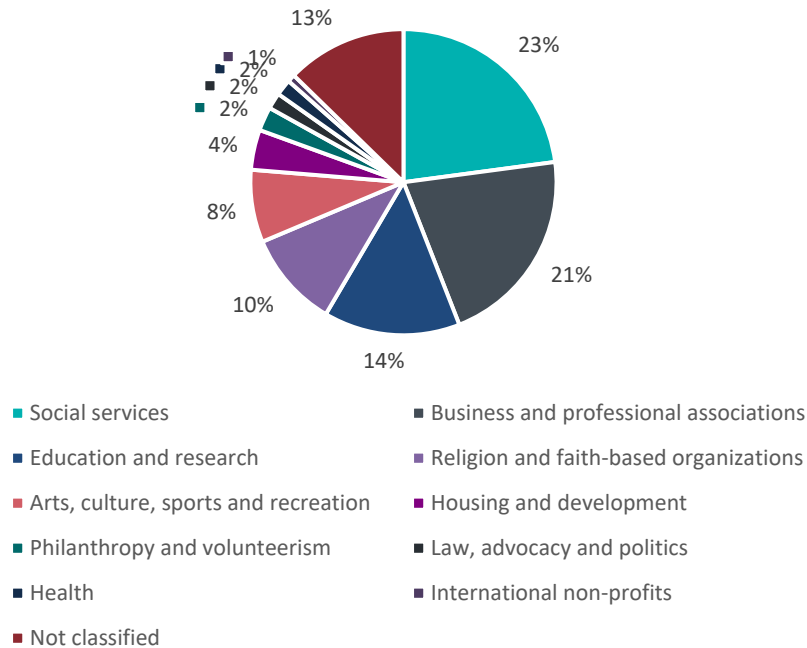
- 27,000 jobs in social services
- 25,000 jobs in business and professional associations
- 17,000 jobs in education and research
- 15,000 jobs not classified elsewhere
- 12,000 jobs in religion and faith-based organizations
- 9,000 jobs in arts, culture, sports, and recreation
- 5,000 jobs in housing and development

⁸ This represents 98.6% of all non-profit jobs in health; the remaining health jobs are found in the community non-profits subsector. Calculated by SPARC BC using Statistics Canada (2023e).

⁹ This represents 40% of all non-profit jobs in the social services; the remaining social services jobs are found in the community non-profits subsector. Calculated by SPARC BC using Statistics Canada (2023e).

- 3,000 jobs in philanthropy and volunteerism
- 2,000 jobs in health
- 2,000 jobs in law, advocacy, and politics
- 1,000 jobs in international non-profits

Figure 7: Employment in non-government non-profit organizations in BC by activity



Note: The numbers are as reported by Statistics Canada (2023d) and do not necessarily add up to the total of 119,000 jobs as reported. This also affects the calculation of % ages.

Employment in Community Non-Profit Organizations

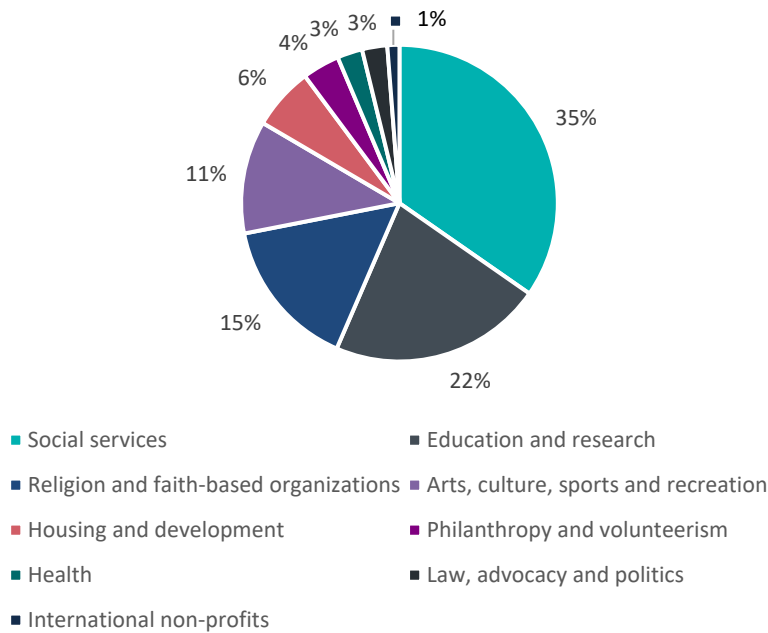
Across community non-profits in BC, Statistics Canada reported that there were 87,000¹⁰ individuals employed in 2021 (see Figure 8 below):

- 27,000 jobs in social services
- 17,000 jobs in education and research
- 12,000 jobs in religion and faith-based organizations
- 9,000 jobs in arts, culture, sports, and recreation
- 5,000 jobs in housing and development
- 3,000 jobs in philanthropy and volunteerism
- 2,000 jobs in health
- 2,000 jobs in law, advocacy, and politics

¹⁰ The information reported here is from Statistics Canada (2023d) and adds up to 78,000 jobs whereas Statistics Canada (2023e) reports that there were 119,000 jobs across non-government non-profit organizations. Statistics Canada (2023e) would also suggest that there were 33,000 business non-profits.

- 1,000 jobs in international non-profits

Figure 8: Employment in community non-profit organizations in BC by activity



Note: The numbers are as reported by Statistics Canada (2023e) and do not necessarily add up to the total 87,000 jobs for the community non-profits subsector.

Employment in Business Non-Profit Organizations

Across business non-profits, Statistics Canada reported that there were 25,000 individuals employed in business non-profit organizations in 2021.

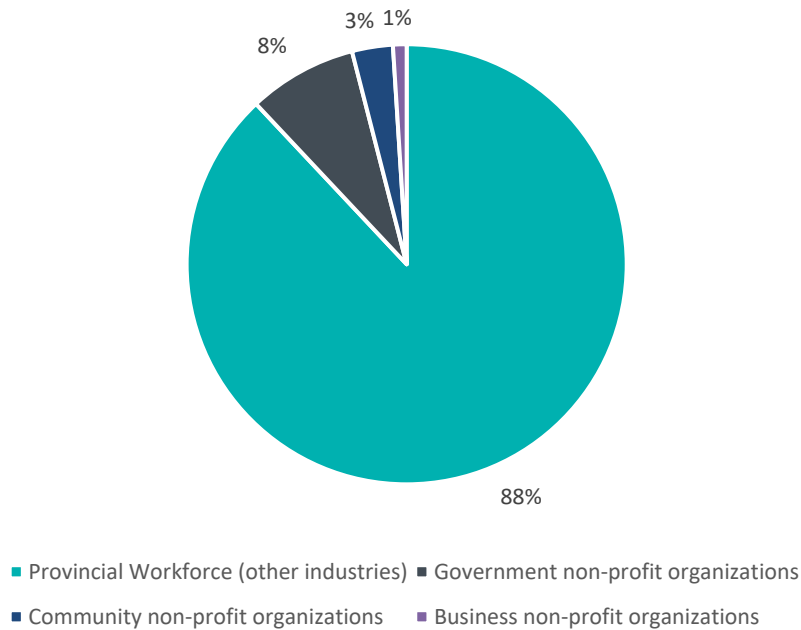
BC’s Non-Profit Sector as Part of BC’s Workforce

Labour market information for BC showed that in 2021 there were 2,655,700 individuals employed in BC’s workforce (Province of British Columbia, 2023). At the same time, Statistics Canada reported that there were 335,000 individuals employed in BC’s non-profit workforce. Based on this information, these findings suggest that jobs in BC’s non-profit sector accounted for 12.6% of jobs across BC in 2021.

At the sub-sector level this included (see Figure 9):

- 216,000 jobs in government non-profits, accounting for 8.1% of all jobs across BC
- 87,000 jobs in community non-profits, or 3.3% of all jobs across BC
- 33,000 jobs in business non-profits, accounting for 1.2% of all jobs across BC

Figure 9: Composition of BC's workforce



Regional Profiles

A central focus of the research included the development of regional profiles designed to provide a more complete picture of employment across BC's non-profit sector at the regional level. To do this, information available through *Canadian Business Patterns*¹¹ was used to identify organizations based on the selection of thirty-six NAICS¹² codes relevant to the non-profit sector.

For the purposes of the development of the regional profiles, the analysis concentrated on community non-profits as well as business non-profits. Government non-profits were excluded based on the desire to focus more fully on organizations that are more closely aligned with the traditional community-based non-profit sector which includes community non-profits and business non-profits.

The tables in the following section are organized to include the 29 regional districts across the province. The tables are color-coded to denote the 8 economic regions. However, to better understand some of the broader changes within the sector, we felt that providing information at the regional district level may be more helpful.

¹¹ See footnote 3.

¹² See footnote 2.

The information reported in this section is from Statistics Canada's *Canadian Business Patterns*¹³ data tables and is available for the period covering 2019, 2020, and 2021. However, the focus of the discussion and analysis is for 2021.

NAICS Codes for Regional Profiles

Table 2 provides information on the NAICS codes that were used in identifying the relevant non-profit organizations to be included in this section.

Table 2: Selected NAICS codes and organizational counts (2019, 2020, 2021)

	2019 20,994	2020 20,094	2021 19,903
621610 – Home health care services	689	712	684
623210 – Residential developmental handicap facilities	484	479	476
623221 – Residential substance abuse facilities	65	66	61
623222 – Homes for the psychiatrically disabled	182	184	162
623310 – Community care facilities for the elderly	307	488	477
623991 – Transition homes for women	29	28	30
623992 – Homes for emotionally disturbed children	16	13	12
623993 – Homes for the physically handicapped or disabled	91	89	87
624110 – Child and youth services	366	353	360
624120 – Services for the elderly and persons with disabilities	612	582	559
624210 – Community food services	94	99	109
624220 – Community housing services	148	151	162
624230 – Emergency and other relief services	139	131	136
624310 – Vocational rehabilitation services	322	312	302
711111 – Theatre (except musical) companies	167	161	140
711112 – Musical theatre and opera companies	56	51	39
711120 – Dance companies	256	229	138
711190 – Other performing arts companies	157	116	94
711311 – Live theatres and other performing arts presenters with facilities	66	61	51
711322 – Festivals without facilities	178	174	154
712111 – Non-commercial art museums and galleries	65	60	61
712115 – History and science museums	45	48	47
712119 – Other museums	101	95	95
712120 – Historic and heritage sites	44	43	44
712130 – Zoos and botanical gardens	25	24	22
712190 – Nature parks and other similar institutions	46	48	43
713991 – Sports clubs, teams and leagues non-paying audience	438	429	418
813110 – Religious organizations	3244	3261	3247
813210 – Grant-making and giving services	1520	1543	1683

¹³See footnote 11.

813310 – Social advocacy organizations	554	577	589
813410 – Civic and social organizations	1734	1754	1805
813910 – Business associations	727	659	630
813920 – Professional organizations	557	517	500
813930 – Labour organizations	215	212	218
813940 – Political organizations	12	14	12
813990 – Other membership organizations	7243	6331	6256

Source: *Canadian Business Patterns (December 2019, 2020, 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range*

Non-Profit Workforce Distribution by NAICS

Tables 3 to 4 provide information on the number of non-profit organizations by regional districts based on the identified NAICS codes. The tables include changes over time for the number of non-profits by regional district *with employees* and the number of non-profits by regional district *without employees*.

As shown in Table 3, following this method, 19,698 non-profit organizations were identified across BC in 2021. Table 3 also shows that the total number of organizations has remained relatively stable from 2019 to 2020. However, the number has continued to decline to 19,698 organizations in 2021.

Table 4 includes information from *Canadian Business Patterns* on the number of non-profit organizations with employees where 8,068 organizations were identified across BC in 2021. The number of organizations with employees has remained relatively stable with a small increase of 147 organizations with employees from 2019 to 2020 followed by a small decrease to 8068 organizations with employees in 2021.

Table 5 includes the number of non-profit organizations without employees which includes 11,631 organizations across BC in 2021. The number of non-profit organizations without employees has continued to significantly decrease from 12,749 organizations in 2019 to 11,631 organizations in 2021.

Table 3: Number of all non-profit establishments by regional district (2019, 2020, 2021)

	2019	2020	2021
British Columbia	20,749	20,765	19,698
Greater Vancouver Regional District	10,588	10,242	10,199
Capital Regional District	2,160	2,061	2,013
Fraser Valley Regional District	1,355	1,358	1,338
Central Okanagan Regional District	1,006	877	883
Thompson Nicola Regional District	579	567	568
Nanaimo Regional District	673	580	565
East Kootenay Regional District	340	334	344
Okanagan Similkameen Regional District	386	363	344
Cowichan Valley Regional District	374	354	342
North Okanagan Regional District	350	331	328
Fraser Fort George Regional District	317	303	292
Squamish Lillooet Regional District	283	258	286
Central Kootenay Regional District	275	278	280
Comox Valley Regional District	261	234	241
Cariboo Regional District	226	221	216
Columbia Shuswap Regional District	259	221	210
Peace River Regional District	210	195	194
Strathcona Regional District	178	154	153
Bulkley-Nechako Regional District	141	148	148
Kootenay Boundary Regional District	158	140	141
Alberni Clayoquot Regional District	126	119	122
Kitimat Stikine Regional District	118	122	120
Sunshine Coast Regional District	117	117	117
Qathet Regional District	94	91	89
Skeena Queen Charlotte Regional District	89	89	87
Mount Waddington Regional District	46	38	41
Northern Rockies Regional District	20	19	18
Central Coast Regional District	12	13	13
Stikine Regional District	8	8	7

Source: Canadian Business Patterns (December 2019, 2020, 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 4: Non-profit organizations with employees by regional district

	2019	2020	2021	% change from 2019-2021
British Columbia	8,000	8,147	8,068	0.85%
Metro Vancouver Regional District	3872	3949	3911	1%
Capital Region Regional District	680	697	680	0%
Fraser Valley Regional District	504	522	523	3.80%
Okanagan-Similkameen Regional District	324	328	330	1.90%
North Okanagan Regional District	253	267	270	6.70%
Nanaimo Regional District	240	237	232	3.30%
Fraser-fort George Regional District	202	200	195	3.50%
Columbia Shuswap Regional District	177	178	179	1.10%
Thompson-Nicola Regional District	171	176	178	4.10%
Central Kootenay Regional District	141	145	141	0%
East Kootenay Regional District	128	135	136	6.30%
Cowichan Valley Regional District	131	134	132	0.80%
Northern Rockies Regional District	117	123	124	6%
Comox Valley Regional District	127	127	123	3.10%
Cariboo Regional District	126	124	122	3.20%
Central Okanagan Regional District	122	121	114	6.60%
Alberni-Clayoquot Regional District	93	93	89	4.30%
Kootenay Boundary Regional District	86	84	86	0%
Stikine Region Regional District	77	79	79	2.60%
Kitimat-Stikine Regional District	73	73	74	1.40%
Qathet Regional District	75	74	72	4%
Sunshine Coast Regional District	65	65	66	1.50%
Squamish Lillooet Regional District	65	64	63	3.10%
Strathcona Regional District	55	56	54	1.80%
Skeena Queen Charlotte/North Coast Regional District	50	52	50	0%
Mount Waddington Regional District	25	23	26	4%
Peace River Regional District	12	13	11	8.30%
Central Coast Regional District	6	6	6	0%
Bulkley-Nechako Regional District	3	2	2	33.30%

Source: Canadian Business Patterns (December 2019, 2020, 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 5: Non-profit organizations without employees by regional district (2019, 2020, 2021)

	2019	2020	2021
British Columbia	12,749	11,688	11,631
Metro Vancouver Regional District	6716	6293	6288
Capital Regional District	1480	1364	1333
Fraser Valley Regional District	851	836	815
Okanagan-Similkameen Regional District	682	549	553
Nanaimo Regional District	433	343	333
North Okanagan Regional District	326	300	298
Sunshine Coast Regional District	218	193	220
Cowichan Valley Regional District	243	220	210
East Kootenay Regional District	212	199	208
Columbia Shuswap Regional District	209	185	165
Thompson-Nicola Regional District	179	155	150
Central Kootenay Regional District	134	133	139
Comox Valley Regional District	134	107	118
Fraser-fort George Regional District	115	103	97
Central Okanagan Regional District	137	100	96
Cariboo Regional District	100	97	94
Northern Rockies Regional District	93	72	70
Stikine Regional District	64	69	69
Alberni-Clayoquot Regional District	85	61	64
Kootenay Boundary Regional District	72	56	55
Squamish Lillooet Regional District	52	53	54
Qathet Regional District	51	45	50
Kitimat-Stikine Regional District	45	49	46
Skeena Queen Charlotte/North Coast Regional District	39	37	37
Strathcona Regional District	39	35	35
Mount Waddington Regional District	21	15	15
Peace River Regional District	8	6	7
Central Coast Regional District	6	7	7
Bulkley-Nechako Regional District	5	6	5

Source: Canadian Business Patterns (December 2019, 2020, 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Non-Profit Workforce by Organization Size

The following series of tables shows the regional profile in terms of the different staffing arrangements in 2021. Using information available in *Canadian Business Patterns*, the tables are arranged in terms of organizations with employees ranging between:

- 1 to 4 employees
- 5 to 19 employees
- 20 to 49 employees
- 50 to 99 employees

- 100 to 199 employees
- 200 or more employees

Overall, 41% of BC organizations had employees. Across regional districts, the proportion of organizations reporting some level of staffing ranges from 23.1% (lowest) of all organizations in the Bulkley-Nechako Regional District to 66.8% (highest) of all organizations in the Fraser-Fort George Regional District.

Table 6: Staffing arrangements for non-profit organizations by regional district (2021)

	Non-profit Organizations	No Employees 2021	With Employees 2021	% With Employees
British Columbia	19,699	11,631	8,068	41%
Fraser-fort George Regional District	292	97	195	66.80%
Northern Rockies Regional District	194	70	124	63.90%
Mount Waddington Regional District	41	15	26	63.40%
Kitimat-Stikine Regional District	120	46	74	61.70%
Peace River Regional District	18	7	11	61.10%
Squamish Lillooet Regional District	141	55	86	61.00%
Strathcona Regional District	89	35	54	60.70%
Qathet Regional District	122	50	72	59.00%
Alberni-Clayoquot Regional District	153	64	89	58.20%
Skeena Queen Charlotte/North Coast Regional District	87	37	50	57.50%
Sunshine Coast Regional District	216	94	122	56.50%
Cariboo Regional District	216	94	122	56.50%
Thompson-Nicola Regional District	328	150	178	54.30%
Central Okanagan Regional District	210	96	114	54.30%
Stikine Region Regional District	117	54	63	53.80%
East Kootenay Regional District	148	69	79	53.40%
Columbia Shuswap Regional District	344	165	179	52.00%
Comox Valley Regional District	241	118	123	51.00%
Central Kootenay Regional District	280	139	141	50.40%
North Okanagan Regional District	568	298	270	47.50%
Central Coast Regional District	13	7	6	46.20%
Nanaimo Regional District	565	333	232	41.10%
Kootenay Boundary Regional District	344	208	136	39.50%
Fraser Valley Regional District	1338	815	523	39.10%
Cowichan Valley Regional District	342	210	132	38.60%
Metro Vancouver Regional District	10199	6288	3911	38.30%
Okanagan-Similkameen Regional District	883	553	330	37.40%
Capital Regional District	2013	1333	680	33.80%
Bulkley-Nechako Regional District	286	220	66	23.10%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 7 below shows that 48.4%, or nearly half, of all BC non-profit organizations with employees, reported having 1 to 4 employees in 2021. Across regional districts, there was a prevalence of smaller organizations with 1 to 4 employees, with the lowest in the Peace River Regional District (27.3% of organizations) and the highest in the Central Coast Regional District (66.7% of organizations).

Table 7: Proportion of non-profit organizations with 1 to 4 employees by regional district (2021)

	Non-profit Organizations 2021	With Employees 2021	1 to 4 Employees 2021	% With 1 to 4 Employees
British Columbia	19,699	8,068	3,908	48.40%
Central Coast Regional District	13	6	4	66.70%
Mount Waddington Regional District	41	26	17	65.40%
East Kootenay Regional District	148	79	49	62.00%
Northern Rockies Regional District	194	124	76	61.30%
Stikine Regional District	117	63	38	60.30%
Central Okanagan Regional District	210	114	64	56.10%
Bulkley-Nechako Regional District	286	66	36	54.50%
Sunshine Coast Regional District	216	122	64	52.50%
Cariboo Regional District	280	122	64	52.40%
Central Kootenay Regional District	280	141	73	51.80%
Squamish Lillooet Regional District	141	86	44	51.20%
Thompson-Nicola Regional District	328	178	91	51.10%
Kootenay Boundary Regional District	344	136	69	50.70%
Okanagan-Similkameen Regional District	883	330	164	49.70%
Metro Vancouver Regional District	10199	3911	1929	49.30%
Columbia Shuswap Regional District	344	179	86	48.00%
Comox Valley Regional District	241	123	59	48.00%
Nanaimo Regional District	565	232	111	47.80%
Strathcona Regional District	89	54	25	46.30%
Cowichan Valley Regional District	342	132	60	45.50%
North Okanagan Regional District	568	270	121	44.80%
Fraser Valley Regional District	1338	523	234	44.70%
Fraser-fort George Regional District	292	195	86	44.10%
Qathet Regional District	122	72	31	43.10%
Capital Regional District	2013	680	291	42.80%
Kitimat-Stikine Regional District	120	74	31	41.90%
Skeena Queen Charlotte/North Coast Regional District	87	50	20	40.00%
Alberni-Clayoquot Regional District	153	89	33	37.10%
Peace River Regional District	18	11	3	27.30%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 8 below shows that 11.5% of all BC non-profit organizations with employees reported having 5 to 19 employees. This ranged from no non-profit organization under such category in the Central Coast Regional District to 35.5% in the Central Kootenay Regional District.

Table 8: Proportion of non-profit organizations with 5 to 19 employees by regional district (2021)

	Non-profit Organizations 2021	With Employees 2021	5 to 9 Employees 2021	% With 5 to 9 Employees
British Columbia	19,699	8,068	931	11.50%
Central Kootenay Regional District	280	141	50	35.50%
Cariboo Regional District	216	122	34	27.90%
Kitimat-Stikine Regional District	120	74	17	23.00%
North Okanagan Regional District	568	270	47	17.40%
Thompson-Nicola Regional District	328	178	25	14.00%
Cowichan Valley Regional District	342	132	18	13.60%
Central Okanagan Regional District	210	114	15	13.20%
Capital Regional District	2013	680	84	12.40%
Fraser-fort George Regional District	292	195	24	12.30%
Metro Vancouver Regional District	10199	3911	461	11.80%
Sunshine Coast Regional District	216	122	14	11.50%
Alberni-Clayoquot Regional District	153	89	10	11.20%
Strathcona Regional District	89	54	6	11.10%
Fraser Valley Regional District	1338	523	57	10.90%
Okanagan-Similkameen Regional District	883	330	36	10.90%
Bulkley-Nechako Regional District	286	66	7	10.60%
Columbia Shuswap Regional District	344	179	19	10.60%
Skeena Queen Charlotte/North Coast Regional District	87	50	5	10.00%
Kootenay Boundary Regional District	344	136	13	9.60%
Peace River Regional District	18	11	1	9.10%
Nanaimo Regional District	565	232	21	9.10%
Qathet Regional District	122	72	6	8.30%
Northern Rockies Regional District	194	124	10	8.10%
East Kootenay Regional District	148	79	6	7.60%
Stikine Regional District	117	63	4	6.30%
Squamish Lillooet Regional District	141	86	5	5.80%
Comox Valley Regional District	241	123	6	4.90%
Mount Waddington Regional District	41	26	1	3.80%
Central Coast Regional District	13	6	0	0.00%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 9 below notes that 33% of all BC non-profit organizations with employees reported 20 to 49 employees. This ranged from 1.6% of such non-profit organizations in the Sitkine Regional District to 64.6% in the East Kootenay Regional District.

Table 9: Proportion of non-profit organizations with 20 to 49 employees by regional district (2021)

	Non-profit Organizations 2021	With Employees 2021	20 to 49 Employees 2021	% With 20 to 49 Employees
British Columbia	19,699	8,068	2,666	33.00%
East Kootenay Regional District	148	79	51	64.60%
Peace River Regional District	18	11	7	63.60%
Alberni-Clayoquot Regional District	153	89	42	47.20%
Qathet Regional District	122	72	32	44.40%
Comox Valley Regional District	241	123	53	43.10%
Skeena Queen Charlotte/North Coast Regional District	87	50	21	42.00%
Strathcona Regional District	89	54	22	40.70%
Fraser-fort George Regional District	292	195	77	39.50%
Cowichan Valley Regional District	342	132	51	38.60%
Fraser Valley Regional District	1338	523	198	37.90%
Capital Regional District	2013	680	257	37.80%
Nanaimo Regional District	565	232	84	36.20%
Central Coast Regional District	13	6	2	33.30%
Columbia Shuswap Regional District	344	179	56	31.30%
Okanagan-Similkameen Regional District	883	330	102	30.90%
Thompson-Nicola Regional District	328	178	55	30.90%
Metro Vancouver Regional District	10199	3911	1203	30.80%
Bulkley-Nechako Regional District	286	66	20	30.30%
North Okanagan Regional District	568	270	81	30.00%
Kitimat-Stikine Regional District	120	74	22	29.70%
Northern Rockies Regional District	194	124	36	29.00%
Central Okanagan Regional District	210	114	31	27.20%
Mount Waddington Regional District	41	26	7	26.90%
Kootenay Boundary Regional District	344	136	32	23.50%
Squamish Lillooet Regional District	141	86	18	20.90%
Sunshine Coast Regional District	216	122	21	17.20%
Cariboo Regional District	280	122	14	11.50%
Central Kootenay Regional District	280	141	13	9.20%
Stikine Regional District	117	63	1	1.60%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 10 illustrates that 4.5% of all BC non-profit organizations with employees reported having 50 to 99 employees. Across regional districts, this ranged from no non-profit organization under such category in the Peace River Regional District's organizations to 8.4% in the Columbia Shuswap Regional District's organizations.

Table 10: Proportion of non-profit organizations with 50 to 99 employees by regional district (2021)

	Non-profit Organizations 2021	With Employees 2021	50 to 99 Employees 2021	% With 50 to 99 Employees
British Columbia	19,699	8,068	360	4.50%
Columbia Shuswap Regional District	344	179	15	8.40%
Skeena Queen Charlotte/North Coast Regional District	87	50	4	8.00%
Okanagan-Similkameen Regional District	883	330	22	6.70%
Sunshine Coast Regional District	216	122	8	6.60%
Cariboo Regional District	280	122	8	6.60%
North Okanagan Regional District	568	270	17	6.30%
Squamish Lillooet Regional District	141	86	5	5.80%
Kitimat-Stikine Regional District	120	74	4	5.40%
East Kootenay Regional District	148	79	4	5.10%
Metro Vancouver Regional District	10199	3911	194	5.00%
Stikine Regional District	117	63	1	4.80%
Nanaimo Regional District	565	232	11	4.70%
Fraser Valley Regional District	1338	523	24	4.60%
Capital Regional District	2013	680	30	4.40%
Qathet Regional District	122	72	3	4.20%
Mount Waddington Regional District	41	26	1	3.80%
Central Kootenay Regional District	280	141	5	3.50%
Central Okanagan Regional District	210	114	4	3.50%
Thompson-Nicola Regional District	328	178	6	3.40%
Fraser-fort George Regional District	292	195	6	3.10%
Kootenay Boundary Regional District	344	136	3	2.20%
Alberni-Clayoquot Regional District	153	89	2	2.20%
Strathcona Regional District	89	54	1	1.90%
Northern Rockies Regional District	194	124	2	1.60%
Comox Valley Regional District	241	123	2	1.60%
Bulkley-Nechako Regional District	286	66	4	1.50%
Cowichan Valley Regional District	342	132	2	1.50%
Peace River Regional District	18	11	0	0.00%
Central Coast Regional District	13	6	0	0.00%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 11 depicts how 1.4% of all BC non-profit organizations with employees reported having 100 to 199 employees. This ranged from no non-profit organization under such category across 14 of the 29 regional districts to 1.9% of all non-profit organizations across Metro Vancouver Regional District.

Table 11: Proportion of non-profit organizations with 100 to 199 employees by regional district (2021)

	Non-profit Organizations 2021	With Employees 2021	100 to 199 Employees 2021	% With 100 to 199 Employees
British Columbia	19,699	8,068	116	1.40%
Metro Vancouver Regional District	10199	3911	76	1.90%
Okanagan-Similkameen Regional District	883	330	6	1.80%
Columbia Shuswap Regional District	344	179	3	1.70%
Sunshine Coast Regional District	216	122	2	1.60%
Cariboo Regional District	280	122	2	1.60%
Comox Valley Regional District	241	123	2	1.60%
Bulkley-Nechako Regional District	286	66	1	1.50%
Capital Regional District	2013	680	10	1.50%
Nanaimo Regional District	565	232	3	1.30%
Fraser Valley Regional District	1338	523	6	1.10%
North Okanagan Regional District	568	270	3	1.10%
Alberni-Clayoquot Regional District	153	89	1	1.10%
Cowichan Valley Regional District	342	132	1	0.80%
Fraser-fort George Regional District	292	195	1	0.50%
Central Kootenay Regional District	280	141	1	0.07%
Squamish Lillooet Regional District	141	86	0	0.00%
Stikine Regional District	117	63	0	0.00%
East Kootenay Regional District	148	79	0	0.00%
Kootenay Boundary Regional District	344	136	0	0.00%
Skeena Queen Charlotte/North Coast Regional District	87	50	0	0.00%
Kitimat-Stikine Regional District	120	74	0	0.00%
Northern Rockies Regional District	194	124	0	0.00%
Peace River Regional District	18	11	0	0.00%
Thompson-Nicola Regional District	328	178	0	0.00%
Central Okanagan Regional District	210	114	0	0.00%
Qathet Regional District	122	72	0	0.00%
Strathcona Regional District	89	54	0	0.00%
Mount Waddington Regional District	41	26	0	0.00%
Central Coast Regional District	13	6	0	0.00%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Table 12, data shows that there are 67 non-profit organizations across all of BC that have 200 or more employees. Most of these organizations were located in the Metro Vancouver Regional District (48), Capital Regional District (8) and Fraser Valley Regional District (4).

Table 12: Proportion of non-profit organizations with 200 or more employees by regional district (2021)

	Non-profit Organizations 2021	With Employees 2021	200 or more Employees 2021	% With 200 or more Employees
British Columbia	19,699	8,068	67	0.80%
Metro Vancouver Regional District	10199	3911	48	1.20%
Capital Regional District	2013	680	8	1.20%
Alberni-Clayoquot Regional District	153	89	1	1.10%
Nanaimo Regional District	565	232	2	0.90%
Fraser Valley Regional District	1338	523	4	0.80%
Comox Valley Regional District	241	123	1	0.80%
Thompson-Nicola Regional District	328	178	1	0.60%
Fraser-fort George Regional District	292	195	1	0.50%
North Okanagan Regional District	568	270	1	0.40%
Squamish Lillooet Regional District	141	86	0	0.00%
Sunshine Coast Regional District	216	122	0	0.00%
Stikine Regional District	117	63	0	0.00%
Bulkley-Nechako Regional District	286	66	0	0.00%
East Kootenay Regional District	148	79	0	0.00%
Central Kootenay Regional District	280	141	0	0.00%
Kootenay Boundary Regional District	344	136	0	0.00%
Cariboo Regional District	280	122	0	0.00%
Skeena Queen Charlotte/North Coast Regional District	87	50	0	0.00%
Kitimat-Stikine Regional District	120	74	0	0.00%
Northern Rockies Regional District	194	124	0	0.00%
Peace River Regional District	18	11	0	0.00%
Columbia Shuswap Regional District	344	179	0	0.00%
Okanagan-Similkameen Regional District	883	330	0	0.00%
Central Okanagan Regional District	210	114	0	0.00%
Cowichan Valley Regional District	342	132	0	0.00%
Qathet Regional District	122	72	0	0.00%
Strathcona Regional District	89	54	0	0.00%
Mount Waddington Regional District	41	26	0	0.00%
Central Coast Regional District	13	6	0	0.00%

Source: Canadian Business Patterns (December 2021) Business Location Counts by CD/CSD, NAICS and Employment Size Range

Barriers Experienced by Equity-Seeking Groups

This section examines access to opportunities for employment in BC’s non-profit sector for:

- Women and men
- Individuals from immigrant backgrounds
- Individuals from racialized populations
- Indigenous populations
- Individuals with disabilities
- Individuals who identify as LGBTQIA2S+ and those who are ‘gender diverse’

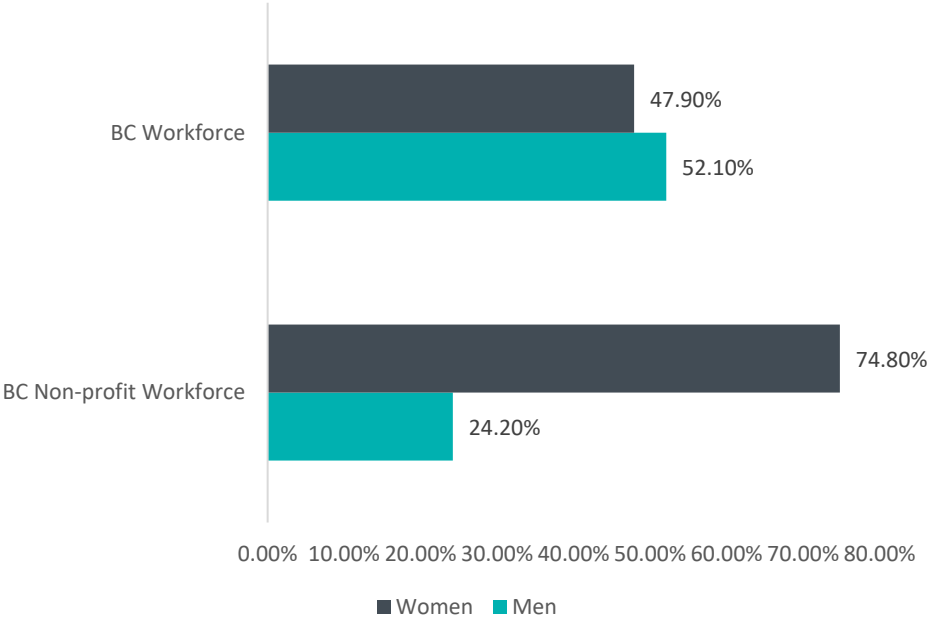
The discussion and analysis in this section include consideration of specific actions or directions that the non-profit sector could incorporate to enhance justice, equity, diversity, and inclusion.

Proportion of Women to Men Employed in BC’s Non-Profit Workforce

Labour market information for BC identified 1,277,200 women who were employed in BC’s overall workforce in 2019, accounting for 47.9% of the total workforce (Province of British Columbia, 2023). During the same period, Statistics Canada reported that 251,456 women were employed in BC’s non-profit workforce, accounting for 74.8% of BC’s non-profit workforce.

Labour market information for BC identified 1,389,000 men employed in BC’s workforce in 2019, accounting for 52.1% of the total workforce (Province of British Columbia, 2023). At the same time, Statistics Canada reported that there were 81,166 men employed in BC’s non-profit workforce, accounting for 24.2% of BC’s non-profit workforce.

Figure 10: Employment of women and men in BC’s non-profit workforce



Women

Across BC's non-profit sector, women accounted for 74.8% of the non-profit workforce (Statistics Canada, 2021c), including.

- 75.8% of workers in government non-profit organizations
- 71.3% of workers in non-government non-profit organizations
- 76.2% of workers in community non-profit organizations
- 58.1% of workers in business non-profit organizations

Men

On the contrary, across BC's non-profit sector, men accounted for 24.2% of the non-profit workforce (Statistics Canada, 2021c), including:

- 21.9% of workers in government non-profit organizations
- 27.5% of workers in non-government non-profit organizations
- 23.5% of workers in community non-profits
- 38.5% of workers in business non-profits

This number is not surprising as researchers studying populations from all over the globe have found consistent evidence that women are overrepresented in the non-profit sector. The paper continues to explain that due to high volume of certain kinds of positions in the non-profit sector, women trained for such positions may simply end up working in these jobs due to a lack of opportunities in the other sectors. Women also tend to put a higher emphasis on job satisfaction and may therefore be willing to work in a position that pays less or has fewer opportunities for advancement (Smith, 2018). Over the last decade (2010 to 2020), the average annual salaries of women remained lower than males' average annual wages within the Canadian non-profit sector (Statistics Canada, 2022a). According to the Canadian Society of Association Executives, women appear far more likely to lead charitable and special interest organizations or smaller associations that traditionally offer lower salaries (Veldhuis, 2011).

Increase in Employment of Men and Women in BC's Non-Profit Workforce

Women

Between 2012 and 2019, the number of women employed in BC's non-profit sector increased by (Statistics Canada, 2021c):

- 32,597 jobs (14.9%) across all non-profits, going from 218,859 jobs in 2012 to 251,456 jobs in 2019.
- 17,111 jobs (11.7%) across government non-profits, going from 146,628 jobs in 2012 to 163,739 jobs in 2019.
- 15,486 jobs (21.4%) across non-government non-profits, going from 72,231 jobs in 2012 to 87,717 jobs in 2019.
- 11,505 jobs (20.2%) across community non-profits, going from 57,040 jobs in 2012 to 68,545 jobs in 2019.
- 3,981 jobs (26.2%) across business non-profits, going from 15,192 jobs in 2012 to 19,173 jobs in 2019.

Although employment for women in this subsector has increased significantly, women continue to contribute dominantly to the workforce in government non-profit organizations and community non-profit organizations.

Men

Between 2012 and 2019, the number of men employed in BC's non-profit sector increased by (Statistics Canada, 2021c):

- 15,462 jobs (23.5%) across all non-profits, going from 65,704 jobs in 2012 to 81,166 jobs in 2019.
- 8,251 jobs (21.1%) across government non-profits, going from 39,081 jobs in 2012 to 47,332 jobs in 2019.
- 7,211 jobs (27.1%) across non-government non-profits, going from 26,623 jobs in 2012 to 33,834 jobs in 2019.

Men and Women in the Non-Profit Sector: Canada and BC Compared

Women

In looking at employment and access to opportunities among women in BC's non-profit sector, relative to employment among women in Canada's non-profit sector, the findings suggest that:

- Nationally, women employed across all non-profit organizations grew at a rate of 12.2% compared to 14.9% across BC's non-profit sector.
- Nationally, women in government non-profit organizations grew at a rate of 9.6% compared to 11.7% across BC's non-profit sector.
- Nationally, women in non-government non-profit organizations grew at a rate of 18.0% compared to 21.4% across BC's non-profit sector.
- Nationally, women in community non-profit organizations grew at a rate of 18.3% compared to 20.2% across BC's non-profit sector.
- Nationally, women in business non-profit organizations grew at a rate of 16.6% compared to 26.2% across BC's non-profit sector.

Men

In looking at employment and access to opportunities among men in BC's non-profit sector, relative to employment among men in Canada's non-profit sector, the findings suggest that:

- Nationally, men employed across all non-profit organizations grew at a rate of 11.4% compared to 23.5% across BC's non-profit sector.
- Nationally, men employed in government non-profit organizations grew at a rate of 19.0% compared to 21.1% across BC's non-profit sector.
- Nationally, men employed in non-government non-profit organizations grew at a rate of 16.2% compared to 27.1% across BC's non-profit sector.
- Nationally, men employed in community non-profit organizations grew at a rate of 23.5% compared to 30.3% across BC's non-profit sector.
- Nationally, men in business non-profit organizations grew at a rate of 22.1% compared to 26.2% across BC's non-profit sector.

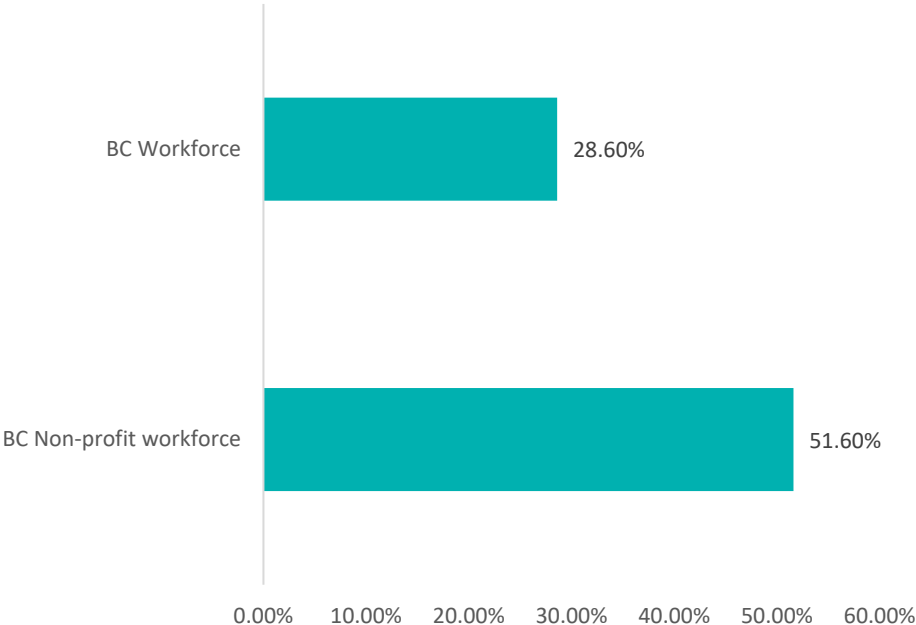
Non-Profit Workers from Immigrant Backgrounds

Labour market information for BC identified 761,595 workers from immigrant backgrounds in BC’s workforce in 2019 (Province of British Columbia, 2023), accounting for 28.6% of the total workforce. During the same period, Statistics Canada (2021c) reported that there were 173,551 individuals from immigrant backgrounds employed in BC’s non-profit workforce.

Across BC’s non-profit sector, individuals from an immigrant background accounted for 51.6% of all non-profit workers including (Statistics Canada, 2021c):

- 50.6% of workers in government non-profit organizations
- 53.3% of workers in non-government non-profit organizations
- 57.3% of workers in community non-profit organizations
- 47.6% of workers in business non-profit organizations.

Figure 11: Non-profit workers from immigrant backgrounds



A possible reason behind this high percentage could be that a non-profit plays a defining role in the immigrant experience and provides a pathway to employment for hundreds of thousands of newcomers seeking an economic foothold. However, at times due to lower compensation in the sector and systemic barriers in the economy, working in the non-profit sector is not necessarily a choice for many immigrant women particularly (MacDonald, 2022).

In terms of job growth of non-profit workers from immigrant backgrounds, between 2012 and 2019, the number of individuals from immigrant backgrounds employed in BC’s non-profit workforce increased by (Statistics Canada, 2021c):

- 34,870 jobs (25.1%) across all non-profit organizations, going from 138,681 jobs in 2012 to 173,551 jobs in 2019.

- 19,891 jobs (22.6%) across government non-profit organizations, going from 87,840 jobs in 2012 to 107,731 jobs in 2019.
- 14,759 jobs (29.0%) across non-government non-profit organizations, going from 50,841 jobs in 2012 to 65,600 jobs in 2019.
- 11,264 jobs (29.2%) across community non-profit organizations, going from 38,612 jobs in 2012 to 49,876 jobs in 2019.
- 3,496 jobs (28.6%) across business non-profit organizations, going from 12,228 jobs in 2012 to 15,724 jobs in 2019.

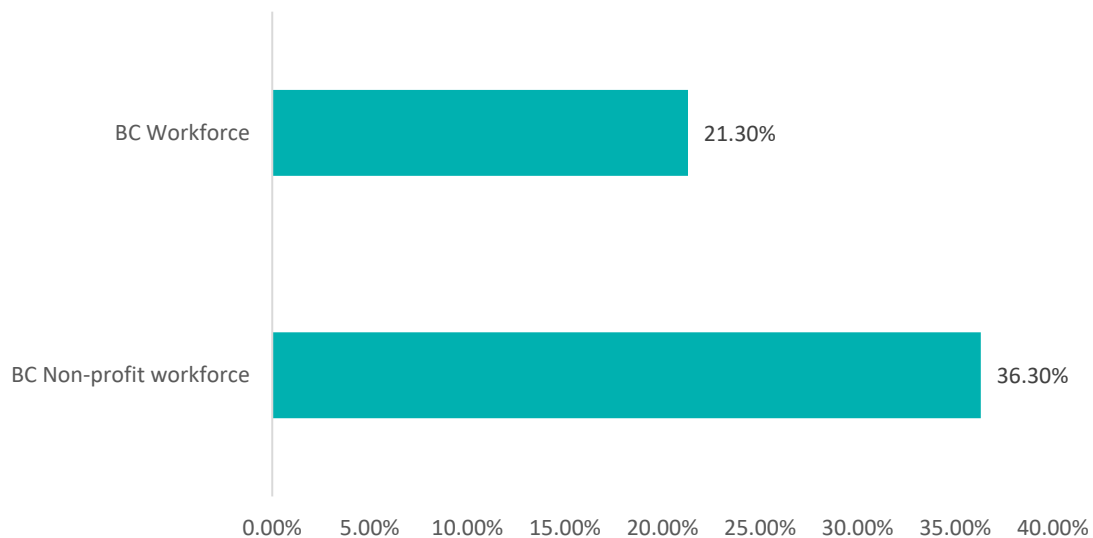
Non-Profit Workers from Racialized Populations

Labour market information for BC identified 567,290 racialized people working in the workforce in 2019, accounting for 21.3% of BC’s total workforce (Province of British Columbia, 2023). During the same period, Statistics Canada (2021c) reported that there were 121,913 workers from racialized backgrounds employed in BC’s non-profit workforce.

Across BC’s non-profit sector, racialized workers accounted for 36.3% of the workforce including (Statistics Canada, 2021c):

- 35.6% of workers in government non-profit organizations
- 37.4% of workers in non-government non-profit organizations
- 38.0% of workers in community non-profit organizations
- 39.1% of workers in business non-profit organizations.

Figure 12: Non-profit workers from racialized populations



Employment trends in Canada have also revealed that the non-profit sector provides crucial employment opportunities for racialized people. This section is vulnerable to the societal threats of severe underfunding that impairs non-profits from meeting the ever-increasing demand for

their services and results in racialized women (particularly) being left with lower-paid, precarious jobs despite their education and qualifications (MacDonald, 2022).

In terms of job growth of non-profit workers from racialized backgrounds by sub-sector, between 2012 and 2019, the number of workers from racialized backgrounds employed in BC's non-profit sector increased by (Statistics Canada, 2021c):

- 31,398 jobs (34.7%) across all non-profit organizations, going from 90,515 jobs in 2012 to 121,913 jobs in 2019.
- 18,379 jobs (31.9%) across government non-profit organizations, going from 57,331 jobs in 2012 to 75,910 jobs in 2019.
- 13,019 jobs (39.5%) across non-government non-profit organizations, going from 32,984 jobs in 2012 to 46,003 jobs in 2019.
- 9,646 jobs (41.1%) across community non-profit organizations, going from 23,456 jobs in 2012 to 33,102 jobs in 2019.
- 3,374 jobs (35.4%) across business non-profit organizations, going from 9,527 jobs in 2012 to 12,901 jobs in 2019.

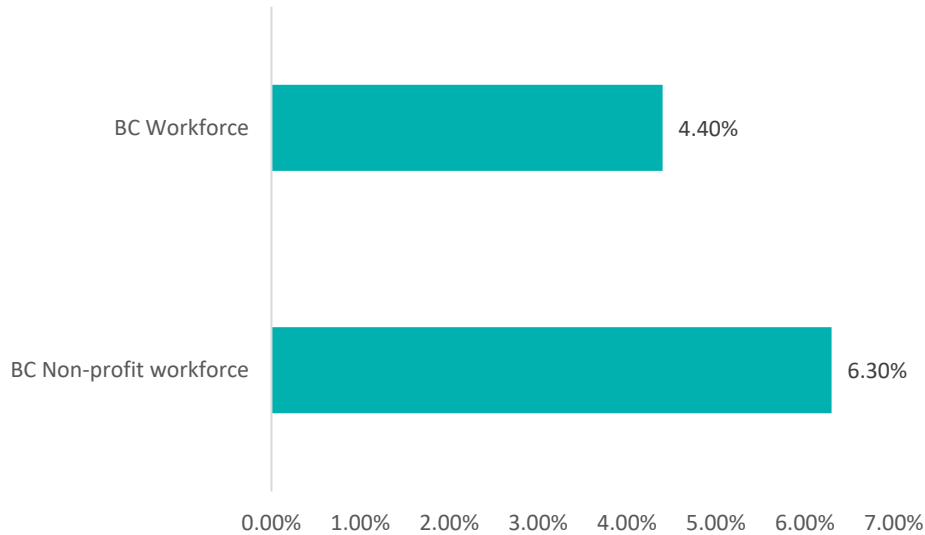
Non-Profit Workers from Indigenous Groups

Labour market information for BC identified 118,800 workers from Indigenous groups in BC's workforce in 2019, accounting for 4.4% of BC's workforce (Province of British Columbia, 2023). During this period, Statistics Canada (2021c) reported that there were 21,029 workers from Indigenous groups employed in BC's non-profit workforce.

Across BC's non-profit sector, workers from Indigenous groups accounted for 6.3% of the workforce including (Statistics Canada, 2021c):

- 6.5% of workers in government non-profit organizations
- 5.9% of workers in non-government non-profit organizations
- 6.6% of workers in community non-profit organizations
- 4.5% of workers in business non-profit organizations.

Figure 13: Non-profit workers from Indigenous groups



In terms of job growth of non-profit workers from racialized backgrounds by sub-sector, between 2012 and 2019, the number of workers from Indigenous groups employed in BC’s non-profit sector increased by (Statistics Canada, 2021c):

- 5,548 jobs (35.8%) across all non-profit organizations, going from 15,481 jobs in 2012 to 21,029 jobs in 2019.
- 3,136 jobs (29.5%) across government non-profit organizations, going from 9,611 jobs in 2012 to 13,783 jobs in 2019.
- 2,412 jobs (49.9%) across non-government non-profit organizations, going from 4,834 jobs in 2012 to 7,246 jobs in 2019.
- 1,963 jobs (51.7%) across community non-profit organizations, going from 3,794 jobs in 2012 to 5,757 jobs in 2019.
- 449 jobs (43.2%) across business non-profit organizations, going from 1,040 jobs in 2012 to 1,489 jobs in 2019

A GBA+ Intersectional Approach

This research used a GBA+ approach that considers the extent to which existing social structures or patterns have the potential to perpetuate existing barriers to access for equity-seeking groups (American Planning Association, 2019). For the purposes of this research, consideration was given to women, Indigenous people, people with disabilities, and members of racialized populations, based on the designated groups set out under Canada’s Employment Equity Act. Considerations related to equity, diversity and inclusion were also a central focus of the discussions with the key informants and focus group participants. Individuals who participated in the interviews reported a significant level of diversity within their workforce. Based on the findings observed through the key informant interviews and focus groups:

- 15.1% reported having Indigenous people represented as part of their organization

- 17.0% reported having racialized populations represented as part of their organization
- 9.4% reported having people with disabilities represented as part of their organization
- 3.8% reported having individuals who are gender diverse as part of their organization

The excerpts below reflect *some* of the notable reflections and perspectives of key informants engaged during this research project (see **Appendix A** for an extended list of excerpts).

I'm proud of this – as part of our training with the federation, **we are able to do the culturally welcoming program... And it's been really important for us to do this training into communities across BC**

Participant, Key Informant Interviews

I think within our staff team we have representation from each of the categories.

The one question is around disability. At our organization we consider, a diagnosis of mental health or substance use disorder as a disability. That's something that I think lived experience with the system is something that we really value in our employees.

Participant, Key Informant Interviews

We have probably about 30% of the people that come here for support who are First Nations descent. So it would be very good for us to have more First Nations people. To have more representation.

Participant, Key Informant Interviews

So those three-community outreach positions that I mentioned earlier, are specifically tailored one to those who identify as LGBTQ2S+, youth (16 and 25) and the Indigenous community. **Our challenge is lack of resources and a lack of capacity to build more meaningful roles that are long-term and can serve those populations better.**

Participant, Key Informant Interviews

Worker Mobility, Job Precarity, and Working Conditions

Worker Mobility

This section looks at some of the key considerations related to worker mobility within BC's non-profit sector, including how insights gained through analysis of the information contained in Statistics Canada's Survey on Canadian Business Conditions is related to BC's non-profit sector.

In looking at the question of worker mobility, this report subscribes to the definition of worker mobility as the ability of workers to find and take another job (Edwards, 2022). Following this

definition, worker mobility is both a function of labour market conditions and individual circumstances and choices.

The discussion and analysis in this section includes consideration related to the anticipated increase in jobs across the non-profit sector as reported by non-profit organizations participating in the *Canadian Survey on Business Conditions (CSBC)*, which is implemented by Statistics Canada every quarter and includes provincial and national information on non-profit organizations, including community non-profits. The analysis also looks at the number of non-profit organizations reporting how they anticipate an increase in the number of vacant positions to be filled. Likewise, the analysis includes information on the proportion of non-profit organizations identifying a shortage of labour or difficulties recruiting skilled staff (Statistics Canada, 2021a; 2022b; 2022c; 2022d).

This research focused on building a deeper understanding of worker mobility both within the non-profit sector (internal promotions) as well as across the non-profit sector and other sectors. The following section provides information on the types of insights that were gained:

Reflections and Insights Gained Through the Key Informant Interviews

When looking at worker mobility as it relates to the insights gained through the key informant interviews and the focus groups, one possible lens would be to look at the patterns of change reported by *push-related* versus *pull-related* factors.

In this context, *pull-related factors* could include decisions to leave for more pay, greater opportunities, and better alignment with one's values or training as well as other types of factors. *Push-related factors* on the other hand could include decisions related to individual or family circumstances, such as health, retirement, parental leaves, or desire to return to school. From the types of responses received through the key informant interviews and focus groups, the findings suggest that many of the decisions to leave are *push-related rather than pull-related*.

At the same time, the findings from the key informant interviews (although a small sample) show that the non-government non-profit organizations as represented through community non-profits and business non-profits are competing with other levels of government and other sectors for talent. Furthermore, the lower compensation levels, associated wage gaps, limited growth potential and high cost of living have been identified as significant limitations when seeking to attract and retain employees.

The following reflects a snapshot of the insights and feedback received through the key informant interviews and focus groups:

We try to promote people from within into positions as they come available but the real issue in terms of the turnover is the operations staff because the work is challenging and the opportunities for advancement are more limited. Our challenge is that we are competing with for-profit as well as other non-profit organizations as well as government ...

Participant, Key Informant Interviews

I think in terms of advancement there isn't a lot, I'll speak specifically within the realm of philanthropy. Very steady, and stable, younger individuals within the sector don't see where they can go. **And the friends I made in the sector and have left, a lot of them left for the for-profit sector for the skills they developed, and just don't see a space where they can both progress in the career they want to see and do and make the funds to live in a city like Vancouver.** And so, a lot of us have left, even folks I went to school and did international development work, a lot of them left for spaces of for-profit work.

Focus Group Participant

I don't see much advancement possible. Some departments are just one person anyway. So, I don't know, maybe the marketing person could want to be a development person, maybe? I don't see other way around. Yeah, so it's pretty much it.

Focus Group Participant

So, in terms of government, we can't compete and when our staff builds a certain capacity, they get employed by the VPD or [move] to the city of Vancouver where they will make one-third more money.

Participant, Key Informant Interview

We recently had two positions declined. One position was declined because the compensation was not high enough and the second position was declined because their current employer came back with a more attractive offer...

Participant, Key Informant Interview

Well, I'm in the process of moving, out of the city and the province for separate personal reasons, **I'll be leaving my position at the end of the year.** Kind of at a moment of personal reflection, and growth hopefully in the next year. And so, **I am still considering whether I will stay in this sector.**

Focus Group Participant

Additional Insights About Mobility Within the Non-Profit Sector

The Conference Board of Canada, HR Benchmarking Initiative

The Conference Board of Canada's Human Resources Benchmarking Initiative also offers some potential insight. Of the respondents who participated in their survey, 6.5% reported that they had offered employees a lateral transfer in 2021, while 8.1% reported they offered internal

promotion opportunities. Among those reporting lateral transfers, the opportunities were mostly identified at the administrative level, while most of the opportunities for promotions were at the executive level (Conference Board of Canada, 2021a).

The Conference Board of Canada through their initiative also tracks a number of different indicators including turnover (voluntary and involuntary) and the number and type of positions that are filled through internal transfers. Based on the custom research prepared by the Conference Board of Canada (2021) related to the non-profit sector in Canada, the following observations and reflections were shared:

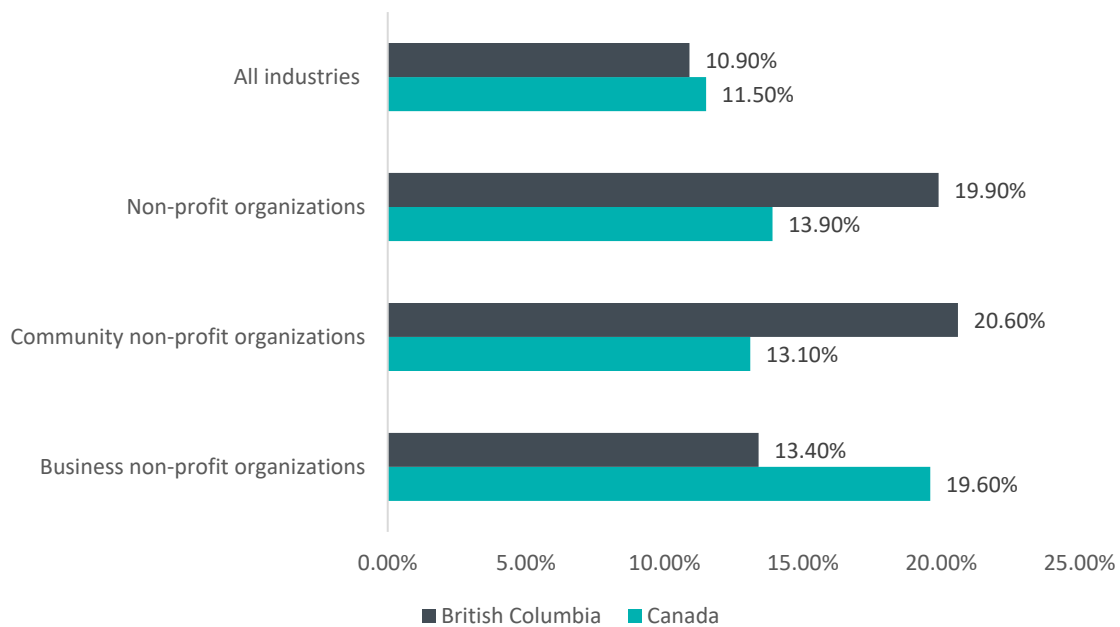
- Voluntary turnover across non-profit organizations in 2021 was equal to 8.79% (Conference Board of Canada, 2021c)
- 25% of organizations had vacant positions to fill (Conference Board of Canada, 2021b)
- 24% anticipated that these positions would be filled from within the organization through internal promotions or transfers (Conference Board of Canada, 2021b)
- 7.93% of organizations reported that they had promoted staff internally while 4.8% of organizations also reported that they had staff who received lateral transfers

The Conference Board of Canada also reported that the average length of time required to fill a vacant position was approximately 48 days with the average costs associated with filling each vacancy being \$4,000.

Anticipated Increase in Jobs

Based on the information reported in the Statistics Canada's *Canadian Survey on Business Conditions* (Statistics Canada, 2022d), 1 in 5 non-profit organizations were anticipating the need for additional staff in the next three months. The expectations of job growth across non-profit organizations in BC were higher than the expected growth reported across non-profit organizations nationally. Also, the expected job growth across non-profit organizations in BC was also higher than the expected growth across other industries. This speaks significantly to the ongoing pressures that BC's non-profit sector is likely to experience in its efforts to attract and retain skilled staff (see Figure 14) (Statistics Canada, 2022b).

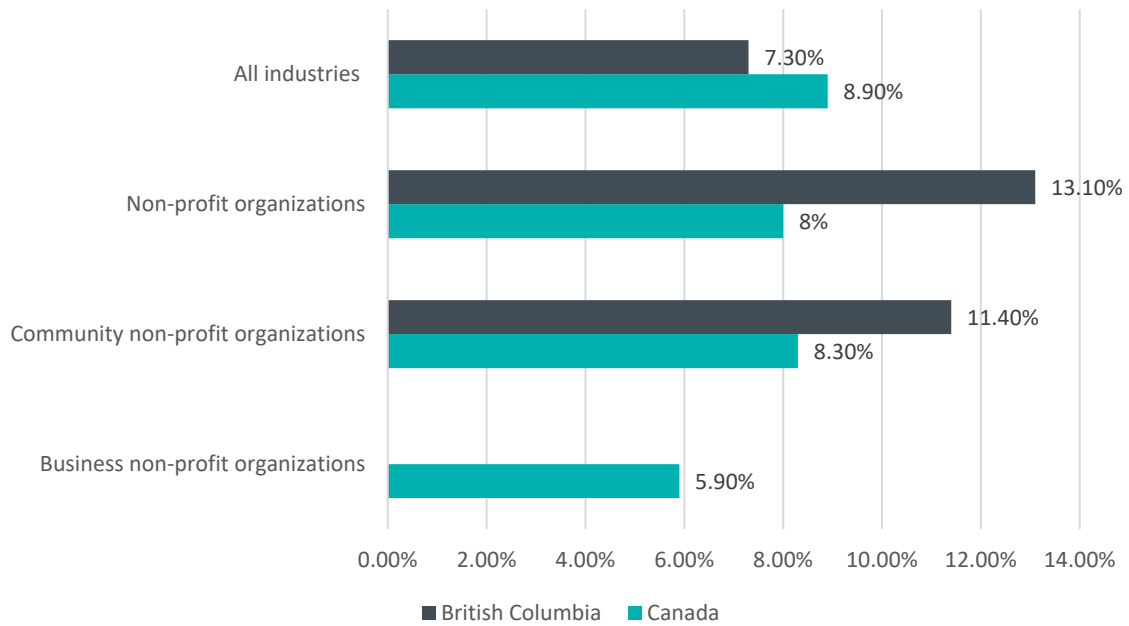
Figure 14: Anticipated increase in jobs



Vacant Positions to Fill

The number of vacant positions to fill is another important consideration. One in nine non-profit organizations that participated in Statistics Canada's *Canadian Survey on Business Conditions* (Statistics Canada, 2022b) reported that they expect an increase in the number of positions to fill (see Figure 15). This increase in vacant positions is both growth-related (new job openings) as well as due to replacement jobs caused by turnover in positions. The findings in the *Canadian Survey on Business Conditions* reported that 1 in 10 community non-profit organizations are likely to experience this pressure.

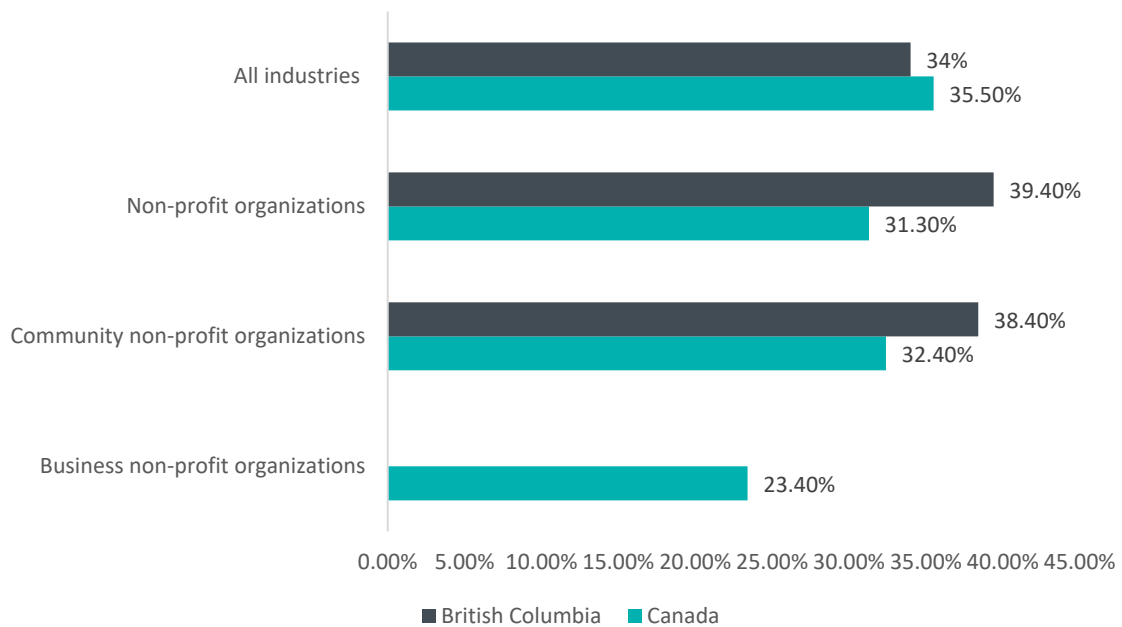
Figure 15: Vacant non-profit positions left to fill (Canada and BC)



Shortage of Labour

Approximately 39.4% of non-profit organizations participating in Statistics Canada's *Canadian Survey on Business Conditions* (Statistics Canada, 2022b) reported a shortage of labour, including 38.4% of community non-profit organizations in BC (see Figure 16). While there is no doubt that the shortage of labour is an issue within the non-profit sector, it is worth noting that the pressures reported by non-profit organizations across BC were reasonably aligned with the pressures reported by other industries.

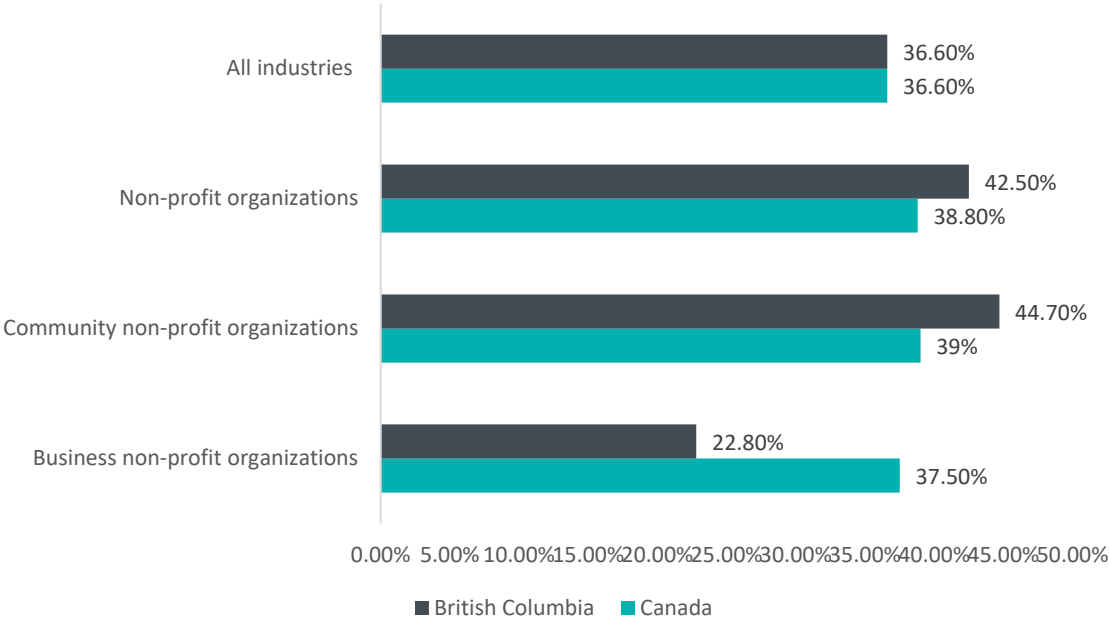
Figure 16: Non-profit labour shortages (BC and Canada)



Recruitment of Skilled Staff

Based on the findings reported in Statistics Canada’s *Canadian Survey on Business Conditions* (Statistics Canada, 2022b), the recruitment of *skilled staff* was identified as an obstacle for 42.5% of all non-profit organizations across BC, including 44.7% of BC’s community non-profit organizations (see Figure 17). These findings also suggest that the recruitment of skilled staff is a concern for 22.8% of business non-profit organizations (Statistics Canada, 2022c).

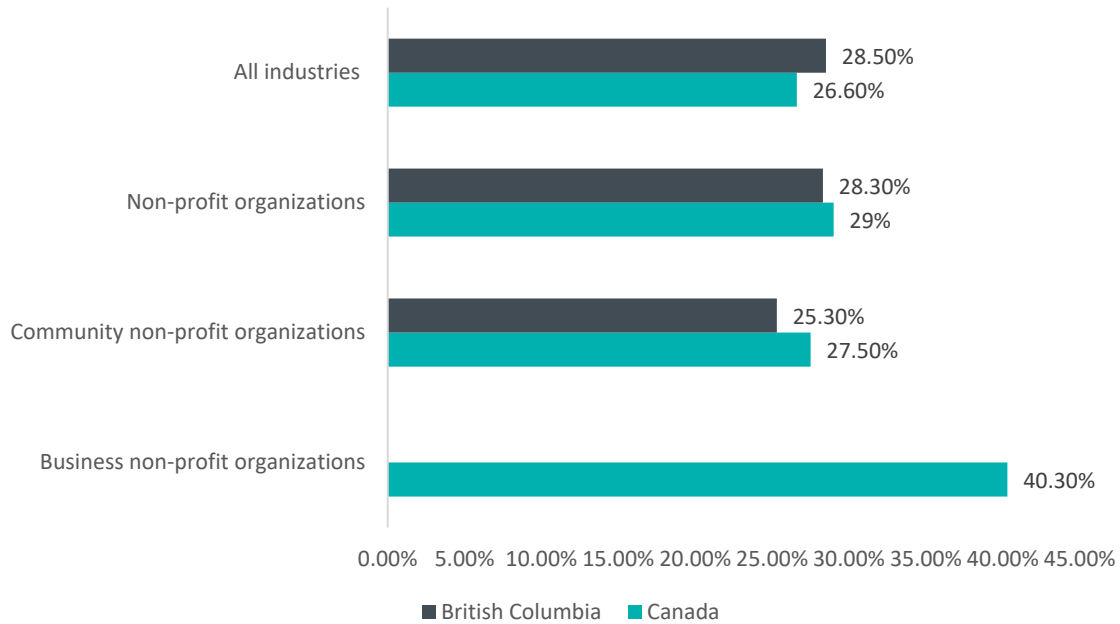
Figure 17: Recruitment of skilled staff (Canada and BC)



Retention of Skilled Staff

In addition to the recruitment of skilled staff, the retention of skilled staff is also a significant issue of concern within BC's non-profit sector. Based on the findings reported in Statistics Canada's *Canadian Survey on Business Conditions* (Statistics Canada, 2022b), approximately 28.3% of non-profit organizations and 25.3% of community non-profits in BC reported a challenge in this area (see Figure 18).

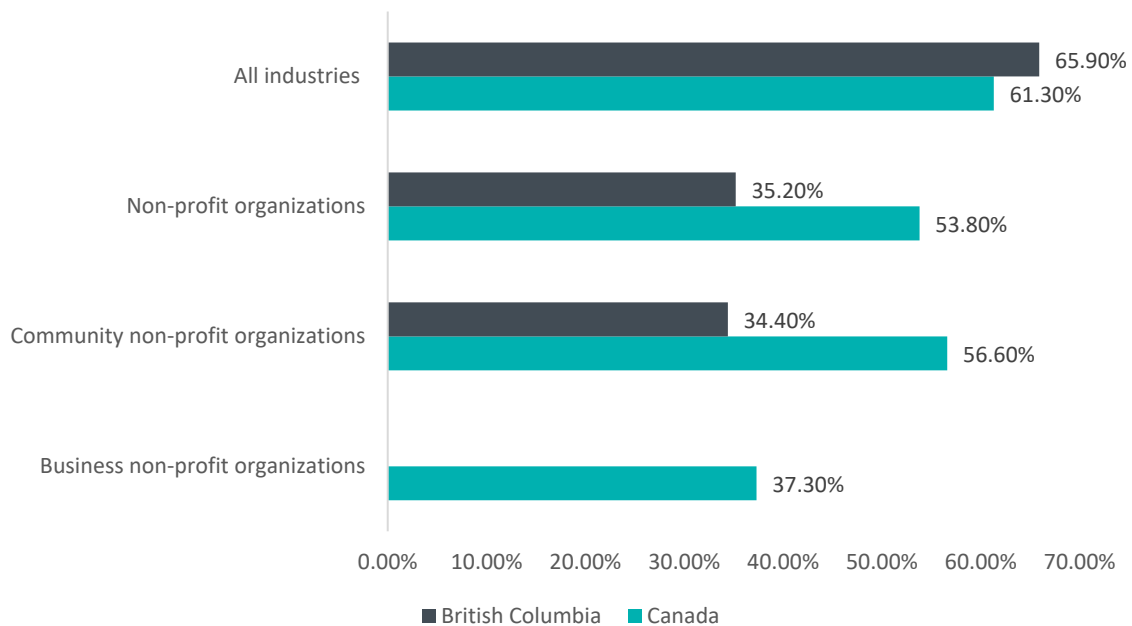
Figure 18: Retention of skilled staff (Canada and BC)



Intensity of Challenges in Recruiting and Retaining Staff

Statistics Canada's, *Canadian Survey on Business Conditions* (Statistics Canada, 2022d) asked participants to indicate whether the obstacles experienced in recruiting and retaining staff were greater than in the previous twelve months and/or whether participants had experienced improvements. Based on the feedback received, the findings show that approximately 1 in 3 non-profit organizations in BC reported that they were experiencing greater challenges in recruiting and retaining staff when compared to the previous twelve months (see Figure 19). A significant share of community non-profit organizations in BC are facing challenges with the same. A few reasons behind these challenges could include "underfunding, short-term contracts, and extensive monitoring and reporting requirements", all of which can be a drain on employees. Although the sector had an edge due to the assumption that it offers more flexibility and values work-life balance, the situation is not the same anymore (Riley, 2023).

Figure 19: Intensity of challenges in recruiting and retaining staff (Canada and BC)



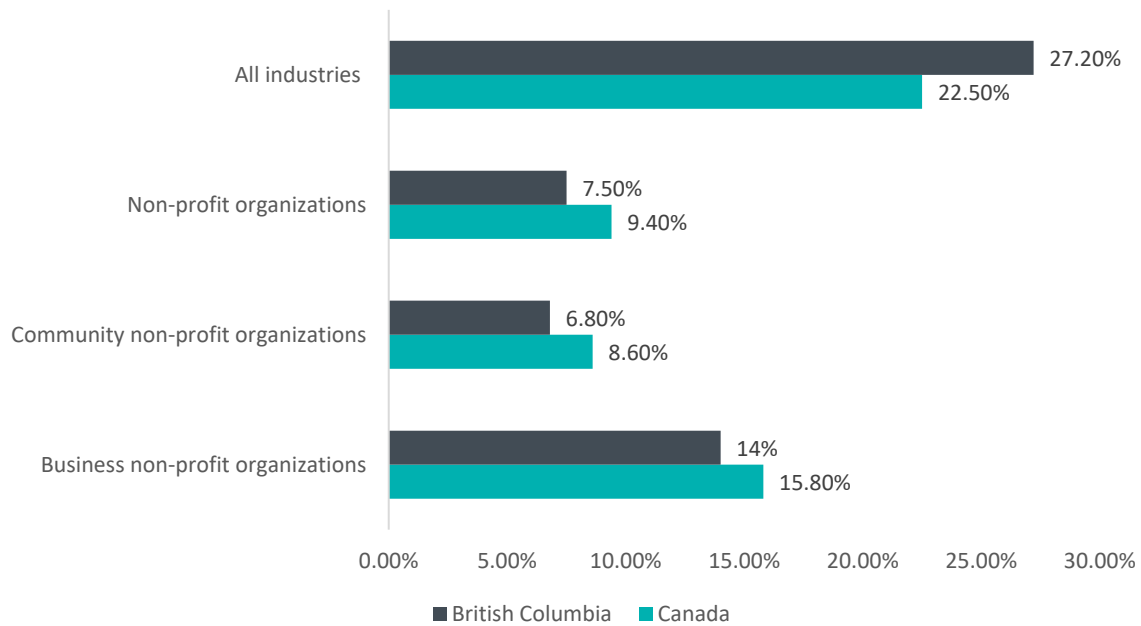
While there is no doubt that the non-profit sector is experiencing ongoing pressure, the responses recorded were significantly lower than the level of difficulty reported across Canadian non-profit organizations (53.8% compared to 35.2%) as well as across other industries both nationally and within BC (61.3% and 65.9% respectively) (Statistics Canada, 2022d).

Job Precarity

Expected Decrease in Operating Income

Based on the findings reported through Statistics Canada's (2022b) *Canadian Survey on Business Conditions*, approximately 7.5% of non-profit organizations reported an expected decrease in operating income (Q4, 2022). This is significantly below the levels reported across other industries and may suggest a degree of job stability (see Figure 20).

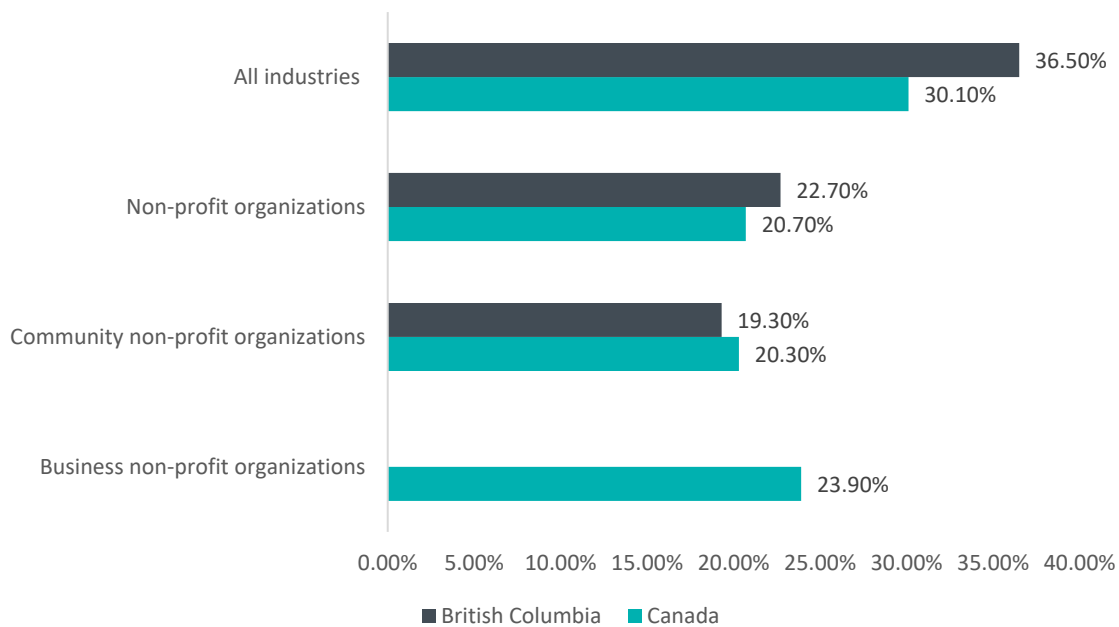
Figure 20: Expected decrease in operating income by sector and subsector (Canada and BC)



Expected Decrease in Operating Reserves

Responses to Statistics Canada's (2022b) Canadian Survey on Business Conditions (Q4, 2022) also suggests that approximately 1 in 5 (22.7%) of non-profit organizations across BC and 19.3% of all community non-profit organizations reported that they anticipated a decrease in their *operating reserves* over the next three months (see Figure 21). This could include capital investments and other types of positive circumstances, but it could also include organizations which are experiencing an operating shortfall. Regardless, the findings suggest that in general, the non-profit sector in BC is experiencing a higher level of stability when compared to other industries.

Figure 21: Expected decrease in operating reserves by sector and subsector (Canada and BC)



Involuntary Turnover

Information available through the *Conference Board of Canada (2021c)* also suggests that the overall level of involuntary turnover within the non-profit sector is relatively low (2.59%). These general findings agree with the results from the key informant interviews and focus group discussions.

Working Conditions

This section considers the level of engagement reported across non-profit workers based on feedback and insights gained through the focus groups. It also looks at the extent to which the non-profit sector has been successful in meeting the needs of staff through flexible working arrangements and maintaining a healthy work-life balance.

Sense of Engagement

As part of the focus group sessions, participants were asked to reflect on their experience while working in the non-profit sector in BC and to assign a rank to each of the following statements with the degree to which the statements reflected their experience:

- “I know what is expected of me at work”
- “I have the materials and equipment that I need to do my job”
- “In the last 7 days I have received recognition or praise for doing good work”
- “My supervisor or someone at work cares about me as a person”
- “I feel proud of the work that I do”
- “I feel a sense of belonging to this organization”

Measures of Engagement Based on Focus Group Feedback

The feedback received through the focus group participants was recorded and an average was produced with the following figure 22 providing a summary of the findings:

Figure 22: Measures of engagement by focus group discussants (1=weak, 5=strong engagement)



Note:

1. n=15P
2. A ranking of “1” suggests a weak connection with the statement or sentiment while a ranking of “5” suggests a strong sense of connection.

While the results were presented as an illustration more than for generalization given the small sample size, the slightly lower rankings assigned to “having access to the materials and

equipment to do my job” could, be related to training and development opportunities within the sector – a topic that was explored in the key informant interviews and focus groups.

Most of the interviewees reported that they have policies in place to encourage staff to take paid time off to attend training and development opportunities. Of note, however, the amount of time and funding allocated does not necessarily fit with the standards reported by the Conference Board of Canada through their Human Resources Benchmarking Project, where they reported that in 2021 most organizations that had made provisions, did so for an average of 27 hours of training and development for each team member at an average cost of \$1,014 per employee. Non-profit organizations reported a slightly lower average of 19 hours of training per employee and an average budget of \$824.

It is also worth noting that the discussion about training and development is not so much about all of the mandatory employment-related training that is expected of the sector, but rather on promoting and supporting capacity building and professional development within the sector, including creating opportunities for non-profit organizations to get together and to learn from each other through virtual seminars or workshops and in-person meetings where sector leaders can come together to address common challenges.

In terms of some of the specific insights or observations, the following is a sample of the perspectives that were shared through the key informant interviews and the focus group research:

So, in terms of leadership development the short answer is no. Yeah, advancement opportunities I think we have a little bit of that. I'd love to see a lot more. One of the many reasons why I went back to school is because I knew that I had reached the-- the highest level I was gonna be able to reach here.

Focus Group Participant

I think we have some funds, but it's not very transparent, and it's not like a certain amount for each employee. So, it's more on a case-by-case basis and you need to have permission to access the funds. It also must be specifically related to your job.

Focus Group Participant

We have a small budget line for that. But I find it too small. I remember sometime in 2021, I was interested in a lot of online stuff happening, and my boss had to say, hold on, we have other people who want to train, and we must balance the needs of everyone. ... Also, if you take the training but then it is not put into practice, it is a bit wasted; I think.

Focus Group Participant

Flexibility in Working Arrangements and Work-Life Balance

Another area of inquiry that was explored through the key informant interviews and the focus groups was considerations around the extent to which the non-profit sector has been successful in providing work-life balance. The following are the reflections that were shared:

I think work-life balance so tough in our sector, and I would say that my job now, I am able to have better work-life balance, even though it's not-- it's not good still, but I think it was atrocious before. So, in comparison to not having to work 'til like 8 P.M, **you know... to put in 50-hour week was sort of routine.**

Focus Group Participant

I think my family disagrees, but I think I have been successful in having a little bit of work-life balance though. My family fully disagrees, but my thing is I'm never mentally absent from work and that is what I get-- I get bugged about myself about because in the way our industry is. **If a staff member is sick or is unwell there is no way that I can just find a substitute, so the stress gets added on to how are you dealing with the other parties who are...** So yeah, so with respect to work-life balance, maybe if I find a different job, I would not know what a work-life balance looks like, but right now I think I'm okay...

Focus Group Participant

I think that compensation has been a perennial issue... I'm finding a lot of people are moving positions to different organizations either because of the opportunities for upward mobility just aren't being presented for one way or another, or that they are taking a real personal cost for their job. For example, **they are not even being paid enough to pay for the therapy that they need to cover the work that they're doing.**

Participant, Key Informant Interviews

Compensation

In 2019, of those employed in BC's non-profit workforce (335,000), 250,063 workers (68.2%) had some level of post-secondary education, 111,212 individuals (30.3%) had a college degree, 16,062 individuals (4.4%) had a trade or apprenticeship training, and 122,789 individuals (33.5%) had a university degree (Statistics Canada, 2021c). There were 116,844 individuals (31.8%) who had high school or less (Statistics Canada, 2021c).

Across all subsectors of the non-profit workforce, men consistently reported higher incomes than women (Statistics Canada, 2021c). Nationally, men earned more than women by a margin of 24.1% in government non-profits and 21.6% in non-government non-profits (Table 13). In non-government non-profits, the gap narrowed to 17.2% among community non-profits but

increased to 22.7% among business non-profits. This pattern was consistent in the BC non-profit workforce, although the income gap among business non-profits was nearly 29%.

Consistent with past studies, the 2023 edition of the Canadian Nonprofit Sector Salary and Benefits Study results continue to show that men who work in Chief Executive (level 1) positions in the non-profit sector earn more on average than women at the same level¹⁴. The fact that more men are employed in leadership positions within the non-profit sector in Canada could contribute as a reason behind the wage gap between the two, considering that men account for only 25% to 30% of the non-profit workforce.

Table 13: Average 2019 incomes for men and women non-profit workers by subsector

2019 Incomes by Subsector								
	Government non-profit organizations		Non-government non-profit organizations		Community non-profit organizations		Business non-profit organizations	
	Men	Women	Men	Women	Men	Women	Men	Women
Canada	\$67,593	\$51,290	\$48,626	\$38,138	\$44,629	\$36,940	\$55,768	\$43,126
BC	\$67,519	\$50,725	\$50,305	\$38,816	\$45,022	\$37,873	\$59,089	\$42,188
Alberta	\$69,179	\$52,299	\$49,528	\$40,165	\$44,718	\$39,110	\$58,680	\$44,245
Manitoba	\$63,234	\$44,437	\$42,186	\$32,902	\$39,933	\$32,221	\$49,013	\$37,762
New Brunswick	\$73,759	\$50,211	\$37,725	\$28,554	\$33,303	\$26,959	\$49,182	\$36,812
Newfoundland and Labrador	\$67,708	\$53,140	\$47,844	\$36,790	\$43,191	\$35,474	\$58,609	\$42,273
Northwest Territories	\$101,456	\$67,082	\$42,429	\$35,043	\$40,858	\$30,907	\$60,358	\$65,493
Nova Scotia	\$60,292	\$43,586	\$38,181	\$32,842	\$35,342	\$31,850	\$44,302	\$37,067
Nunavut	\$96,144	\$70,767	\$85,548	\$54,707	\$88,237	\$54,851	\$73,027	\$53,198
Ontario	\$70,581	\$54,867	\$52,962	\$41,432	\$48,476	\$40,129	\$60,318	\$46,902
Prince Edward Island	\$59,416	\$46,383	\$30,581	\$30,366	\$28,529	\$30,552	\$34,709	\$29,783
Quebec	\$64,683	\$49,040	\$44,538	\$34,499	\$42,319	\$33,209	\$48,209	\$39,783
Saskatchewan	\$71,274	\$49,910	\$41,041	\$32,639	\$38,550	\$32,236	\$47,670	\$34,771
Yukon	\$67,173	\$73,085	\$43,751	\$38,244	\$41,328	\$37,292	\$62,491	\$47,796

Nationally, there were only three exceptions that existed in the entire distribution where women reported higher incomes than men: Yukon's government non-profits, Prince Edward Island community non-profits, and Northwest Territories' business non-profits.

Across Canada, immigrants working in the non-profit sector reported higher average incomes than non-immigrant workers (Statistics Canada, 2021c). The income gap is most pronounced in

¹⁴ CharityVillage. (2023). (rep.). *Canadian Nonprofit Sector Salary and Benefits Report 2023 Edition*. Retrieved from <https://charityvillage.com/canadiannonprofit-sector-salary-benefits-report/#salaryreport>.

the government non-profit workforce where immigrant workers earn an average of 14% more than non-immigrant workers (Table 14).

Table 14: Average 2019 incomes for immigrant and non-immigrant non-profit workers by subsector

2019 Incomes by Subsector								
Government non-profit organizations		Non-government non-profit organizations		Community non-profit organizations		Business Non-Profit Organizations		
Immigrant Workers	Non-Immigrant Workers	Immigrant Workers	Non-Immigrant Workers	Immigrant Workers	Non-Immigrant Workers	Immigrant Workers	Non-Immigrant Workers	
Canada	\$59,263	\$50,886	\$42,159	\$39,732	\$40,091	\$37,061	\$49,794	\$47,031
BC	\$57,722	\$51,123	\$41,926	\$42,117	\$40,097	\$38,880	\$47,726	\$50,091
Alberta	\$57,706	\$53,551	\$42,092	\$43,460	\$40,359	\$40,612	\$48,282	\$51,241
Manitoba	\$51,026	\$48,189	\$33,879	\$36,569	\$33,115	\$34,901	\$39,424	\$44,147
New Brunswick	\$71,249	\$52,535	\$26,004	\$32,077	\$24,343	\$29,423	\$37,416	\$42,233
Newfoundland and Labrador	\$69,811	\$54,911	\$34,796	\$40,961	\$33,736	\$38,197	\$40,921	\$49,875
Northwest Territories	\$88,055	\$73,006	\$32,908	\$40,682	\$30,625	\$38,031	\$56,990	\$64,409
Nova Scotia	\$60,561	\$45,834	\$35,586	\$34,051	\$35,475	\$32,088	\$36,024	\$40,615
Nunavut	\$101,063	\$74,303	\$58,258	\$70,162	\$58,311	\$70,703	\$57,860	\$66,561
Ontario	\$61,951	\$52,697	\$45,510	\$42,612	\$43,039	\$39,678	\$54,296	\$49,895
Prince Edward Island	\$62,404	\$46,780	\$29,676	\$30,513	\$29,551	\$29,967	\$30,217	\$31,913
Quebec	\$56,372	\$49,058	\$37,404	\$36,992	\$35,884	\$34,492	\$43,522	\$43,096
Saskatchewan	\$66,890	\$49,018	\$32,775	\$35,387	\$32,423	\$34,081	\$34,765	\$40,642
Yukon	\$63,536	\$73,163	\$39,343	\$40,028	\$37,497	\$38,666	\$53,757	\$52,939

However, the difference in income becomes more variable, and often reversed, when looking at each province and territory individually—especially when looking at the workforce in non-government non-profit organizations. BC, for instance, features slightly higher, though near-parity, average income for non-immigrant workers in non-government non-profit organizations. This general difference reflects a more pronounced disparity in the business non-profit workforce, as immigrant workers in the community non-profit workforce earn more than non-immigrants.

This pattern repeats itself in most other provinces and territories, except in Nova Scotia, Ontario, and Quebec, where higher average immigrant income in the non-government non-profit workforce was apparent. In contrast with the rest of the country, Ontario, Quebec, and the Yukon Territories featured higher incomes among immigrants working in the business non-profit workforce.

Nationally, Indigenous workers in the government non-profit sector earned a higher average income than non-Indigenous workers (approximately 4% more) (Table 15) (Statistics Canada, 2021c).

Table 15: Average 2019 incomes for indigenous and non-indigenous non-profit workers by subsector

2019 Incomes by Subsector								
Government non-profit organizations		Non-government non-profit organizations		Community non-profit organizations		Business non-profit organizations		
Indigenous		Non-Indigenous	Indigenous	Non-Indigenous	Indigenous	Non-Indigenous	Indigenous	Non-Indigenous
Canada	\$56,948	\$54,538	\$40,578	\$41,037	\$39,557	\$38,675	\$44,783	\$48,473
BC	\$54,660	\$54,479	\$41,387	\$42,054	\$39,873	\$39,535	\$47,241	\$49,007
Alberta	\$57,167	\$55,410	\$41,420	\$42,896	\$40,216	\$40,504	\$45,221	\$50,263
Manitoba	\$47,921	\$49,554	\$35,578	\$35,645	\$35,002	\$34,109	\$39,703	\$43,328
New Brunswick	\$59,347	\$55,335	\$28,780	\$31,184	\$26,495	\$28,615	\$40,233	\$41,773
Newfoundland and Labrador	\$55,990	\$56,558	\$42,485	\$40,300	\$40,838	\$37,558	\$47,769	\$49,543
Northwest Territories	\$58,771	\$84,965	\$36,406	\$40,386	\$33,604	\$37,858	\$59,500	\$64,988
Nova Scotia	\$51,235	\$48,912	\$33,446	\$34,370	\$32,183	\$32,733	\$38,398	\$39,963
Nunavut	\$67,708	\$105,001	\$64,507	\$83,209	\$66,140	\$80,970	\$52,384	\$94,844
Ontario	\$64,584	\$57,689	\$45,372	\$44,501	\$44,611	\$41,882	\$47,995	\$52,661
Prince Edward Island	\$57,694	\$48,182	\$31,632	\$30,427	\$32,539	\$29,899	\$29,029	\$31,834
Quebec	\$62,758	\$51,742	\$39,938	\$37,126	\$39,233	\$35,119	\$42,726	\$43,281
Saskatchewan	\$47,916	\$54,560	\$32,383	\$35,122	\$32,454	\$33,864	\$32,007	\$40,416
Yukon	\$85,855	\$69,861	\$31,445	\$41,751	\$28,912	\$40,576	\$56,126	\$52,454

While non-Indigenous workers in the non-government non-profit workforce earn more, the difference, on average, is a nominal 1.1%. BC features one of the closest parities in income in the government non-profit workforce (0.3%, favouring Indigenous workers) and non-government workforce (1.6%, favouring non-Indigenous workers). The biggest differences were

non-Indigenous workers earned more were found in Northwest Territories, Nunavut, and Saskatchewan. In the non-government non-profit workforce, non-Indigenous workers earned an average of 22.5% more than Indigenous workers. However, Indigenous workers in non-government organizations located in Ontario, Prince Edward Island, Newfoundland and Labrador, and Quebec reported higher average incomes than their non-indigenous counterparts.

Generally, non-profit workers across Canada who identify as racialized people earned higher average incomes in government non-profit organizations (7.7%) and lower incomes in the non-government non-profit subsectors (-9.7%) (Table 16) (Statistics Canada, 2021c). This pattern was for the most part consistent on an individual provincial and territorial basis, with the exceptions of Northwest Territories and Nunavut where non-racialized people in all non-profit subsectors earned higher incomes than racialized people.

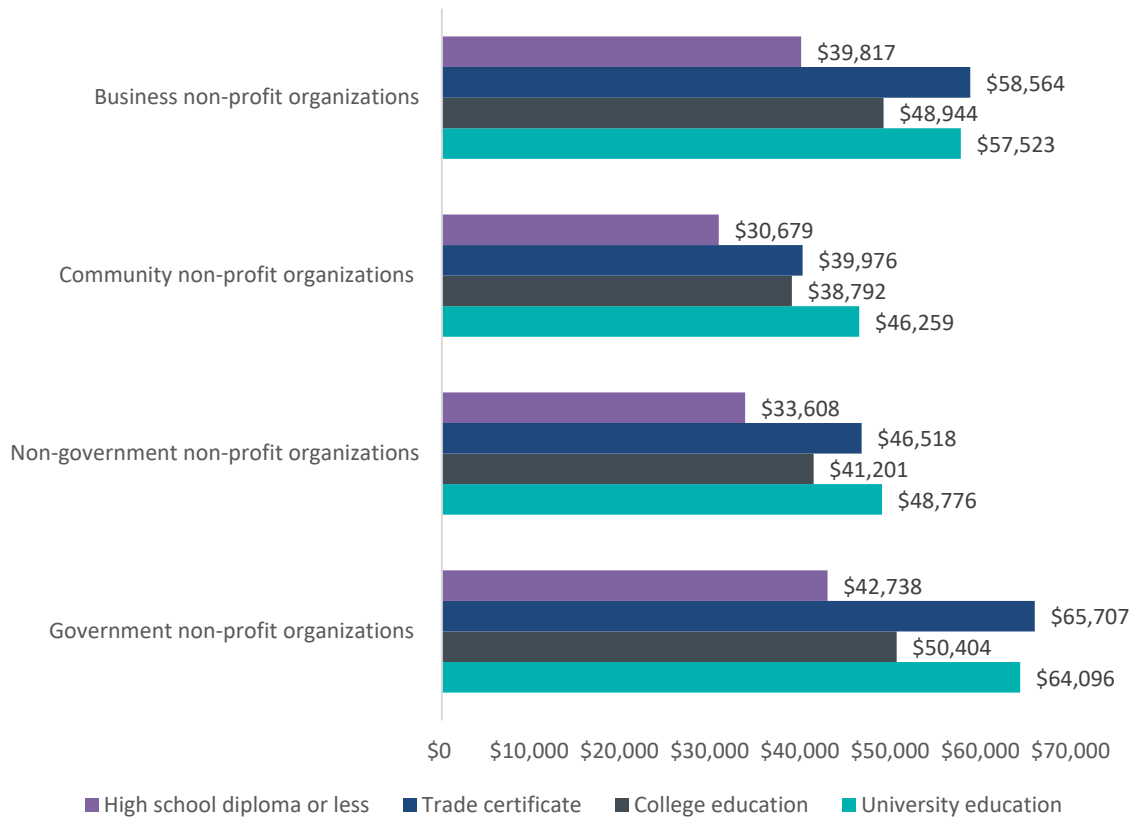
In the non-government non-profit subsector, specifically community non-profits, racialized people located in Manitoba, Newfoundland and Labrador, Nova Scotia, and Prince Edward Island earned higher incomes.

Table 16: Average 2019 incomes for racialized people and non-visible minority non-profit workers by subsector

2019 Incomes by Subsector								
Government non-profit organizations		Non-government non-profit organizations		Community non-profit organizations		Business non-profit organizations		
Visible Minority	Non-Visible Minority	Visible Minority	Non-Visible Minority	Visible Minority	Non-Visible Minority	Visible Minority	Non-Visible Minority	
Canada	\$57,865	\$53,400	\$38,106	\$42,202	\$36,210	\$39,701	\$43,507	\$50,553
BC	\$54,874	\$54,276	\$37,790	\$44,586	\$35,875	\$41,711	\$42,703	\$53,153
Alberta	\$58,457	\$53,769	\$38,964	\$44,666	\$37,405	\$41,939	\$43,518	\$53,303
Manitoba	\$53,166	\$46,484	\$35,262	\$35,808	\$34,608	\$34,081	\$39,168	\$44,393
New Brunswick	\$89,772	\$52,532	\$28,216	\$31,316	\$25,781	\$28,743	\$37,820	\$42,040
Newfoundland and Labrador	\$65,022	\$54,746	\$43,983	\$40,104	\$42,658	\$37,294	\$48,792	\$49,466
Northwest Territories	\$67,300	\$85,083	\$34,143	\$43,905	\$31,554	\$41,265	\$57,126	\$69,191
Nova Scotia	\$58,568	\$46,841	\$35,540	\$34,175	\$34,921	\$32,429	\$37,918	\$40,105
Nunavut	\$71,015	\$106,586	\$64,803	\$83,779	\$66,444	\$81,243	\$52,577	\$96,493
Ontario	\$58,924	\$57,519	\$39,958	\$46,929	\$37,581	\$44,136	\$46,310	\$56,454
Prince Edward Island	\$64,311	\$47,416	\$31,804	\$30,396	\$32,666	\$29,847	\$30,043	\$31,874
Quebec	\$57,085	\$50,885	\$33,713	\$37,967	\$32,411	\$35,835	\$37,390	\$44,675
Saskatchewan	\$60,970	\$50,873	\$33,148	\$35,274	\$33,086	\$33,871	\$33,437	\$41,218
Yukon	\$79,682	\$70,132	\$33,227	\$41,814	\$30,884	\$40,608	\$52,163	\$53,366

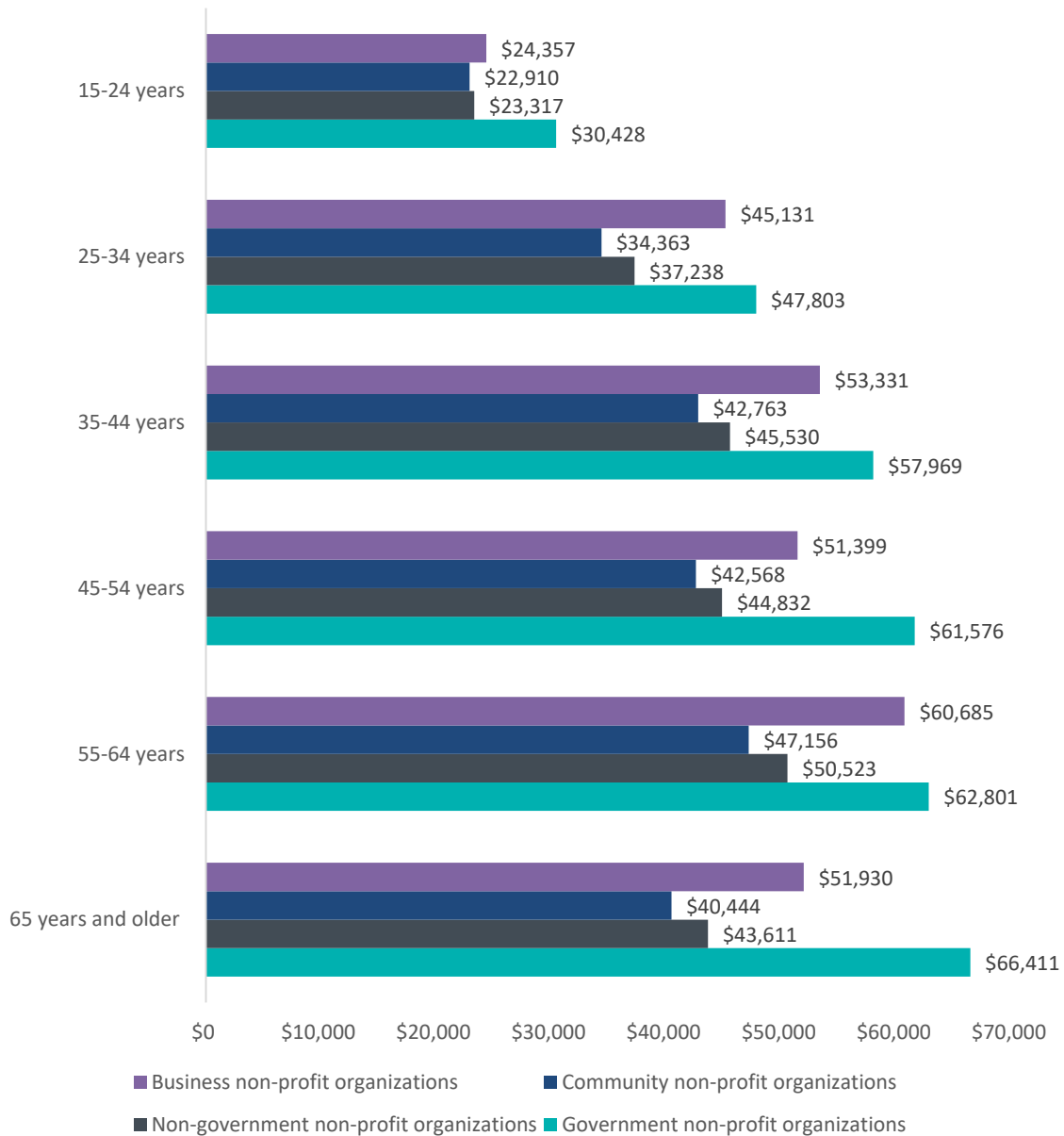
Overall, the government non-profit subsector led in highest incomes for each educational attainment category, from high school diploma to university education, typically followed by business non-profit organizations (see Figure 23). Across all education categories, those working in community non-profit organizations earned the lowest incomes (typically \$10,000-\$20,000 less than the highest average incomes by education and subsector).

Figure 23: Average 2019 incomes for non-profit workers by educational attainment and subsector in BC



Like Canada as a whole, BC presents a non-profit workforce income distribution that features the highest compensation among government non-profit workers, across all age categories (see Figure 24).

Figure 24: Average 2019 incomes for non-profit workers by age category and subsector in BC



Differences in compensation between government non-profit and non-government non-profit organizations were most pronounced in older age cohorts. For instance, the average income gap in this context was nearly \$20,000 among those 65 years and older, whereas the gap was less than \$10,000 among 15- to 24-year-olds. Overall, those working in community non-profits earned the lowest incomes and remained relatively flat after 35 years of age (approximately \$40,000 to \$47,000). A few observations below reflect the same.

The most immediate barrier is the ability to pay and to be competitive. **With the rising cost of living fewer people can work for non-profit organizations because there is pressure on households to find careers that can at least keep up with the cost of living.**

Participant, Key Informant Interviews

Compensation is always the challenge though especially if you are more senior positions ... I think when they do the surveys it tends to skew the responses, tend to skew towards the smaller organizations. So, the compensation benchmarks tend to skew really, really low making them not helpful at all.

Participant, Key Informant Interviews

Yeah, that's a good question. So, my life changed completely. **Right now, I have a family. And so yeah, for sure, we need more money. So, we are like, my partner is finishing up post-doc, so we're like, let's see what he can find. But, yeah, we need more money. So, one year I think I'll be in this position.** And hopefully the organization, you know, it's growing, and let's see, I don't know. It's kind of like, interesting...

Focus Group Participant

I don't know if I will continue to work in the charitable sector, and don't know the reality with my partner, and if our family, continues to grow. And so, I don't know if I can do that. And my partner is a teacher, and I don't know if we can survive on that salary as well... and **I know that our pay is slightly higher than others, and even that is difficult.** And so, 5 years from now may be in Powell River, where it's more affordable for me to live.

Focus Group Participant

Other Insights Gained Through the Qualitative Research

In addition to the insights gained through the key informant interviews and focus groups on worker mobility, working conditions, job precarity and compensation, the key informant interviews and focus group research also revealed concerns around:

- Loss of volunteer capacity
- Stress and burnout
- Inflation and affordability

Loss of Volunteer Capacity

The following reflects some of the observations that were shared around the loss of volunteer capacity because of the pandemic:

The loss of volunteer capacity due to the pandemic was another area of concern.

Participant, Key Informant Interview

Another challenge is volunteerism. Like we're seeing--**the senior's population, the baby boomers, and the seniors, those are the ones that are most active in volunteering. And they are aging out.** And soon we're going to need more volunteers to care for those seniors.

Participant, Key Informant Interview

Volunteerism has changed as people are a little bit more careful with their time. It's just the level of stress that is going on in their life. They are just not stepping up as quickly. To some extent, I think that COVID made people re-evaluate a lot of things including their values, where they are spending their time, and who they are spending their time with.

Participant, Key Informant Interview

Volunteerism is about engaging people and addressing social isolation. Before the pandemic we had around 185 volunteers, but we are now down to less than half of our network and they are coming back slowly because **most of them were seniors and seniors are still worried about COVID despite being vaccinated.**

Participant, Key Informant Interview

Stress and Burnout

The following reflects a snapshot of observations that were shared around the accompanying levels of stress and burnout related to the pandemic as well as adapting to a post-pandemic system:

I feel like, generationally, I'm at a place where I have let go of retirement and home ownership dreams. Just being realistic and I live for the day, like I just-- it's a very conflicting place for me to be, to just kind of have faith that, you know, I-- **I've tried doing the overworking and trying to prepare for the future and I just saw that it was like a dead end for me, and it kept making me sick....**

Focus Group Participant

I haven't thought about a change yet because the organization is just beginning to get back to its feet and I know we have another tough road ahead. ... **I do feel the burnout, I do feel the stress is catching up because I find that, as an employer, we must go even way over and beyond, and now taking care of our staff members with mental health issues and stuff like that.** So put a short answer, right now I will continue to stay in the sector and I'm not thinking of transitioning about this yet.

Participant, Key Informant Interview

I know right now it seems to be a lot on the recruitment and having enough people to do the work. Because like what I was saying earlier, **people get stretched and there is the potential for burnout. You want to make sure you have enough employees to do the work that is required of you.**

Participant, Key Informant Interview

Inflation, Housing Affordability and the Cost of Living

Some participants also discussed the cost of living and the difficulties that many workers are experiencing in finding and keeping housing that they can afford. The following provides a sample of the responses received through the key informant interviews and focus groups:

We would have someone lined up and everything is good and then they can't find anywhere to live which means that we are back to square one.

Participant, Key Informant Interview

It is not hard for us to retain staff. They feel very fulfilled in the work they do and find purpose in their work, **but they leave because they cannot secure long-term housing in the community...**

Participant, Key Informant Interview

The COVID-19 pandemic exacerbated the challenge. Before the pandemic it was possible to find homes to rent but **as people started to leave urban areas, they started buying homes that used to provide housing for our workforce. This meant that our workers were now displaced and unable to find housing.**

Participant, Key Informant Interview

Non-Profit Labour Demand Estimate (2022 to 2027)

The final area for consideration is the expected future demand for labour in BC's non-profit sector. In preparing the demand forecast, the following factors were taken into consideration:

1. Historical patterns of growth across BC's non-profit sector
2. Job growth before the pandemic
3. Loss of jobs due to the pandemic
4. Post-pandemic job recovery
5. Expected future growth based on BC's Labour Market Outlook

Historical Patterns of Growth in BC's Non-Profit Sector

Between 2012 and 2021, BC's workforce grew by 381,000 jobs – going from 2,274,700 jobs in 2012 to 2,655,700 jobs in 2021 – an increase of 16.7% (Province of British Columbia, 2023). At the same time, data available through Statistics Canada shows that the number of jobs across BC's non-profit sector increased by 50,000, going from 285,000 jobs in 2012 to 335,000 jobs in 2021, representing an increase of 17.5%. The increase in jobs by subsectors is as follows:

- 30,000 jobs (16.1%) across government non-profit organizations, with jobs in this sub-sector going from 186,000 jobs in 2012 to 216,000 jobs in 2021.
- 20,000 jobs (20.2%) across non-government non-profit organizations, with jobs in this sub-sector going from 99,000 jobs in 2012 to 119,000 jobs in 2021.
- 14,000 jobs (19.2%) across community non-profit organizations, with jobs in this sub-sector going from 73,000 jobs in 2012 to 87,000 jobs in 2021.
- 7,000 jobs (26.9%) across business non-profit organizations, with jobs in this sub-sector going from 26,000 jobs in 2012 to 33,000 jobs in 2021.

Box 1: Observations and Assumptions

Observations and Assumptions

- Historically, between 2012 and 2021, jobs across BC's non-profit sector grew at a faster rate than job growth across the province as a whole (17.5% compared to 16.7%)
- Job growth across non-government non-profit organizations was higher than the job growth across government non-profit organizations based on the historical data (20.2% compared to 16.1%)
- Community non-profit organizations grew by 14,000 jobs (19.2%) between 2012 and 2021, while growth across *business non-profit* organizations were strongest, with a growth of 26.2%

Loss of Jobs between 2019 and 2020

Between 2019 and 2020, BC experienced a net loss of 175,300 jobs which is equal to 6.6% of all jobs¹⁵. Much of this loss can be attributed to the effects of the COVID-19 pandemic. Across the non-profit sector, there was a net loss of 11,000 jobs which represents a loss of 3.2% of all jobs across the sector. However, the impact of the pandemic was experienced differently across different parts of the sector. In particular, the analysis shows that non-government non-profit organizations experienced a net loss of 12,000 jobs between 2019 and 2020 including:

- 2,000 jobs (22.1%) across art, culture, sports, and recreation
- 3,000 jobs (8.8%) across the *social services*
- 2,000 jobs (9.2%) across business non-profit organizations/associations.
- 1,000 jobs (8.3%) across religious and faith-based organizations
- 2,000 jobs (1.8%) across *health-related services*
- Figures 25 to 33 below reflect the historical pattern of jobs across non-profits in BC by activity from 2012 to 2021.

Figure 25: Jobs in arts, culture, sports, and recreation organizations (2012 to 2021)



¹⁵ Calculated by SPARC BC based on information available through the BC Monthly Labour Market Statistics found at <https://www2.gov.bc.ca/gov/content/data/statistics/employment-labour/labour-market-statistics>

Figure 26: Jobs in education and research (2012 to 2021)

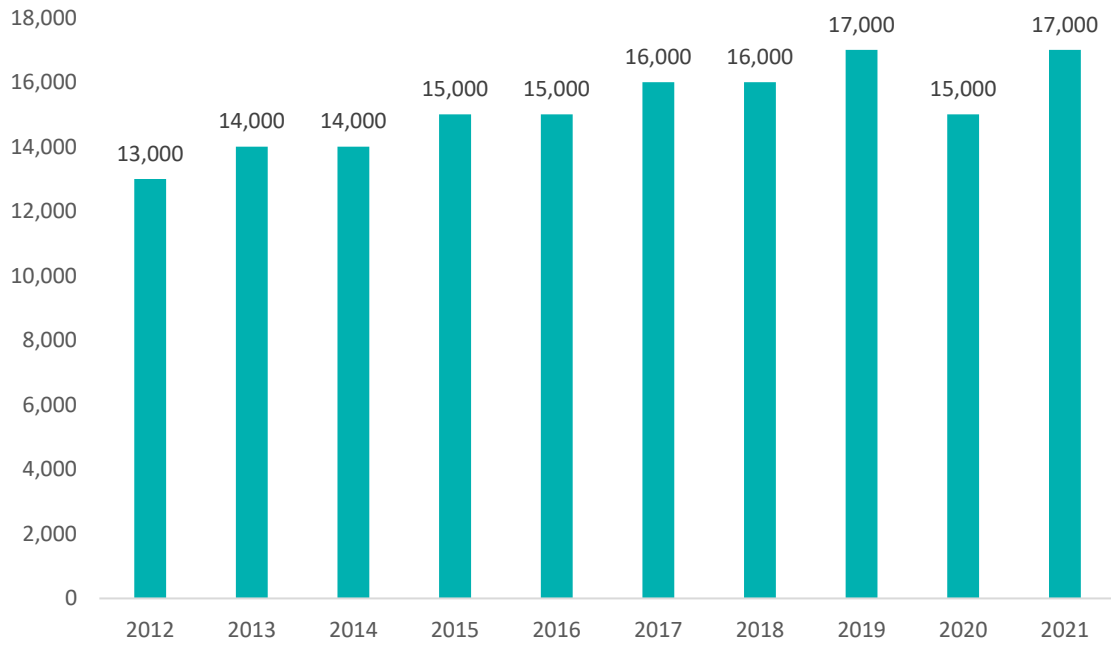


Figure 27: Jobs in health in the community non-profit sector (2012 to 2021)

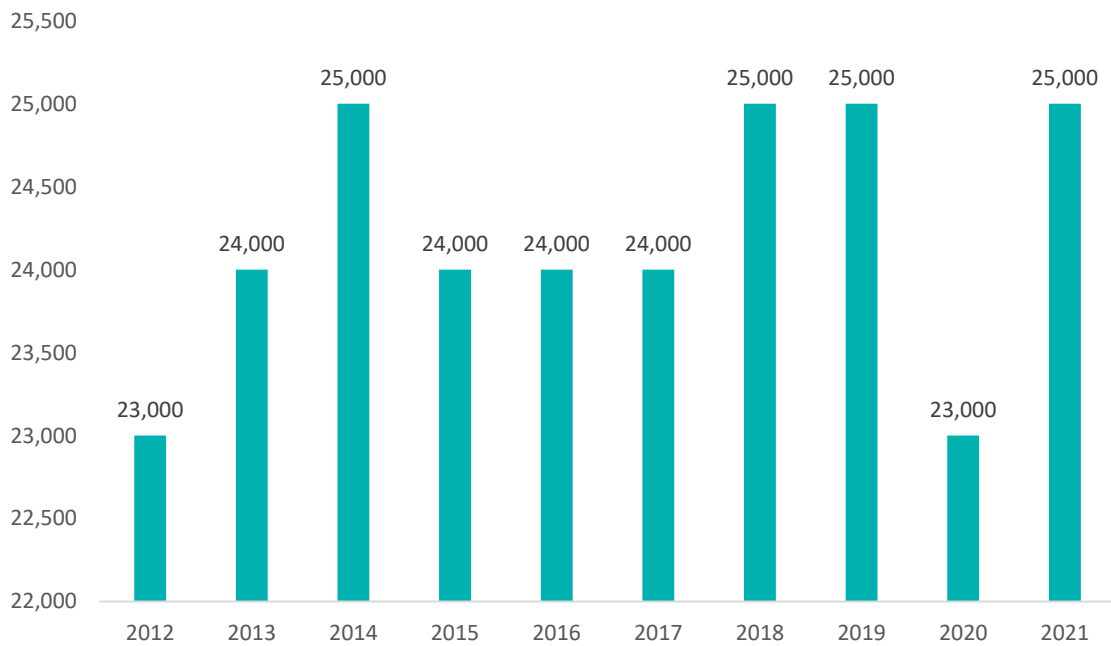


Figure 28: Jobs in social services in the community non-profit sector (2012 to 2021)

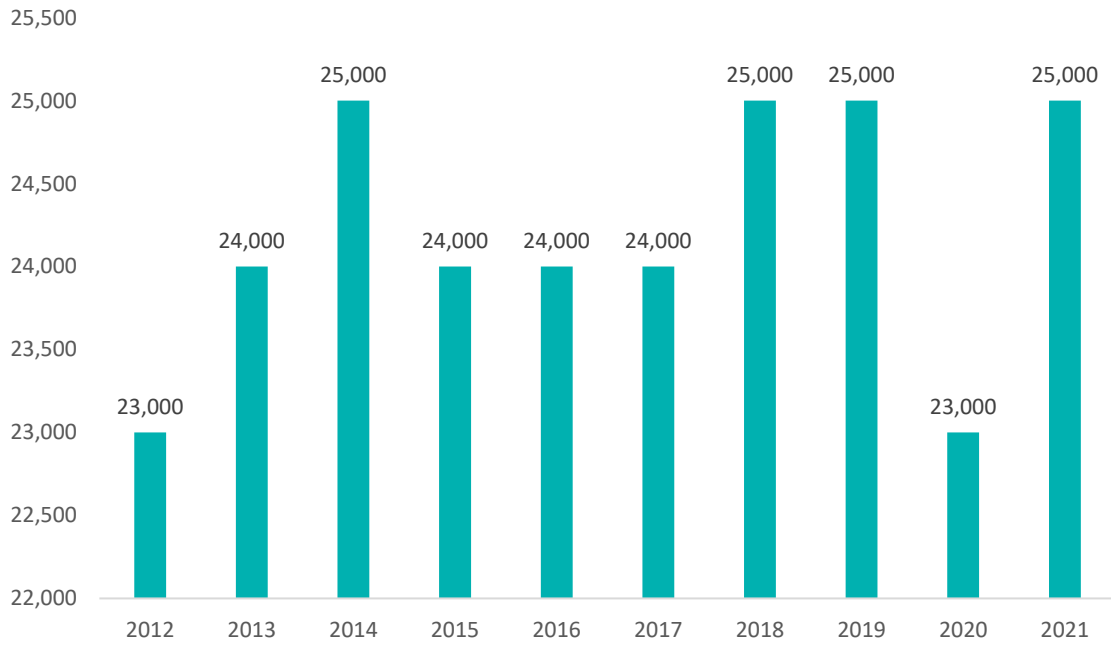


Figure 29: Jobs in housing and development (2012 to 2021)

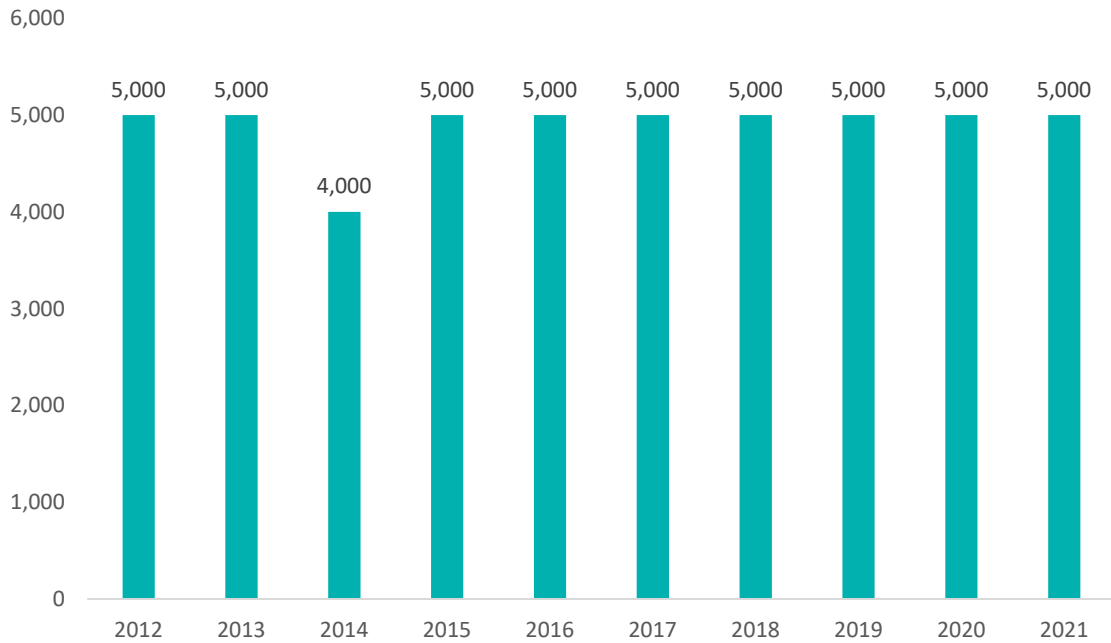


Figure 30: Jobs in law, advocacy and politics (2012 to 2021)

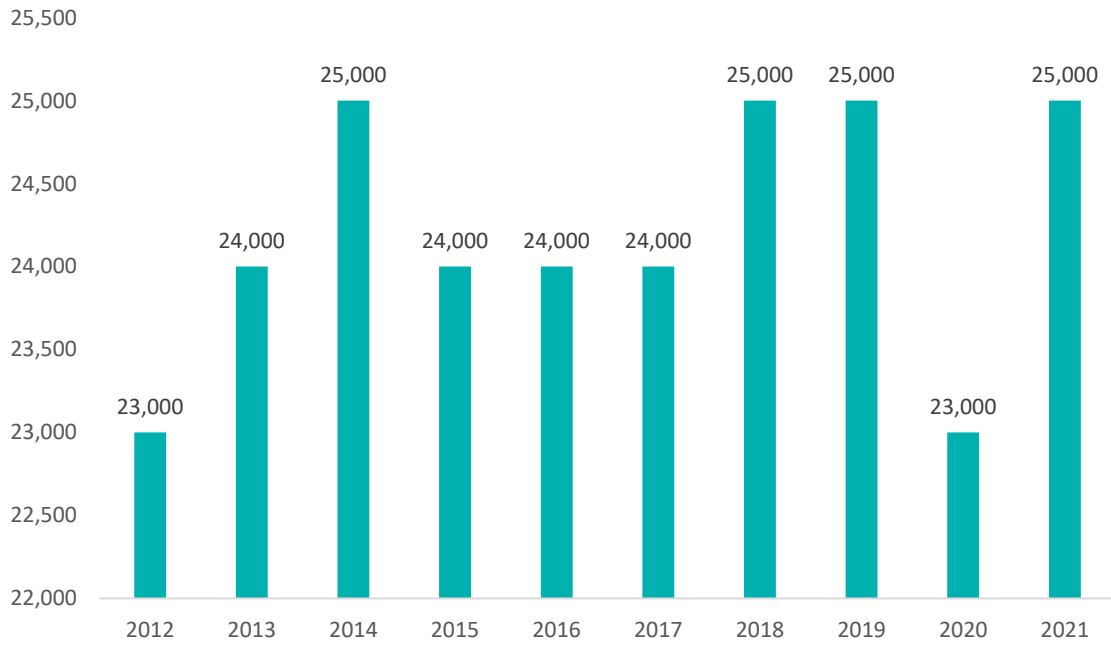


Figure 31: Jobs in philanthropy and volunteerism (2012 to 2021)

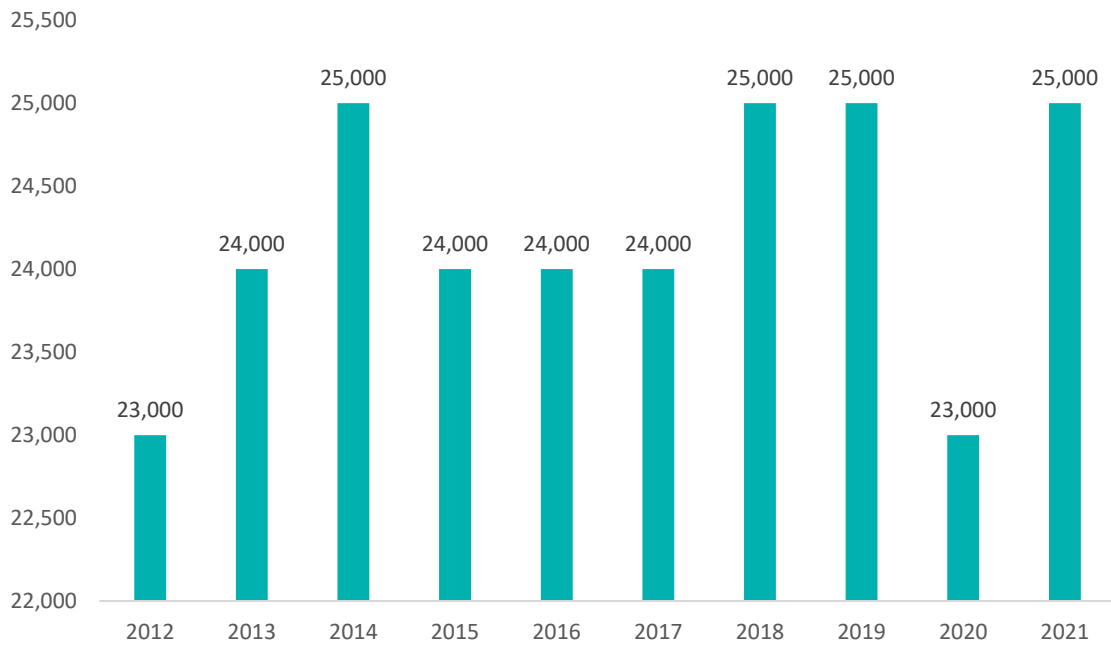


Figure 32: Jobs in religion and faith-based organizations (2012 to 2021)

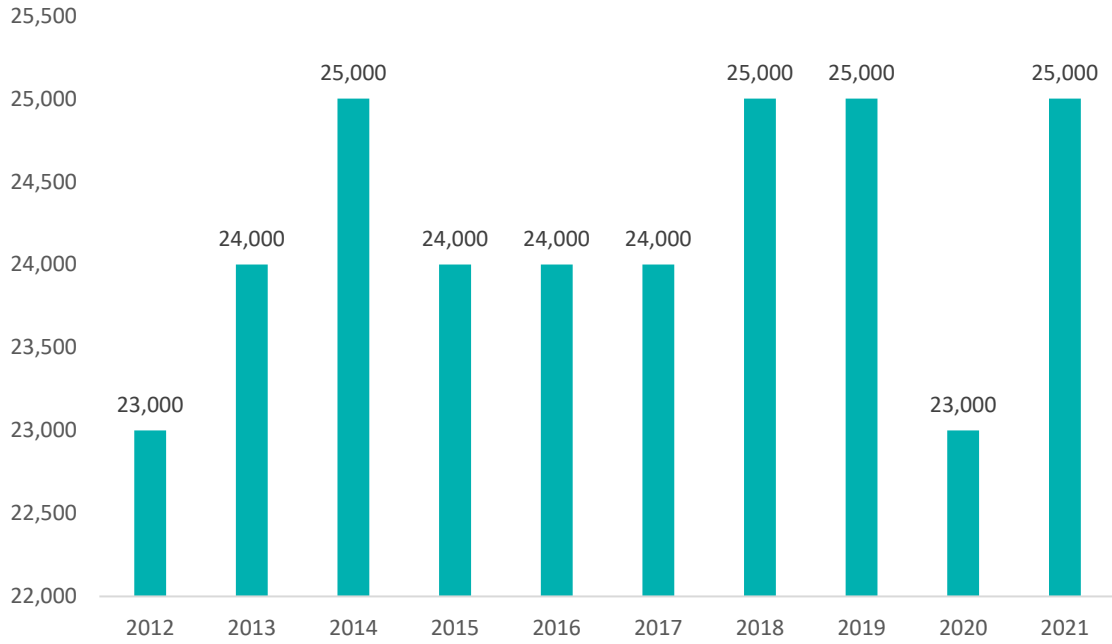


Figure 33: Jobs in business non-profit organizations and associations (2012 to 2021)



Observations and Assumptions

- The COVID-19 pandemic had the greatest impact on community non-profit organizations which reported a loss of 8,000 jobs (8.9%) between 2019 and 2020.
- Business non-profit organizations were also deeply impacted and reported a loss of 2,000 jobs which represents a loss of 9.2% across this sub-sector.

Replacement Jobs Due to Retirement

In looking at future demand, it is also necessary to look at the number of jobs that are likely to turnover within the next 1 to 5 years. The available data suggests that 23.5% of BC's non-profit sector is 55 and older and will be reaching retirement age by 2029; this includes 58,219 non-profit workers who are between the ages of 55 and 64 (17.3%) and 20,875 non-profit workers (6.2%) who were 65 in 2019.

Replacement Jobs Due to Higher Levels of Turnover

Through the key informant interviews, some non-profit organizations within housing and social services reported higher levels of staff turnover in front-line roles, largely due to the growing complexity of needs. These types of challenges should also be taken into consideration when looking at the forecast.

Figures 34 to 39 reflect the projected workforce as well as growth in jobs in the non-profit sector.

Figure 34: Projected workforce - all non-profit organizations

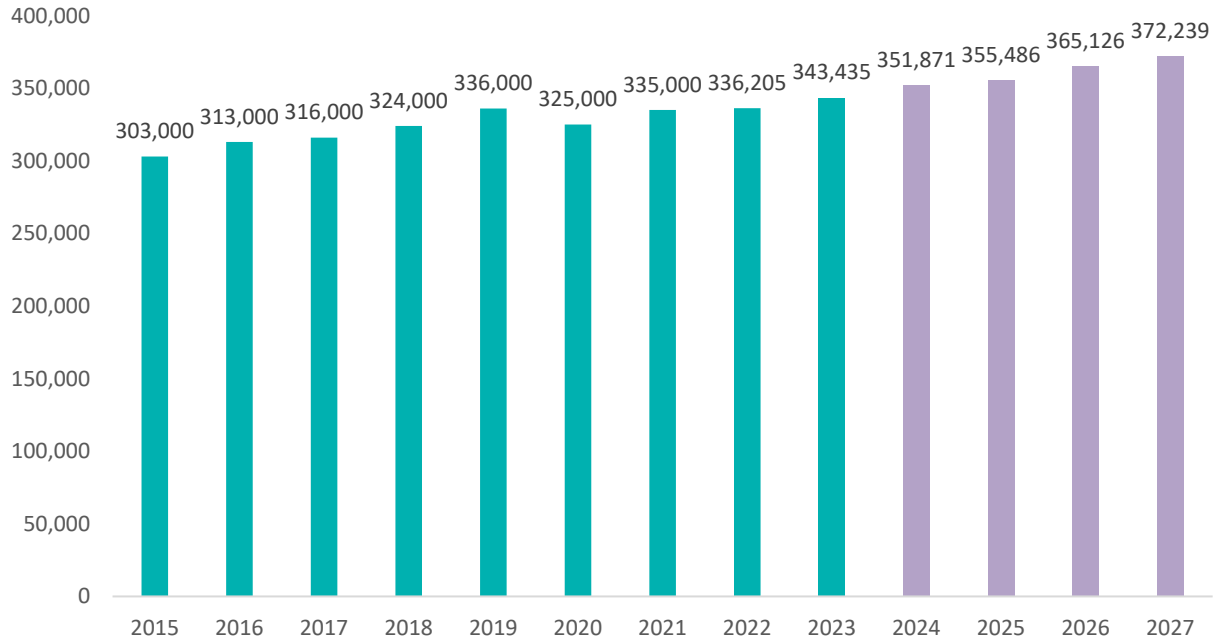


Figure 35: Growth in jobs - all non-profit organizations



Figure 36: Projected workforce – non-government non-profit organizations

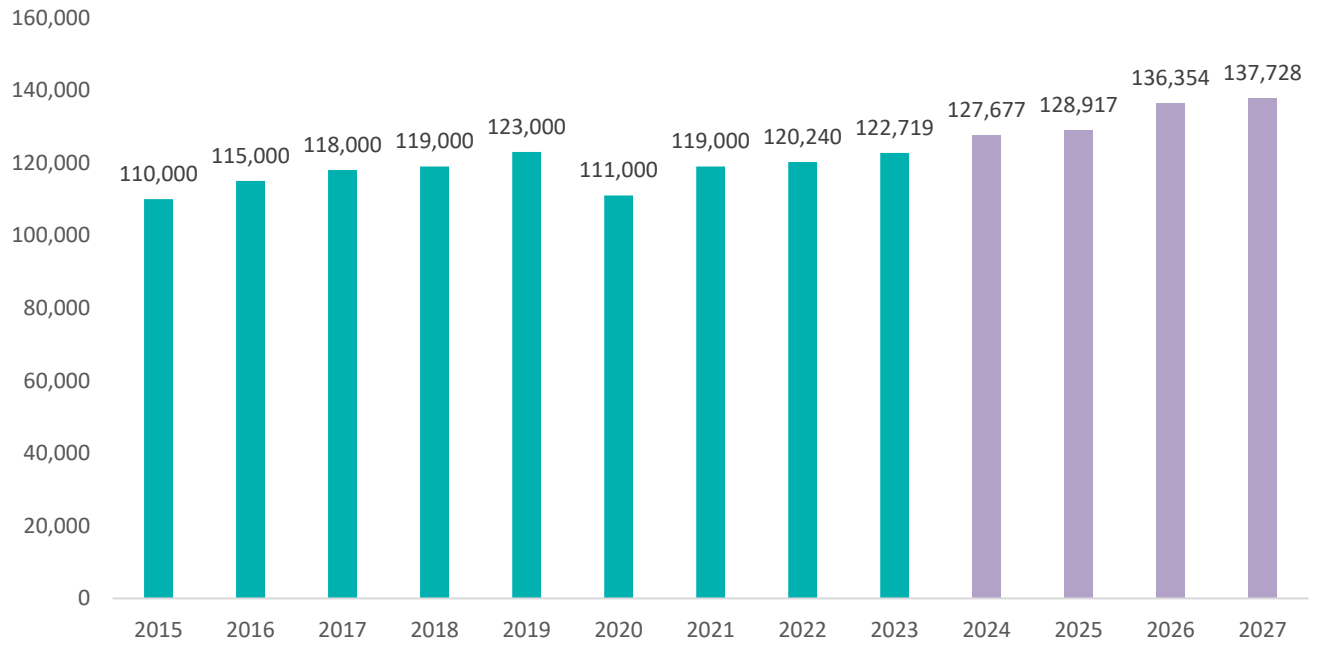


Figure 37: Growth in jobs – non-government non-profit organizations

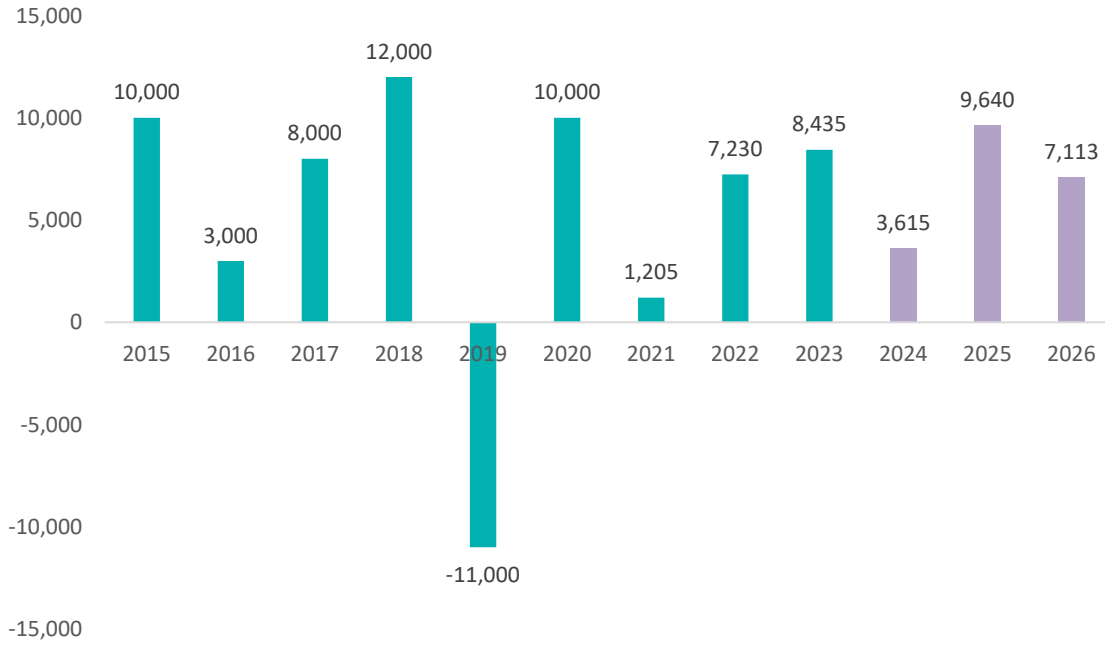


Figure 38: Projected workforce - community non-profit organizations

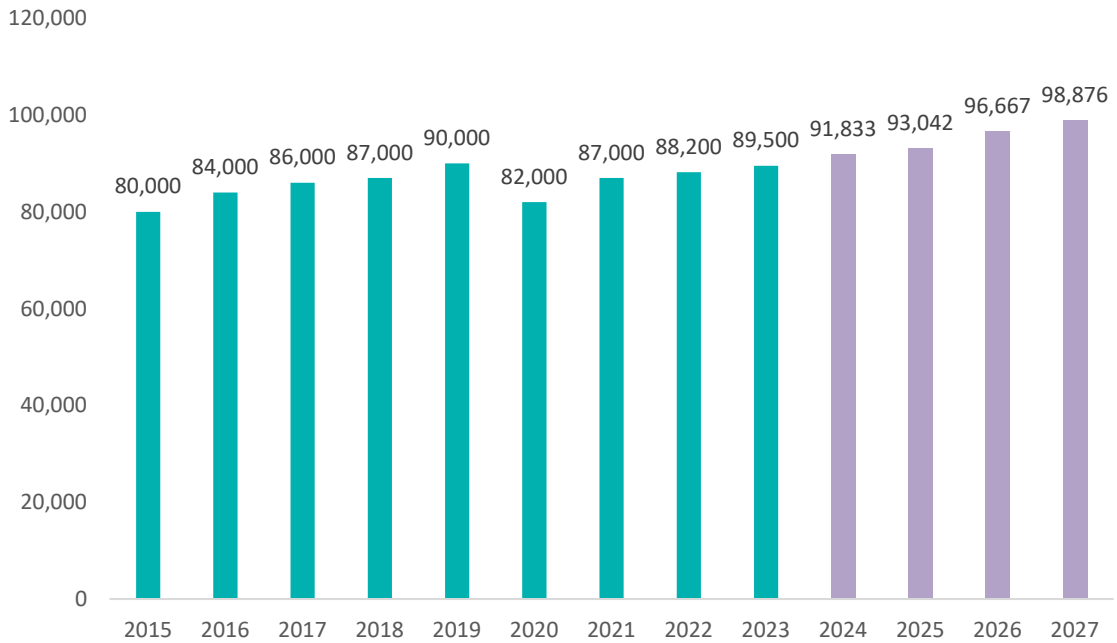


Figure 39: Growth in jobs - community non-profit organizations



Conclusions and Overall Outlook

- Coming out of the COVID-19 pandemic, some organizations still have vacancies to fill and are operating at below pre-pandemic levels.
- There continues to be extremely high levels of turnover among front-line workers within some sub-sectors like housing and social services, which is creating some pressure.
- Competition for workers is an on-going challenge and the lower compensation levels are seen as a barrier across the sector.
- While the uncertainty around the pandemic is subsiding, recovery for some subsectors continues to be impacted by other factors, including short-term funding, inflation and rising operating costs, as well as the costs associated with aging infrastructure.
- Reduced revenues from memberships and other sources have created pressure for some organizations where the loss of revenue has direct implications on their ability to bring on additional staff.
- On-going housing affordability challenges –and the need for local ‘workforce’ housing strategies were identified as an issue across some communities.
- The non-profit sector is aging with almost 1 in 4 non-profit workers reaching retirement age by 2029.

Limitations of Results

Like any study, this research features a few notable limitations that should be kept in mind. While this project has marshalled substantial insights across large secondary data sources, such as Statistics Canada data holdings related to the non-profit sector, many key findings do not extend beyond 2019. This is significant, as the last three years have seen a global pandemic and troubled ongoing economic recovery, which has broadly impacted civil society as well as the non-profit sector and its workforce.

However, this study has been able to integrate recently published 2021 data on non-profit sector employment from Statistics Canada (e.g., Canadian Business Patterns) and provincial workforce and job growth data from the Province of British Columbia’s Labour Market Statistics (2023). Qualitative data from interviews and focus group discussions have also provided more current (2022) impressions of workforce turnover, recruitment, retention, and future growth within the sector.

Another limitation of the large secondary data leveraged for this study is reflected in their inherent macro-economic and macro-social characteristics, which do not provide the depth necessary to examine abstract, yet important dimensions of key workforce issues, such as worker mobility and barriers experienced by equity-seeking groups. For instance, current and representative data that can tell us comprehensively why workers may choose to move out of the non-profit workforce or sector does not exist. While qualitative data collected and analyzed for this study help to highlight some of the potential structural and motivational issues related to this and other issues, this data remains anecdotal.

Although a provincial survey of the non-profit workforce was both considered and explored, this method was ultimately not adopted. The potential benefits of a survey could have added depth to questions and responses that large macroeconomic and macro-social data typically do not provide. Some examples of this could include perspectives and sentiments on key topics, such as working conditions, mobility, barriers, as well as motivations and behavioural intentions.

Surveys can also potentially provide generalizable findings when a balanced and weighted sampling strategy can be implemented, and the resulting sample size minimizes the margin of error and maximizes statistical power¹⁶. A preliminary recruitment assessment was attempted to gauge the potential sample size for a survey in this study. It involved leveraging multiple non-profit networks to reach the non-profit workforce. The preliminary result for this convenience sample was $n=89$ (unbalanced and unweighted). This potential sample size would yield, at best, a margin of error of 10.39% (based on an estimated non-profit workforce of 335,000 and a 95% level of confidence), which is more than double the maximum standard of 5%¹⁷. Mobilizing for a survey that met and exceeded the necessary sample size would require implementing a recruitment and collection strategy that would not conform with the project budget.

About the BC non-profit forecast presented in this report, there are a few key considerations to take note of. For one, the forecast assumes a rate of growth in the sector that was established before the pandemic. In turn, it is not certain that this growth rate will remain valid, given the numerous economic and social punctuations that have occurred in the past few years. Specifically, the forecast cannot fully account for the complex and dynamic changes in society, including factors within and outside the control of the sector or government that may impact future growth.

Moreover, it is useful to keep in mind that the non-profit sector, like others, is going through a demographic transition where older employees are increasingly reaching retirement age, which potentially leaves more senior and harder-to-fill positions vacant for longer periods or resulting in cascading effects within smaller organizations.

Additionally, it is difficult to account for recent and near-future government policy and program initiatives that may impact the sector and its workforce. Finally, this forecast is subject to revisions that may be informed by Statistics Canada's workforce forecast, which is updated regularly.

¹⁶ Statistical power of a sample reflects the ability to have confidence in the inferences drawn from analyses.

¹⁷ The estimated minimum recommended sample size for a non-profit workforce study (before weighting) would be $n=384$. A sample of approximately 1,500 or more would likely be a minimum to conduct meaningful.

Implications and Recommendations

Improve and Expand Non-Profit Data Collection

In line with the experience of developing this report as well as the recent *Submission for the Pre-Budget Consultations in Advance of the 2023 Federal Budget* (Nonprofit Federal Data Working Group, 2022) there is a clear need to improve and expand non-profit data collection, analysis, and release practices. At a provincial level, this report highlights BC's interest in sustaining and improving the non-profit labour market, which can only be enabled through the collection and analysis of timely data.

While this report presents a considerable amount of information, it has been limited by data that is typically on a two-year release delay (2021 being the most recent year of measure). Provincial efforts to bolster national data collection on the non-profit sector would help position BC as a leader and foster more timely and actionable evidence for decision-makers across the sector.

Recommendations around Justice and Equity

Through the key informant interviews, it was evident that the non-profit sector commits to moving beyond diversity to a sector that reflects an organizational culture of equity and inclusion—supported through recruitment strategies, programs, and initiatives.

The research shows that there is a persistent wage gap for some jobs in the non-profit sector, with jobs across community non-profits facing some of the greatest disparity. While some progress has been made, there is a need to continue to explore ways to close the 'wage gap', with the overriding goal being to create good jobs for everyone.

Recommendations around Diversity and Inclusion

The diversity within the non-profit sector is one of its strengths, with the non-profit sector providing good entry-level jobs and opportunities for individuals who frequently experience barriers to employment. Working together, the non-profit sector should continue to explore potential strategies that can help to strengthen its pipeline of workers.

In looking for opportunities to strengthen diversity and inclusion within the non-profit sector, there is a need to continue to use an equity-based approach to reviewing existing policies and strategies, with a focus on identifying equity-seeking groups who face historical or systemic barriers to participation and actively work together with others to remove these barriers.

Recommendations around Worker Mobility, Job Precarity, and Working Conditions

There is a need to continue to explore opportunities that support professional development as well as learning and growth within the sector. This includes considerations around supporting professional mentorship networks as well as opportunities to scale innovation.

Exploring the use of apprenticeship and pre-apprenticeship programs, including peer-based programs, may be useful as a way of supporting access to formal training and educational programs. Leveraging existing resources, such as the Province's *Work Experience Opportunities Grant* which was developed as a way of helping to remove barriers to employment for some groups, might be complementary.

Recommendations around Future Planning and Workforce Development

In terms of workforce planning and future workforce development, a broader perspective that takes into consideration “the social determinants of work” (Langston et al, 2022) should be adopted, which recognizes that workforce outcomes are not the effect of labour market dynamics alone, but also include considerations related to housing costs, transportation, family childcare needs, and other factors having an impact on workforce development strategies.

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Appendix A: Interview Excerpts (Approaches to Equity)

Equity, Diversity and Inclusion

We are also really working on how to make our work accessible. Like how to use plain language, how to improve our website now that we know we want to be ahead of the curve in terms of the BC accessibility legislation, and like having our website available for people using a screen reader is important to us.

- Participant, Key Informant Interviews

The person hired is a racialized woman. And it was my desire through that hiring process, that we use it as an opportunity to enhance diversity.

- Participant, Key Informant Interviews

We had to hire graduates from our program to work with other children and youth in that program. So we try to do that as much as we can to give us opportunities.

- Participant, Key Informant Interviews

Our community right now has 33% to 35% self-identified Indigenous at our school district. So that translates into the children we serve. We need to make sure that the children we're serving, see themselves in our volunteers and in our staff as well.

- Participant, Key Informant Interviews

So how do we get to the place where public spaces are in fact for everybody. Right now, public space is for everybody except that guy. And I have a real problem with that. So this is one of those things where from a contemplation standpoint I'm really trying to figure out what the answer is and I'm meeting with another Executive Director who's managing these different facilities soon and I want to talk with him about it. If we can solve it here, we can solve it for everywhere.

- Participant, Key Informant Interviews

Women living in abusive relationships who may not have had the opportunity for employment can access volunteer opportunities that build connection, self-esteem and self-purpose.

- Participant, Key Informant Interviews

One thing we have is a bursary program for people from underserved communities, whether it's Indigenous people or people from visible minorities or rural areas. We try to help them with their education, membership fees, registration fees, criminal record checks...

- Participant, Key Informant Interviews

I think we are on our way to being successful. I think we've identified it as a priority. And we're working towards being able to secure funding for those positions. But I would say it is ongoing.

- Participant, Key Informant Interviews

Yes. Definitely. I'm a strong champion of inclusivity and diversity work. We have strong relations with the Indigenous peoples in our community, and so it leads to my staff doing a lot of

reconciliation work. Facilitating workshops, and training opportunities with local Indigenous people who just come in and chat. I think the local Indigenous people know we're open, our recruitment, our housing, everything is open. We don't have a lot of Indigenous people on staff right now but it is a priority.

- Participant, Key Informant Interviews

We make a point of hiring and inviting people with lived experience of low income, that includes single parents, people with disabilities, people from racialized communities and seniors. I mean that's what poverty reduction is about, right? All of these experiences and realities of your staff inform the work.

- Participant, Key Informant Interviews

We do have an Indigenous advisory circle who supports our organization and reconciliation plan. In terms of racialized folks and LGBTQ2S plus I think we have been a bit more successful in terms of being able to make the work relevant to and attractive to folks from those communities. But it's definitely something we are constantly striving to be better at.

- Participant, Key Informant Interviews

So, we are not at the beginning stages, and we definitely are working with Indigenous organizations. We'll actually show farmers and ranchers and share with them some traditional Indigenous farming practices that they are looking to incorporate into their farming practices. So really exciting and relatively new in terms of sharing some of that Indigenous knowledge and culture but we have a long way still to go

- Participant, Key Informant Interviews

So especially with staff who have maybe struggled previously to get employment. I want to make sure they have a solid foundation here. Especially if this is our first job. Like their first full-time employment or mostly full-time employment in Canada. I want to make sure that it's one that they feel that they will have good reference.

- Participant, Key Informant Interview

Prior to COVID the association did a lot of work on an inclusion policy. But the policy is words and there has to be action to it. We need to figure out a way of having those voices included. Our members need to see themselves in us and we don't have that right now.

- Participant, Key Informant Interviews

We have a new JEDI committee that's been in place for about a year. We're really trying to look at everything through that lens. We are doing an audit of all of our curriculum. In terms of our staffing and Board, we are working as a group to ensure that we're not attempting to recruit diversity for the sake of tokenism. So, we're trying to look more deeply at the organizational structures.

- Participant, Key Informant Interviews

I just want to make sure we are welcoming of everybody. It doesn't matter who you are. But we haven't gone out of our way to-- advertise or be proud of the fact that we have that or do that. Because it feels if we do that, we're not being authentic and sincere. And I don't want to do it because we want to be politically right. I want to do it because it is the right thing to do. It's how

we live, right. And that people see and feel that. I want people to know if they are different than I am, that's what we want. We want diverse people.

- Participant, Key Informant Interviews

We hire the best person who shows up. And those who are showing up, fit these categories.

- Participant, Key Informant Interviews

We are spread throughout. We have a pretty diverse Board of Directors. Those of course are volunteers. So, I'm a visible minority. And I'm at the top. But also, we have had interns who are visible minorities and we have had people throughout all staff positions. And contractors. We have had some people with disabilities, not visible disabilities though. It's been more about mental health, but I don't know if that is because we have not been able to attract them or if it is because our building is a heritage building.

- Participant, Key Informant Interviews

Worker Mobility Within Non-Profit Sector

Within my organization, it's hard to see succession and where I can go because there are only so many limited positions.

- Focus Group Participant

I can relate to lots that's been said already about that. I've seen only one person being promoted within a department in my 2 and a half years. The other people have moved to other organizations to find something, you know, different or, you know, better, or the last one was a development person went on to become an Executive Director at another foundation.

- Participant, Key Informant Interviews

...We undertake exit interviews and have found that people leave for a combination of reasons, including the job is not quite what they thought it would be, especially with work in the non-profit sector with no two days being alike [and] this does not always work for some people.... People leave because they want to try something new, so they work for a few years and then move on.

- Participant, Key Informant Interview

We have challenges with our entry-level positions especially with our building maintenance and caretakers. There is a lot of competition... [Staff] could get employment in the construction industry and being for profit, they can pay more than we can pay.

- Participant, Key Informant Interview

It has been an employees market the last couple of years. I think people have a lot more options than they used to. And I think that people apply for our positions are often people just entering the workforce or someone new to Canada and who see it as a kind of a starting point....

- Participant, Key Informant Interview

A year from now hopefully in my Master's program, and working full time, and so it's a distant thing I'll be doing, and hopefully continue to learn and build on that skillset. Five years from now,

I do not see myself at this organization. Whether I'm at director level at that point or not, at least lay the groundwork stepping stones to get there.

- Focus Group Participant

There are some people who maybe jump around the organization the most are those who are around for 3-4 months on contract positions for some, it's not just where our priorities are. And so just looking for a transition for like, new opportunities, in a permanent capacity, just, doesn't feel like a realistic or easy opportunity within my organization, so definitely something to look outside.

- Focus Group Participant

My organization I think is already kind of top of our game, we're pretty big fish in our kind of sector... So, if you want to grow, there is definitely room to grow, but not within Vancouver. It would have to be outside of the city and the province.

- Focus Group Participant

My answer has two parts. So, I'm currently enrolled in a master's program for clinical counselling. My goal is to open a private practice and work in that field when I finished my degree, but I will be leaving this role in April. I'm going to have a baby.

- Focus Group Participant

My organization has been a really weird place. They've kind of gone through three executive directors in the last year. It's all over, so I don't know. I'm on contract 'til March. It's kind of like if they have the funding and the board and the exec can get a proper foundation built back, then they would want me and if that can't happen, I'm trying to figure out how I want to transition because I don't think non-profit is really sustainable for me if pandemic conditions keep getting worse and the economy keeps getting worse, especially as a single woman. The other thing is, well, am I ever going to get married? Am I going to have a family? I've got that horrible age where I don't have any of these answers. So, I don't know, we're just taking it day by day there.

- Focus Group Participant

We are in competition with local governments like recreation centres with the CRD [Capital Regional District] and they all pay more than we do. We are also in competition with the provincial government who also pays more than we can. As well, we are in competition with the development industry ...

- Participant, Key Informant Interviews

Training and Professional Development

And yeah, the opportunity for professional development was there, like, within and outside of the organization, and just difficult, I think common story in the arts to make use of that when everyone is so at capacity or over capacity at the organization

- Focus Group Participant

We have access to funds that support our professional development. And two different streams we can access, from educational standpoint if it is related to my work as well as professional

development funding. As well, when COVID hit we were offered wellness funding which were allowed to use to purchase office equipment and furniture that allowed us to work from home.

- Focus Group Participant

Appendix B: All Non-Profits

Employment in non-profit institutions by activity										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	285000	292000	295000	303000	313000	316000	324000	336000	325000	335000
Culture and recreation	9000	9000	9000	1000	11000	10000	11000	10000	8000	9000
Education and research	71000	73000	73000	73000	76000	75000	78000	82000	82000	79000
Health	116000	118000	120000	122000	124000	126000	130000	134000	132000	138000
Social Services	34000	36000	37000	38000	40000	41000	42000	45000	42000	45000
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	5000	5000	4000	5000	5000	5000	5000	5000	5000	5000
Law, advocacy and politics	1000	2000	1000	2000	2000	2000	2000	2000	2000	2000
Philanthropic intermediaries and voluntarism promotion	3000	4000	4000	3000	3000	3000	3000	3000	3000	3000
International	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Religion	12000	12000	11000	12000	12000	13000	13000	13000	12000	12000
Business and professional associations, unions	23000	24000	25000	24000	24000	24000	25000	25000	23000	25000
Not elsewhere classified	10000	10000	10000	13000	15000	15000	15000	16000	14000	15000

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Change in employment in non-profit institutions by activity (x 1,000)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	6000	7000	3000	8000	10000	3000	8000	12000	-11000	10000
Culture and recreation	-	-	-	2000	-	-1000	1000	-1000	-2000	1000
Education and research	2000	2000	-	-	3000	-1000	3000	4000	-	-3000
Health	2000	2000	2000	2000	2000	2000	4000	4000	-2000	6000
Social Services	-	2000	1000	1000	2000	1000	1000	3000	-3000	3000
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	-	-	-1000	1000	-	-	-	-	-	-
Law, advocacy and politics	-	1000	-1000	1000	-	-	-	-	-	-
Philanthropic intermediaries and voluntarism promotion	-	1000	-	-1000	-	-	-	-	-	-
International	-	-	-	-	-	-	-	-	-	-
Religion	-	-	-1000	1000	-	1000	-	--	-1000	-
Business and professional associations, unions	1000	1000	1000	-1000	-	-	1000	-	-2000	2000
Not elsewhere classified	1000	-	-	3000	2000	-	-	1000	-2000	1000

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Annual change in employment in non-profit institutions by activity

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	2.2%	2.5%	1.0%	2.7%	3.3%	1.0%	2.5%	3.7%	-3.3%	3.1%
Culture and recreation	0.0%	0.0%	0.0%	22.2%	0.0%	-9.1%	10.0%	-9.1%	-20.0%	12.5%
Education and research	2.9%	2.8%	0.0%	0.0%	4.1%	-1.3%	4.0%	5.1%	0.0%	-3.7%
Health	1.8%	1.7%	1.7%	1.7%	1.6%	1.6%	3.2%	3.1%	-1.5%	4.5%
Social Services	0.0%	5.9%	2.8%	2.7%	5.3%	2.5%	2.4%	7.1%	-6.7%	7.1%
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	0.0%	0.0%	-20.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Law, advocacy and politics	0.0%	100.0%	-50.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Philanthropic intermediaries and voluntarism promotion	0.0%	33.3%	0.0%	-25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Religion	0.0%	0.0%	-8.3%	9.1%	0.0%	8.3%	0.0%	0.0%	-7.7%	0.0%
Business and professional associations, unions	4.5%	4.3%	4.2%	-4.0%	0.0%	0.0%	4.2%	0.0%	-8.0%	8.7%
Not elsewhere classified	11.1%	0.0%	0.0%	30.0%	15.4%	0.0%	0.0%	6.7%	-12.5%	7.1%

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Appendix C: Non-Government Non-Profits

Employment in non-profit institutions excluding government by activity										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	99000	103000	104000	110000	115000	118000	119000	123000	111000	119000
Culture and recreation	9000	9000	9000	11000	11000	10000	11000	10000	8000	9000
Education and research	13000	14000	14000	15000	15000	16000	16000	17000	15000	17000
Health	3000	3000	3000	3000	3000	3000	3000	2000	2000	2000
Social Services	20000	21000	21000	22000	24000	25000	25000	28000	25000	27000
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	5000	5000	4000	5000	5000	5000	5000	5000	5000	5000
Law, advocacy and politics	1000	2000	1000	2000	2000	2000	2000	2000	2000	200
Philanthropic intermediaries and voluntarism promotion	3000	4000	4000	3000	3000	3000	3000	3000	3000	3000
International	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Religion	12000	12000	11000	12000	12000	13000	13000	13000	12000	12000
Business and professional associations, unions	23000	24000	25000	24000	24000	24000	25000	25000	23000	25000
Not elsewhere classified	10000	10000	10000	13000	15000	15000	15000	16000	14000	15000

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Changes in Employment in non-government non-profit institutions by activity

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	2000	4000	1000	6000	5000	3000	1000	4000	-12000	8000
Culture and recreation	-	-	-	2000	-	-1000	1000	-1000	-2000	1000
Education and research	1000	1000	-	1000	-	1000	-	1000	-2000	2000
Health	-	-	-	-	-	-	-	-1000	-	-
Social Services	-	1000	-	1000	2000	1000	-	3000	-3000	2000
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	-	-	-1000	1000	-	-	-	-	-	-
Law, advocacy and politics	-	1000	-1000	1000	-	-	-	-	-	-
Philanthropic intermediaries and voluntarism promotion	-	1000	-	-1000	-	-	-	-	-	-
International	-	-	-	-	-	-	-	-	-	-
Religion	-	-	-1000	1000	-	1000	-	-	-1000	-
Business and professional associations, unions	1000	1000	1000	-1000	-	-	1000	-	-2000	2000
Not elsewhere classified	1000	-	-	3000	2000	-	-	1000	-2000	1000

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Annual rate of change in employment in non-government non-profit institutions by activity

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	2.1%	4.0%	1.0%	5.8%	4.5%	2.6%	0.8%	3.4%	-9.8%	7.2%
Culture and recreation	0.0%	0.0%	0.0%	22.2%	0.0%	-9.1%	10.0%	-9.1%	-20.0%	12.5%
Education and research	8.3%	7.7%	0.0%	7.1%	0.0%	6.7%	0.0%	6.3%	-11.8%	13.3%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-33.3%	0.0%	0.0%
Social Services	0.0%	5.0%	0.0%	4.8%	9.1%	4.2%	0.0%	12.0%	-10.7%	8.0%
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	0.0%	0.0%	-20.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Law, advocacy and politics	0.0%	100.0%	-50.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Philanthropic intermediaries and voluntarism promotion	0.0%	33.3%	0.0%	-25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Religion	0.0%	0.0%	-8.3%	9.1%	0.0%	8.3%	0.0%	0.0%	-7.7%	0.0%
Business and professional associations, unions	4.5%	4.3%	4.2%	-4.0%	0.0%	0.0%	4.2%	0.0%	-8.0%	8.7%
Not elsewhere classified	11.1%	0.0%	0.0%	30.0%	15.4%	0.0%	0.0%	6.7%	-12.5%	7.1%

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Appendix D: Government Non-Profits

Employment in government non-profit institutions by activity										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	186000	189000	191000	193000	198000	198000	205000	213000	214000	216000
Culture and recreation	-	-	-	-	-	-	-	-	-	-
Education and research	58000	59000	59000	58000	61000	59000	62000	65000	67000	62000
Health	113000	115000	117000	119000	121000	123000	127000	132000	130000	136000
Social Services	14000	15000	16000	16000	16000	16000	17000	17000	17000	18000
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	-	-	-	-	-	-	-	-	-	-
Law, advocacy and politics	-	-	-	-	-	-	-	-	-	-
Philanthropic intermediaries and voluntarism promotion	-	-	-	-	-	-	-	-	-	-
International	-	-	-	-	-	-	-	-	-	-
Religion	-	-	-	-	-	-	-	-	-	-
Business and professional associations, unions	-	-	-	-	-	-	-	-	-	-
Not elsewhere classified	-	-	-	-	-	-	-	-	-	-

Frequency: Annual Table: 36-10-0615-01

Release date: 2023-01-17

Geography: Canada, Province or territory

Source: Statistics Canada. Table 36-10-0615-01 Employment in non-profit institutions by activity (x 1,000)
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061501>

Change in employment in government non-profit institutions by activity										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	4000	3000	2000	2000	5000	-	7000	8000	1000	2000
Culture and recreation	-	-	-	-	-	-	-	-	-	-
Education and research	1000	1000	-	1000	3000	-2000	3000	3000	2000	-5000
Health	2000	2000	2000	2000	2000	2000	4000	5000	-2000	6000
Social Services	-	1000	1000	-	-	-	1000	-	-	1000
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	-	-	-	-	-	-	-	-	-	-
Law, advocacy and politics	-	-	-	-	-	-	-	-	-	-
Philanthropic intermediaries and voluntarism promotion	-	-	-	-	-	-	-	-	-	-
International	-	-	-	-	-	-	-	-	-	-
Religion	-	-	-	-	-	-	-	-	-	-
Business and professional associations, unions	-	-	-	-	-	-	-	-	-	-
Not elsewhere classified	-	-	-	-	-	-	-	-	-	-

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Rate of change in employment in non-profit institutions by activity										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total activities	2.2%	1.6%	1.1%	1.0%	2.6%	0.0%	3.5%	3.9%	0.5%	0.9%
Culture and recreation	-	-	-	-	-	-	-	-	-	-
Education and research	1.8%	1.7%	0.0%	-1.7%	5.2%	-3.3%	5.1%	4.8%	3.1%	-7.5%
Health	1.8%	1.8%	1.7%	1.7%	1.7%	1.7%	3.3%	3.9%	-1.5%	4.6%
Social Services	0.0%	7.1%	6.7%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	5.9%
Environment	-	-	-	-	-	-	-	-	-	-
Development and housing	-	-	-	-	-	-	-	-	-	-
Law, advocacy and politics	-	-	-	-	-	-	-	-	-	-
Philanthropic intermediaries and voluntarism promotion	-	-	-	-	-	-	-	-	-	-
International	-	-	-	-	-	-	-	-	-	-
Religion	-	-	-	-	-	-	-	-	-	-
Business and professional associations, unions	-	-	-	-	-	-	-	-	-	-
Not elsewhere classified	-	-	-	-	-	-	-	-	-	-

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