

# What's inside the Surveys?

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# SUMMARY REPORT 2018

Personnel Practices, Benefits and Compensation:  
Administrative, Sales, Business, Professional,  
Supervisory & Management

Salaried Employees in Ontario  
74<sup>th</sup> Edition - Published annually since 1943

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*Reference date for all data: September 1, 2017*

Compiled by:

**COIRI Publications**

Telephone: (289) 677-0275

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# COIRI Summary Report 2018

Ontario | Administrative, Sales, Business & Professional, Supervisory & Management

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## Explanatory Notes

### Geographic Regions

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Up to eight (8) geographic regions are possible, but only those with a significant number of responses are presented in the tables under its own category. When the number of responses is too small to be meaningfully categorized, the data appears under the heading 'Other Ontario.'

#### Region No. 1: EASTERN ONTARIO

Includes Alexandria, Arnprior, Bancroft, Brockville, Chalk River, Chesterville, Cornwall, Gloucester, Hawkesbury, Kanata, Maitland, Morrisburg, Nepean, Ottawa, Pembroke, Perth, Prescott, Smiths Falls, Batawa, Belleville, Cobourg, Colborne, Eganville, Havelock, Kingston, Napanee, Peterborough, Port Hope, Trenton, and Tweed.

#### Region No. 2: TORONTO

Includes the cities of Toronto, East York, Scarborough, North York and Etobicoke, Downsview, Rexdale, Don Mills, Agincourt, and West Hill. Does not include addresses in York and Peel Regions (see below).

#### Region No. 3: YORK/DURHAM REGION

Includes addresses within York and Durham Region, such as Woodbridge, Concord, Markham, Stouffville, Richmond Hill, Aurora, Vaughan, Holland Landing, Ajax, Ashburn, Brooklin, Oshawa, Pickering, and Whitby.

#### Region No. 4: PEEL REGION

Includes addresses within Peel Region as far as Brampton to the north, the Peel/Metropolitan Toronto boundary to the east, and the Peel/Halton boundary to the west. Includes Mississauga, Brampton, Cooksville, Port Credit, and Streetsville.

#### Region No. 5: GREATER GOLDEN HORSESHOE

Includes Halton Region, Milton, Georgetown, Acton, Oakville, Burlington, Hamilton, Stoney Creek, St. Catharines, Niagara Falls, Port Colborne, and Welland.

#### Region No. 6: MID-WESTERN ONTARIO

Includes Brantford, Cambridge, Guelph, Kitchener, London, Simcoe, Stratford, Tillsonburg, Ingersoll, Waterloo, and Woodstock.

#### Region No. 7: SOUTHERN ONTARIO

Includes Chatham, Leamington, Sarnia, Strathroy, Wallaceburg, and Windsor.

#### Region No. 8: NORTHERN ONTARIO

Includes Alliston, Barrie, Bolton, Bracebridge, Collingwood, Gravenhurst, Harcourt, Huntsville, Longford Mills, Midland, Orangeville, Orillia, Owen Sound, Parry Sound, Penetanguishene, Wiarton, Wilberforce, Alba, Elliot Lake, Haileybury, Hearst, Mattawa, New Liskeard, North Bay, Red Rock, Rutherglen, Sault St. Marie, Searchmont, Sudbury, Thunder Bay, Timmins, and White River.

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## Type of Industry

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Up to ten (10) industry categories are possible, but only those with a significant number of responses are presented in the tables under its own category. When the number of responses is too small to be meaningfully categorized, the data appears under the heading 'Other Industry.'

## Annual Increases Granted/Annual Increases Planned

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The following information can be found in the Annual Increases section: (i) actual salary increases in 2017; (ii) salary increases projected for 2018; Data can be viewed for the entire province or by industry, size of organization, union status, and region.

## Employee Benefits and Human Resources Practices

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The Employee Benefits section presents benefits and policy information based on the organizations that provided data to the survey. For each employee benefit or human resources policy item, raw figures are provided with the corresponding percentages that collectively are out of 100%. Questions where the multiple responses were possible are marked accordingly and the percentages accompanying the answers are individually out of 100%.

## Salary Data

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The compensation section presents average salaries by size of organization, geographic region, and industry. Average salaries for all of Ontario are also provided, calculated by using the total number of responses for each job classification.

Whenever an organization paid different salaries for the same position, participants were asked to weight their responses to ensure that the figures provided accurately reflect the average salary paid within their organization for each job classification. Each organization therefore provides only one salary per job classification; all responses are then averaged and this figure appears in the tables.

To provide meaningful salary rate information, 10th, 25th, median/50th, 75th, and 90th percentiles are also presented for every sample. 25% of responses fall below the 25th percentile mark; 25% of responses fall above the 75th percentile mark. The 50th percentile represents the middle of the dataset, meaning 50% of responses fall above the 50th percentile and 50% below. The 50th percentile always falls between the 25th and 75th percentiles, but not necessarily in the exact middle. Depending on the dataset, the 50th percentile may fall closer to either the 25th or 75th percentile, indicating that half of the salaries in that dataset are closer in range than the other half.

Survey users should note that percentile figures for small sample sizes provide a less reliable indicator of rate information. Datasets that only contained 1 sample will repeat that figure throughout the percentiles. Datasets with only 2 samples will have the same average and median/50th percentile.

## Outliers

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On occasion, in small samples with unique characteristics, the average salary rate will fall outside the range indicated by the 25th and 75th percentiles. This survey applies strict criteria in eliminating "outliers"; unless the result is due to a genuine outlier and not merely an unusually skewed sample, the results are presented without modification. Survey users requiring further information on this topic are invited to contact COIRI Publications.

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## Profile of Participants

		<i>Participants #</i>	<i>Participants %</i>
Size of Employer	1-100 Employees	49	21.4%
	101-200 Employees	52	22.7%
	201-300 Employees	38	16.6%
	301-400 Employees	13	5.7%
	Over 400 Employees	77	33.6%
Geographic Region	Eastern Ontario	17	7.4%
	Toronto	23	10.0%
	York/Durham Region	26	11.4%
	Peel Region	23	10.0%
	Greater Golden Horseshoe Area	23	10.0%
	Mid-Western Ontario	54	23.5%
	Southern Ontario	16	6.9%
	Northern Ontario	47	20.5%
Industry	Automotive Parts/Assembly	33	14.4%
	Fabricated Metal Products & Manufacturing	23	10.0%
	All Other Manufacturing - Durable Goods	40	17.5%
	All Other Manufacturing - Non-Durable Goods	44	19.2%
	Transportation, Warehousing or Distribution	2	0.9%
	Wholesale/Retail	19	8.3%
	For Profit/Professional Services	7	3.1%
	Non-Profit Services	5	2.2%
	Public Sector	12	5.2%
	Other Industry (Not classified elsewhere)	44	19.2%
Annual Sales/ Revenues	Under \$5 million	18	7.9%
	\$5.1-\$10 million	23	10.0%
	\$10.1-\$50 million	57	24.9%
	Over \$50 million	131	57.2%

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## A

A.C. Lighting (Canada) Inc./Spectrum Manufacturing Inc.  
A.O. Smith Enterprises Ltd.  
AGC Automotive Canada, Inc.  
Agilec  
Agricorp  
Agway Metals Inc.  
AirBorn Flexible Circuits, Inc.  
AirBoss Rubber Compounding  
Anchor Concrete Products Ltd.  
Asahi Refining Canada Ltd.  
Athena Software  
Atlantic Industries Limited

## B

Blachford AM Ltd.  
Blount Canada Ltd.  
Bobrick Washroom Equipment Company  
Bock North America Ltd.  
BTI Breaker Technology  
Busch Systems International Inc.  
BWXT Canada Ltd.

## C

Cameco Corporation  
Canada Colors and Chemicals Limited  
Canada's Wonderland Company  
Canadian Pharmacists Association  
Canadian Solar Solutions Inc.  
CanSave  
CanWest DHI  
Cascade Canada Ltd.  
Casino Rama  
CGL Manufacturing Inc.  
Chelsea Hotel, Toronto  
City of Barrie  
City of Orillia  
Clearpath Robotics Inc.  
Comtek Advanced Structures Ltd.  
Contract Pharmaceuticals Limited Canada  
Cooper Standard Automotive  
Creemore Springs Brewery

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## D

Dare Foods Limited  
District of Parry Sound Social Services  
Diva International Inc.  
Diversco Supply  
Durabody Industries Limited

## E

Eaton Industries (Canada) Company  
EGS Electrical Group Canada Ltd.  
Eramosa Engineering Inc.  
Estee Lauder Canada Ltd.

## F

F & P Manufacturing  
Federal Mogul Canada Ltd.  
Federation of Canadian Municipalities  
Fielding Chemical Technologies Inc.  
Flanagan Foodservice Inc.  
Franke Kindred Canada Limited  
Frito Lay Canada

## G

Gateway Services Inc.  
GEEP-Global Electric Electronic Processing  
Gentek Building Products Limited Partnership  
Global Vehicle Systems  
Glueckler Metal Inc.

## H

Hammond Manufacturing  
Hammond Power Solutions Inc.  
Hematite Manufacturing  
Hino Motors Canada, Ltd.  
Holstein Canada  
Home Hardware Stores Limited  
Howard Marten Company Limited  
Hubert Distributing

## I

Ideal Supply Inc.  
IKO Industries Ltd.  
Inscape Solutions

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## K

Kawartha Dairy Limited  
KERRY CANADA  
Kindred Credit Union  
KIRCHHOFF Automotive  
KPM Industries Ltd.  
Kraus Carpet LP  
Kubota Materials Canada Corporation  
Kuntz Electroplating Inc.  
Kuriyama Canada Inc.

## L

Labstat International ULC  
Leadbetter Foods Inc.  
Lifesaving Society  
Linear Transfer Automation Inc.  
Lone Wolf Real Estate Technologies  
Lutherwood

## M

Magellan Aerospace  
Magna International Inc.  
Matrix Solutions  
McCormick Canada  
MetriCan International Co. Inc.  
Molded Plastic Consultants  
Moore Packaging Corporation  
Muskoka Brewery

## O

Oatley, Vigmond LLP  
Orillia Power Corporation

## P

Peel Plastic Products Limited  
PepsiCo Canada  
Pillar5 Pharma Inc.  
Precision Resource Canada Ltd  
Prodomax Automation Ltd.

## Q

Quadro Engineering Corp.

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## R

Raytheon ELCAN Optical Technologies  
Reinhart Foods  
Richards-Wilcox Canada  
Runge & Associates Inc.  
Russel Metals  
Ryan ULC

## S

S&C Electric Canada Ltd.  
SAF-HOLLAND Canada  
Schaeffler Canada, Inc.  
Septimatech Group Inc.  
Showa Canada Inc.  
Simcoe Muskoka District Health Unit  
Skyline Group of Companies  
Sleep Country Canada  
Sonoco Canada  
SOTAWALL Ltd.  
Spec Furniture Inc.  
Steelcase Inc.

## T

The District Municipality of Muskoka  
The Source  
THK RHYTHM AUTOMOTIVE  
TI Automotive  
TNR Industrial Doors Inc.  
Town of Bradford West Gwillimbury  
Town of Collingwood  
Town of Gravenhurst  
Town of Midland  
Town of New Tecumseth  
Township of Ramara  
Township of Tay  
Toys "R" Us Canada  
Troy Life & Fire Safety Ltd.  
TS Tech Canada Inc.

## U

UAP Inc.

## V

Veterinary Purchasing Company Ltd.

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### **V**

Veterinary Purchasing Company Ltd.  
Vistaprint  
VOA Canada Inc.  
Vuteq Canada Inc.

### **W**

Walker Industries  
Washington Mills Electro Minerals Corporation  
Weber Manufacturing Technologies Inc.  
Window City Industries Ltd.  
Wolf Steel Ltd.

### **Y**

York University



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## Explanatory Notes

### Geographic Regions

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Up to eight (8) geographic regions are possible, but only those with a significant number of responses are presented in the tables under its own category. When the number of responses is too small to be meaningfully categorized, the data appears under the heading 'Other Ontario.'

#### Region No. 1: EASTERN ONTARIO

Includes Alexandria, Arnprior, Bancroft, Brockville, Chalk River, Chesterville, Cornwall, Gloucester, Hawkesbury, Kanata, Maitland, Morrisburg, Nepean, Ottawa, Pembroke, Perth, Prescott, Smiths Falls, Batawa, Belleville, Cobourg, Colborne, Egarville, Havelock, Kingston, Napanee, Peterborough, Port Hope, Trenton, and Tweed.

#### Region No. 2: TORONTO

Includes the cities of Toronto, East York, Scarborough, North York and Etobicoke, Downsview, Rexdale, Don Mills, Agincourt, and West Hill. Does not include addresses in York and Peel Regions (see below).

#### Region No. 3: YORK/DURHAM REGION

Includes addresses within York and Durham Regions, such as Woodbridge, Concord, Markham, Stouffville, Richmond Hill, Aurora, Vaughan, Holland Landing, Ajax, Ashburn, Brooklin, Oshawa, Pickering, and Whitby.

#### Region No. 4: PEEL REGION

Includes addresses within Peel Region as far as Brampton to the north, the Peel/Metropolitan Toronto boundary to the east, and the Peel/Halton boundary to the west. Includes Mississauga, Brampton, Cooksville, Port Credit, and Streetsville.

#### Region No. 5: GREATER GOLDEN HORSESHOE

Includes Halton Region, Milton, Georgetown, Acton, Oakville, Burlington, Hamilton, Stoney Creek, St. Catharines, Niagara Falls, Port Colborne, and Welland.

#### Region No. 6: MID-WESTERN ONTARIO

Includes Brantford, Cambridge, Guelph, Kitchener, London, Simcoe, Stratford, Tillsonburg, Ingersoll, Waterloo, and Woodstock.

#### Region No. 7: SOUTHERN ONTARIO

Includes Chatham, Leamington, Sarnia, Strathroy, Wallaceburg, and Windsor.

#### Region No. 8: NORTHERN ONTARIO

Includes Alliston, Barrie, Bolton, Bracebridge, Collingwood, Gravenhurst, Harcourt, Huntsville, Longford Mills, Midland, Orangeville, Orillia, Owen Sound, Parry Sound, Penetanguishene, Wiarton, Wilberforce, Alba, Elliot Lake, Haileybury, Hearst, Mattawa, New Liskeard, North Bay, Red Rock, Rutherglen, Sault St. Marie, Searchmont, Sudbury, Thunder Bay, Timmins, and White River.



# COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

## Type of Industry

---

Up to ten (10) industry categories are possible, but only those with a significant number of responses are presented in the tables under its own category. When the number of responses is too small to be meaningfully categorized, the data appears under the heading 'Other Industry.'

## Annual Increases Granted/Annual Increases Planned

---

The following information can be found in the Annual Increases section: (i) actual wage increases in 2017; (ii) wage increases projected for 2018. Data can be viewed for the entire province or by industry, size of organization, union status, and region.

## Employee Benefits and Human Resources Practices

---

The Employee Benefits section presents benefits and policy information based on the organizations that provided data to the survey. For each employee benefit or human resources policy item, raw figures are provided with the corresponding percentages that collectively are out of 100%. Questions where multiple responses were possible are marked accordingly and the percentages accompanying those answers should be looked at individually out of 100%, as opposed to collectively equaling 100%.

## Wage Data

---

The compensation section presents average wages by size of organization, geographic region, union status, and industry. Average wages for all of Ontario are also provided, calculated by using the total number of responses for each job classification. Additionally, the provincial low and high are included, derived from the 10th and 90th percentiles from the entire dataset for that position.

Whenever an organization paid different wages for the same position, participants were asked to weight their responses to ensure that the figures provided accurately reflect the average hourly rate paid within their organization for each job classification. Each organization therefore provides only one wage rate per job classification; all responses are then averaged and this figure appears in the tables.

To provide meaningful wage rate information, the 10th, 25th, median/50th, 75th and 90th percentiles are also presented for every sample. The 50th percentile/median represents the middle of the dataset, meaning 50% of responses fall above the 50th percentile and 50% below. The 50th percentile always falls between the 25th and 75th percentiles, but not necessarily in the exact middle. Depending on the dataset, the 50th percentile may fall closer to either the 25th or 75th percentile, indicating that half of the salaries in that dataset are closer in range than the other half.

Survey users should note that percentile figures for small sample sizes provide a less reliable indicator of rate information. Datasets that only contained 1 sample will repeat that number throughout the percentiles. Datasets with only 2 numbers will show the same average and median/50th percentile.

## Outliers

---

On occasion, in small samples with unique characteristics, the average wage rate will fall outside the range indicated by the 25th and 75th percentiles. This survey applies strict criteria in eliminating "outliers"; unless the result is due to a genuine outlier and not merely an unusually skewed sample, the results are presented without modification. Survey users requiring further information on this topic are invited to contact COIRI Publications.

# COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

## Profile of Participants

		<i>Participants #</i>	<i>Participants %</i>
Size of Employer	1-100 Employees	45	20.0%
	101-200 Employees	50	22.2%
	201-300 Employees	32	14.2%
	301-400 Employees	16	7.1%
	Over 400 Employees	82	36.4%
Geographic Region	Eastern Ontario	9	4.0%
	Toronto	18	8.0%
	York/Durham Region	27	12.0%
	Peel Region	19	8.4%
	Greater Golden Horseshoe Area	20	8.9%
	Mid-Western Ontario	61	27.1%
	Southern Ontario	16	7.1%
	Northern Ontario	55	24.4%
Industry	Automotive Parts/Assembly	36	16.0%
	Fabricated Metal Products & Manufacturing	27	12.0%
	All Other Manufacturing - Durable Goods	31	13.8%
	All Other Manufacturing - Non-Durable Goods	55	24.4%
	Transportation, Warehousing, Distribution	10	4.4%
	Wholesale/Retail	20	8.9%
	For Profit/Professional Services	7	3.1%
	Non-Profit Services	4	1.8%
	Public Administration	10	4.4%
	Other Industry (Not classified elsewhere)	25	11.1%
Union Status	Non-Unionized	166	73.8%
	Unionized	59	26.2%

# COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

## A

A. O. Smith Enterprises Ltd.  
A.C. Lighting Inc./Spectrum Manufacturing Inc.  
ABCorp CA Ltd.  
Aecon Group Inc.  
AGC Automotive Canada, Inc.  
Agilec  
Agway Metals Inc.  
AirBorn Flexible Circuits, Inc.  
AirBoss Rubber Compounding  
Apotex Inc.  
ArcelorMittal Dofasco  
Asahi Refining Canada Ltd.  
Atlantic Industries Limited

## B

Baxter Corporation  
Baycoat Limited  
Bimeda MTC Animal Health Inc.  
Bobrick Washroom Equipment Company  
Bock North America Ltd.  
Boshart Industries Inc.  
BTI Breaker Technology  
Busch Systems International Inc.

## C

Calow Benefits Group Inc.  
Cameco Corporation  
Canada Colors and Chemicals Limited  
Canada's Wonderland Company  
Canadian Solar Solutions Inc.  
CanSave Supply and Distribution  
Cascade Canada Ltd.  
Casino Rama  
CCL Container  
CGL Manufacturing Inc.  
Challenger Motor Freight Inc.  
City of Barrie  
City of Orillia  
Clarion Medical - An ALPHAEON Company  
Clearpath Robotics Inc.  
Comtek Advanced Structures Ltd.  
Contract Pharmaceuticals Limited Canada  
Custom Foam Systems Ltd.

## COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

### D

Dare Foods Limited  
District of Parry Sound Social Services  
Durabody Industries Limited

### E

E.D. Smith  
Eaton Industries (Canada) Company  
EL-MET-PARTS Inc.  
Emerson Electric  
Enervac International ULC  
Estee Lauder Cosmetics Ltd.

### F

FGF Brands  
Fielding Environmental  
First Choice Beverage Ltd.  
Flanagan Foodservice Inc.  
Franke Kindred Canada Limited  
Frito Lay Canada

### G

Garaga Inc.  
Global Vehicle Systems  
Glueckler Metal Inc.

### H

Health Park Medical Clinics  
Hematite Manufacturing  
Hino Motors Canada  
HJV Equipment  
Home Hardware Stores Limited  
Howard Marten Company Limited

### I

IDEAL Supply  
IKO Industries Ltd.  
Inscape  
Intentional Careers and Human Resources

## COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

### J

Johnson & Johnson Canada Inc.

### K

Kawartha Dairy Limited  
KERRY CANADA  
KIRCHHOFF Automotive  
Kraus Carpet LP  
Kuntz Electroplating Inc.  
Kuriyama Canada Inc.

### L

Labstat International ULC  
Leadbetter Foods Inc.  
Lennox Industries (Canada) Ltd.  
Liftsafe Engineering and Service Group Inc.  
Linear Transfer Automation Inc.  
Lutherwood

### M

Magellan Aerospace  
Magna International  
Matcor Matsu Group of Companies  
McCormick Canada  
McIntyre Group Office Services Inc.  
MetriCan International Co. Inc.  
Moore Packaging Corporation  
MTD Products Ltd.  
Muskoka Brewery  
Mytox Manufacturing

### N

Nestle Waters Canada  
Northfield Metal Products

### O

Oatley, Vigmond LLP  
Orillia Power Corporation

### P

Peel Plastic Products Limited

## COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

PepsiCo Canada  
PESTELL GROUP  
Phoenix Building Components  
Pillar5 Pharma Inc.  
Piller's Find Foods, A Division of PBOLP  
Precision Resource Canada Ltd  
Pride Signs Limited  
Prodomax Automation Ltd.

### Q

Quadro Engineering Corp.

### R

Rapid Gear Machining & Gearing Ltd.  
Raytheon ELCAN Optical Technologies  
Reinhart Foods  
Reynolds Consumer Products Canada Inc.  
Richards-Wilcox Canada  
Riverside Brass & Aluminum Foundry Limited  
Royal Ontario Museum

### S

S&C Electric Canada Ltd.  
SAF-HOLLAND Canada  
Schaeffler Canada, Inc.  
Septimatech Group Inc.  
Showa Canada Inc.  
Simcoe Muskoka District Health Unit  
Skyjack Inc.  
Sonoco Canada  
SOTAWALL Ltd.  
Spinrite LP  
Strassburger Windows & Doors

### T

Tenneco Canada Inc.  
Terrapure Environmental  
The District Municipality of Muskoka  
The Marco Corporation  
The Original Cakerie  
The Source  
TI Automotive

## COIRI Summary Report 2018

Ontario | Unskilled, Semi-Skilled & Skilled Workers

TNR Industrial Doors Inc.  
Tollendale Village  
Town of Bradford West Gwillimbury  
Town of Gravenhurst  
Town of Huntsville  
Town of Innisfil  
Township of Tay  
Toys “R” Us Canada  
Tracks Employment Services  
Transchem Inc.  
Tremco Canada  
TS Tech Canada Inc.

### U

UAP Inc.

### V

Valley Blades Limited  
Veterinary Purchasing Company Ltd.  
Vistaprint

### W

Walker Industries  
Wallenstein Feed & Supply Ltd.  
Washington Mills Electro Minerals Corporation  
Weber Manufacturing Technologies  
Weldco-Beales Mfg.  
Window City Industries Ltd.  
Wolf Steel Ltd.

### Y

York University

### Z

Zavida Coffee Company Inc.

# SUMMARY REPORT 2018

Compensation: Ontario Management & Executives

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*Reference date for all data: September 1, 2017*

Compiled by:

**COIRI Publications**

Telephone: (289) 677-0275

[www.coiri.com](http://www.coiri.com)





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Ontario | Management & Executive Compensation

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## Explanatory Notes

### **Geographic Regions**

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Up to eight (8) geographic regions are possible, but only those with a significant number of responses are presented in the tables under their own category. When the number of responses is too small to be meaningfully categorized, the data appears under the heading 'Other Ontario.'

#### **Region No. 1: EASTERN ONTARIO**

Includes Alexandria, Arnprior, Bancroft, Brockville, Chalk River, Chesterville, Cornwall, Gloucester, Hawkesbury, Kanata, Maitland, Morrisburg, Nepean, Ottawa, Pembroke, Perth, Prescott, Smiths Falls, Batawa, Belleville, Cobourg, Colborne, Egarville, Havelock, Kingston, Napanee, Peterborough, Port Hope, Trenton, and Tweed.

#### **Region No. 2: TORONTO**

Includes the cities of Toronto, Agincourt, Don Mills, East York, and Scarborough; North York; Downsview, Etobicoke, Rexdale, and West Hill. Does not include addresses in York and Peel Regions (see below).

#### **Region No. 3: YORK/DURHAM REGION**

Includes addresses within York Region and Durham Region, such as Woodbridge, Concord, Markham, Stouffville, Richmond Hill, Aurora, Vaughan, and Holland Landing; Ajax, Ashburn, Brooklin, Oshawa, Pickering, and Whitby.

#### **Region No. 4: PEEL REGION**

Includes addresses within Peel Region as far to the north as Brampton, the Peel/Metropolitan Toronto boundary to the east, and the Peel/Halton boundary to the west. Includes Brampton, Cooksville, Port Credit, and Streetsville.

#### **Region No. 5: GREATER GOLDEN HORSESHOE**

Includes Acton, Burlington, Georgetown, Halton region, Hamilton, Milton, Niagara Falls, Oakville, Port Colborne, Stoney Creek, St. Catharines, and Welland.

#### **Region No. 6: MID-WESTERN ONTARIO**

Includes Brantford, Cambridge, Guelph, Ingersoll, Kitchener, London, Simcoe, Stratford, Tillsonburg, Waterloo, and Woodstock.

#### **Region No. 7: SOUTHERN ONTARIO**

Includes Chatham, Leamington, Sarnia, Strathroy, Wallaceburg, and Windsor.

#### **Region No. 8: NORTHERN ONTARIO**

Includes Alliston, Barrie, Bolton, Bracebridge, Collingwood, Gravenhurst, Harcourt, Huntsville, Longford Mills, Midland, Orangeville, Orillia, Owen Sound, Parry Sound, Penetanguishene, Wiarton, Wilberforce, Alba, Elliot Lake, Haileybury, Hearst, Mattawa, New Liskeard, North Bay, Red Rock, Rutherglen, Sault St. Marie, Searchmont, Sudbury, Thunder Bay, Timmins, and White River.

## Type of Industry

---

Up to ten (10) industry categories are possible, but only those with a significant number of responses are presented in the tables under its own category. When the number of responses is too small to be meaningfully categorized, the data appears under the heading 'Other Industry.'

## Annual Increases Granted/Annual Increases Planned

---

The following information can be found in the Annual Increases section: (i) actual salary increases in 2017; (ii) salary increases projected for 2018; data can be viewed for the entire province or by industry, size of organization, gross annual revenues, and region.

## Benefits

---

The Benefits section presents benefits information based on the organizations that provided data to the survey. For each benefit item, raw figures are provided with the corresponding percentages that collectively are out of 100%. Questions where multiple responses were possible are marked accordingly and the percentages accompanying the answers are individually out of 100%.

## Salary Data

---

The Compensation Data section presents salaries by size of organization, geographic region, gross annual revenues, and industry. Salaries for all of Ontario are also provided, calculated by using the total number of responses for each job classification. To provide the most meaningful representation, data is presented according to the following percentile calculations: 10th, 25th, 50th, 75th and 90th from the entire dataset for that position.

To clarify the percentiles, 25% of responses fall below the 25th percentile mark; 25% of responses fall above the 75th percentile mark. The 50th percentile represents the middle of the dataset, meaning 50% of responses fall above the 50th percentile and 50% below. The 50th percentile always falls between the 25th and 75th percentiles, but not necessarily in the exact middle. Depending on the dataset, the 50th percentile may fall closer to either the 25th or 75th percentile, indicating that half of the salaries in that dataset are closer in range than the other half.

Whenever an organization paid different salaries for the same position, participants were asked to weight their responses to ensure that the figures provided accurately reflect the average salary paid within their organization for each job classification. Each organization therefore provides only one salary per job classification; all responses are then averaged and this figure appears in the tables. Each job is presented 3 ways: first, showing all responses, then those receiving bonuses vs. those not.

Survey users should note that percentile figures for small sample sizes provide a less reliable indicator of rate information. Datasets that only contain only one sample repeat that salary throughout. Datasets with 2 samples will have the same figure for the average and the P50.

## Outliers

---

This survey applies strict criteria in eliminating "outliers"; unless the result is due to a genuine outlier and not merely an unusually skewed sample, the results are presented without modification. Survey users requiring further information on this topic are invited to contact COIRI Publications.

# COIRI Summary Report 2018

Ontario | Management & Executive Compensation

## Profile of Participants

*Participants # Participants %*

		<i>Participants #</i>	<i>Participants %</i>
Size of Employer	1-100 Employees	38	23.2%
	101-200 Employees	36	22.0%
	201-300 Employees	28	17.1%
	301-400 Employees	10	6.1%
	Over 400 Employees	52	31.7%
Geographic Region	Eastern Ontario	11	6.7%
	Toronto	14	8.5%
	York/Durham Region	20	12.2%
	Peel Region	21	12.8%
	Greater Golden Horseshoe Area	15	9.1%
	Mid-Western Ontario	46	28.0%
	Southern Ontario	9	5.5%
	Northern Ontario	28	17.1%
Industry	Automotive Parts/Assembly	29	17.7%
	Fabricated Metal Products & Manufacturing	17	10.4%
	All Other Manufacturing - Durable Goods	22	13.4%
	All Other Manufacturing - Non-Durable Goods	28	17.1%
	Transportation, Warehousing or Distribution	2	1.2%
	Wholesale/Retail	6	3.7%
	For Profit/Professional Services	9	5.5%
	Non-Profit Services	6	3.7%
	Public Sector	9	5.5%
	Other Industry (Not classified elsewhere)	36	22.0%
Annual Sales/Revenues	Under \$5 million	10	6.1%
	\$5.1-\$10 million	15	9.1%
	\$10.1-\$50 million	53	32.3%
	Over \$50 million	86	52.4%

# COIRI Summary Report 2018

Ontario | Management & Executive Compensation

## A

A. O. Smith Enterprises Ltd.  
AGC Automotive Canada, Inc.  
Agway Metals Inc.  
AirBorn Flexible Circuits, Inc.  
AirBoss Rubber Compounding  
Anchor Concrete Products Ltd.  
Asahi Refining Canada Ltd.  
Athena Software  
Atlantic Industries Limited

## B

Blachford AM Ltd.  
Blount Canada Ltd.  
Bock North America Ltd.  
Busch Systems International Inc.  
BWXT Canada Ltd.

## C

Canada's Wonderland Company  
Canadian Pharmacists Association  
Canadian Solar Solutions Inc.  
CanWest DHI  
Casino Rama  
Canada Colors and Chemicals  
CGL Manufacturing Inc.  
Chelsea Hotel, Toronto  
City of Barrie  
City of Orillia  
Comtek Advanced Structures Ltd.  
Contract Pharmaceuticals Limited Canada  
Cooper Standard Automotive  
Creemore Springs Brewery

## D

Dare Foods Limited  
District of Parry Sound Social Services  
District Municipality of Muskoka

# COIRI Summary Report 2018

Ontario | Management & Executive Compensation

Diversco Supply  
Durabody Industries Limited

## **E**

Emerson Electric  
Eramosa Engineering Inc.  
Estee Lauder Canada

## **F**

Federation of Canadian Municipalities  
Fielding Chemical Technologies Inc.  
Flanagan Foodservice Inc.

## **G**

Gateway Services Inc.  
Gentek Building Products Limited Partnership  
Glueckler Metal Inc.

## **H**

Hammond Manufacturing  
Hammond Power Solutions Inc.  
Hematite Manufacturing  
Hino Motors Canada, Ltd.  
Holstein Canada  
Home Hardware Stores Limited  
Howard Marten Company Limited

## **I**

Ideal Supply Inc.  
Inscape Solutions

## **J**

Jarlette Health Services

**COIRI Summary Report 2018**  
Ontario | Management & Executive Compensation

**K**

Kawartha Dairy Limited  
KIRCHHOFF Automotive  
KPM Industries Ltd.  
Kraus Carpet LP  
Kubota Materials Canada Corporation  
Kuntz Electroplating Inc.  
Kuriyama Canada Inc.

**L**

Labstat International ULC  
Lifesaving Society  
Linear Transfer Automation Inc.  
Lone Wolf Real Estate Technologies

**M**

Matrix Solutions  
McCormick Canada  
MEDUCOM Health Inc.  
Mennonite Economic Development Associates (MEDA)  
MetriCan International Co. Inc.  
MTE Consultants

**N**

Nestle Waters Canada  
Northfield Metal Products

**O**

Oatley, Vigmond LLP

**P**

PaperWorks  
Peel Plastic Products Limited  
PIB RWAM Insurance  
Pillar5 Pharma Inc.  
Poly-Nova Technologies



## COIRI Summary Report 2018

Ontario | Management & Executive Compensation

Precision Resource Canada Ltd.  
Pride Signs Limited

### Q

Quadro Engineering Corp.

### R

Reinhart Foods  
Runge & Associates Inc.  
Russel Metals  
Ryan ULC

### S

S&C Electric Canada Ltd.  
SAF-HOLLAND Canada  
Septimatech Group Inc.  
Showa Canada Inc.  
Simcoe Muskoka District Health Unit  
Skyline Group of Companies  
Sonoco Canada  
Sotawall Limited  
Spec Furniture Inc.  
Spectrum Manufacturing Inc./A.C. Lighting (Canada) Inc.  
Spinrite LP  
St. Jerome's University  
Steelcase Inc.  
Strassburger Windows & Doors  
Sunstar Americas, Inc.

### T

The Source  
THK RHYTHM AUTOMOTIVE  
TI Automotive  
TNR Industrial Doors Inc.  
Town of Bradford West Gwillimbury  
Town of Gravenhurst  
Town of Midland  
Town of New Tecumseth

# COIRI Summary Report 2018

Ontario | Management & Executive Compensation

Township of Centre Wellington

Toys 'R' Us

Troy Life & Fire Safety Ltd.

TS Tech Canada Inc.

## U

Unitron Canada

## V

Valley Blades Limited

Veterinary Purchasing Company Ltd.

Vistaprint

Vuteq Canada Inc.

## W

Walker Industries

WalterFedy

Washington Mills Electro Minerals Corporation

Weber Manufacturing Technologies Inc.

Wolf Steel Ltd.

## Y

York University

# COIRI Summary Report

Ontario | Administrative, Sales, Business & Professional, Supervisory & Management

## Receptionist

Operates telephone control centre to route calls, take messages and respond to general inquiries. May be responsible for monitoring telephone charges. Acts as receptionist, providing visitors with necessary assistance and direction. Requires knowledge of basic company procedures. May provide relief clerical support or other functions as assigned.

	Sample Size	No. of Emp.	Average Salary	10th Percentile	25th Percentile	Median Salary	75th Percentile	90th Percentile	Average Bonus
<b>Size of Organization</b>									
1 to 100 Employees	12	16	38,004	31,868	35,000	38,400	39,166	41,200	3,200
101 to 200 Employees	15	17	39,982	30,784	34,320	40,800	45,718	46,888	3,119
201 to 300 Employees	14	20	45,540	40,299	42,165	45,292	47,933	51,742	6,354
301 to 400 Employees	5	9	48,459	42,497	43,500	50,059	53,017	53,543	2,200
Over 400 Employees	17	30	41,152	31,986	36,067	42,744	44,843	49,178	3,794
<b>Geographic Region</b>									
Eastern Ontario	3	5	41,610	38,404	40,165	43,100	43,800	44,220	
Toronto	4	11	37,609	33,186	34,056	36,493	40,045	42,924	1,671
York/Durham Region	11	12	44,975	40,800	42,522	45,900	47,424	48,963	4,217
Peel Region	10	15	41,224	34,828	36,288	39,735	46,603	50,006	6,744
Greater Golden Horseshoe	5	5	37,208	34,112	35,360	38,400	39,000	39,600	
Mid-Western Ontario	8	11	43,093	35,135	40,028	43,953	47,679	49,425	4,222
Northern Ontario	21	32	42,347	31,200	35,360	41,828	50,918	53,017	2,700
Other Ontario	1	1	35,470	31,846	33,205	35,470	37,735	39,094	
<b>Industry</b>									
Automotive Parts/Assembly	9	10	45,415	40,640	42,749	45,971	47,694	49,070	5,700
Fabricated Metal Products and Manufacturing	9	11	40,437	33,126	33,280	40,000	47,552	48,448	5,078
All Other Manufacturing - Durable Goods	13	15	38,680	31,868	35,000	38,400	41,970	43,420	2,700
All Other Manufacturing - Non-Durable Goods	7	8	44,234	32,864	38,199	43,910	51,334	54,583	2,104
Wholesale/Retail	4	6	40,462	34,663	39,858	43,150	43,754	44,112	
Public Sector	6	13	46,587	40,497	42,755	45,810	51,284	53,455	
Other	15	29	40,420	31,773	36,858	39,500	44,586	49,503	3,329
<b>Annual Gross Revenue</b>									
Under \$5 million	2	5	53,191	52,629	52,840	53,191	53,542	53,753	
\$5 - \$10 million	8	18	39,591	31,560	34,671	38,423	40,896	49,522	1,671
\$10.1 - \$50 million	17	20	40,703	31,122	36,331	40,499	45,363	51,094	3,146
Over \$50 million	36	49	42,152	33,280	39,750	42,925	46,267	49,232	4,967
<b>Totals</b>									
All	63	92	41,769	32,539	37,079	41,899	46,352	50,660	4,170