

# Nonprofit Leadership Demographics Methodology

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## Methodology

For this analysis of nonprofit leaders in Philadelphia, The Pew Charitable Trusts purchased a custom dataset from Candid, an organization that provides insights into the nonprofit sector, listing 501(c)(3) organizations with IRS filings for the fiscal year ending in 2023 or 2024. The dataset included organizational and financial data from the IRS filings.

The organizations were distributed as follows for Philadelphia and the six comparison cities studied:

| City         | Number of organizations |
|--------------|-------------------------|
| Philadelphia | 5,798                   |
| Baltimore    | 3,080                   |
| Boston       | 2,881                   |
| Chicago      | 10,913                  |
| Cleveland    | 2,521                   |
| Detroit      | 2,390                   |
| Pittsburgh   | 4,902                   |
| <b>Total</b> | <b>32,485</b>           |

Pew also used Candid's nonprofit [demographic data](#), matching it to the custom set of 32,485 organizations described above. Nonprofits were included in the matched dataset if any of the demographic data fields had been submitted by the organization since 2019.

The nonprofit demographic dataset included demographic fields for leaders as well as for board members, senior staff, and other employees. Pew's analysis focused on the self-reported race, ethnicity, and gender of nonprofit leaders—the most frequently reported metrics. See [Candid's FAQ](#) for more information about how it collected its data.

Figure 1 of the analysis, which looked at nonprofit leaders broken down by city, further narrowed the matched dataset to organizations in which self-reported race and ethnicity data was available for leaders. For organizations that had self-reported data for two leaders, both were included in the analysis. Across this narrowed dataset, there was self-reported race and ethnicity data for an average of 1.2 leaders per organization.

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Table 1

### Race and Ethnicity of Nonprofit Leader(s) Reported by City in the Custom Dataset

| City         | Number of organizations in custom dataset | Number of organizations with leader's race and ethnicity reported | Number of individual leaders reported | Average number of leaders reported per organization |
|--------------|---|---|---------------------------------------|---|
| Baltimore    | 3,080                                     | 340   | 410                                   | 1.2   |
| Boston       | 2,881                                     | 369   | 431                                   | 1.2   |
| Chicago      | 10,913                                    | 1,008   | 1,205                                 | 1.2   |
| Cleveland    | 2,521                                     | 235   | 269                                   | 1.1   |
| Detroit      | 2,390                                     | 202   | 256                                   | 1.3   |
| Philadelphia | 5,798                                     | 614   | 731                                   | 1.2   |
| Pittsburgh   | 4,902                                     | 318   | 360                                   | 1.1   |
| <b>Total</b> | <b>32,485</b>                             | <b>3,086</b>  | <b>3,662</b>                          | <b>1.2</b>  |

Similarly, Figure 2 of the analysis—which examined gender among nonprofit leaders by city—narrowed the matched dataset to organizations with self-reported gender for one or more leaders. Because some organizations had more than one leader, Figure 2 focused on the number of leaders, rather than the number of organizations. There was a slightly higher response rate for questions pertaining to gender compared with those on race and ethnicity, but the average number of leaders reported per organization was the same: 1.2.

Table 2

### Gender of Nonprofit Leader(s) Reported by City in the Custom Dataset

| City         | Number of organizations in custom dataset | Number of organizations with leader's race and ethnicity reported | Number of individual leaders reported | Average number of leaders reported per organization |
|--------------|---|---|---------------------------------------|---|
| Baltimore    | 3,080                                     | 341   | 413                                   | 1.2   |
| Boston       | 2,881                                     | 374   | 437                                   | 1.2   |
| Chicago      | 10,913                                    | 1,016   | 1,215                                 | 1.2   |
| Cleveland    | 2,521                                     | 234   | 268                                   | 1.1   |
| Detroit      | 2,390                                     | 205   | 260                                   | 1.3   |
| Philadelphia | 5,798                                     | 615   | 732                                   | 1.2   |
| Pittsburgh   | 4,902                                     | 325   | 370                                   | 1.1   |
| <b>Total</b> | <b>32,485</b>                             | <b>3,110</b>  | <b>3,695</b>                          | <b>1.2</b>  |

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To analyze leadership compensation, Pew relied on the custom dataset purchased from Candid, which included information found on IRS Form 990 under Part IX: Statement of Functional Expenses, Line 5: Compensation of Current Officers, Directors, Trustees, and Key Employees. Details about how organizations complete Form 990 can be found on the IRS website.

To analyze leadership compensation across cities, Pew narrowed the custom dataset to organizations filing IRS Form 990, as opposed to the 990-EZ, 990-N, or 990-PF, which have different filing requirements. This created a subset of 9,608 organizations. Pew further narrowed the subset to organizations that reported expenses related to employee compensation in their most recent 990, as a large number of nonprofits have no paid employees and thus overall compensation amounts can be underestimated. This left 7,189 nonprofits, or 22% of the organizations in the custom dataset. These organizations accounted for more than 90% of the total revenue reported by all nonprofits in the original custom dataset.

Using this subset of 990-filing organizations with compensation expenses reported in their latest tax filings, Pew analyzed the median leadership compensation by city, represented by Figure 3 in the analysis.