



Making the Case for the Care Economy

A Data Roadmap for Canada's Nonprofit Labour Force

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Prepared for United Way Centraide Canada · By Steven Ayer, Common Good Strategies

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Executive Summary

The nonprofit sector is often described as facing a “data deficit.” There is truth in that. No single dataset fully captures the workforce that sustains charities, community services, and the broader care economy.

The sector has more evidence than it often uses.

But the data deficit is also overstated. The sector has more evidence than it often uses. The problem is that this evidence is scattered across systems, built around different definitions, and rarely organized around the questions nonprofit leaders and policymakers most need to answer.

This is especially true for community care work. Because many of these roles are concentrated in specific occupations and industries, existing labour-market data can already reveal a great deal about the workers, organizations, and pressures at the centre of the nonprofit care economy.

This review identified eight categories of data with well over a dozen distinct datasets relevant to the nonprofit workforce, spanning Statistics Canada sources, sector surveys, administrative filings, and research partnerships. None of these sources is perfect on its own. But when brought together, they can produce a much deeper, more credible, and more policy-relevant picture of the nonprofit workforce than is usually presented.

Before investing heavily in new data collection, we should ask what can already be understood using the data that exists today. The answer is: quite a lot.

WHAT THE EXISTING DATA ALREADY SHOWS

+140%

Rise in vacancies in core community-care occupations since 2015

45%

Of nonprofit-care occupations forecast to face strong shortage risk by 2033 (vs. 6% of all others)

-31%

Community nonprofit workers' earnings vs. the economy-wide average

\$7B

Lost annual volunteer capacity in social services over the past decade (~115,000 FTE)

Taken together, the sources reviewed here already tell a clear nonprofit workforce story: the community nonprofit sector is growing, care-related roles are under mounting pressure, and existing data can show where the action is most urgently needed.

+10% 

The sector is growing, but demand is growing faster. Employment in the community nonprofit sector rose 10% from 2019 to 2024.¹

+32% 

At the same time, current expenditures rose 32%,² and more than 70% of charities now say demand for service exceeds their capacity.³

+140% 

Vacancies have surged in the occupational families most central to community care, rising 140% since 2015. Vacancies in health occupations rose even faster, increasing 173%, while vacancies across the rest of the labour market increased by just 4%.⁴

11
percentage points slower



Care wages are falling further behind other jobs: offered wages in core care occupational roles grew 11 percentage points more slowly than offered wages across the rest of the labour market from 2015 to 2025.⁵

45% 

Shortages are projected to persist in occupations closely associated with nonprofit care work: 45% are forecast to face strong labour-shortage risk by 2033, compared with only 6% of all other occupations.⁶

26%

Retention risks are especially acute in social services, where 26% of workers say they are likely to leave their job within six months — compared with 20% of community nonprofit workers and 15% of governmental nonprofit workers.⁷

-31% -26%

A clear earnings gap: community nonprofit workers earn about 31% less than the economy-wide average and 26% less than workers in government nonprofits.⁸

Job-Quality Risks

Job-quality risks in the nonprofit sector are particularly concentrated in social services, where workers report higher burnout, poorer mental health, and greater dissatisfaction than nonprofit workers overall.⁹

Volunteer Decline ~115k FTE

Volunteer decline is reducing effective capacity across the broader community care ecosystem: social services have lost roughly \$7 billion in annual volunteer capacity over the past decade, equivalent to about 115,000 full-time equivalent positions.¹⁰

Individually, none of these findings may surprise people close to the sector.

In aggregate—and grounded in widely trusted data sources—they form a clearer, more policy-relevant picture of the nonprofit workforce than is typically presented.

They also show the potential of a more deliberate approach to sector data: one that brings existing sources together to identify where pressures are greatest, where investment is most needed, and where future analysis should go deeper.

This report does not document every technical step behind generating these numbers, but the data sources are clearly identified. Instead, it demonstrates what is already possible and sets the foundation for future analysis. The next phase of work that will be undertaken will build on this approach by refining the definitions, testing the methods, targeting specific occupations and subsectors, and generating more detailed evidence for workforce planning, advocacy, and investment.

Where existing data is already strong enough to act

There is also more evidence available than the sector typically draws on. Some of it is already public: Statistics Canada tables can often be analyzed more deeply, recombined in new ways, or interpreted through a nonprofit and care-economy lens. Doing this well requires familiarity with technical labour-market and economic concepts—such as occupation codes, industry codes, compensation measures, Gross Domestic Product (GDP), and supplementary labour income—but these are exactly the tools that allow us to make more reliable estimates from data that already exists.

Other evidence is available but not yet easy to use. Government and research datasets often contain more detailed variables than appear in public tables, but accessing them may require custom tabulations, partnerships, or additional analytical work with raw data.

Sector-led surveys and research tools can then add a different kind of evidence, helping explain job quality, burnout, turnover, organizational capacity, and frontline experience in ways public datasets rarely can.

What we should do next

This report proposes a practical roadmap that builds from immediate insight to longer-term influence. In the near term, the priority is to generate clear, credible insight using existing data to:

NEAR TERM – GENERATE INSIGHT

- Produce a shared snapshot of the nonprofit care workforce
- Identify priority occupations where shortages are most severe
- Bring together key datasets into a common analytical framework
- Translate workforce pressures into implications for communities and the economy

BUILD – STRENGTHEN CAPACITY

- Develop shared classification systems and indicator frameworks
- Create reusable tools, templates, and analyses
- Strengthen partnerships across data holders and sector organizations
- Support coordinated use of surveys and administrative data

OVER TIME – DEEPEN INFLUENCE

- Ongoing monitoring of workforce conditions
- Scenario modelling and policy costing
- A more coordinated national evidence base
- Stronger alignment between data, advocacy, and investment

This roadmap would turn fragmented evidence into a practical system for understanding workforce pressures, targeting interventions, and making a stronger case for investment.

GOVERNMENT LABOUR MARKET TOOLS

BLENDED DATA

Satellite Account of Non-profit Institutions and Volunteering

Human Resources Module

GDP Data

INDIVIDUAL/EMPLOYEE SURVEY

Labour Force Survey (LFS)

Census of Population

FORECASTS

Rural Canada Non-Profits Database

ESDC: Canadian Occupational Projection System (COPS)

BUSINESS, ESTABLISHMENT, AND EMPLOYER DATA SOURCES

Survey of Employment, Payrolls and Hours (SEPH)

Job Vacancy and Wage Survey (JVWS)

Canadian Survey on Business Conditions (CSBC)

SECTOR AND RESEARCH SOURCES

NONPROFIT LEADER SURVEYS

Carleton University's Charity Insights Canada Project (CICP)

Imagine Canada's Sector Monitor

Provincial Sector Surveys (e.g. ONN)

EMPLOYEE AND WORKER SURVEYS WITH NONPROFIT VARIABLES

Employee surveys w/nonprofit variable (e.g. Survey on Employment and Skills)

EMPLOYEE AND WORKER SURVEYS

Nonprofit Employee Survey (Changemaker Wellbeing Index)

NONPROFIT ORGANIZATION EMPLOYEE SURVEYS

Nonprofit Org Employee Surveys (e.g. YMCA Work Well)

Mental Health Research Canada Polls

ADMINISTRATIVE DATA AND OTHER

ADMINISTRATIVE DATA

T3010 (employee compensation and count data)

Job postings

Other Government Administrative Datasets

INDIVIDUAL CANADIAN DATA

Volunteering Numbers (e.g. SGVP)

Public Perception

About This Report

About the Project

This report is an abridged, public-facing version of a longer internal document from United Way Centraide Canada designed to support a labour force strategy for the nonprofit care economy. The initial report included a review of labour force strategies from other sectors, as well as an assessment of the full range of data available to understand the nonprofit workforce in Canada—across government sources, sector research, and administrative data.

This report builds on those insights to highlight what is most useful for a broader audience—showing how existing data can be used now, and how more coordinated use could strengthen workforce planning and advocacy across the sector.

About the Author

Common Good Strategies is an independent research and strategy firm focused on the nonprofit and charitable sector. Its work draws on national datasets, sector research, and community insights to support strategy, reporting, and system-level initiatives across Canada.

This report was written by Steven Ayer, the firm's principal. Steven has led and contributed to major research projects across Canada's nonprofit, charitable, philanthropic, workforce, and survey-research sectors, including work with Imagine Canada, CanadaHelps, Volunteer Canada, Community Foundations of Canada, United Way Centraide Canada, YMCA Canada, Toronto Foundation, the Diversity Institute, and the Environics Institute for Survey Research.

About United Way Centraide Canada

United Way Centraide Canada is the national office that represents and supports a network of United Way Centraides serving 5,000 communities across Canada. United Way Centraide is Canada's largest non-government funder of human and community services, mobilizing over \$600 million annually to support basic needs to over 8 million people. United Way Centraides exist locally to serve those experiencing vulnerability in our communities and to create an equitable future for all. They work in partnership with more than 3,800 unique community service organizations delivering essential services so that everyone in every community can have the opportunity to reach their full potential.



I

Introduction

Using the data that already exists to understand the nonprofit care workforce

This report focuses on the part of the nonprofit workforce most directly connected to community care and support: workers who serve children, older adults, people with disabilities, newcomers, people experiencing poverty or homelessness, and others who rely on community-based supports.

This is not the whole nonprofit workforce, but it is one of the places where existing data can be used most effectively because many of these roles are concentrated in identifiable occupations and industries. The constraint is not just data availability—it is the sector’s limited shared capacity and infrastructure to interpret, connect, and use the data that already exists.

Currently, the sector is often making workforce decisions without a clear sense of the scale of the challenges, where to focus efforts, or which levers are most likely to make a difference.

Our review of labour force strategies in other sectors underscores that many of the types of data used to diagnose workforce challenges already exist for the nonprofit sector, at least in proxy form. These data sources are not perfect, but they are sufficient to demonstrate the scale of workforce pressures, where they are most acute, and where action is needed—especially when used together and interpreted thoughtfully.

This points to a more immediate challenge for the sector: creating the conditions to make better use of its existing data.

To that end, this report maps the data currently available and demonstrates the power of combining various data sources—while also pointing to how this work can be formalized and made more consistent over time.

In many ways, the sector may have a stronger starting point than it appears. A wide range of organizations—researchers, intermediaries, governments, and nonprofits themselves—are already generating data and insight about the sector.

For practical purposes, this report often uses data on the community nonprofit sector as a proxy for this workforce. That proxy is useful but imperfect: many care and support roles span community nonprofit, governmental nonprofit, public, private, and self-employed settings. Where possible, the report distinguishes between nonprofit-specific findings and broader occupational or industry-level evidence.

The opportunity is not just to use this data more effectively, but to turn it into a clearer understanding of the sector's challenges—and the choices ahead.

How Other Sectors Are Using Data to Shape Labour Force Strategies

This review examined three existing labour force strategies—[adult social care in England](#), [Canada's agriculture and agri-food sector](#), and [Canada's manufacturing sector](#). These strategies were developed by coalitions seeking to influence government priorities. They defined problems by drawing on a shared evidence base and sought to align stakeholders around specific policy action.

In all three strategies, data is used to quantify the scale of the challenge, identify where pressures are most acute, and directly support specific policy and investment recommendations.

Sector	Data Used	Results
Adult Social Care (England)	Administrative data, employer reporting, workforce projections, demographic data	Quantified vacancy rates at three times the national average and estimated the need for hundreds of thousands of additional workers in the coming decade. Workforce projections and demographic data were used to justify coordinated action across pay, training pathways, and new role design through the policy pillars of Attract, Train, Transform. The strategy also quantified the sector's £60 billion contribution to GDP, framing workforce shortages as a system-level economic issue.
Agriculture & Agri-Food (Canada)	Employer surveys, perception data, qualitative research	Identified turnover (including early attrition), recruitment challenges, and misalignment between job expectations and working conditions. The strategy also highlighted less visible barriers such as low awareness of sector careers among youth and weak community integration. These findings informed targeted approaches to recruitment, retention, and workforce integration.
Manufacturing (Canada, Industrie 2030)	Employer surveys, labour market analysis, skills gap data, projections	Showed that 40% of firms were already experiencing labour shortages, projected to rise to 60%, directly linking workforce constraints to limits on growth and innovation. Identified skill gaps and weak education-to-industry linkages informed recommendations to expand apprenticeships, align curricula, and adapt immigration pathways to sector needs. The strategy also linked labour shortages and productivity gaps to risks for national economic growth, strengthening the case for coordinated federal action.

What stands out

Across all three strategies, data is used in combination—bringing together administrative data, employer surveys, projections, and qualitative research—to create a more complete picture of workforce dynamics.

Importantly, these strategies do not wait for perfect data. They use what is available to:

- establish credible estimates of workforce gaps
- identify priority pressure points
- and support coordinated action across governments, employers, and sector partners

Much of this data infrastructure—including labour force data, Census data, and sector surveys—is also available for the nonprofit sector when occupations and industries are appropriately mapped.

Implication for the nonprofit sector

The nonprofit sector is not starting from zero. The examples reviewed show what becomes possible when existing data is used more systematically—to define workforce challenges, align stakeholders, and make a clear case for investment and policy action.

They also highlight a growing reality: other sectors are not just competing for workers in general. Many of the labour force strategies reviewed explicitly focus on recruiting the same groups the nonprofit sector is also looking to attract, including youth, newcomers, Indigenous Peoples, racialized workers, students, and people changing careers. Better use of data will be critical for understanding where the nonprofit sector has a competitive advantage, where it faces structural barriers, and what kinds of investment would help it recruit and retain these workers.



II

Measuring the Nonprofit Labour Force Using StatsCan Data

How occupation and industry codes unlock a sector that national statistics don't name

The nonprofit sector is often described as having a data deficit. This is not wrong, but it is incomplete. There is no single, perfect dataset, or even a perfect combination of datasets, which captures everything we want to know about nonprofits in Canada.

Most of the available data was never designed with nonprofits in mind, which makes the sector difficult to identify in national statistics.

But a deeper issue sits underneath the data deficit. Even when useful labour force information does exist, the sector often lacks the capacity, knowledge, and tools needed to work confidently with imperfect data. As a result, valuable insights remain underused or overlooked—not only in conversations with government, but also in how the sector understands itself and makes decisions.

Statistics Canada already produces a wide range of labour force tools—from the Census to the Labour Force Survey and related datasets—that are used to understand labour supply, shortages, wages, and working conditions across the economy. These tools do not explicitly identify “nonprofit workers,” but they provide a strong foundation for analyzing the roles where nonprofits are most active.



Occupation-Based Definitions (NOC Codes)

Statistics Canada's National Occupational Classification is the system used to categorize occupations across the labour market. It describes what work people do, regardless of the sector or industry where they work.

CONCENTRATION MATTERS.

This matters because the community nonprofit workforce is not evenly distributed across the occupational system. Data derived from the 2019 Human Resources Module for the nonprofit sector shows that, out of nearly 100 three-digit occupation groups, just four stand out as especially important: they appear among the 11 most common occupations in the nonprofit sector overall and are disproportionately concentrated in community nonprofits.

CARE OCCUPATIONS TELL AN IMPORTANT STORY.

Many of the occupations most concentrated in community nonprofits are directly connected to care and community support, including social workers, early childhood educators, home support workers, youth workers, settlement workers, and related occupations. By focusing on these roles, we can show the scale of labour shortages in community care, even when not all workers in those occupations are employed by nonprofits.¹¹

OCCUPATION DATA HAS LIMITATIONS.

Many nonprofit workers are employed in generalist roles, such as HR, finance, IT, administration, and management, that exist across all sectors and cannot easily be isolated using occupation data alone. The HR Module can help quantify the number, wages, and distribution of these workers within the nonprofit sector, but they are harder to track in other labour market datasets unless occupation and industry codes can be combined.

Industry-Based Definitions (NAICS Codes)

The North American Industry Classification System (NAICS) is used to classify workplaces by industry. Whereas NOC codes describe what work people do, NAICS codes describe where that work occurs. This matters because community nonprofit work is also highly concentrated by industry. Of roughly 100 NAICS subsectors, one—social assistance—employed more than 531,000 people in 2021 and covers many of the core settings where community-based care and support are delivered.¹²

Nonprofit organizations exist across many industries, but United Way Centraide Canada's focus on the community nonprofit sector makes social assistance a particularly useful proxy. It is not a perfect match: some workers in this industry are employed by governmental nonprofits, for-profit providers, or self-employed arrangements. Even so, the fit is strong enough to make NAICS-based analysis a practical and credible way to examine workforce trends in community care.

Industry codes therefore open the door to datasets that would otherwise be difficult to use for nonprofit labour analysis, including data on employment, wages, vacancies, hours, job stability, and workforce demographics.

The power of combining these two ways of looking at the workforce.

Together, these classification systems allow us to move beyond high-level descriptions and analyze workforce conditions in much greater detail by examining specific roles and industries.

This approach is already being used.

Imagine Canada analyzed StatsCan data and found that community nonprofit sector wages were 32% lower than the broader workforce in 2021.¹³

A recent [report](#) by Canadian Centre for Nonprofit Digital Resilience (CCNDR) combined occupation and industry data to examine information technology roles in the nonprofit sector, showing that these roles are much less prevalent in the nonprofit sector, distinct workforce profiles, and lower wages relative to comparable roles in other sectors.¹⁴

Scaling this approach across the sector

Critically, nearly every major labour force dataset produced by Statistics Canada includes both occupation and industry classifications—making this kind of analysis not only possible, but readily scalable across the sector.

A practical place to begin is with care-related occupations. Roles such as social workers, early childhood educators, home support workers, and other essential care occupations provide a clear window into the pressures shaping community work in Canada. These roles span public, private, and nonprofit employers, but what matters for communities is whether people can actually access care. On that front, the data is clear: we are falling short.

Public data from Statistics Canada shows large and growing shortages across many of these occupations. Vacancy rates are among the highest in the labour market, wages lag behind the broader economy, and federal projections indicate that these pressures will intensify over the coming decade (see inset *What occupation data can show*). While we cannot perfectly isolate nonprofit workers, we can clearly demonstrate—using the same data government relies on—that Canada faces a significant labour shortage in the roles most central to community wellbeing.

What occupation data can show

By combining ESDC occupational forecasts with Statistics Canada vacancy and wage data,^{15,16} the sector can track labour-market pressure in the roles most central to community care — even when datasets do not directly identify nonprofit employers.

This approach shows that:

VACANCIES HAVE SURGED IN CORE COMMUNITY-CARE OCCUPATIONS.

Between 2015 and 2025, vacancies in these occupations increased by 140%, while vacancies in health occupations rose by 173%. Across all other occupations, vacancies increased by only 4%.

THE PRESSURE IS BROAD-BASED.

This is not the result of one outlier occupation. All four core community-care occupational families saw vacancies at least double over the past decade, pointing to sustained hiring pressure across the frontline workforce that delivers community care and support.

CARE WAGES ARE FALLING FURTHER BEHIND.

Offered wages in the core occupational families most closely associated with care work grew 11 percentage points more slowly than wages in all other occupations from 2015 to 2025 — rising by 42%, compared with 53% across all other occupations.

FEDERAL FORECASTS SUGGEST THE PROBLEM WILL PERSIST.

Among the 11 five-digit NOC unit groups most closely associated with core nonprofit care work, 5 occupations — 45% — are forecast to face strong labour-shortage risk by 2033, compared with just 6% of all other occupations in the Employment and Social Development Canada (ESDC) forecasting system.

Why this matters

Occupation data does not perfectly isolate the nonprofit sector, but it can identify the labour-market pressures affecting the workers community nonprofits depend on. When combined with industry data, this approach can become even more precise.

Limitations

Occupation and industry data do not cleanly identify nonprofit workers. In fields such as childcare, for example, workers are spread across public, private, and nonprofit employers. In others—such as arts, culture, and recreation—the mix of organizations can make it even harder to isolate nonprofit activity.

However, these limitations do not prevent useful analysis. By focusing on occupations and industries where nonprofit work is highly concentrated—particularly in care-related roles—we can still assess whether labour supply is keeping pace with demand, where shortages are most acute, and how working conditions are evolving.

This data should be used with care. Imagine Canada withdrew its 2022 report, *Diversity Is Our Strength* and replaced it with [People First](#) in 2025 after Statistics Canada updated its methodology for identifying nonprofit workers. Imagine Canada noted that the methodological changes made the two sets of results incomparable and raised specific concerns about earlier education and immigration-related findings. Future analysis should therefore rely on the newer data where possible.

However, for the purposes of this report, the older occupation-level data is treated as a reasonable starting point for illustrative analysis of broad occupational patterns. Some results warrant caution, including unexpectedly high representation in administrative roles less directly tied to service delivery. Updated analysis using the newer methodology would provide a stronger foundation going forward.

However, the core care occupations used in this report align with expected sector patterns and remain appropriate for the illustrative analysis presented here.

Next Steps

Applying this approach will show where it generates strong, actionable insight—and where it does not. Some components will immediately support priority-setting and advocacy; others will expose gaps that require new tools or better data.

The sector and its funders can act now where the evidence is already strong, while using early results to guide where better data, tools, and systems are needed over time.

The goal is not to wait for better data, but to build it—iteratively, and with purpose.

Types of Workforce and Sector Data Available

Before turning to specific datasets, it is helpful to step back and understand the overall structure of available data.

There is no single dataset that captures the nonprofit workforce in Canada. Instead, the evidence base is built by combining multiple sources—each designed for different purposes, using different definitions, and capturing different parts of the labour market.

At a high level, these sources fall into three broad categories:

GOVERNMENT LABOUR MARKET TOOLS

Large-scale, standardized datasets that provide consistent, economy-wide measures of employment, wages, and labour demand. These datasets are powerful because they are:

- Consistent over time, allowing for trend analysis
- Comparable across sectors, enabling benchmarking
- Trusted by government, making them especially useful for policy and advocacy

However, they do not directly identify the nonprofit workforce in a clean or consistent way. As a result, they are most effective when used as a foundation layer, often combined with other data sources.

SECTOR AND RESEARCH SOURCES

Surveys and studies focused specifically on nonprofit organizations, leaders, and workers.

The strength of sector data is depth and specificity—it reflects how the workforce actually experiences work.

The limitation is representativeness. Participation is often voluntary, and samples can skew toward more engaged or better-resourced organizations. These sources are therefore best used to interpret and enrich broader labour market trends, rather than to stand alone as definitive measures.

ADMINISTRATIVE AND INDIVIDUAL-LEVEL DATA

Operational datasets and broader indicators that have ongoing signals and behavioural insights. These sources are especially useful for:

- Tracking structural trends over time
- Identifying changes in labour demand
- Understanding financial and operational constraints

However, they often lack detail (e.g., wide salary bands in T3010) or exclude parts of the sector (e.g., non-charitable nonprofits).

Putting It Together

Individually, each of these categories is incomplete.

- Government data is broad but indirect
- Sector data is rich but uneven
- Administrative data is timely but partial

But together, they create a surprisingly strong foundation.

In fact, one of the defining features of the nonprofit workforce in Canada is not a lack of data, but the opposite: a fragmented abundance of it.

The challenge—and the opportunity—is to bring these sources together in a way that:

- clarifies priorities,
- strengthens the case for action, and
- supports more coordinated workforce strategies.



Mapping the Data Source Landscape

The major datasets already available – and how to use each one

The figure below provides an illustrative overview of the major data sources that can be used to understand Canada's nonprofit and broader labour market. It is not intended to be exhaustive but rather to highlight the breadth and diversity of datasets already available—from government labour market tools to sector-led research and administrative data.

Not all of these sources will be discussed in depth in this report, but the sections that follow will focus on the most relevant and actionable datasets, illustrating how they can be leveraged to build a stronger labour force evidence base for Canada's nonprofit and community sectors.¹⁷

A summary of the datasets I see as most promising for nonprofit labour force analysis is provided in Appendix 2.

GOVERNMENT LABOUR MARKET TOOLS

BLENDED DATA

Satellite Account of Non-profit Institutions and Volunteering

Human Resources Module

GDP Data

INDIVIDUAL/EMPLOYEE SURVEY

Labour Force Survey (LFS)

Census of Population

FORECASTS

Rural Canada Non-Profits Database

ESDC: Canadian Occupational Projection System (COPS)

BUSINESS, ESTABLISHMENT, AND EMPLOYER DATA SOURCES

Survey of Employment, Payrolls and Hours (SEPH)

Job Vacancy and Wage Survey (JVWS)

Canadian Survey on Business Conditions (CSBC)

SECTOR AND RESEARCH SOURCES

NONPROFIT LEADER SURVEYS

Carleton University's Charity Insights Canada Project (CICP)

Imagine Canada's Sector Monitor

Provincial Sector Surveys (e.g. ONN)

EMPLOYEE AND WORKER SURVEYS WITH NONPROFIT VARIABLES

Employee surveys w/nonprofit variable (e.g. Survey on Employment and Skills)

EMPLOYEE AND WORKER SURVEYS

Nonprofit Employee Survey (Changemaker Wellbeing Index)

NONPROFIT ORGANIZATION EMPLOYEE SURVEYS

Nonprofit Org Employee Surveys (e.g. YMCA Work Well)

Mental Health Research Canada Polls

ADMINISTRATIVE DATA AND OTHER

ADMINISTRATIVE DATA

T3010 (employee compensation and count data)

Job postings

Other Government Administrative Datasets

INDIVIDUAL CANADIAN DATA

Volunteering Numbers (e.g. SGVP)

Public Perception

NOTE

The coming section highlights core government datasets that are reasonably accessible to skilled researchers familiar with labour-market concepts, quantitative methods, and the nonprofit sector. With the right statistical and data-manipulation skills—and the tools outlined later in this report—most of these sources can be accessed and analyzed effectively.



Other datasets considered

This review focuses on datasets that appear most immediately useful for nonprofit labour force analysis. Other sources — including the Canadian Community Health Survey, some General Social Survey cycles, education and learning surveys, and other population-level datasets — may contain relevant information on work, health, wellbeing, education, training, volunteering, or labour-market pathways. They are not emphasized here because readily available public tables and public-use files often appear too aggregated to isolate nonprofit workers, community nonprofit industries, or nonprofit-relevant care occupations with confidence. This does not mean they could not be useful. Custom tabulations, Research Data Centre access, linked administrative data, or special research partnerships may make some of these sources valuable for specific future questions.

3.1 Government Labour Market Sources

This section outlines government datasets that provide insight into workforce conditions, organizational health, and employee wellbeing.

3.1.1 Blended Data

SATELLITE ACCOUNT OF NON-PROFIT INSTITUTIONS AND VOLUNTEERING: HUMAN RESOURCE MODULE¹⁸

NOTE

See Also Satellite Account of Non-profit Institutions and Volunteering: GDP Estimates.



What it is

A Statistics Canada dataset, commonly called the HR Module in this report for short, that integrates administrative and survey data to estimate nonprofit employment and workforce composition across industries and occupations. It is part of the Satellite Account of Non-Profit Institutions and Volunteering. For human resource data, this module becomes of particular importance, which is why it is separate from GDP data from the same source below.



Frequency

Official Statistics Canada product is labelled as annual, but detailed public availability is lagged. The current public HR Module release covers data up to 2021, so it should be treated as an important but infrequently updated source for current workforce analysis.



What it enables

- Via the techniques described in this report, identification of nonprofit workers using standardized industry (NAICS) and occupation (NOC) classifications
- Conceptual/methodological alignment with other federal labour market datasets
- System-level estimates of workforce size, composition, and characteristics.



Limitations to consider

- Released infrequently (5 years ago as of writing) and important underlying data is not public, limiting accessibility
- Since it is a nonprofit specific tool, always at risk of discontinuation unlike labour market wide tools



Why it matters

This major Statistics Canada dataset is explicitly designed to identify the nonprofit sector within the broader economy, providing the most coherent and internally consistent foundation for nonprofit labour analysis in Canada.



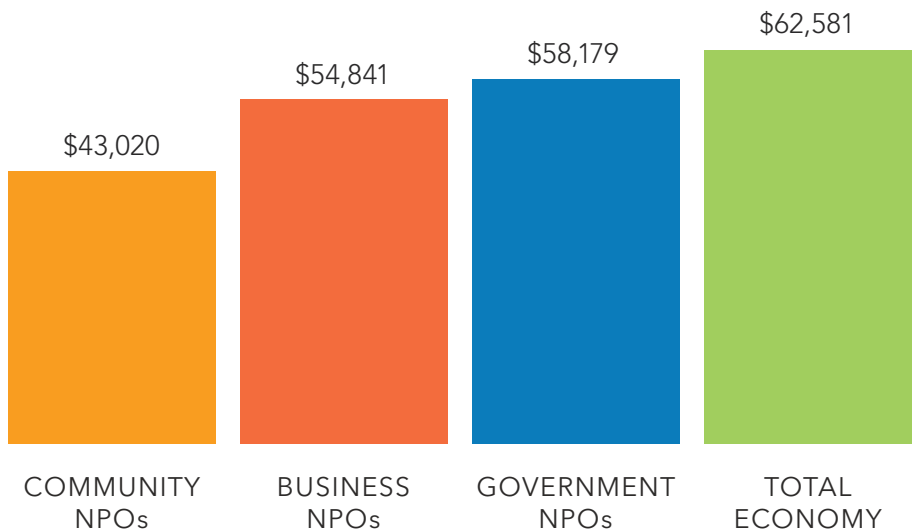
How to use it

The dataset can serve as a core foundation for workforce analysis, particularly when estimating the size, structure, and composition of the nonprofit labour force. Other datasets can often be interpreted in relation to—or, where useful, aligned with—the definitions and structure established by the HR Module.



Data Illustration

Wages in the sector



Source

Statistics Canada via [People First: A Portrait of Canada’s Nonprofit Workforce](#) — Data and Trends Report by David Lasby at Imagine Canada. The underlying data come from Statistics Canada’s Human Resources Module of the Satellite Account of Non-profit Institutions and Volunteering.

HOW THE HR MODULE UNLOCKS THE NONPROFIT WORKFORCE

The HR Module matters because Statistics Canada has produced detailed nonprofit employment estimates by occupation and industry that were provided to the author of this report by Imagine Canada. These tables are not available on the Government of Canada websites, but detailed tables are available. That lets us move beyond intuition and identify which NOC and NAICS groups are actually concentrated in the community nonprofit sector. Once those concentrations are known, the same codes can be used more confidently in other datasets — such as vacancy, wage, Census, and forecast data — to track the labour-market pressures affecting nonprofit-relevant work. For the most part, the distributions are intuitive, but it adds credibility to our intuition and can help us model. It also allows for different types of analysis.

A CRITICAL DATA ASSET AT RISK OF BECOMING OUTDATED

The HR Module was last updated with 2021 data and published in 2023, with no public indication since then of whether or when it will be updated again. It remains one of the strongest sources available on the nonprofit workforce, but some of its value now depends on whether more recent data becomes available. Some of its insights are available elsewhere, but not all.

The sector needs to demonstrate the value of the HR Module by using it, citing it, and advocating for it to be updated as part of Canada's core labour-market data infrastructure and we need more clarity on its future updates.¹⁹

SATELLITE ACCOUNT OF NON-PROFIT INSTITUTIONS AND VOLUNTEERING: GDP DATA

-  **What it is**
Statistics Canada data on GDP and economic output, including published estimates of the nonprofit sector's contribution to the Canadian economy through the Satellite Account. The HR Module, mentioned above, is part of the same statistical program.
-  **Frequency**
Official Statistics Canada program is listed as quarterly. Some related annual tables and products also exist, so frequency varies depending on the specific table used.
-  **What it enables**
- Benchmarking the nonprofit sector's economic contribution relative to other industries and sectors
 - Tracking changes in nonprofit GDP, revenues, expenditures, employment, and compensation over time
 - Comparing revenue sources, including government, household, business, and other sources of income
 - Understanding differences across nonprofit activity categories, including community nonprofits, health, education, religion, culture and recreation, and business and professional associations
-  **Limitations to consider**
- Useful for showing the sector's economic size, revenues, expenditures, and funding structure, but not for explaining detailed workforce pressures on its own.
 - GDP data can be less intuitive than jobs, wages, revenues, or vacancies, so it often needs to be translated into clearer, plain-language messages while nonprofit data and subsector data can be buried and hard to interpret.
-  **How to use it**
The data is useful for context-setting and framing, particularly when situating the nonprofit sector within the broader economy.
-  **Why it matters**
The data provides a clear, accessible benchmark of the nonprofit sector's overall economic scale.

RURAL CANADA NON-PROFITS DATABASE

 **What it is**
A Statistics Canada dataset providing annual counts, revenues, and employment estimates for nonprofit organizations across geographic levels, including provinces, rural and small-town areas, functional urban areas, and census subdivisions.

 **Frequency**
Official Statistics Canada tables are annual.

 **What it enables**

- Mapping nonprofit presence, revenue, and distribution across communities
- Local-level analysis using NAICS industries and standard nonprofit activity classifications

 **Limitations to consider**

- Employment estimates do not align well with HR Module figures, likely due to differing definitions
- Can introduce conflicting workforce estimates if used alongside core labour datasets
- Limited analytical framing, with outputs primarily delivered as standalone tables

 **How to use it**
The data set is best used selectively for **geographic and structural context**, particularly in rural analysis. For workforce trends or employment analysis, it is potentially more useful as a complement to other datasets, rather than a primary reference point.

 **Why it matters**
The dataset offers useful geographic insight into where nonprofits operate—particularly in rural and small-town Canada—but has more limited value for workforce analysis.

3.1.2 Forecasts

ESDC: CANADIAN OCCUPATIONAL PROJECTION SYSTEM (COPS)



What it is

A federal forecasting model developed by ESDC that projects labour demand, retirements, and replacement needs by occupation across Canada.



Frequency

Periodic federal projection release, not a recurring survey. The current projection period is 2024 to 2033.



What it enables

- Projection of future labour-shortage risk in nonprofit-aligned occupations.
- Analysis of retirements, replacement demand, and workforce pipeline pressures
- Scenario-building for workforce planning and long-term sector strategy



Limitations to consider

- Not nonprofit-specific; requires alignment with HR Module occupations to be sector-relevant
- Based on modelling assumptions that may not fully capture sector-specific dynamics
- Less suited for timely analysis compared to vacancy-based datasets



How to use it

The model represents a high-leverage extension of the HR Module, particularly for forward-looking analysis. It is most effective when used to translate current workforce structure into future risk and planning scenarios, especially in care and community service occupations.



Why it matters

The model offers one of the strongest forward-looking views of labour market pressures. When combined with occupation profiles derived from the HR Module, it becomes especially powerful for understanding future workforce risks in nonprofit- and care-aligned roles.

Example

ESDC's Canadian Occupational Projection System suggests that shortage risk is not evenly distributed across the labour market. Among the 11 five-digit NOC unit groups most closely associated with core nonprofit care work, five occupations — 45% — are forecast to face a strong risk of labour shortage by 2033.²⁰ By comparison, only 6% of all other occupations in the COPS system are forecast to face strong shortage risk.

3.1.3 Individual and Employee Surveys

LABOUR FORCE SURVEY (LFS)



What it is

A monthly Statistics Canada survey providing estimates of employment, unemployment, labour force participation, wages, and hours worked by industry and occupation.



Frequency

Monthly but may require annual and/or custom tables to get useful analysis for nonprofit labour force analysis.



What it enables

- Tracking short-term changes in employment, unemployment, and labour force participation
- Monitoring labour market shocks, layoffs, and recovery patterns
- Providing economic context for trends observed in more sector-specific datasets



Limitations to consider

- Public data is too aggregated to isolate the nonprofit sector effectively
- Many detailed indicators are available in the LFS or through custom analysis, but public tables are generally too aggregated to isolate nonprofit-specific patterns.
- Usefulness for detailed workforce composition or structural analysis is limited



How to use it

This survey is most useful as a contextual and situational awareness tool, particularly for tracking short-term labour market shifts. It can support analysis of shocks or trends affecting nonprofit-aligned industries, such as health care and social assistance, which includes much of the community nonprofit workforce but also extends well beyond it. However, it is generally less suited as a primary source for sector-specific workforce analysis.



Why it matters

The survey is one of the timeliest sources of labour market information in Canada, offering timely insight into shifts in employment conditions and broader economic trends.

THE CANADIAN CENSUS OF POPULATION

 **What it is**
A comprehensive dataset, compiled every five-years by Statistics Canada which provides detailed information on Canada's population, education, income, and employment, including both industry (NAICS) and occupation (NOC) classifications.

 **Frequency**
Every five years.

 **What it enables**

- Detailed analysis of workforce composition across industry, occupation, education, and income
- Regional and demographic comparisons of nonprofit-aligned workers
- Baseline estimates to support benchmarking, segmentation, and equity analysis

 **Limitations to consider**

- Released every five years, limiting timeliness
- Public tables rarely combine industry and occupation, constraining direct nonprofit identification
- More advanced analysis often requires custom tabulations, Public Use Microdata Files (PUMFs) or Research Data Centre (RDC) access
- Time-intensive to navigate and prioritize within a very large dataset

 **How to use it**
Provides a high-value foundation for structural and demographic analysis, particularly for benchmarking and regional comparisons.

Most effective when used selectively to answer targeted questions, or in combination with other datasets that offer greater timeliness or sector specificity.

 **Why it matters**
The dataset offers unmatched depth and precision for understanding the structure and composition of the workforce, making it a critical source for benchmarking and regional comparison.

3.1.4 Business, Establishment, and Employer Data Sources

SURVEY OF EMPLOYMENT, PAYROLLS AND HOURS (SEPH)

 **What it is**
A monthly Statistics Canada dataset providing detailed information on payroll employment, earnings, and hours worked by industry, including sectors relevant to social assistance, community services, and education.

 **Frequency**
Monthly.

 **What it enables**

- Tracking short-term changes in wages, employment, and hours worked by industry
- Monitoring impacts of policy or funding changes on employment conditions

 **Limitations to consider**

- Does not identify nonprofit organizations directly and excludes self-employed workers²¹
- Industry-based structure limits precision for nonprofit-specific analysis
- Less useful for understanding workforce composition or sector-wide dynamics

 **How to use it**
The dataset is most useful for tracking wage and employment trends over time in nonprofit-adjacent industries. It is best used as a complementary source for short-term monitoring, rather than a primary dataset for nonprofit workforce analysis.

 **Why it matters**
Offers reliable, timely insight into wage and employment trends across nonprofit-adjacent industries, particularly within the broader care and service economy.

JOB VACANCY AND WAGE SURVEY (JVWS)



What it is

A Statistics Canada survey providing detailed, timely data on job vacancies, offered wages, and recruitment pressures by industry and occupation.



Frequency

Monthly and quarterly. Higher-level vacancy estimates are available monthly, while more detailed occupation and wage information is generally available quarterly.



What it enables

- Tracking job vacancies and hiring pressures across relevant occupations and industries
- Identifying emerging labour shortages in near real time
- Monitoring wage offers alongside demand to assess labour market tightness



Limitations to consider

- Does not identify nonprofit organizations directly
- Requires recoding and alignment of industries and occupations to isolate nonprofit-relevant roles
- Technical setup can be complex, particularly for ongoing or automated analysis



How to use it

The survey serves as a high-value, timely indicator of labour demand, particularly when paired with HR Module occupation profiles.



Why it matters

The survey offers one of the clearest measures of labour demand, making it especially valuable for identifying emerging shortages in nonprofit- and care-aligned roles.

CANADIAN SURVEY ON BUSINESS CONDITIONS (CSBC)

NOTE

CSBC was stated to have been discontinued following Statistics Canada's expenditure review in Spring 2026 in an email from Statistics Canada but still is listed as active on the survey website. While its future status should be confirmed directly with Statistics Canada, this would limit its usefulness as an ongoing monitoring tool and represents a loss for tracking timely nonprofit and organizational conditions.



What it is

A Statistics Canada survey that tracks organizational conditions, expectations, obstacles, staffing pressures, and emerging issues. It is business-oriented but has also been used to report directly on nonprofit organizations.



Frequency

Historically Quarterly. Questionnaire content varies by wave, so its usefulness for nonprofit labour analysis depends on the questions asked in each cycle.



What it enables

- Comparison of nonprofit-related pressures to broader business trends



Limitations to consider

- Not nonprofit-specific and inconsistently relevant across survey waves
- Business-oriented framing can miss issues that matter most to community nonprofits
- Future availability appears uncertain, limiting its role as an ongoing source
- Some nonprofit-heavy subsectors may be excluded in specific waves, so CSBC should be used carefully for nonprofit-sector analysis.



How to use it

The survey is now primarily useful as a backward-looking, contextual source, particularly where past survey waves captured relevant workforce dynamics. It will have a limited role going forward due to discontinuation.



Why it matters

CSBC shows that broader organizational surveys can be adapted to provide timely nonprofit insight.

3.2 Sector and Research Sources

This section outlines nonprofit- and sector-led datasets that provide insight into workforce conditions, organizational health, and employee wellbeing. While these are often easier to access than government data, their representativeness, frequency, and comparability vary widely. Skilled researchers can extract significant insights—particularly when combining these datasets with federal sources—but must account for selection biases and limited sample sizes that affect generalizability.

3.2.1 Nonprofit Leader Surveys

CARLETON UNIVERSITY'S CHARITY INSIGHTS CANADA PROJECT (CICP)



What it is

A recurring survey of Canadian charitable organizations conducted by Carleton University, capturing detailed data on challenges, finances, staffing pressures, and organizational conditions.



Frequency

Weekly survey collection, with weekly rapid reports, quarterly briefs, and thematic publications.



What it enables

- Insight into staffing challenges, turnover, and workforce pressures within organizations
- Connections between financial conditions and workforce outcomes; also has questions on many different topics of value
- Rapid inclusion of new questions to explore emerging issues through collaboration



Limitations to consider

- Voluntary, weekly participation introduces a risk of selection bias, overrepresenting more engaged or better-resourced organizations
- Best suited to organizational conditions, not detailed workforce analysis
- Less detail on differences within the sector.
- Provides timely sector-wide signals but results are not always segmented in ways that show variation within the nonprofit sector



How to use it

The survey is best used as a complementary source alongside representative datasets, particularly to explore emerging issues or test hypotheses.



Why it matters

The survey provides timely, organization-level insight that is often not available in federal datasets, particularly on workforce challenges, turnover, and financial pressures.

Examples of insights

- [Demand is outpacing capacity](#): in 2024 and 2025, more than 70% of charities said demand exceeded their capacity — 72% in 2024 and 73% in 2025.
- Staffing shortages remain widespread: roughly half of charities cited staffing shortages as a top challenge — [50% in 2024 and 47% in 2025](#).

IMAGINE CANADA'S SECTOR SURVEYS

-  **What it is**

A series of sector-wide surveys led by Imagine Canada, including the Sector Monitor and relatively recent AI And Equity, Diversity, and Inclusion (EDI) research, designed to assess workforce conditions, organizational health, and leadership challenges across the nonprofit and charitable sector.
-  **Frequency**

Irregular or project based. Some research streams are repeated, but there is no single fixed collection cycle across Imagine Canada's sector survey work.
-  **What it enables**
 - Deep dives into specific themes such as EDI, workforce challenges, and leadership dynamics
 - Sector-wide insight using a consistent and credible survey frame
 - Analysis of trends over time where repeated waves exist
-  **Limitations to consider**
 - Resource-intensive and costly to field, limiting frequency and flexibility
 - Content must align with Imagine Canada priorities
 - Some overlap with other sector surveys, though typically this survey has greater methodological depth
-  **How to use it**

The surveys are best suited for targeted, high-quality deep dives where methodological rigor is critical. Future waves could be highly valuable if aligned with sector priorities and supported through partnership or co-investment.
-  **Why it matters**

The surveys represent one of the most methodologically rigorous and credible sources of sector-specific data, with a track record of generating high-quality insights on workforce composition, recruitment barriers, leadership, and organizational trends.

Disclosure

The author has previously conducted research for Imagine Canada, and a member of his immediate family is employed by the organization.

PROVINCIAL SECTOR SURVEYS (E.G., ONTARIO NONPROFIT NETWORK, VOLUNTEER ALBERTA)



What it is

Workforce and organizational surveys conducted by provincial networks and sector associations to support local or provincial advocacy, planning, and sector development.



Frequency

Varies by organization and province. Some surveys are repeated, but there is no consistent national collection cycle.



What it enables

- Insight into region-specific issues and policy contexts
- Identification of trends over time where consistent surveys exist (e.g., Ontario Nonprofit Network)



Limitations to consider

- Limited comparability across provinces due to differences in design, timing, and methodology
- Challenges in maintaining consistent sample quality over time
- Changes in respondent composition can affect results and trend interpretation
- Less effective for national-level advocacy without careful contextualization



How to use it

The surveys are best used selectively to complement national datasets—particularly where provincial data reveal unique or persistent trends not captured elsewhere.



Why it matters

The surveys provide rich, context-specific insight into workforce conditions, organizational challenges, and regional dynamics that are often not captured in national datasets.

Disclosure

The author has served as a paid advisor on survey strategy for the Ontario Nonprofit Network (ONN).

3.2.2 Nonprofit Employee Surveys

External Surveys – Not Commissioned by an Organization^{22,23}

CHANGEMAKER WELLBEING INDEX



What it is

A sector-wide survey of nonprofit workers led by Future of Good in partnership with Common Good Strategies and Environics Research. The Changemaker Wellbeing Index appears to be the first Canadian study designed specifically around a representative sample of nonprofit workers' workplace experience, with weighting built from the HR module.



Frequency

Wave-based / project-based. The 2025 study provides a major recent baseline, but timing of the next iteration is not confirmed.



What it enables

- Direct insight into employee wellbeing, job quality, and workplace conditions
- Analysis of burnout, stress, workload, and psychological safety
- Understanding of autonomy, leadership trust, flexibility, and inclusion
- Exploration of how workplace conditions relate to retention and workforce stability



Limitations to consider

- Costly and complex to field, limiting frequency and sustainability
- Recruitment challenges affect sample composition
- Some overrepresentation of community nonprofits and desk-based or remote roles
- As a relatively new initiative, trends over time are still emerging



How to use it

The survey is best used as a primary source for understanding worker experience, particularly when paired with organizational and labour market data. It is highly valuable for workforce planning, job quality analysis, and identifying priority areas for intervention. Future waves could expand its usefulness—for example, by including former sector employees or individuals considering nonprofit work to better understand attraction and retention dynamics.



Why it matters

The survey provides rare, employee-level insight into workforce experience—filling a major gap in existing data, which typically reflects organizational or leadership perspectives rather than employee voices.

Example of use

The [Changemaker Wellbeing Index](#) shows that social services face a retention and job-quality problem, not just a hiring problem. In 2025, 26% of social services workers said they were likely or very likely to

voluntarily leave their job in the next six months, compared with 20% of community nonprofit workers and 15% of governmental nonprofit workers.²⁴ Similarly, social services workers reported worse wellbeing outcomes than the sector as a whole. Nearly half — 45% — were struggling on the wellbeing index, 9 percentage points higher than the sector average, alongside higher than average rates of job dissatisfaction, food insecurity, burnout, and poor mental health.

Disclosure

The author served as the research lead for this project and wrote the linked report.

3.2.3 Broad Employee Surveys with Nonprofit Variables

SURVEY ON EMPLOYMENT AND SKILLS



What it is

A national survey led by the Environics Institute in partnership with the Future Skills Centre and Diversity Institute, examining Canadians' experiences with work, training, and skills. The dataset includes nonprofit employees, enabling direct (though sample-limited) analysis of the sector.



Frequency

Repeated waves, but not a fixed annual Statistics Canada-style collection. Waves have been conducted periodically since 2020.



What it enables

- Analysis of training, skills development, and mentoring experiences
- Insight into job quality and worker satisfaction across sectors
- Trend analysis using pooled data across multiple waves
- Comparisons between nonprofit and non-nonprofit workers



Limitations to consider

- Small nonprofit subsamples per wave (≈150 respondents), leading to high margins of error in single-wave analysis
- Requires pooling across waves for reliable insight
- Methodologically complex due to changes in variables and question wording over time



How to use it

The survey is particularly valuable for examining skills, training, and job quality—especially where these are priorities within a broader labour force strategy. It is most effective when used by experienced analysts or in partnership with those familiar with the dataset.



Why it matters

The survey provides one of the most comprehensive datasets on skills, training, and work experiences in Canada, with a rare ability to isolate nonprofit workers within a broader labour market context.

Disclosure

The author has conducted research using this dataset, including [The Burden of Care](#), and has been a paid advisor to both the Environics Institute and the Diversity Institute.

MENTAL HEALTH RESEARCH CANADA POLLS



What it is

An ongoing national polling initiative by Mental Health Research Canada tracking mental health among the general public with a variable for nonprofit workers in recent waves.



Frequency

Repeated national polling every six to twelve weeks, though nonprofit-worker analysis depends on whether employment-sector variables and sample sizes allow it in a given wave and whether future waves continue to ask about nonprofit workers is an open question.



What it enables

- Analysis of stress, burnout, and psychological wellbeing
- Comparison of nonprofit workers to broader population benchmarks
- Complementary perspective to datasets focused on employment, skills, and job quality



Limitations to consider

- Narrower focus on mental health, with limited coverage of broader employment or organizational factors
- Only recently added non-profit variables and these questions are not necessarily indefinite



How to use it

The initiative is best used as a complementary source to deepen understanding of workforce wellbeing, particularly where mental health is a strategic priority.



Why it matters

The initiative provides some of the most detailed and repeated measures of mental health available in the sector—an area that is often underdeveloped in broader workforce and organizational datasets.

Disclosure

The author has been a long-time data partner of Mental Health Research Canada, has used these data in multiple reports, and has provided informal advice on nonprofit-related data collection.

3.2.4 Nonprofit Organization Employee Surveys

This refers to surveys fielded through nonprofit employers or sector networks and aggregated across participating employees or organizations. This differs from population-based nonprofit workforce surveys, which sample nonprofit workers directly rather than relying on participation by specific organizations (such as the Changemaker Wellbeing Index) or broader surveys.

YMCA WORKWELL

 **What it is**
A set of coordinated employee surveys conducted within nonprofit networks (e.g., YMCA Canada), capturing detailed, organization-level data on workforce conditions, Human Resources (HR) practices, and employee experience.

 **Frequency**
Varies by participating organization or network. These are best described as periodic or wave-based rather than fixed-frequency sector-wide data sources.

 **What it enables**

- Detailed analysis of employee engagement, wellbeing, and workplace conditions
- Insight into HR practices, leadership, and organizational culture
- Testing of new approaches and interventions in real organizational settings
- Tracking of workforce trends over time within participating organizations

 **Limitations to consider**

- Based on a relatively small, self-selected group of organizations (often large nonprofits such as major YMCAs)
- Unclear comparability to the broader nonprofit sector
- Findings are not necessarily generalizable without careful interpretation

 **How to use it**
The survey is best used for organizational learning, case studies, and testing promising practices. It can also provide cost-effective trend data over time within participating networks.

 **Why it matters**
The survey provides rich, real-world insight into how workforce conditions, HR practices, and organizational changes play out within large nonprofit employers—something rarely captured in broader datasets.

Disclosure

The author has advised YMCA Canada on research. This work was separate but drew in part on data from YMCA WorkWell.

3.3 Administrative Data and Public-Level Data

Administrative data plays a more limited role in this analysis, as Statistics Canada has already transformed many of these underlying sources into more usable, publicly available datasets. Working directly with raw administrative data typically adds complexity without adding proportional insight. The major exception is the T3010—it can help us better understand how nonprofit care organizations themselves are doing, not just the care workers within the organizations.

3.3.1 Administrative Data

T3010 CHARITY INFORMATION RETURNS



What it is

An administrative dataset from the Canada Revenue Agency covering the financial and employment characteristics of registered charities, including staff counts, compensation ranges, and expenditure categories. It does not include non-charitable nonprofits.



Frequency

Annual filing by each registered charity, due within six months of the organization's fiscal year-end.



What it enables

- Analysis of staff counts and broad compensation patterns across charities
- Insight into how funding flows relate to workforce size and structure
- Tracking of trends by subsector, organization type, or geography
- Potential for ongoing monitoring of key workforce and funding indicators



Limitations to consider

- Excludes non-charitable nonprofits, limiting full sector coverage
- Requires cleaning, classification, and interpretation to use effectively while compensation data are banded and limited, so T3010 can show broad compensation patterns but not detailed wages, occupations, benefits, or full compensation distribution.
- Not particularly timely, with a full dataset available more than a year after the end of the calendar year.



How to use it

It is best used as a foundational dataset for linking workforce and financial data, particularly in care-related subsectors. It is most valuable when structured into a reusable dataset that enables consistent tracking of workforce and funding trends over time.



Why it matters

This is one of the few national datasets that links workforce characteristics with organizational finances, providing a critical lens on how the charitable sector is funded and how that connects to staffing.

FROM WORKFORCE PRESSURES TO ORGANIZATIONAL REALITY – THE ROLE OF THE T3010

Most workforce data tell us what is happening to workers—wages, shortages, burnout, and turnover. The T3010 adds a critical missing layer by showing what is happening inside the organizations that employ them.

This is particularly important in the charitable sector, where workforce challenges are often rooted in structural funding constraints. Low wages, staffing shortages, and limited capacity are not just labour market issues—they reflect how organizations are funded, resourced, and sustained with detailed information on the revenues and expenditures of care organizations.

The T3010 helps translate frontline workforce challenges into system-level insight—making it possible to understand not just what is happening, but the funding dynamics behind it.



What it is

Data derived from online job postings, including sources such as the federal Job Bank and commercial aggregators, capturing hiring activity, job requirements, and emerging roles across the labour market.



Frequency

Continuous or near-real-time in principle, but actual update frequency depends on the source or vendor.



What it enables

- Identification of in-demand roles and emerging job titles
- Insight into changing skill requirements and qualifications
- Regional analysis of hiring demand for specific occupations
- Early signals of labour market shifts before they appear in official data



Limitations to consider

- Limited clarity on nonprofit sector coverage and representativeness while only covering advertised positions
- Requires advanced scraping, classification, and cleaning to generate meaningful insights
- Commercial datasets can be costly; public sources are more limited
- Risk of duplicative insight relative to existing data sources



How to use it

The data is best suited for targeted, exploratory analyses—particularly where there is a need to understand demand for specific roles or skills in real time. This data is not a priority for foundational sector analysis but is potentially valuable in later stages for refining strategy or testing hypotheses.



Why it matters

The data offers a near real-time view of employer demand, including shifts in skills, roles, and hiring patterns that are not captured in traditional surveys or administrative datasets.

RESTRICTED-ACCESS ADMINISTRATIVE DATA (E.G., BUSINESS REGISTER, CEEDD, PAYROLL AND TAX DATA)

 **What it is**
A set of linked administrative datasets maintained by Statistics Canada, including the Business Register, payroll and tax-filing data, and the Canadian Employer–Employee Dynamics Database (CEEDD). These sources capture detailed information on employment, wages, company characteristics, and employer–employee relationships across the Canadian economy, including parts of the nonprofit sector.

 **Frequency**
Continuous or near-real-time in principle, but actual update frequency depends on the source or vendor.

 **What it enables**

- Highly detailed, longitudinal analysis of employment and wage patterns
- Mapping of employer–employee relationships across sectors
- Advanced modelling of labour market dynamics and structural trends

 **Limitations to consider**

- Access is highly restricted and often not feasible for sector-led work
- Many datasets are only available through Research Data Centres (RDCs), with significant approval and time requirements
- Some data may not be accessible externally at all
- Requires specialized expertise and infrastructure to use effectively
- Not suitable for rapid, iterative, or applied strategy development

 **How to use it**
The datasets are best considered only in targeted cases where a specific research question justifies pursuing access through formal partnerships or academic collaboration.

 **Why it matters**
These are among the most comprehensive datasets available for understanding workforce composition, earnings, and employment dynamics over time.

3.3.2 Public Participation and Perception Data

VOLUNTEERISM DATA (SGVP AND SECTOR RESEARCH) SURVEY ON GIVING, VOLUNTEERING AND PARTICIPATING (SGVP)

 **What it is**
Data on volunteering and unpaid work is available primarily from Statistics Canada's General Social Survey on Giving, Volunteering and Participating (SGVP), along with sector-led research such as Volunteer Canada's work under the National Voluntary Action Strategy. These sources capture participation rates, hours contributed, motivations, and the types of organizations and activities volunteers engage with.

 **Frequency**
Every five years.

 **What it enables**

- Measurement of volunteer participation, hours, and demographic trends
- Insight into motivations, barriers, and retention factors
- Analysis of changes in volunteer activity types over time
- Estimation of lost labour capacity due to declining volunteerism

 **Limitations to consider**

- Not directly integrated with paid workforce datasets
- Requires interpretation to translate volunteer activity into workforce implications
- Less relevant if analysis is narrowly focused on paid employment

 **How to use it**
This data is essential if volunteer labour is in scope of a project; otherwise, it should be used selectively to provide context on broader labour constraints. The data is particularly effective when translating changes in volunteer hours into full-time equivalent (FTE) estimates to illustrate system-level capacity loss/gain.

A focused analysis comparing recent waves of GSS–GVP (e.g., 2013 vs. 2023) can help identify where volunteer capacity has declined and where corresponding workforce pressures may have increased.

 **Why it matters**
Volunteer labour underpins a significant portion of nonprofit capacity. However, its relevance depends on whether unpaid work is explicitly included within the scope of the labour force analysis.

Examples of use

These data can also be used to estimate the economic value of volunteer labour and translate declines in volunteering into clearer capacity terms. For the broader labour force project, the author compared social

services formal volunteering in [2013 and 2023](#), converted the results to constant-dollar 2023 per-capita values, and applied the decline to the 2023 population. This showed that the per-person value of social services volunteering fell from about \$296 to \$174 per Canadian, equivalent to roughly \$7 billion in lost volunteer capacity, or about 115,000 full-time equivalent positions.

PUBLIC PERCEPTION DATA (TRUST, AWARENESS, AND ATTITUDES TOWARD NONPROFITS)

-  **What it is**
Existing public opinion surveys from sources such as the Environics Institute, Angus Reid, and other national polling initiatives measure trust in nonprofits, awareness of their work, and public attitudes toward the sector.
-  **Frequency**
Varies by pollster and project. These are usually one-off studies or tracking surveys only if commissioned repeatedly.
-  **What it enables**
 - High-level understanding of public trust and sector credibility
 - Insight into awareness of nonprofit roles and contributions
 - Context on public support for funding, volunteering, and sector priorities
-  **Limitations to consider**
 - Rarely explores nonprofit employment as a career choice
 - Limited insight into job desirability, compensation expectations, or barriers to entry
 - Not designed for workforce planning or labour market analysis
 - Findings are often general and not directly actionable
-  **How to use it**
The surveys are best used as contextual framing to support broader narratives about sector reputation and public support.
-  **Why it matters**
The surveys provide important context on how Canadians perceive the nonprofit sector.

MAJOR GAP – NO DATA ON NONPROFIT WORK AS A CAREER CHOICE

There is currently no consistent national dataset that examines how Canadians perceive nonprofit work as a career path. Existing surveys measure trust in charities, volunteering, and support for the sector—but do not explore whether people see nonprofit jobs as desirable, stable, or viable long-term careers.

This represents a significant blind spot in understanding workforce challenges. Potential new public surveys could address this gap by examining what attracts or deters key groups—such as young people, newcomers, job seekers, and career switchers—from considering nonprofit roles. Topics could include pay expectations, job stability, career progression, and awareness of the sector’s purpose-driven impact.

In practice, this may not require a fully standalone survey. Existing instruments—such as the Changemaker Wellbeing Index—could potentially be adapted to include targeted questions on career perceptions at relatively modest additional cost.

SEE SOMETHING WE MISSED?

This report is intended as a starting point, not the final word. If you spot an error, have additional context, or see an opportunity to strengthen this work, we welcome your input. Please contact the team at info@unitedway.ca.



IV

Building a Stronger Nonprofit Labour Evidence Base

From a data deficit to a data-use opportunity

The analysis in the preceding sections makes one thing clear: Canada's nonprofit sector has real data gaps.

But its bigger immediate challenge is a data use problem: too much useful evidence remains scattered, underused, and disconnected from decision-making.

Using the datasets in this report, we can already see that vacancy rates across many nonprofit care occupations are among the highest in the labour market, wages lag behind comparable roles in other sectors, and federal projections suggest shortages will remain widespread for years to come. Job quality is also a concern in parts of the sector, with high levels of burnout, financial strain, and food insecurity among some workers.

These pressures are not abstract. They directly affect access to care, support for families, and the capacity of communities to function and to thrive.

At the same time, we can already identify many of the roles under greatest pressure, where shortages appear most concentrated, how conditions vary across occupations, regions, and organizations, and where deeper analysis is needed to estimate future workforce requirements.

Some datasets have real limitations, including gaps in coverage, inconsistent definitions, and imperfect proxies. But many are high quality, credible, and underused. For many immediate strategy and advocacy purposes, the opportunity is bigger than the limitations.

The most immediate opportunity is not to wait for better data. It is to use what we already have—deliberately, consistently, and strategically.

That means extracting as much value as possible from existing data, while being clear about where it works, where it does not, and where the real gaps are. It means building on approaches like the occupational and industry framing outlined here, understanding when they hold and when they do not, and improving them over time. And it means pulling these insights out of reports like this one and into outputs that can stand on their own and be clear, focused, and usable.

This report shows what is possible. But it should not be the only place this analysis lives. Next comes the work of identifying a small set of priority actions and creating a system that helps the sector get better at using data together over time.

This report should not be read as arguing that the nonprofit sector has all the data it needs. It does not. Important gaps remain, especially around organization size, regional variation, subsectors, frontline roles, management roles, equity, job quality, and long-term workforce pathways. The argument is more practical: existing data can already answer more questions than the sector often assumes and using that evidence well is one of the fastest ways to clarify where future data investment is most needed.

Seven Priority Actions

1. PRODUCE A CLEAR, NATIONAL PICTURE OF THE NONPROFIT CARE ECONOMY WORKFORCE

Use existing datasets, generate a shared understanding of the nonprofit care economy workforce size, composition, wages, vacancies, and projected shortages. This will become a baseline the sector can cite and build from.

2. USE A CONSISTENT APPROACH TO IDENTIFY NONPROFIT-RELEVANT WORKERS IN EXISTING DATA

Apply a practical method, combining occupation and industry, to approximate the nonprofit-relevant workforce within broader labour market datasets. This approach is not perfect, but it is strong enough to produce consistent, comparable, and repeatable insight across sources when used carefully. This approach should be shared widely so others can apply it directly.

3. TRACK A SMALL SET OF KEY INDICATORS OVER TIME

Focus on a practical core set of indicators such as workforce size, vacancies, wages, and key aspects of job quality, and track them consistently over time. Use these indicators to monitor change in the nonprofit care economy, identify pressure points, and assess whether working conditions are improving or getting worse.

4. INVEST IN THE CAPACITY TO DO THIS WORK

Ensure there are people, time, and resources dedicated to working with these data sources, both within national organizations and across the sector. For funders, this means supporting the analytical capacity needed to turn existing data into usable insight, not just funding new data collection.

5. LEVERAGE THESE INSIGHTS TO INFORM UNITED WAY CENTRAIDE CANADA'S LABOUR FORCE STRATEGY

Use the insights from this work to help shape United Way Centraide Canada's nonprofit care economy labour force strategy—informing how the challenge is framed, where pressures are most acute, and how to engage governments and partners in the implementation of solutions.

6. CREATE A SPACE TO MOVE THIS WORK FORWARD TOGETHER

Bring together organizations, analysts, and partners already working in this space to share approaches, test methods, and build on each other's work. Keep it practical and lightweight with a goal to move faster together.

7. PROTECT WHAT EXISTS—AND INVEST IN WHAT IS MISSING

Ensure strong datasets and systems already in place are sustained, while investing in new data and capacity where real gaps remain.

Appendix

Appendix 1 - Top 11 Occupations in the Community Nonprofit Sector, 2019

Occupation	# of community nonprofit jobs
Paraprofessional occupations in legal, social, community and education services - 421	128,000
Home care providers and educational support occupations - 441	76,000
Human resources and business service professionals - 112	36,000
Legislators and senior management - 100	26,000
Office administrative assistants - general, legal and medical - 124	25,000
Administrative and regulatory occupations - 122	25,000
Assisting occupations in support of health services - 341	25,000
Auditors, accountants and investment professionals - 111	24,000
College and other vocational instructors - 402	21,000
Cleaners - 673	21,000
Social and community service professionals - 415	18,000

Source: HR Module for Nonprofit Sector. Data was provided to Imagine Canada, who shared it with the author. Thank you to David Lasby, Imagine Canada for sharing.

Note: This uses the old occupation code system, so codes and professions may not match examples in other sections. Statistics Canada subsequently revised its estimation tools and therefore, future analysis should endeavour to obtain the most recent estimates.

Appendix 2 - Unlocking the Data: Priority Sources for Nonprofit Labour Insights

Data source	Category of data source	Strategic value
Satellite Account of Non-profit Institutions and Volunteering - Human Resource Module	Blended data	The major federal dataset explicitly designed around reporting on the nonprofit sector, here with a focus on HR data; integrates multiple administrative and survey sources; serves as the backbone for identifying nonprofit workers and unlocking other datasets using consistent industry and occupation codes.
Satellite Account of Non-profit Institutions and Volunteering: GDP Data	Blended data	Provides a broad and regularly updated picture of the nonprofit sector's economic scale and financial structure, including GDP, revenues, revenue sources, expenditures, and activity categories. It also includes more recent aggregate employment and compensation figures than the currently released Human Resources Module, making it useful for updating the headline workforce picture. Its main value is not in detailed labour force analysis, but in connecting workforce challenges to the sector's broader economic footprint, funding model, and capacity constraints.

Require leveraging occupational and or industry data to leverage

Canadian Occupational Projection System (COPS)	Government labour market forecasts	Provides reliable, forward-looking projections of labour demand, retirements, and replacement needs in occupations central to the nonprofit and care economy; critical for anticipating future shortages and supporting long-term workforce planning.
Job Vacancy and Wage Survey	Government business and labour market surveys	The clearest and most current indicator of labour demand and recruitment pressure across nonprofit-aligned occupations; uniquely strong for tracking vacancies and emerging shortages in near real time.
Census of Population	Government population and workforce data	Unmatched detail on occupation, industry, education, income, and demographics; indispensable for structural analysis, benchmarking, and regional comparisons despite higher effort and longer cycle.

Provide important insights into the nonprofit sector beyond widely used labour datasets

Changemaker Wellbeing Index (Nonprofit Employee Survey)	Sector-led nonprofit employee surveys	The only known survey attempting a representative sample of nonprofit workers; provides deep insight into job quality, wellbeing, burnout, autonomy, psychological safety, and retention drivers not captured elsewhere.
Charity Insights Canada Project (Carleton University)	Sector-led nonprofit leader surveys	High-quality organizational-level data on staffing, finances, and workforce pressures; strong candidate for collaboration to add targeted workforce questions in future waves.
T3010 Charity Information Returns	Administrative charity data	One of the few administrative sources capturing compensation bands and staffing levels for charities; enables automated tracking of compensation, employment, and funding patterns when carefully cleaned and classified.
Potential new public opinion surveys on nonprofit work	New / purpose-built public perception data	Fills a major evidence gap by examining how Canadians perceive nonprofit work as a career option; uniquely positioned to inform recruitment, career pathways, and sector attractiveness.

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METHODOLOGICAL NOTE AND LIMITATIONS

This report is a practical scan of nonprofit labour force data sources. It identifies useful examples, shows how different datasets can be used, and highlights evidence that can support planning, advocacy, and future research. The evidence reviewed here is strong enough to support strategy development and policy action now. This methodological scan shows that the approach generates useful insights, while future work can refine the methods, test additional uses of existing datasets, identify new opportunities, and build a more consistent evidence base over time while more specifically expressing critical gaps going forward.

Endnotes

¹ Source: Statistics Canada Tables 36-10-0617-01, *Employment in non-profit institutions by sub-sector*, 36-10-0615-01, *Employment in non-profit institutions by activity*, and 36-10-0613-01, *Production, income and outlay accounts of non-profit institutions*, from the Satellite Account of Non-profit Institutions and Volunteering. See page 21 for more details on this data source.

² Source: Statistics Canada Table 36-10-0613-01, *Production, income and outlay accounts of non-profit institutions*, from the Satellite Account of Non-profit Institutions and Volunteering. Additional dataset details on p. 24 of this report

³ Demand-capacity data are from Charity Insights Canada Project, *High Demand and Constrained Capacity in Canada's Charitable Sector*, Carleton University, 2025. Additional details on this dataset are provided on p. 32 of this report.

⁴ Source: Statistics Canada Table 14-10-0444-01, *Job vacancies and average offered hourly wage by occupation (unit group), quarterly, unadjusted for seasonality*, from the Job Vacancy and Wage Survey. Analysis by Common Good Strategies comparing changes in vacancies and average offered hourly wages for selected core care occupations with all other occupations from 2015 to 2025. Core care occupations were identified by Common Good Strategies; assumptions and methods are detailed on p. 14 of this report.

⁵ Source: Statistics Canada Table 14-10-0444-01, *Job vacancies and average offered hourly wage by occupation (unit group), quarterly, unadjusted for seasonality*, from the Job Vacancy and Wage Survey. Analysis by Common Good Strategies comparing changes in vacancies and average offered hourly wages for selected core care occupations with all other occupations from 2015 to 2025. Core care occupations were identified by Common Good Strategies; assumptions and methods are detailed on p. 14 of this report.

⁶ Source: Employment and Social Development Canada, *Canadian Occupational Projection System (COPS), 2024 to 2033 projections*, available through the Government of Canada Open Data portal. Analysis by Common Good Strategies. Occupations closely associated with nonprofit care work were identified by Common Good Strategies; assumptions and methods are detailed on p. 14 of this report.

⁷ Source: Future of Good's *2025 Changemaker Wellbeing Index*, written by Steven Ayer and produced in partnership with Common Good Strategies and Environics Research. The figures cited here are from p. 28 of that report. Additional details on the dataset are provided on p. 35 of this report. Social services includes workers employed in both community nonprofit and governmental nonprofit organizations.

⁸ Source: Statistics Canada data, as reported in David Lasby's *People First: A Portrait of Canada's Nonprofit Workforce — Data and Trends Report for Imagine Canada*. The report draws on Statistics Canada's Human Resources Module of the Satellite Account of Non-profit Institutions and Volunteering. Additional details are provided on p. 21 of this report.

⁹ Source: Future of Good's *2025 Changemaker Wellbeing Index*, written by Steven Ayer and produced in partnership with Common Good Strategies and Environics Research. Additional details on the dataset are provided on p. 35 of this report.

¹⁰ Source: Statistics Canada Table 36-10-0618-01, *Economic value of volunteering activity, derived from the General Social Survey on Giving, Volunteering and Participating*. The estimate was adjusted to 2023 dollars and converted to a per-capita basis. Additional details are provided on p. 43 of this report.

¹¹ The four three-digit NOC occupation groups highlighted here are: assisting occupations in support of health services [331]; professional occupations in social and community services [413]; paraprofessional occupations in legal, social, community and education services [422]; and home care provider occupations [441]. These groups were selected because they are closely tied to community-based care work and are disproportionately represented in community nonprofits within the nonprofit sector. In 2019, community nonprofits accounted for roughly 43% of nonprofit workers in professional occupations in social and community services and about 41% of nonprofit workers in home care provider occupations. The share was lower for paraprofessional occupations, at about 25%, and lower still for assisting occupations in support of health services, at just over 14%. A deeper dive into the relative strengths and limitations of using each of these to describe the nonprofit sector will be forthcoming in future work.

¹² The social assistance subsector includes industries such as individual and family services, community food and housing services, emergency and other relief services, vocational rehabilitation services, child day-care services, and related community care and support services. While these industries include some governmental, for-profit, and self-employed providers, they are among the strongest available industry-based proxies for the community nonprofit care workforce because they capture a large concentration of community-based care.

¹³ Source: Statistics Canada data, as reported in David Lasby's *People First: A Portrait of Canada's Nonprofit Workforce — Data and Trends Report for Imagine Canada*. The report draws on Statistics Canada's Human Resources Module of the Satellite Account of Non-profit Institutions and Volunteering. Additional details are provided on p. 21 of this report.

¹⁴ Canadian Centre for Nonprofit Digital Resilience. (2024). *Canada's Nonprofit Tech Workforce* <https://ccndr.ca/wp-content/uploads/2024/07/Canadas-Nonprofit-Tech-Workforce-EN.pdf>

¹⁵ Source: Employment and Social Development Canada, Canadian Occupational Projection System (COPS), 2024 to 2033 projections, and Statistics Canada Table 14-10-0444-01, *Job vacancies and average offered hourly wage by occupation (unit group)*. Analysis by Common Good Strategies; assumptions and methods are detailed in the corresponding data source sections of the report.

¹⁶ Source: Employment and Social Development Canada, Canadian Occupational Projection System (COPS), 2024 to 2033 projections, available through the Government of Canada Open Data portal. Analysis by Common Good Strategies. Occupations closely associated with nonprofit care work were identified by Common Good Strategies; assumptions and methods are detailed on p. 14 of this report.

¹⁷ This overview is not intended to be exhaustive but rather illustrative of the vast amount of information already available on Canada's workforce. Beyond the examples shown here, numerous other sources exist—from the Business Register, payroll and tax-filing data, and the Canadian Employer–Employee Dynamics Database, to rich sectoral datasets such as Volunteer Canada's NVS, national projects on perceptions of the public and nonprofit sectors, and large-scale surveys on employees, volunteering, to large scale employee surveys that could be mapped through occupations to more closely correspond with the nonprofit sector. The Rural Canada Non-profits Database is also mentioned in the text but not the diagram due to it not being fully compatible with the HR Module.

¹⁸ The full [details](#) may be worth reading for researchers.

¹⁹ As one example, People First showed that average wages in the community nonprofit sector were 26% lower than in the governmental nonprofit sector. That finding is powerful on its own, but the non-public HR Module tables make it possible to go further. An occupation-level analysis of the top 10 three-digit occupations conducted for the UWCC shows that average hourly wages were also about 25% lower in the community nonprofit sector. In other words, the wage gap is not simply because community nonprofits employ a different mix of workers. It appears to reflect lower wages for the same broad occupations across nonprofit subsectors.

²⁰ Source: Employment and Social Development Canada, *Canadian Occupational Projection System (COPS), 2024 to 2033 projections*. Data are available through the Government of Canada Open Data portal. The occupation-level files provide projections of job openings, job seekers, and projected labour market conditions by occupation using the 2021 National Occupational Classification. We will build on this work in subsequent reports. The 11 occupations referenced here include Career development practitioners and career counsellors (except education), Early childhood educators and assistants, Educational counsellors, Home child care providers, Home support workers, caregivers and related occupations, Instructors of persons with disabilities, Nurse aides, orderlies and patient service associates, Other assisting occupations in support of health services, Social and community service workers, Social workers, Therapists in counselling and related specialized therapies.

²¹ In theory, employer-based datasets such as SEPH could become more useful for nonprofit analysis if records were linked to nonprofit classification systems or reported with nonprofit/nonprofit-subsector identifiers. However, assessing the feasibility, cost, privacy implications, and methodological trade-offs of doing so is beyond the scope of this paper.

²² Note on Compensation Surveys: Various compensation surveys in the sector fit into this category but are not reviewed. In practice, many are skewed toward larger or more engaged organizations and are not publicly accessible, limiting the ability to assess their quality or representativeness. Some may offer more value than reflected here, but that is difficult to verify without access to underlying data or reports.

²³ Note on Sector Specific Surveys: A range of sector-specific surveys exist within care-related fields such as childcare, community care, home care, and social services. These can provide detailed insight into working conditions, wages, retention, and worker motivations—particularly where nonprofits are a major provider. Given their number and variability, these sources are not reviewed in detail here, but can add valuable nuance and policy insight.

²⁴ Source: Future of Good, *2025 Changemaker Wellbeing Index*, written by Steven Ayer and produced in partnership between Future of Good, Common Good Strategies, and Environics Research. Figures cited are from pages 17-18.

²⁵ Note on classification: While not strictly administrative data, job posting data functions similarly in practice: it is observational, externally generated, and can support ongoing monitoring. Its placement alongside administrative sources is appropriate given how it would be used analytically.

²⁶ Data derived from Statistics Canada Table 36-10-0618-01, *Economic value of volunteering activity*. Values for 2013 and 2018 were converted to 2023 constant dollars using CPI and adjusted on a per-capita basis using Statistics Canada annual population estimates. Full-time equivalent positions were estimated using average annual wages and a 2,080-hour full-time work year. Since the hourly wage used to convert volunteer hours into economic value is not specified in the most recent release, the average full-time hourly wage across all industries was used; estimates may vary slightly if a different wage assumption was used in the original calculation.



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