

2023

# 2023 CANADIAN CPA PROFESSION COMPENSATION STUDY REPORT: Demographic Insights

**NIQ**

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## Summary of Key Findings - Gender

The findings of this report are based on self-reported 2022 compensation information provided voluntarily from 9,861 members holding a Chartered Professional Accountant (CPA) designation (including 5,019 who identified as men and 4,555 who identified as women). There are more than 220,000 Canadian CPAs globally, therefore, the study may not truly reflect the profession in totality. Please refer to the methodology section for more details.

At the total compensation level, women had a median total compensation of \$126K in comparison to \$157K among men. As such, women are earning 80 per cent of the median total compensation earned by men.

Outlined below are a few key findings that help better define specific compensation differences between each gender.

**Title:** Men are 36 per cent more likely than women to hold a position with a median total compensation of \$150K or higher (45 per cent in comparison to 33 per cent, respectively). This includes positions such as president and/or CEO. Conversely, women are approximately 57 per cent more likely than men to hold a position with a median total compensation of less than \$100K.

**Ownership:** Overall, men are more likely to be owners (16 per cent), compared to women (9 per cent). As owners make over 78 per cent more than non-owners, this contributes somewhat to the difference in compensation by gender.

**Industry:** Among industries with at least 100 members reporting, differences in compensation levels between men and women are less pronounced among those working in the public sector, with women earning over 93 per cent of the median total compensation earned by men. Among industries with the highest total compensation, the median total compensation for women represents the following as a percentage of what men earn: oil and gas (80 per cent), mining (68 per cent), and professional services firm – other (75 per cent)

**Age:** As mentioned above, women earn 80 per cent of the median total compensation earned by men (\$126K in comparison to \$157K, respectively). That stated, the difference between men's and women's median total compensation increases with each age cohort. More specifically, women under the age of 35 earn 90 per cent of what men in the same age cohort earn while women aged 35 and over earn between 71 and 81 per cent of men.

**Years of Experience:** When looking specifically at nonowners, the difference in median total compensation between what women earn in comparison to men widens with additional experience until it reaches 20 years or more. Particularly, at less than three years of experience, women earn 94 per cent of the median total compensation of what men earn. However, at 15-19 years of experience, women earn 75 per cent of the median total compensation earned by men. At 20 years or more experience, women earn an average of 76.5 per cent of the median total compensation earned by men.

## Summary of Key Findings – Visible Minority

The findings of this report are based on self-reported 2022 compensation information provided voluntarily from 9,861 members holding a Chartered Professional Accountant (CPA) designation (including 7,782 non-visible minorities and 1,660 visible minorities). Please note that 396 respondents preferred not to respond to the question as to whether they are a visible minority. There are more than 220,000 Canadian CPAs globally, therefore, the study may not truly reflect the profession in totality. Please refer to the methodology section for more details.

At the total compensation level, visible minorities had a median total compensation of \$132K in comparison to \$141K among non-visible minorities. As such, visible minorities are earning 94 per cent of the median total compensation earned by non-visible minorities.

Outlined below are a few key findings that help better define specific compensation differences between those who are visible minorities compared to non-visible minorities.

**Title:** Non-visible minorities are more likely than visible minorities to hold a position with a median total compensation of \$150K or higher (41 per cent in comparison to 27 per cent, respectively). This includes positions such as president and/or CEO. Conversely, visible minorities are more likely than non-visible minorities to hold a position with a median total compensation of less than \$100K (16 per cent in comparison to 7 per cent, respectively).

**Ownership:** Overall, visible minorities are less likely to be owners (8 per cent), compared to non-visible minorities (13 per cent). As owners make over 78 per cent more than non-owners, this contributes somewhat to the difference in compensation by demographic. Other differences, by age and workplace, can be seen below.

**Industry:** Among industries with at least 10 visible minority members reporting, differences between non-visible minorities' and visible minorities' compensation are less pronounced among those working in the public sector, with visible minorities earning over 91 per cent or more of the median total compensation earned by non-visible minorities in the three public sector categories (Public sector other – hospital, library etc. is 97 per cent, Public sector government – federal, provincial, First Nations etc. is 93 per cent, and Crown Corporation is 91 per cent), as well as Not for Profit (98 per cent). Among industries with the highest total compensation, the median total compensation for visible minorities represents the following as a percentage of what non-visible minorities earn: holding, conglomerate (106 per cent), oil & gas (89 per cent), and professional services firm – other (91 per cent).

**Age:** As mentioned above, visible minorities earn 94 per cent of the median total compensation earned by non-visible minorities (\$132K in comparison to \$141K, respectively). As depicted in the chart below, the percentage of visible minorities' median total compensation earned by non-visible minorities increases with each age cohort. Specifically, visible minorities under the age of 35 earn 98 per cent of what non-visible minorities in the same age cohort earn while visible minorities aged 35 and over earn between 88 and 97 per cent of non-visible minorities' earnings.

**Years of Experience:** When looking specifically at non-owners, the difference in median total compensation between what visible minorities earn in comparison to non-visible minorities widens with additional experience. Particularly, at less than three years of experience, visible minorities earn 96 per

cent of the median total compensation of what non-visible minorities earn. However, at 5 years of experience, visible minorities earn an average of 105 per cent of the median total compensation earned by non-visible minorities.

## Introduction

CPA Canada commissioned NielsenIQ to conduct this compensation survey, in which 9,861 CPAs participated between June 20, 2023, and July 17, 2023. This study relies on self-reported compensation from Canadian CPAs participating in the survey. Attempts were made to minimize respondents' data entry errors by removing inconsistent data, but the data has not been independently verified.

### Structure of the Summary Report

This report is organized into four sections:

Section 1: Demographic Differences by Gender and its Relationship to Compensation

Section 2: Compensation by Gender and Other Elements includes key differences between men and women when it comes to their median total compensation in 2022.

Section 3: Demographic Differences by Visible Minority Status and its Relationship to Compensation

Section 4: Compensation by Visible Minority Status and Other Elements includes key differences between non-visible minorities and visible minorities when it comes to their median total compensation in 2022.

### Methodology

NielsenIQ conducted quantitative research among active CPAs whose contact information was in the CPA Canada database and excluded CPAs that had indicated a desire not to be contacted by CPA Canada.

Due to limited contact information available to CPA Canada for members who have obtained their qualifications, or who have changed their information, within the last three years in the provinces of Ontario and Quebec, the sample size and results in those regions may not be statistically representative.

Survey invitations were sent to 162,796 members via email, with 1,660 bounce backs, for a total of 161,136 members receiving the email. The resulting participation of 10,682 members amounted to a response rate of seven per cent. Of those, 581 reported they did not work in the profession for at least one month in 2022, leaving a total of 10,100 members who were asked about employment information. In addition, 239 respondents were excluded for either missing key information or giving answers that may have been entered in error. In total, compensation data was reported for 9,861 members, of which 5,019 identified as being men and 4,555 identified as women, in addition, 7,782 identified as not visible minorities and 1,660 identified as visible minorities. An additional 225 members declined to disclose their gender and 396 members declined to disclose their visible minority status and it is therefore not possible to include their responses in sub-groups. Finally, 32 members identified as non-binary, transgender, intersex, two-spirit or preferred to self-describe, a number too small statistically to include in the comparative charts and graphs in this report.

Most individuals surveyed reside in Canada. Due to privacy legislation (General Data Protection Regulation) impacting members in many European countries, CPA Canada made every effort to avoid contacting members known to reside in countries covered by this legislation. As a result, the only Canadian CPAs contacted in these areas were those who had listed their country of residence as one that was not impacted by the legislation.

Note that findings in this report are representative of those who responded and may not represent the Canadian CPA profession as a whole. Comparisons with the results of the previous survey cannot be considered definitive as the composition of those responding may vary from year to year.

Unless otherwise specified, compensation figures in this report include annualized data for members who worked at least two months, either part time or full time, during 2022.

The term “visible minority” refers to a definition found in Canada’s Employment Equity Act. More information on this definition can be found on the [Statistics Canada website](#).

### Note on Reporting

In order to protect the privacy of respondents and avoid reporting misleading results, the median compensation data is presented only when there were at least 10 respondents in a subcategory, and 25<sup>th</sup> and 75<sup>th</sup> percentile values are shown only when there were at least 20 respondents in a subcategory. Despite these approaches, results can still vary considerably if there were findings with fewer than 100 respondents in a given category. Definitions of the three statistical measures used in this report are as follows:

- **Median** (or 50th percentile) is the value above and below which half the cases fall. If there is an even number of cases, then the average of the two middle cases is used. The median is not sensitive to outlying (a few very high or very low) values.
- **25th percentile** is the value above which 75 per cent of the cases fall.
- **75th percentile** is the value below which 75 per cent of the cases fall.

## Section 1: Demographic Differences by Gender and its Relationship to Compensation

### Median Total Compensation by Demographic Segments

**Table 1** below shows respondents who identified as a man or a woman in the age, industry, and ownership categories. The figures include CPAs who worked at least two full months in the previous year. Compensation of those who worked less than full time for 12 months was annualized based on a 35-hour work week.

Overall, men are more likely to be owners (16 per cent), compared to women (9 per cent). As owners make over 65 per cent more than non-owners, this contributes somewhat to the difference in compensation by gender. Other differences, by age and workplace, can be seen below.

Table 1: Median Total Compensation—By demographic segments (\$ in 000's)

	Male (%)	Female (%)	Median (\$ in 000's)
<b>AGE</b>			
<b>TOTAL UNDER 45 YEARS OF AGE</b>	<b>44%</b>	<b>43%</b>	<b>\$124</b>
Under 35	14%	14%	\$107
35-44	29%	29%	\$133
<b>TOTAL 45 YEARS OF AGE AND OVER</b>	<b>56%</b>	<b>57%</b>	<b>\$155</b>
45-54	27%	33%	\$151
55-64	22%	21%	\$160
65 and over	7%	3%	\$154
<b>INDUSTRY</b>			
Professional Services Firm – Public Practice (a firm that primarily delivers accounting, auditing and/or tax services)	22%	21%	\$135
Public Sector (federal, provincial, First Nations, or municipal government, including ministries, departments, etc.)	9%	13%	\$120
Financial Services (banks, trusts, insurance, credit unions, etc.)	10%	9%	\$170
Manufacturing	10%	7%	\$150
Retail, Wholesale	5%	5%	\$148
Professional Services Firm – Other (consulting, legal, etc.)	5%	4%	\$175
Not for Profit (trade association, charity, religious group, etc.)	3%	5%	\$123
Construction	4%	4%	\$151
Educational Institution (university, college, primary or secondary school, etc.)	3%	4%	\$126
Real Estate/Building Management	3%	3%	\$164
<b>OWNERSHIP STATUS</b>			
<b>OWNERS</b>	<b>16%</b>	<b>9%</b>	<b>\$240</b>
A partner of an accounting practice	8%	4%	\$296
An owner (partner/sole proprietor) of another type of business	3%	1%	\$251
A sole practitioner (sole owner of an accounting practice)	5%	3%	\$155



<b>NON-OWNERS</b>	<b>84%</b>	<b>91%</b>	<b>\$135</b>
An independent contractor/consultant	2%	1%	\$163
An employee/contractor/consultant of an organization/firm/company	82%	90%	\$134

*Note 1: Median total compensation is only shown for industries that have at least 120 men and 120 women respondents.*

*Note 2: Median total compensation is only shown for titles that have at least ten men and ten women respondents.*

## Median Total Compensation by Title

**Table 2** below shows the percentage of men and women who hold various titles within their organization, along with the median total compensation for that title.

Overall, men are more likely than women to hold a position with a median total compensation of \$150K or higher, 45 per cent in comparison to 32 per cent, respectively. Conversely, women are more likely than men to hold a position with a median total compensation of less than \$100K, 11 per cent in comparison to 7 per cent, respectively.

*Table 2: Median Total Compensation—By Title (\$ in 000's)*

	Male (%)	Female (%)	Median (\$ in 000's)
<b>% IN POSITIONS WITH MEDIAN OF \$150K OR HIGHER</b>	<b>45%</b> (n=1751)	<b>32%</b> (n=1266)	
Senior Vice-President	1%	< 1%	\$340
President and/or CEO	2%	1%	\$267
Vice-President	7%	4%	\$239
Other Executive Management (COO, CIO, EVP, etc.)	2%	1%	\$212
Assistant Vice-President	1%	1%	\$207
Chief Financial Officer	17%	10%	\$182
Non-Equity Partner	< 1%	< 1%	\$180
Senior Director	3%	3%	\$167
Director	11%	10%	\$155
Principal	1%	1%	\$153
<b>% IN POSITIONS WITH MEDIAN FROM \$100K TO &lt; \$150K</b>	<b>46%</b> (n=1759)	<b>54%</b> (n=2144)	
Senior Manager	8%	9%	\$139
General Manager	1%	1%	\$137
Treasurer	1%	1%	\$135
Professor/Lecturer/Teacher	1%	1%	\$135
Administrator	< 1%	< 1%	\$135
Associate/Assistant Director	1%	2%	\$132
Controller and/or Comptroller	14%	15%	\$127
Consultant	1%	1%	\$125
Advisor/Investment Advisor	< 1%	1%	\$119

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Tax Specialist	1%	1%	\$117
Manager	11%	13%	\$115
Supervisor	1%	2%	\$110
Associate/Assistant Manager	1%	1%	\$106
Analyst	4%	7%	\$103
Internal Auditor	< 1%	1%	\$101
<b>% IN POSITIONS WITH MEDIAN &lt; \$100K</b>	<b>7%</b> (n=282)	<b>11%</b> (n=452)	
Assistant Controller	< 1%	< 1%	\$98
Senior Auditor/Accountant	5%	7%	\$94
Auditor/Accountant	2%	4%	\$84

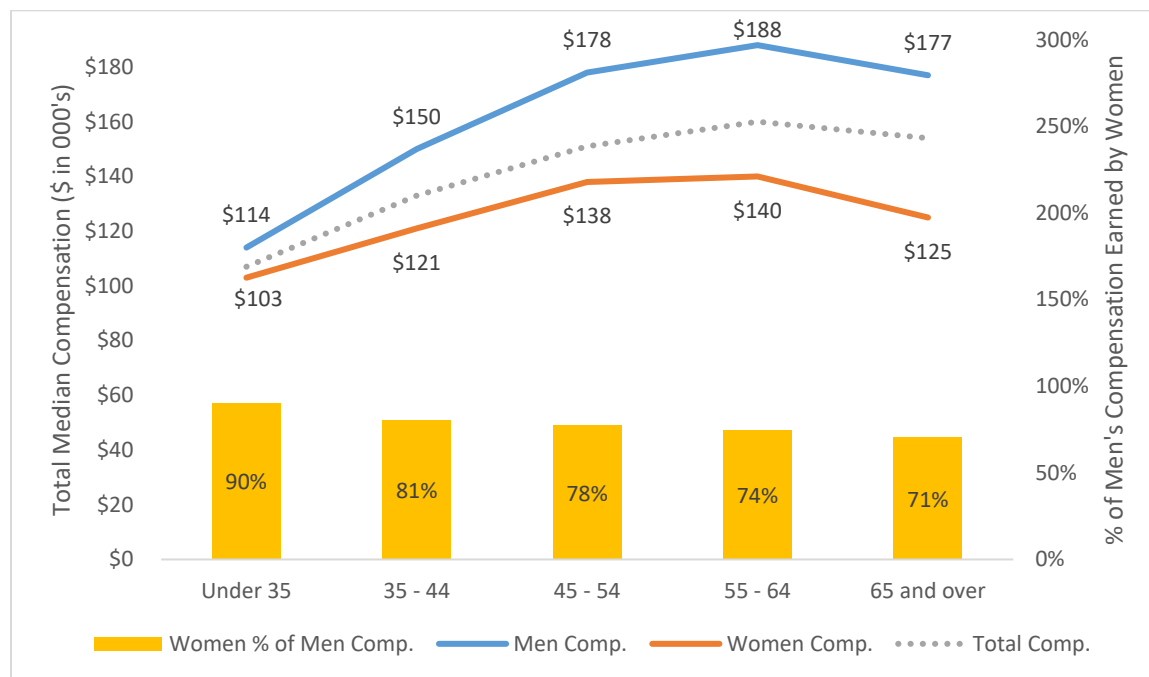
## Section 2: Compensation by Gender and Other Elements

### Median Total Compensation by Age and Gender

**Graph 1** below shows the median total compensation for men and women across age cohorts, including the per cent of men’s median total compensation earned by women in 2022.

On average, women earn 80 per cent of the median total compensation earned by men (\$126K in comparison to \$157K, respectively). As depicted in the chart below, the percentage of men’s median total compensation earned by women decreases with each age cohort. Specifically, women under the age of 35 earn 90 per cent of what men in the same age cohort earn while women aged 45 and over earn between 71 and 81 per cent of men's earnings.

Graph 1: Median Total Compensation—By Age and Gender (\$ in 000's)



## Median Total Compensation by Title and Gender

**Table 3** below shows median total compensation for men and women along with the per cent of median men's total compensation earned by women for each position held by members in 2022.

*Table 3: Median Total Compensation—By Title and Gender (\$ in 000's)*

Median Compensation	Male Compensation	Female Compensation	Total Compensation	Female % of Male Comp.
Senior Vice President	\$344	\$334	\$340	97%
President and/or CEO	\$297	\$225	\$267	76%
Vice President	\$247	\$215	\$239	87%
Other Executive Management (COO, CIO, EVP, etc.)	\$217	\$200	\$212	92%
Assistant Vice President	\$228	\$203	\$207	89%
Chief Financial Officer (CFO)	\$200	\$162	\$182	81%
Non-Equity Partner	\$190	\$135	\$180	71%
Senior Director	\$176	\$158	\$167	90%
Director	\$168	\$147	\$155	88%
Principal	\$165	\$152	\$153	92%
Senior Manager	\$140	\$137	\$139	98%
General Manager	\$148	\$127	\$137	86%
Treasurer	\$175	\$120	\$135	69%
Professor/Lecturer/Teacher	\$150	\$117	\$135	78%
Administrator	\$135	\$127	\$135	94%
Associate/Assistant Director	\$138	\$124	\$132	90%
Controller and/or Comptroller	\$132	\$123	\$127	93%
Consultant	\$120	\$126	\$125	105%
Advisor/Investment Advisor	\$129	\$117	\$119	91%
Tax Specialist	\$116	\$116	\$117	100%
Manager	\$120	\$114	\$115	95%
Supervisor	\$117	\$106	\$110	90%
Associate/Assistant Manager	\$108	\$101	\$106	94%
Analyst	\$105	\$102	\$103	97%
Internal Auditor	\$101	\$104	\$101	103%
Assistant Controller	\$105	\$95	\$98	90%
Senior Auditor/Accountant	\$94	\$95	\$94	102%
Auditor/Accountant	\$84	\$84	\$84	100%

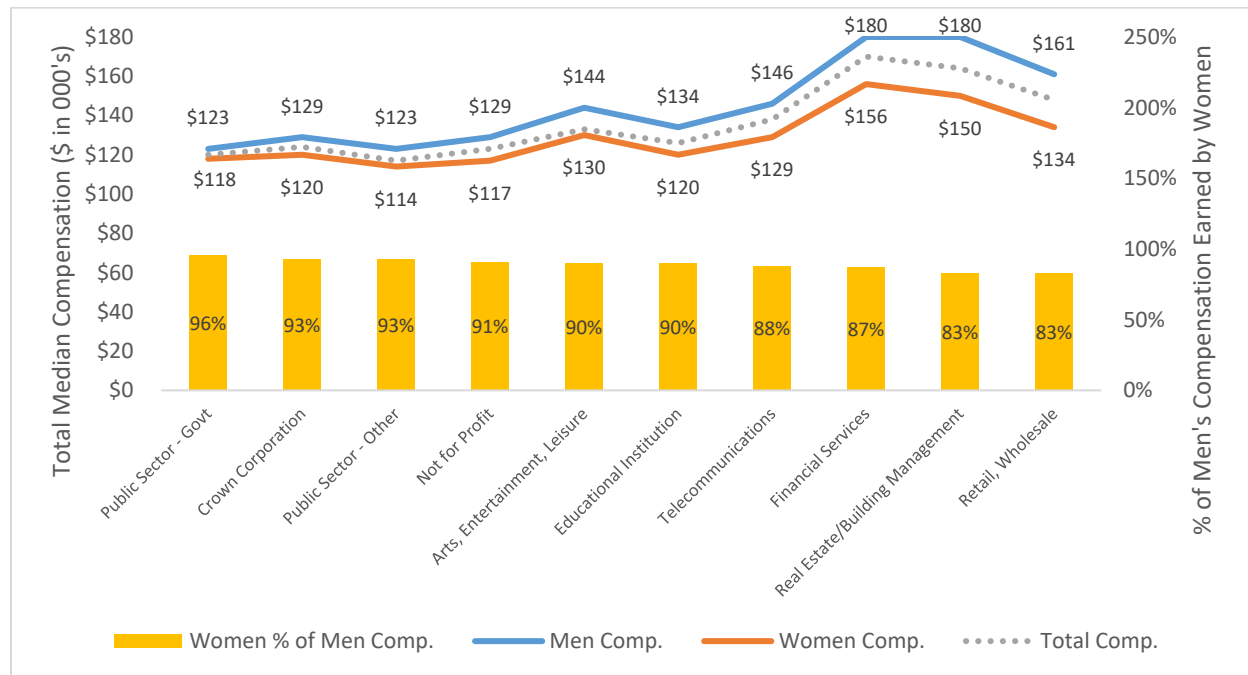
*Note: Median total compensation is only shown for titles that have at least ten men and ten women respondents.*

### Median Total Compensation by Industry Segments and Gender

**Graphs 2a and 2b** below show the median total compensation for men and women across industries with the largest number of members responding, including the per cent of men’s median compensation earned by women. Note, Graph 2b is a continuation of Graph 2a with women’s per cent of men’s compensation shown in ascending order for the 20 industries with the largest number of members responding.

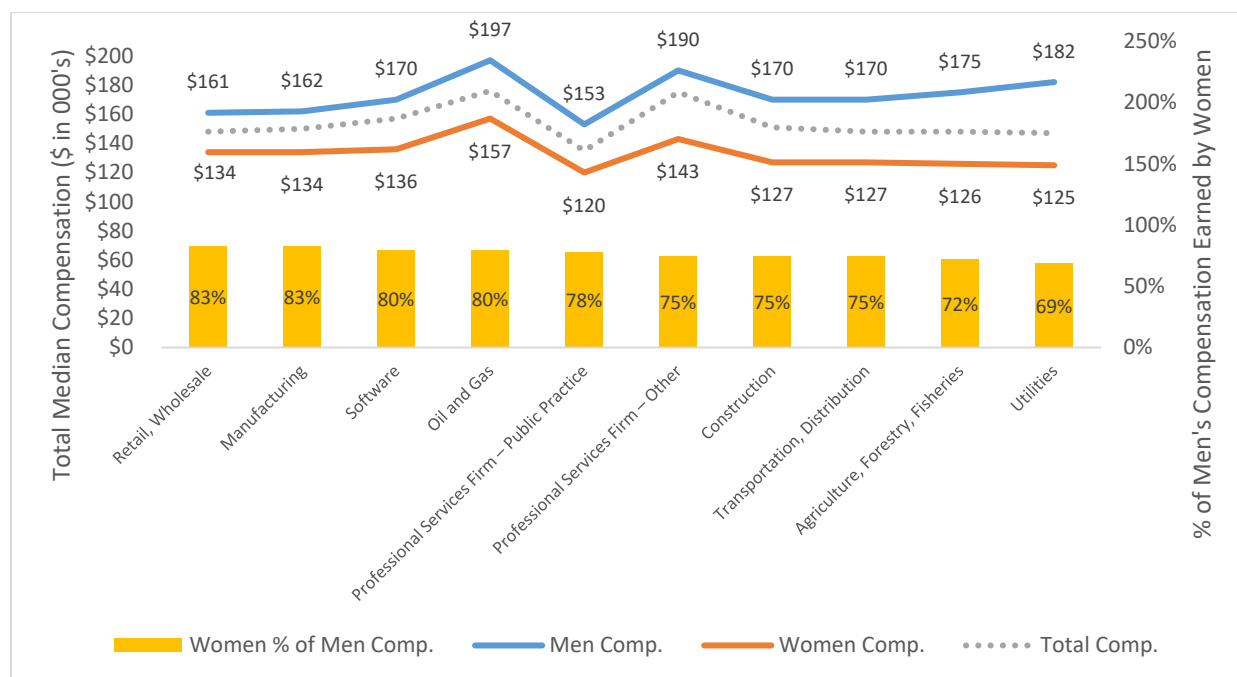
Differences between men’s and women’s compensation are less pronounced among those working in the public sector, with women earning over 95 per cent or more of the median total compensation earned by men in the three public sector categories (Public sector government – federal, provincial, First Nations etc. is 96 percent, Crown Corporation is 93 per cent, and Public sector other – hospital, library etc. is 93 per cent), as well as Not for Profit (91 per cent). Among industries with the highest total compensation, the median total compensation for women represents the following as a percentage of what men earn: oil and gas (80 per cent), mining (68 per cent), and professional services firm – other (75 per cent)

Graph 2a: Median Total Compensation—By Industry Segments and Gender (\$ in 000's)



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Graph 2b: Median Total Compensation—By Industry Segments and Gender (\$ in 000's)



### Median Total Compensation by Years of Post-Designation Work Experience and Gender

**Table 4** below shows median total compensation for men and women non-owners along with the per cent of men's median total compensation earned by women based on years of post-designation experience.

Based on findings outlined earlier in the report (refer to Graph 1: Total Compensation—By Age and Gender), the table below shows much the same trend since age is highly correlated with years of experience. Specifically, the gap between women's and men's compensation widens as the years of post-designation work experience increase.

Table 4: Median Total Compensation among Non-Owners — By Years of Post-Designation Work Experience and Gender (\$ in 000's)

Years of Post-Designation Experience	Men Median Compensation	Women Median Compensation	Total Median Compensation (Both Men and Women)	Women's % of Men's Compensation
3-4 years	\$107	\$100	\$103	94%
5-9 years	\$125	\$112	\$119	89%
10-14 years	\$150	\$124	\$135	83%
15-19 years	\$179	\$134	\$150	75%
20-24 years	\$185	\$140	\$155	76%
25 years and over	\$208	\$160	\$184	77%

## Section 3: Demographic Differences by Visible Minority Status and its Relationship to Compensation

### Median Total Compensation by Visible Minority Status

**Table 5** below shows respondents who identified as a visible minority in comparison to non-visible minority in the age, industry, and business ownership categories. The figures include CPAs who worked at least two full months in the previous year. Compensation of those who worked less than full time for 12 months was annualized based on a 35-hour work week.

Overall, visible minorities are less likely to be owners (8 per cent), compared to non-visible minorities (13 per cent). As owners make over 78 per cent more than non-owners, this contributes somewhat to the difference in compensation by demographic. Other differences, by age and workplace, can be seen below.

Table 5: Median Total Compensation—By demographic segments (\$ in 000's)

	Visible Minority		Median (\$ in 000's)
	Yes (%)	No (%)	
<b>AGE</b>			
<b>TOTAL UNDER 45 YEARS OF AGE</b>	<b>53%</b>	<b>42%</b>	<b>\$124</b>
Under 35	19%	13%	\$107
35-44	34%	28%	\$133
<b>TOTAL 45 YEARS OF AGE AND OVER</b>	<b>48%</b>	<b>58%</b>	<b>\$155</b>
45-54	29%	30%	\$151
55-64	15%	23%	\$160
65 and over	4%	6%	\$154
<b>INDUSTRY</b>			
Holding, Conglomerate	1%	1%	\$191
Oil & Gas	4%	3%	\$177
Professional Services Firm – Other (consulting, legal, etc.)	5%	4%	\$175
Mining	2%	1%	\$172
Financial Services (banks, trusts, insurance, credit unions, etc.)	11%	9%	\$171
Real Estate/Building Management	6%	3%	\$165
Other	2%	1%	\$162
Pharmaceuticals and Chemicals	1%	1%	\$162
Software	3%	2%	\$156
Technology/IT	1%	1%	\$152
Construction	4%	4%	\$152
Manufacturing	6%	9%	\$150
Retail, Wholesale	5%	5%	\$150
Transportation, Distribution	3%	2%	\$148
Agriculture, Forestry, Fisheries	1%	2%	\$148

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Utilities	2%	2%	\$147
Media, Communications, Publishing	1%	1%	\$145
Telecommunications	2%	1%	\$140
Professional Services Firm – Public Practice (primarily accounting and/or tax services)	16%	23%	\$136
Hotels and Restaurants	1%	1%	\$135
Arts, Entertainment, Leisure	1%	1%	\$133
Educational Institution	3%	4%	\$127
Crown Corporation	2%	2%	\$124
Not for Profit	4%	4%	\$121
Public Sector – Federal, provincial, first nations, or municipal government including ministries, departments, agencies	13%	11%	\$120
Public Sector – Office of the auditor general	1%	1%	\$120
Public Sector – Hospital, library, health organization, or social services organization	2%	2%	\$117
<b>OWNERSHIP STATUS</b>			
<b>OWNERS</b>	<b>8%</b>	<b>13%</b>	<b>\$240</b>
A partner of an accounting practice	4%	7%	\$296
An owner (partner/sole proprietor) of another type of business	1%	2%	\$251
A sole practitioner (sole owner of an accounting practice)	3%	4%	\$155
<b>NON-OWNERS</b>	<b>92%</b>	<b>87%</b>	<b>\$135</b>
An independent contractor/consultant	2%	2%	\$163
An employee/contractor/consultant of an organization/firm/company	90%	85%	\$134

*Note 1: Median total compensation is only shown for industries that have at least 10 visible minority respondents.*



## Median Total Compensation by Title

**Table 6** below shows the percentage of visible minorities in comparison to non-visible minorities who hold various titles within their organization, along with the median total compensation for that title.

Overall, visible minorities are less likely than non-visible minorities to hold a position with a median total compensation of \$150K or higher, 27 per cent in comparison to 41 per cent, respectively. Conversely, visible minorities are more likely than non-visible minorities to hold a position with a median total compensation of less than \$100K, 16 per cent in comparison to 7 per cent, respectively.

Table 6: Median Total Compensation—By Title (\$ in 000's)

	Visible Minority		Median (\$ in 000's)
	Yes (%)	No (%)	
<b>% IN POSITIONS WITH MEDIAN OF \$150K OR HIGHER</b>	<b>27%</b> (n=440)	<b>41%</b> (n=3,206)	
Senior Vice-President	1%	1%	\$340
President and/or CEO	2%	2%	\$267
Vice-President	4%	5%	\$239
Other Executive Management (COO, CIO, EVP, etc.)	1%	2%	\$212
Assistant Vice-President	< 1%	1%	\$207
Chief Financial Officer	7%	15%	\$182
Non-Equity Partner	< 1%	< 1%	\$180
Senior Director	2%	4%	\$167
Director	10%	11%	\$155
Principal	< 1%	1%	\$153
<b>% IN POSITIONS WITH MEDIAN FROM \$100K TO &lt; \$150K</b>	<b>55%</b> (n=913)	<b>49%</b> (n=3,774)	
Senior Manager	10%	8%	\$139
General Manager	< 1%	1%	\$137
Treasurer	< 1%	1%	\$135
Professor/Lecturer/Teacher	< 1%	1%	\$135
Associate/Assistant Director	1%	1%	\$132
Controller and/or Comptroller	13%	15%	\$127
Consultant	1%	1%	\$125
Advisor/Investment Advisor	< 1%	1%	\$119
Tax Specialist	1%	1%	\$117
Manager	15%	11%	\$115
Supervisor	2%	1%	\$110
Associate/Assistant Manager	2%	< 1%	\$106
Analyst	8%	6%	\$103
Internal Auditor	1%	1%	\$101
<b>% IN POSITIONS WITH MEDIAN &lt; \$100K</b>	<b>16%</b> (n=269)	<b>7%</b> (n=576)	

Senior Auditor/Accountant	12%	5%	\$94
Auditor/Accountant	5%	3%	\$84

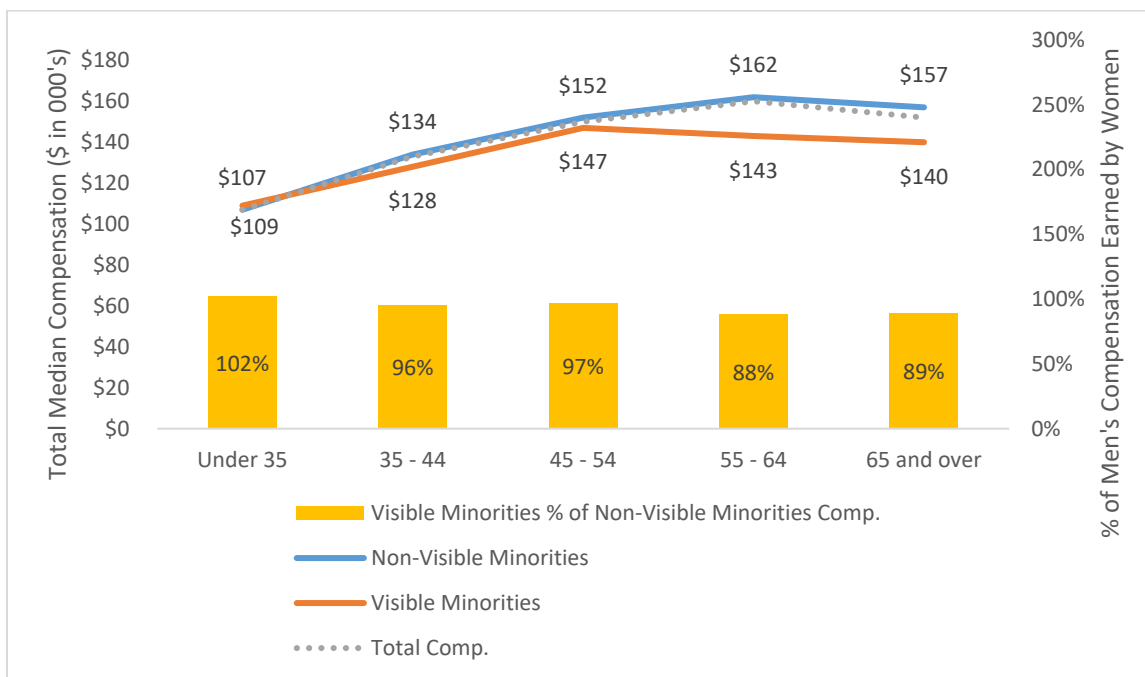
## Section 4: Compensation by Visible Minority Status and Other Elements

### Median Total Compensation by Age and Demographic

**Graph 3** below shows the median total compensation for non-visible minorities and visible minorities across age cohorts, including the per cent of non-visible minorities’ median total compensation earned by visible minorities in 2022.

On average, visible minorities earn 94 per cent of the median total compensation earned by non-visible minorities (\$132K in comparison to \$141K, respectively). As depicted in the chart below, the percentage of visible minorities’ median total compensation earned by non-visible minorities decreases with each age cohort. Specifically, visible minorities under the age of 35 earn 98 per cent of what non-visible minorities in the same age cohort earn while visible minorities aged 35 and over earn between 88 and 97 per cent of non-visible minorities’ earnings.

Graph 3: Median Total Compensation—By Age and Visible Minority Status (\$ in 000's)



### Median Total Compensation by Title and Visible Minority Status

**Table 7** below shows median total compensation for non-visible minorities and visible minorities along with the per cent of median non-visible minorities' total compensation earned by visible minorities for each position held by members in 2022.

*Table 7: Median Total Compensation—By Title and Visible Minority Status (\$ in 000's)*

Median Compensation	Visible Minority Compensation	Non-Visible Minority Compensation	Total Compensation	Visible Minority % of Non-Visible Minority Comp.
President and/or CEO	\$384	\$267	\$267	144%
Vice President	\$254	\$234	\$239	108%
Other Executive Management (COO, CIO, EVP, etc.)	\$203	\$211	\$212	96%
Chief Financial Officer (CFO)	\$211	\$180	\$182	117%
Senior Director	\$194	\$165	\$167	118%
Director	\$173	\$151	\$155	115%
Senior Manager	\$142	\$136	\$139	104%
Associate/Assistant Director	\$145	\$127	\$132	114%
Controller and/or Comptroller	\$136	\$125	\$127	109%
Consultant	\$103	\$130	\$125	79%
Tax Specialist	\$105	\$117	\$117	90%
Manager	\$120	\$114	\$115	105%
Supervisor	\$101	\$114	\$110	89%
Associate/Assistant Manager	\$106	\$107	\$106	100%
Analyst	\$103	\$103	\$103	100%
Internal Auditor	\$105	\$101	\$101	104%
Assistant Controller	\$151	\$95	\$98	159%
Senior Auditor/Accountant	\$94	\$9	\$94	101%
Auditor/Accountant	\$84	\$84	\$84	100%

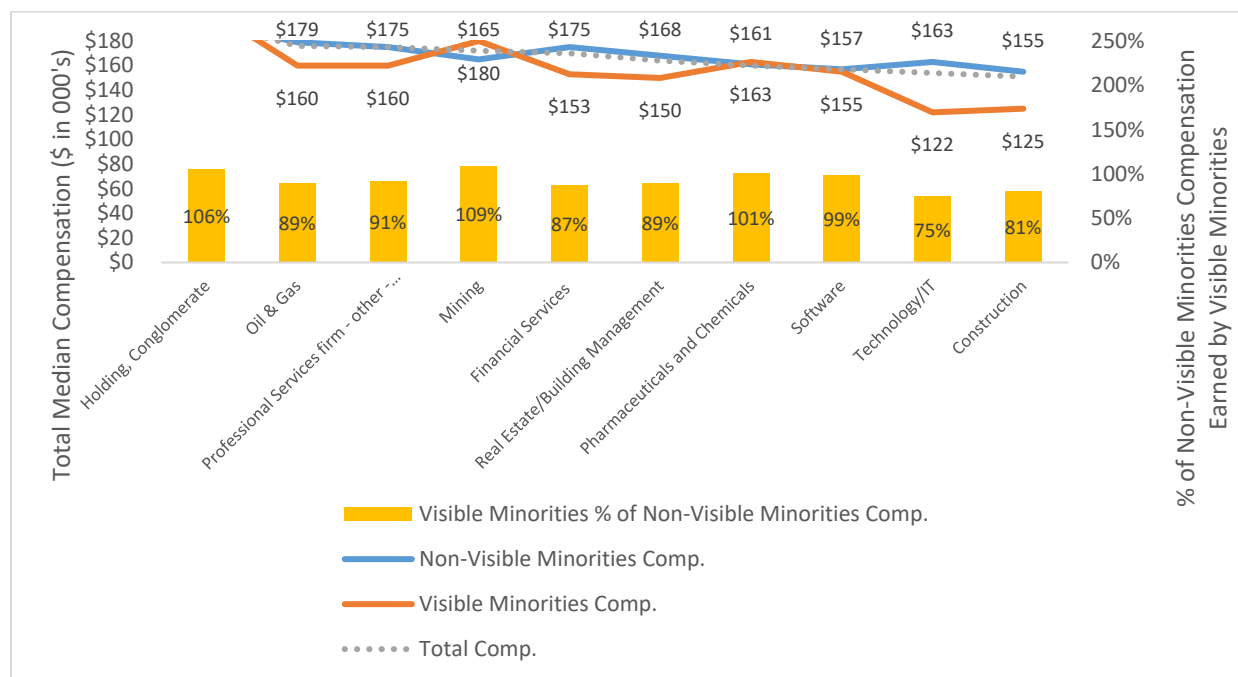
*Note: Median total compensation is only shown for titles that have at least ten visible minority respondents.*

### Median Total Compensation by Industry Segments and Visible Minority Status

**Graphs 4a and 4b** below show the median total compensation for non-visible minorities and visible minorities across industries with the largest number of members responding, including the per cent of non-visible minorities’ median compensation earned by visible minorities. Note, Graph 4b is a continuation of Graph 4a with visible minorities’ per cent of non-visible minorities’ compensation shown in ascending order for the 20 industries with the largest number of members responding.

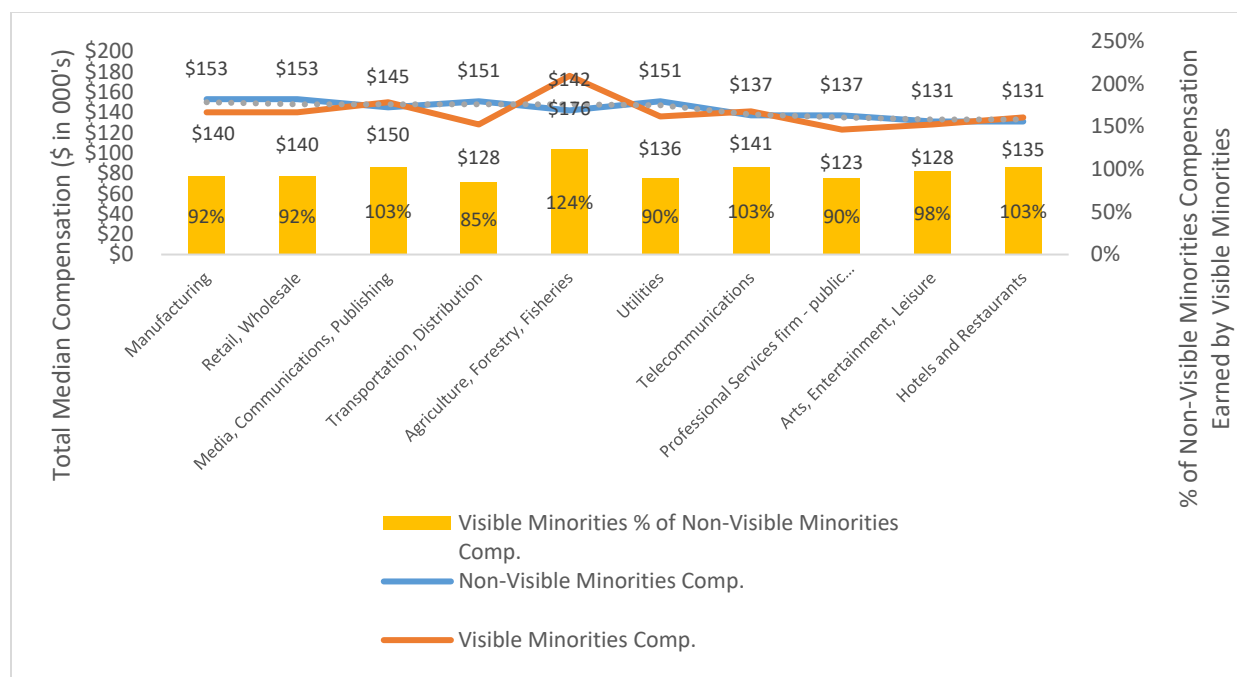
Differences between non-visible minorities’ and visible minorities’ compensation are less pronounced among those working in the public sector, with visible minorities earning over 91 per cent or more of the median total compensation earned by non-visible minorities in the three public sector categories (Public sector other – hospital, library etc. is 97 per cent, Public sector government – federal, provincial, First Nations etc. is 93 per cent, and Crown Corporation is 91 per cent), as well as Not for Profit (98 per cent). Among industries with the highest total compensation, the median total compensation for visible minorities represents the following as a percentage of what non-visible minorities earn: holding, conglomerate (106 per cent), oil & gas (89 per cent), and professional services firm – other (91 per cent).

Graph 4a: Median Total Compensation—By Industry Segments and Visible Minority Status (\$ in 000’s)



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Graph 2b: Median Total Compensation—By Industry Segments and Visible Minority Status (\$ in 000's)



### Median Total Compensation by Years of Post-Designation Work Experience and Visible Minority Status

**Table 8** below shows median total compensation for non-visible minorities and visible minorities non-owners along with the per cent of non-visible minorities' median total compensation earned by visible minorities based on years of post-designation experience.

The gap between visible minorities' and non-visible minorities' compensation widens as the years of post-designation work experience increase. Visible minority members with between three and four years of post-designation experience earn 96 per cent of what non-visible minorities in the same post-designation experience cohort earn while visible minorities with over five years of post-designation experience earn between 102 and 109 per cent of non-visible minorities' earnings.

Table 8: Median Total Compensation among Non-Owners — By Years of Post-Designation Work Experience and Visible Minority Status (\$ in 000's)

Years of Post-Designation Experience	Visible Minority Median Compensation	Non-Visible Minority Median Compensation	Total Median Compensation	Visible Minority's % of Non-Visible Minority's Compensation
3-4 years	\$105	\$102	\$103	96%
5-9 years	\$120	\$118	\$119	103%
10-14 years	\$138	\$134	\$135	102%
15-19 years	\$156	\$150	\$150	103%
20-24 years	\$166	\$152	\$155	104%
25 years and over	\$195	\$182	\$184	109%

## Feedback on this Report

Questions or comments related to this report can be directed to Paul Long, Manager, Research, CPA Canada ([pplong@cpacanada.ca](mailto:pplong@cpacanada.ca)).

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