

2023

2023 CANADIAN CPA  
PROFESSION  
COMPENSATION STUDY  
REPORT:  
ATLANTIC REGION

**NIQ**

FALL 2023



## Table of Contents

- Introduction ..... 2
  - Structure of the Summary Report..... 2
  - Methodology..... 2
  - Note on Reporting ..... 3
- Section 1: Compensation ..... 4
  - Overall Compensation – Atlantic Region ..... 4
    - Compensation by Census Metropolitan Areas/Census Agglomerations in Atlantic Region..... 6
    - Compensation by Years of Post-Designation Work Experience – Atlantic Region ..... 6
    - Non-Owners’ Compensation in Atlantic Region ..... 7
    - Non-Owners’ Compensation by Job Title – Atlantic Region ..... 9
    - Non-Owners’ Compensation by Job Title – Major Cities in Atlantic Region ..... 10
    - Non-Owners’ Compensation by Area of Focus – Atlantic Region..... 10
    - Owners’ Compensation in Atlantic Region ..... 11
  - 2022 Compensation Compared to 2021 – Atlantic Region..... 11
- Section 2: Benefits and Work/Life Balance..... 12
  - Benefits by Employer Size Among Non-Owners – Atlantic Region ..... 12
  - Benefits by Industry Among Non-Owners – Atlantic Region ..... 13
  - Work/Life Balance Among Non-Owners – Atlantic Region..... 15
  - Work/Life Balance Programs Used by Industry Among Non-Owners – Atlantic Region ..... 16
- Feedback on this Report ..... 16
  - Permission to Store or Reprint..... 16

## Introduction

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

### Structure of the Summary Report

This report is organized into two sections:

**Section 1** – Compensation: This section includes overall compensation data and compensation data broken down by demographic information.

**Section 2** – Benefits and work/life balance: This section includes statistics on benefits provided and work/life balance options offered and used.

### Methodology

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

Survey invitations were sent to 162,796 members via email, with 1,660 bounce backs, for a total of 161,136 members receiving the email. The resulting participation of 10,682 members amounted to a response rate of 7 per cent. Of those, 581 reported they did not work in the profession for at least one month in 2022, leaving a total of 10,100 members who were asked about employment information. In addition, 239 respondents were excluded for either missing key information or giving answers that may have been entered in error. In total, compensation data was reported for 9,861 members, of which 655 were within Atlantic Region.

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

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

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

For the purpose of analysis of results grouped by Canadian cities, this report used Statistics Canada-defined census metropolitan areas (CMA) and census agglomerations (CA). (Source: ©2023 Environics Analytics). These results represent urban cores and any adjacent municipalities that are closely integrated. Full definitions of these terms can be found at the following page:

<https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/geo009-eng.cfm>.

### Note on Reporting

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

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

## Section 1: Compensation

### Overall Compensation – Atlantic Region

Table 1 below shows the median, 25<sup>th</sup> and 75<sup>th</sup> percentiles for compensation for all members in Atlantic Region. The figures include CPAs who worked at least two full months in the previous year.

Compensation of those who worked less than full time for 12 months was annualized based on a 35-hour workweek.

The median compensation reported by Atlantic members in 2022 was \$120K.

Table 1: Total Compensation (\$ in 000s)

	Count	Median	25th Percentile	75th Percentile
All Members within Atlantic Region	655	\$120	\$95	\$165

Table 1a shows the median, 25<sup>th</sup> and 75<sup>th</sup> percentiles for compensation among members with at least three years post-designation experience, broken down by province/territory. Due to limited contact information available to CPA Canada for members who have obtained their qualifications, or who have changed their information within the last three years in the provinces of Ontario and Quebec, CPAs with less than three years of post-designation experience have been excluded to make this data comparable across jurisdictions.

Table 1a: Total Compensation by Province – Three Years Post-Designation or More (\$ in 000s)

Province/Territory	Count	Median	25th Percentile	75th Percentile
Yukon	14	\$189	-	-
Northwest Territories	10	\$172	-	-
Alberta	1,325	\$155	\$120	\$234
Ontario	2,815	\$153	\$117	\$226
Saskatchewan	420	\$145	\$116	\$198
British Columbia	1,418	\$138	\$105	\$203
Quebec	2,131	\$131	\$103	\$181
Nova Scotia	274	\$127	\$100	\$175
Manitoba	473	\$127	\$103	\$178
New Brunswick	183	\$122	\$97	\$160
Newfoundland and Labrador	98	\$126	\$100	\$180
Prince Edward Island	61	\$113	\$99	\$149

## 2023 Canadian CPA Compensation Study Report: Atlantic Region

Table 1aa shows the median, 25<sup>th</sup> and 75<sup>th</sup> percentiles for compensation, broken down by industry for all members in Atlantic Region.

Among industries with at least 50 members reporting, the highest median compensation was found in manufacturing, professional services firm, and public sector (federal, provincial, etc.) at \$128K, \$113K and \$108K, respectively.

Table 2aa: Total Compensation by Industry of Employment (\$ in 000s)

Industry of Employment	Count	Median	25th Percentile	75th Percentile
Real Estate/Building Management	13	\$250	-	-
Professional Services Firm – Other (consulting, legal, etc.)	26	\$158	\$115	\$214
Financial Services (banks, trusts, insurance, credit unions, etc.)	43	\$149	\$105	\$192
Transportation, Distribution	15	\$146	-	-
Construction	16	\$146	-	-
Utilities	17	\$140	-	-
Retail, Wholesale	27	\$138	\$99	\$200
Oil and Gas	22	\$134	\$111	\$181
Educational Institution (university, college, primary or secondary school, etc.)	26	\$132	\$94	\$150
Agriculture, Forestry, Fisheries	16	\$129	-	-
Manufacturing	61	\$128	\$104	\$173
Professional Services Firm – Public Practice (a firm that primarily delivers accounting, auditing and/or tax services)	111	\$113	\$80	\$170
Crown Corporation	21	\$110	\$96	\$127
Not for Profit (trade association, charity, religious group, etc.)	32	\$108	\$89	\$132
Public Sector (federal, provincial, First Nations, or municipal government, including ministries, departments, etc.)	99	\$108	\$95	\$126
Public Sector (hospital, library, health organization, social services organization, etc.)	13	\$107	-	-
Other	15	\$95	\$73	\$157
<b>Total</b>	<b>635</b>	<b>\$120</b>	<b>\$95</b>	<b>\$164</b>

Note 1: Only industries with a base of 50 members or more responding are shown.

Note 2: Those who reported being part of multiple categories (e.g., employees earning T4 income and/or owners) were not counted in this analysis.

## 2023 Canadian CPA Compensation Study Report: Atlantic Region

### Compensation by Census Metropolitan Areas/Census Agglomerations in Atlantic Region

Two major cities with the highest median compensation in the Atlantic region include Moncton with \$130K and Halifax with \$127K.

Table 2: Total Compensation by Atlantic Region Census Metropolitan Areas/Census Agglomerations with 20 Members or more (\$ in 000s)

City	Count	Median	25th Percentile	75th Percentile
New Brunswick				
Moncton	54	\$130	\$108	\$191
Fredericton	40	\$118	\$97	\$139
Saint John	46	\$110	\$91	\$149
Nova Scotia				
Halifax	208	\$127	\$102	\$175
Prince Edward Island				
Charlottetown	53	\$110	\$92	\$155
Newfoundland and Labrador				
St. John's	93	\$120	\$96	\$178

### Compensation by Years of Post-Designation Work Experience – Atlantic Region

A wide range of post-designation experience was reported, with the largest group in Atlantic Region responding having over 25 years of experience as well as the highest earnings of \$160K.

Table 3: Total Compensation by Years of Work Experience (\$ in 000s)

Years of Experience	Count	Median	25th Percentile	75th Percentile
Less than 3 years	39	\$76	\$65	\$95
3–4 years	45	\$92	\$72	\$108
5–9 years	110	\$102	\$85	\$130
10–14 years	140	\$113	\$96	\$140
15–19 years	90	\$128	\$110	\$194
20–24 years	90	\$146	\$115	\$200
25 years and over	141	\$160	\$124	\$240
Total	655	\$120	\$95	\$165

### Non-Owners' Compensation in Atlantic Region

Table 4ai shows base, total non-base and total compensation statistics for CPAs within Atlantic Region who did not own their own business in 2022. This group encompasses most of the profession.

Non-owners in Atlantic Region earned a median of \$115K in total compensation in 2022. Most of that (\$106K) came from base compensation. The median non-base compensation was \$6K.

Table 4ai: Non-Owner Compensation – 2022 (\$ in 000s)

Measure	2022		
	Base Compensation	Total Non-Base Compensation	Total Compensation
Count	572	572	572
Median	\$106	\$6	\$115
25th Percentile	\$86	\$2	\$95
75th Percentile	\$131	\$12	\$150

Among non-owners, base compensation was highest among members who held the president and/or CEO titles, and vice-president, earning a median of \$212K and 209K, respectively. The most frequently cited title among non-owners was controller and/or comptroller. These members earned a median base compensation of \$105K.

Table 4aii: Non-Owner Base Compensation – by title (\$ in 000s)

Job Title	Count	Median	25th Percentile	75th Percentile
President and/or CEO	18	\$212	-	-
Vice-President	24	\$209	\$150	\$314
Other Executive Management (COO, CIO, EVP, etc.)	11	\$160	-	-
Senior Director	17	\$147	-	-
Chief Financial Officer (CFO)	61	\$139	\$108	\$191
Director	68	\$139	\$120	\$174
Senior Manager	48	\$124	\$107	\$140
Tax Specialist	10	\$106	-	-
Controller and/or Comptroller	100	\$105	\$94	\$128
Manager	70	\$103	\$80	\$119
Analyst	30	\$93	\$79	\$100
Senior Auditor/Accountant	34	\$79	\$66	\$107
Auditor/Accountant	15	\$75	-	-

Note: Compensation data is only presented for titles with at least 10 members responding.



## 2023 Canadian CPA Compensation Study Report: Atlantic Region

Table 4aiii: Non-Owner Non-Base Compensation – by title (\$ in 000s)

Job Title	Count	Median	25th Percentile	75th Percentile
Director	16	\$7	-	-
Controller and/or Comptroller	16	\$6	-	-
Chief Financial Officer (CFO)	19	\$5	-	-
Senior Manager	14	\$5	-	-
Manager	12	\$3	-	-

Note: Compensation data is only presented for titles with at least 10 members responding.

Table 4aiv: Non-Owner Total Compensation – by title (\$ in 000s)

Job Title	Count	Median	25th Percentile	75th Percentile
President and/or CEO	18	\$184	-	-
Other Executive Management (COO, CIO, EVP, etc.)	11	\$160	-	-
Vice President	24	\$151	\$130	\$218
Senior Director	17	\$136	-	-
Director	68	\$126	\$115	\$142
Chief Financial Officer (CFO)	61	\$120	\$101	\$160
Senior Manager	48	\$110	\$91	\$124
Tax Specialist	10	\$102	-	-
Controller and/or Comptroller	100	\$97	\$86	\$113
Manager	70	\$94	\$78	\$107
Analyst	30	\$87	\$75	\$97
Senior Auditor/Accountant	34	\$78	\$65	\$97
Auditor/Accountant	15	\$70	-	-

Note: Compensation data is only presented for titles with at least 10 members responding.

## 2023 Canadian CPA Compensation Study Report: Atlantic Region

### Non-Owners' Compensation by Job Title – Atlantic Region

Among Non-Owners in Atlantic Region, CPAs with the title of general manager earned the highest median compensation, at \$239K, followed by president and/or CEO, with a median of \$212K.

Table 5a: Total Compensation by Job Title Among Non-Owners (\$ in 000s)

Job Title	Total (n=572)	Size of Employer by Number of Staff		
		<100 (n=195)	100–999 (n=168)	≥1,000 (n=206)
	Median	Median	Median	Median
General Manager	\$239	-	-	-
President and/or CEO	\$212	-	-	-
Vice President	\$209	\$223	\$169	\$318
Senior Vice President	\$181	-	-	-
Other Executive Management (COO, CIO, EVP, etc.)	\$160	\$120	\$312	-
Senior Director	\$147	\$109	-	\$148
Associate/Assistant Director	\$139	-	-	-
Chief Financial Officer (CFO)	\$139	\$119	\$165	\$200
Director	\$139	\$127	\$138	\$158
Senior Manager	\$124	\$97	\$138	\$133
Associate/Assistant Manager	\$122	-	-	-
Tax Specialist	\$106	-	-	-
Controller and/or Comptroller	\$105	\$99	\$105	\$128
Manager	\$103	\$89	\$95	\$108
Analyst	\$93	\$0	\$89	\$94
Supervisor	\$89	-	-	-
Senior Auditor/Accountant	\$79	\$70	\$97	\$85
Auditor/Accountant	\$75	\$79	-	\$70
Other	\$100	\$69	\$100	\$112

Note: Compensation data is only presented for titles with at least 10 members responding.

### Non-Owners' Compensation by Job Title – Major Cities in Atlantic Region

In Halifax, CPAs with the title of chief financial officer earned the highest median compensation, at \$171K. In St. John's, CPAs with the title of director earned the highest median compensation, at \$130K. These compensation figures must be interpreted with caution due to the small base size.

Table 5b: Total Compensation by Job Title by City Among Non-Owners (\$ in 000s)

City	Job Title	Count	Median	25th Percentile	75th Percentile
Halifax	Chief Financial Officer (CFO)	13	\$171	-	-
	Director	27	\$147	\$130	\$177
	Senior Manager	16	\$128	-	-
	Controller and/or Comptroller	23	\$105	\$94	\$130
	Manager	24	\$104	\$86	\$111
St. John's	Director	11	\$130	-	-
	Controller and/or Comptroller	11	\$121	-	-
	Manager	12	\$109	-	-

Note: Compensation data is only presented for cities with at least 75 respondents and titles with at least ten respondents.

### Non-Owners' Compensation by Area of Focus – Atlantic Region

Non-owner members in Atlantic Region focusing on strategy and governance had the highest median compensation per area of focus, at \$203K.

Table 5c: Compensation by Area of Focus Among Non-Owners (\$ in 000s)

Area of Focus	Count	Median	25th Percentile	75th Percentile
Strategy & Governance	41	\$203	\$151	\$279
Managing staff	28	\$140	\$106	\$196
Risk management/Control/Internal audit	15	\$135	-	-
Finance	115	\$116	\$100	\$149
Taxation	42	\$114	\$96	\$150
Financial and/or Non-Financial Reporting	166	\$113	\$94	\$132
Management Accounting	67	\$105	\$92	\$135
Audit and Assurance	55	\$80	\$69	\$108

Note: Compensation data is presented only for areas with at least 10 members responding.

### Owners' Compensation in Atlantic Region

In the Atlantic Region, members who owned accounting firms and earned a median of \$250K. Those who owned other businesses had a median compensation of \$210K. Partners made a median of \$298K in 2022, while sole practitioners made a median of \$150K.

Table 6a: Owner Compensation – 2022 (\$ in 000s)

Measure	Owner of an Accounting Firm (Sole and Partner)	Sole	Partner	Owner of Another Business
Count	43	17	26	11
Median	\$250	\$150	\$298	\$210
25th Percentile	\$150	\$105	\$180	\$150
75th Percentile	\$350	\$241	\$481	\$300

Note: Those who reported being part of multiple categories (e.g., employees earning T4 income and/or owners) were not counted in this analysis.

### 2022 Compensation Compared to 2021 – Atlantic Region

Among the members responding, 83 percent indicated their 2022 compensation increased compared to 2021.

Table 7: 2022 Compensation Compared to 2021

Industry	Count	Don't know	Decrease by 10 per cent or more	Decrease by less than 10 per cent	Same	Increase by less than 10 per cent	Increase by 10 per cent or more
Professional Services firm - public practice (a firm that primarily delivers accounting, auditing and/or tax services)	111	1%	5%	5%	7%	35%	47%
Public Sector - Federal, provincial, first nations or municipal government including ministries, departments, agencies, boards, commissions, etc.	99	1%	3%	0%	7%	69%	20%
Manufacturing	61	0%	2%	5%	15%	57%	21%

Note: Only industries with a base of 50 members or more responding are shown.

## Section 2: Benefits and Work/Life Balance

### Benefits by Employer Size Among Non-Owners – Atlantic Region

Medical benefits, long-term disability, and life insurance were the most commonly offered benefits for CPAs in Atlantic Region: over four in five received each of them. Members in smaller companies of less than 100 employees were more likely to receive benefits than members who were employees of larger firms.

Table 9a: Benefits by Number of Employees Among Non-Owners

Benefit	Size of Employer by Number of Staff			
	<100 (n=564)	100–999 (n=188)	≥1,000 (n=167)	Total (n=206)
Medical (Health and Dental) Benefits	96%	94%	95%	98%
Long Term Disability Insurance	83%	82%	81%	86%
Life Insurance	83%	81%	84%	85%
Out-of-Country Travel Insurance	59%	57%	59%	61%
Parking	52%	52%	51%	53%
Group RRSPs	45%	49%	41%	44%
Defined-Contribution Pension Plan	33%	22%	38%	40%
Defined-Benefit Pension Plan	28%	17%	25%	39%
Professional Membership Dues Other than for my Accounting Designation(s)	23%	23%	20%	25%
Parental/Maternal/Caregiver Leave Top Ups	15%	12%	11%	21%
Car Allowances	11%	12%	13%	8%
Stock or Stock Options Purchase Program	10%	8%	10%	13%
Deferred Profit-Sharing Plans	8%	6%	7%	11%
Other Significant Benefits	11%	14%	7%	11%

## Benefits by Industry Among Non-Owners – Atlantic Region

Among the six largest industry groupings shown in Tables 9b and 9c, medical benefits, long-term disability, and life insurance were consistently the most commonly offered benefit.

Table 9b: Benefits by Industry and Number of Employees Among Non-Owners

Benefit	Professional Services – Public Practice			Public Sector – Government			Manufacturing		
	<100 (n=39)	100–999 (n=2)	≥1,000 (n=30)	<100 (n=27)	100–999 (n=21)	≥1,000 (n=48)	<100 (n=14)	100–999 (n=27)	≥1,000 (n=17)
Medical (Health and Dental) Benefits	85%	-	90%	93%	95%	98%	100%	93%	100%
Long Term Disability Insurance	74%	-	87%	85%	62%	77%	86%	85%	76%
Life Insurance	67%	-	80%	78%	71%	85%	93%	78%	88%
Out-of-Country Travel Insurance	31%	-	43%	44%	52%	58%	71%	67%	59%
Parking	38%	-	70%	37%	29%	46%	64%	48%	53%
Group RRSPs	67%	-	77%	19%	14%	2%	57%	41%	82%
Defined-Contribution Pension Plan	15%	-	40%	26%	33%	25%	7%	48%	53%
Defined-Benefit Pension Plan	5%	-	7%	56%	67%	79%	0%	11%	18%
Professional Membership Dues Other than for my Accounting Designation(s)	10%	-	37%	26%	24%	6%	29%	11%	18%
Parental/Maternal/Care giver Leave Top Ups	3%	-	37%	11%	5%	21%	14%	7%	6%
Car Allowances	3%	-	7%	7%	10%	0%	29%	11%	18%
Stock or Stock Options Purchase Program	0%	-	0%	0%	5%	0%	21%	7%	6%
Deferred Profit-Sharing Plans	8%	-	17%	0%	0%	0%	21%	11%	6%
Other Significant Benefits	15%	-	30%	11%	10%	6%	14%	11%	0%

## 2023 Canadian CPA Compensation Study Report: Atlantic Region

Table 9c: Benefits by Industry and Number of Employees Among Non-Owners

Benefit	Financial Services			Not for Profit			Retail/Wholesale		
	<100 (n=12)	100– 999 (n=10)	≥1,000 (n=16)	<100 (n=23)	100– 999 (n=7)	≥1,000 (n=1)	<100 (n=6)	100– 999 (n=16)	≥1,000 (n=2)
Medical (Health and Dental) Benefits	100%	100%	100%	96%	-	-	-	88%	-
Long Term Disability Insurance	92%	80%	81%	83%	-	-	-	100%	-
Life Insurance	92%	100%	69%	91%	-	-	-	94%	-
Out-of-Country Travel Insurance	92%	70%	75%	74%	-	-	-	69%	-
Parking	75%	60%	38%	65%	-	-	-	50%	-
Group RRSPs	42%	60%	63%	48%	-	-	-	38%	-
Defined-Contribution Pension Plan	42%	50%	38%	26%	-	-	-	63%	-
Defined-Benefit Pension Plan	17%	30%	31%	26%	-	-	-	0%	-
Professional Membership Dues Other than for my Accounting Designation(s)	50%	40%	50%	35%	-	-	-	19%	-
Parental/Maternal/Caregiver Leave Top Ups	17%	50%	25%	9%	-	-	-	6%	-
Car Allowances	8%	10%	6%	9%	-	-	-	31%	-
Stock or Stock Options Purchase Program	8%	20%	44%	0%	-	-	-	6%	-
Deferred Profit-Sharing Plans	8%	0%	31%	0%	-	-	-	13%	-
Other Significant Benefits	8%	10%	13%	17%	-	-	-	13%	-

### Work/Life Balance Among Non-Owners – Atlantic Region

Working from home and internal professional development were both offered and used, respondents reported, with utilization rates of 76% and 69%, respectively. Meanwhile, programs such as flexible working, time off for volunteer work, employee assistance programs, childcare benefits, and sabbaticals showed varying degrees of adoption. These findings were consistent across industries (Table 10b).

Table 10a: Work/Life Balance Programs Among Non-Owners

Work/Life Balance Program	Offered by Employer and Used		Offered by Employer and Not Used		Not Offered by Employer	
	Count	%	Count	%	Count	%
Work from Home	416	76%	61	12%	95	17%
Internal Professional Development	379	69%	59	11%	134	24%
Flexible Working Hours	342	63%	76	15%	154	27%
Funding of Externally Offered Professional Development	332	61%	122	24%	118	21%
Leaves for Personal Reasons	124	23%	283	55%	165	29%
Time Off for Volunteer Work	97	18%	155	30%	320	57%
Compressed Work Weeks	60	11%	92	18%	420	75%
Employee Assistance Programs	60	11%	414	80%	98	17%
Childcare Benefits (subsidy, available on site etc.)	5	1%	55	11%	512	91%
Sabbaticals	2	0%	124	24%	446	79%



## Work/Life Balance Programs Used by Industry Among Non-Owners – Atlantic Region

Working from home, flexible working hours, and internal professional development were the programs most commonly used by members in all six of the largest industry groupings shown below.

Table 10b: Work/Life Balance Programs Used by Industry Among Non-Owners

Work/Life Balance Program	Industry					
	Professional Services – Public Practice (n=72)	Public Sector – Government (n=98)	Financial Services (n=56)	Manufacturing (n=36)	Retail/ Wholesale (n=22)	Not for Profit (n=32)
Work from Home	81%	80%	64%	78%	68%	66%
Internal Professional Development	83%	83%	63%	58%	36%	75%
Flexible Working Hours	78%	63%	55%	58%	50%	59%
Funding of Externally Offered Professional Development	47%	62%	63%	47%	77%	88%
Leaves for Personal Reasons	19%	43%	14%	25%	14%	31%
Time Off for Volunteer Work	18%	15%	21%	19%	14%	22%
Compressed Work Weeks	17%	23%	9%	8%	0%	6%
Employee Assistance Programs	4%	14%	9%	14%	0%	19%
Childcare Benefits (subsidy, available on site etc.)	0%	2%	0%	3%	0%	3%
Sabbaticals	1%	0%	2%	0%	0%	0%

Note: Counts shown include members in each industry that indicated they used at least one work/life balance program; base size varied depending on programs used and industry

## Feedback on this Report

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

## Permission to Store or Reprint

This publication is protected by copyright. Written permission is required to reproduce this document, store it in a retrieval system, or transmit it in any form or by any means (electronic, mechanical, photocopying, recording or otherwise).

For information regarding permission, please contact [permissions@cpacanada.ca](mailto:permissions@cpacanada.ca).