



What's in the Survey Reports?

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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
Size of Organization									
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
Geographic Region									
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	
Industry									
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
Annual Gross Revenue									
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
Totals									
All	63	92	41,769	32,539	37,079	41,899	46,352	50,660	4,170

SUMMARY REPORT 2019

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

Salaried Employees in Ontario
75th Edition - Published annually since 1943

Data for this report was collected between September 1 - November 1, 2018

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Explanatory Notes

Geographic Regions

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

Up to nine (9) 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 2018; (ii) salary increases projected for 2019; Data can be viewed for the entire province or by industry, size of organization, 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 the multiple responses were possible are marked accordingly and the percentages accompanying the answers are individually out of 100%.

Salary Data

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.

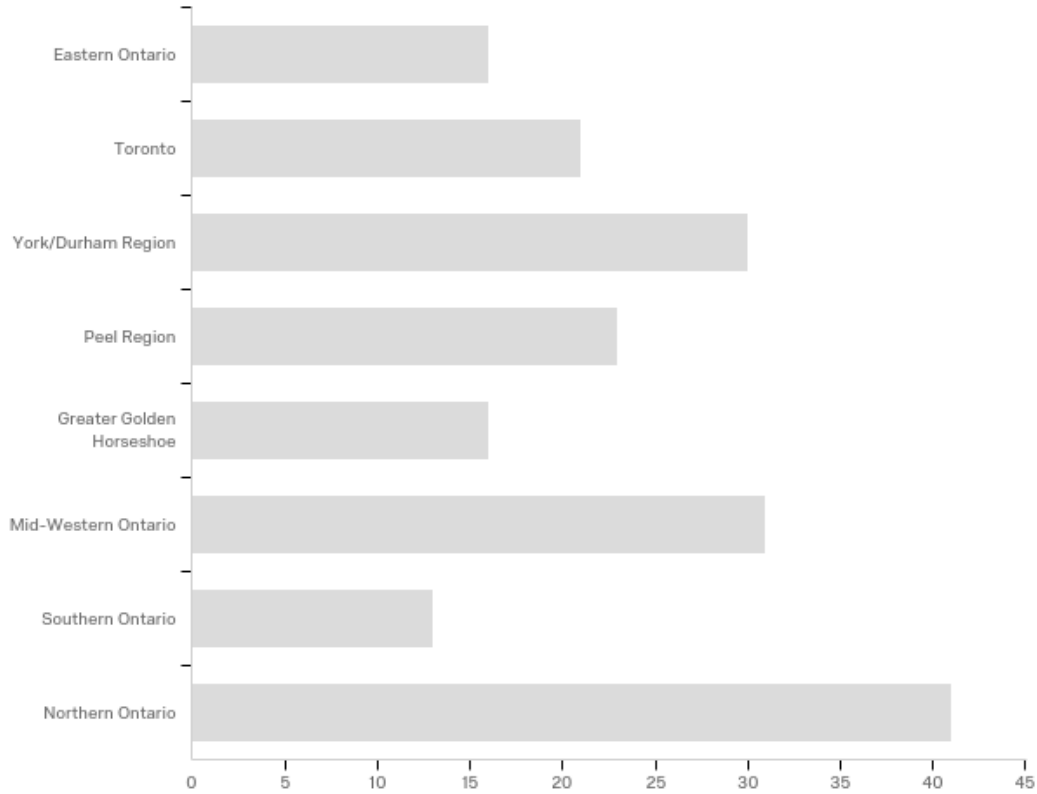
Outliers

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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Participants by Region

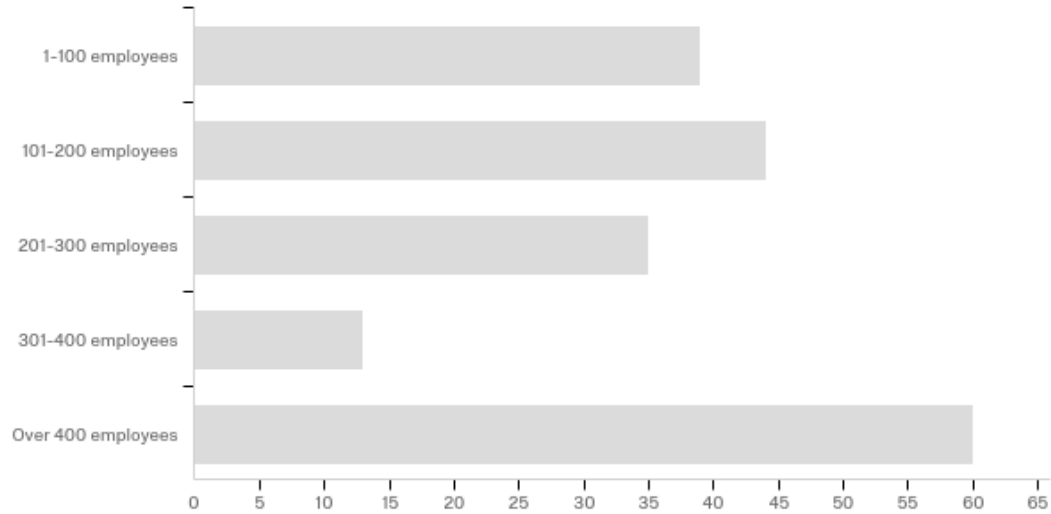


#	Category	%	Count
1	Eastern Ontario	8.4%	16
2	Toronto	11.0%	21
3	York/Durham Region	15.7%	30
4	Peel Region	12.0%	23
5	Greater Golden Horseshoe	8.4%	16
6	Mid-Western Ontario	16.2%	31
7	Southern Ontario	6.8%	13
8	Northern Ontario	21.5%	41
	Total	100%	191

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Participants by Size of Company

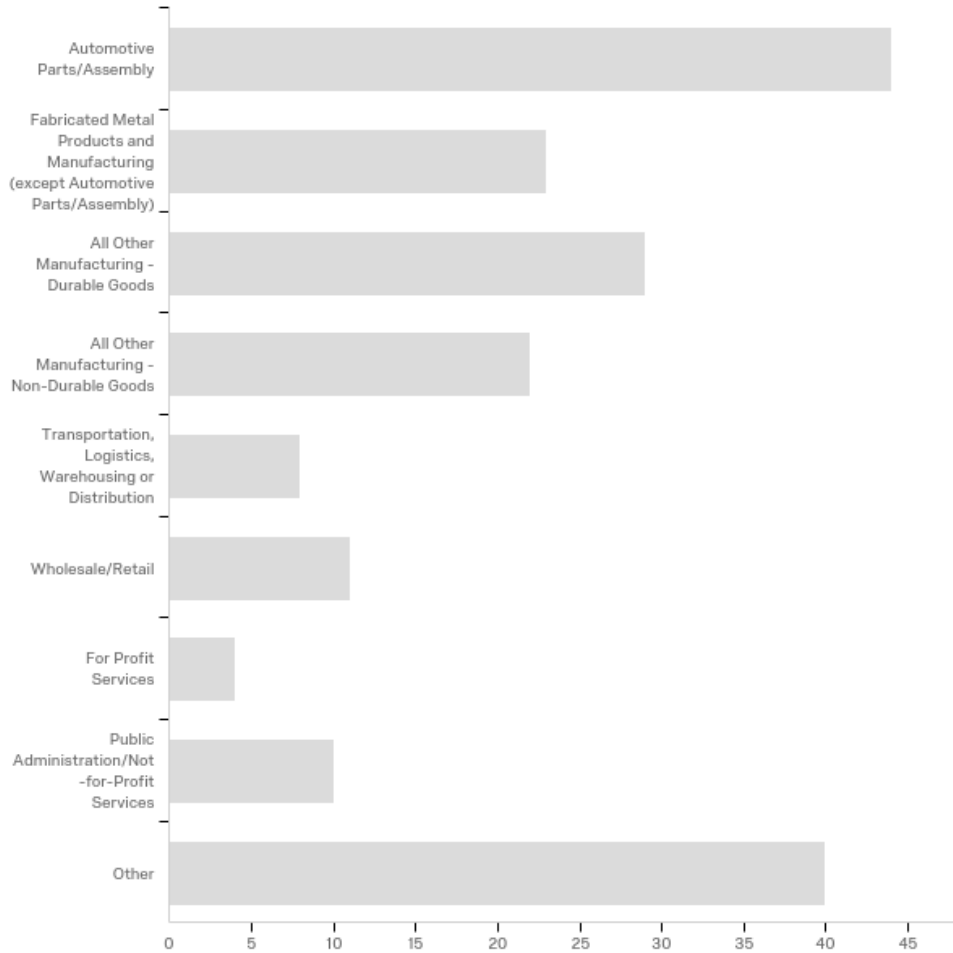


#	Category	%	Count
1	1-100 employees	20.4%	39
2	101-200 employees	23.0%	44
3	201-300 employees	18.3%	35
4	301-400 employees	6.8%	13
5	Over 400 employees	31.4%	60
	Total	100%	191

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Participants by Industry

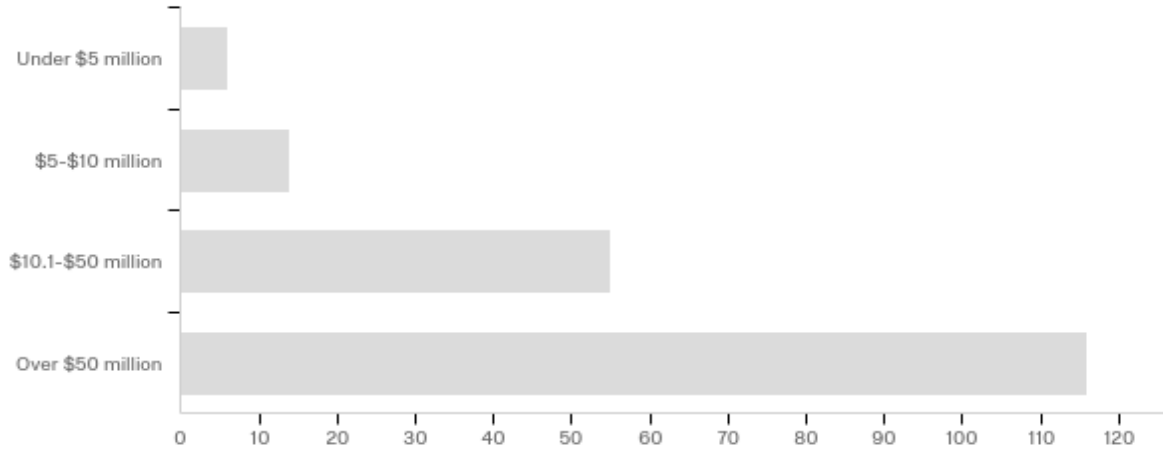


#	Category	%	Count
1	Automotive Parts/Assembly	23.0%	44
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	12.0%	23
3	All Other Manufacturing - Durable Goods	15.2%	29
4	All Other Manufacturing - Non-Durable Goods	11.5%	22
5	Transportation, Logistics, Warehousing or Distribution	4.2%	8
6	Wholesale/Retail	5.8%	11
7	For Profit/Professional Services	2.1%	4
8	Non-Profit/Public Administration	5.2%	10
9	Other	20.9%	40
	Total	100%	191

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Participants by Gross Annual Revenues/Sales



#	Category	%	Count
1	Under \$5 million	3.1%	6
2	\$5-\$10 million	7.3%	14
3	\$10.1-\$50 million	28.8%	55
4	Over \$50 million	60.7%	116
	Total	100%	191

SUMMARY REPORT 2019

Personnel Practices, Benefits and Compensation:
Unskilled, Semi-Skilled & Skilled Workers

Hourly-Paid Employees in Ontario
75th Edition - Published annually since 1943

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Explanatory Notes

Geographic Regions

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 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.

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Type of Industry

Up to nine (9) 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 2018; (ii) wage increases projected for 2019. 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.

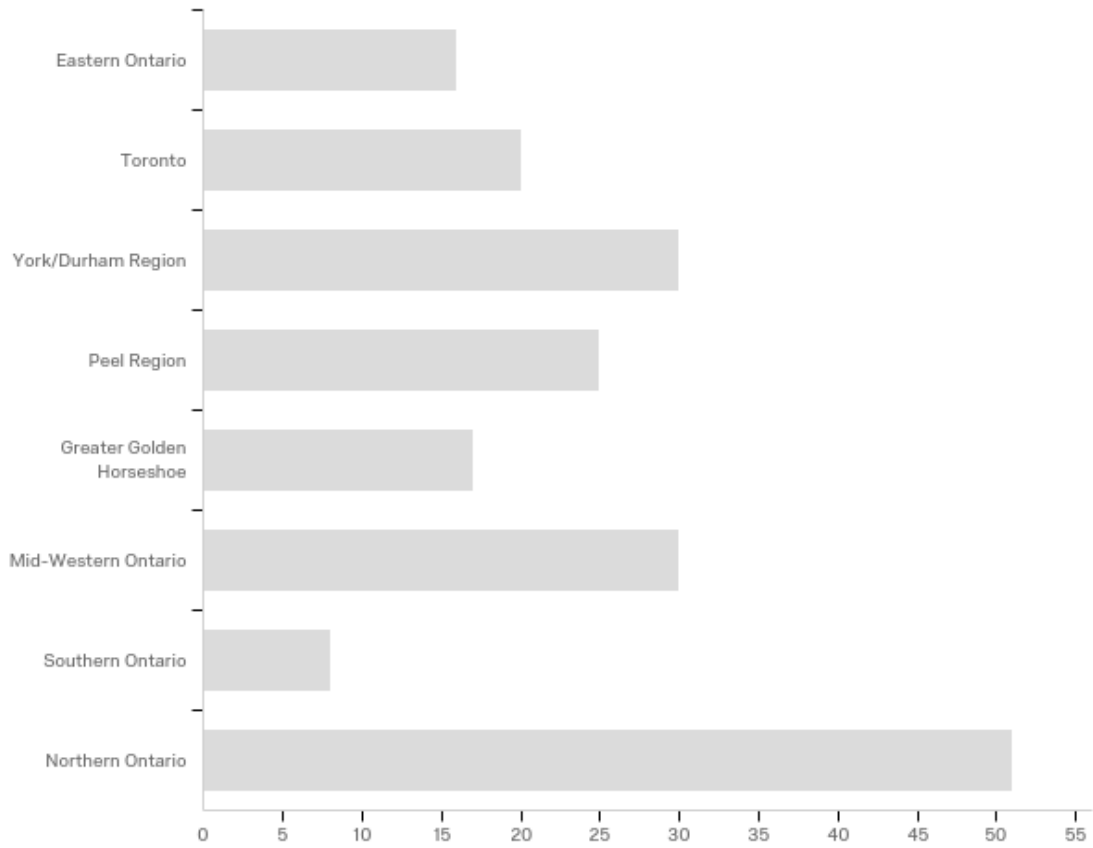
Outliers

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.

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Participants by Region

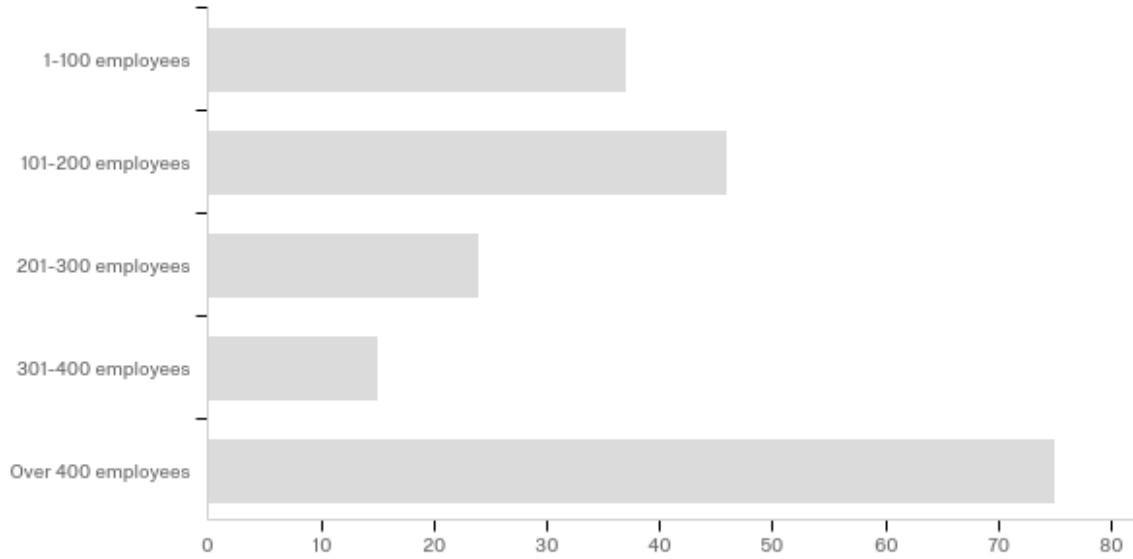


#	Category	%	Count
1	Eastern Ontario	8.1%	16
2	Toronto	10.2%	20
3	York/Durham Region	15.2%	30
4	Peel Region	12.7%	25
5	Greater Golden Horseshoe	8.6%	17
6	Mid-Western Ontario	15.2%	30
7	Southern Ontario	4.1%	8
8	Northern Ontario	25.9%	51
	Total	100%	197

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Participants by Size of Company

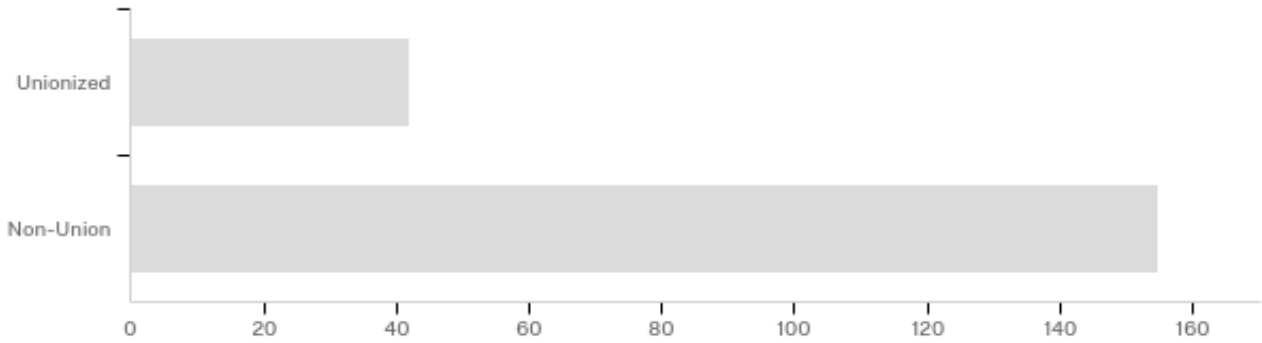


#	Category	%	Count
1	1-100 employees	18.8%	37
2	101-200 employees	23.4%	46
3	201-300 employees	12.2%	24
4	301-400 employees	7.6%	15
5	Over 400 employees	38.1%	75
	Total	100%	197

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Participants by Union Status

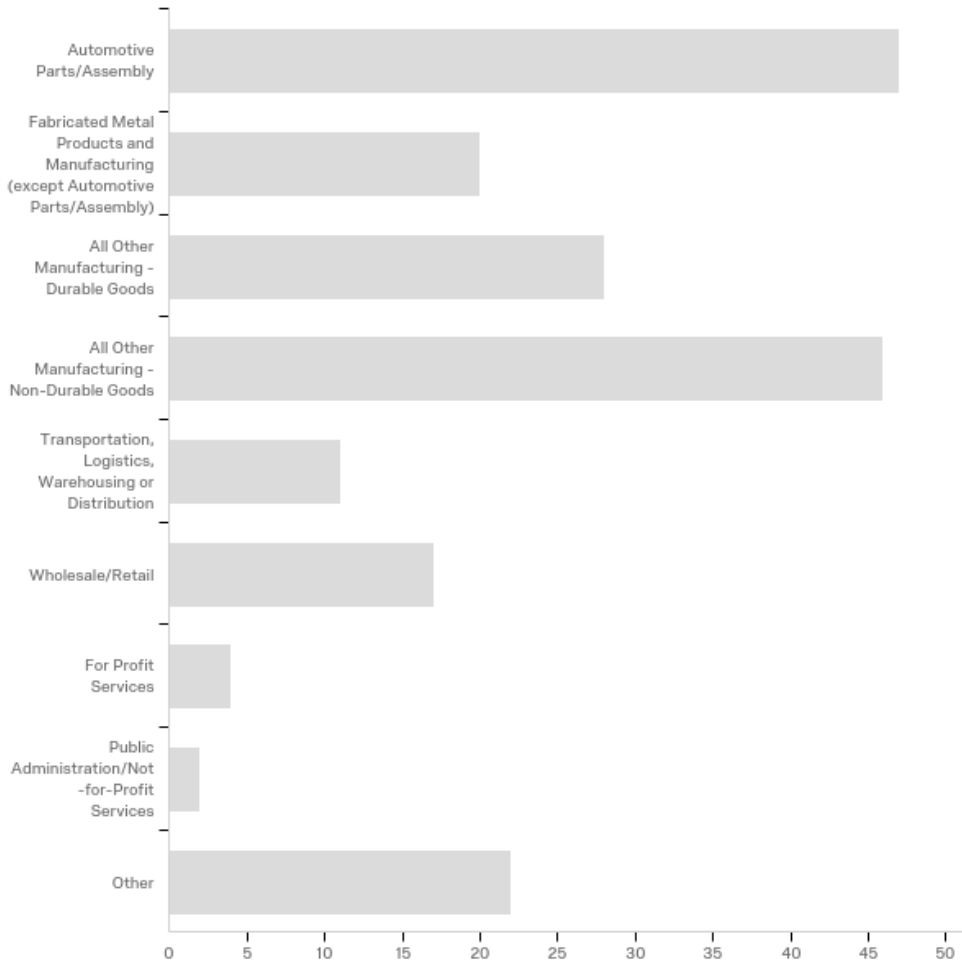


#	Category	%	Count
1	Unionized	21.3%	42
2	Non-Unionized	78.7%	155
	Total	100%	197

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Participants by Industry



#	Category	%	Count
1	Automotive Parts/Assembly	23.9%	47
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	10.2%	20
3	All Other Manufacturing - Durable Goods	14.2%	28
4	All Other Manufacturing - Non-Durable Goods	23.4%	46
5	Transportation, Logistics, Warehousing or Distribution	5.6%	11
6	Wholesale/Retail	8.6%	17
7	For Profit/Professional Services	2.0%	4
8	Non-Profit/Public Administration	1.0%	2
9	Other	11.2%	22
	Total	100%	197

SUMMARY REPORT 2019

Compensation: Ontario Management & Executives

6th Edition

Data for this report was collected between September 1 - November 1, 2018

Compiled by:

COIRI Publications

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Explanatory Notes

Geographic Regions

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.'

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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).

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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.

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Type of Industry

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Annual Increases Granted/Annual Increases Planned

The following information can be found in the Annual Increases section: (i) actual salary increases in 2018; (ii) salary increases projected for 2019; data can be viewed for the entire province or by industry, size of organization, gross annual revenues, and region.

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.

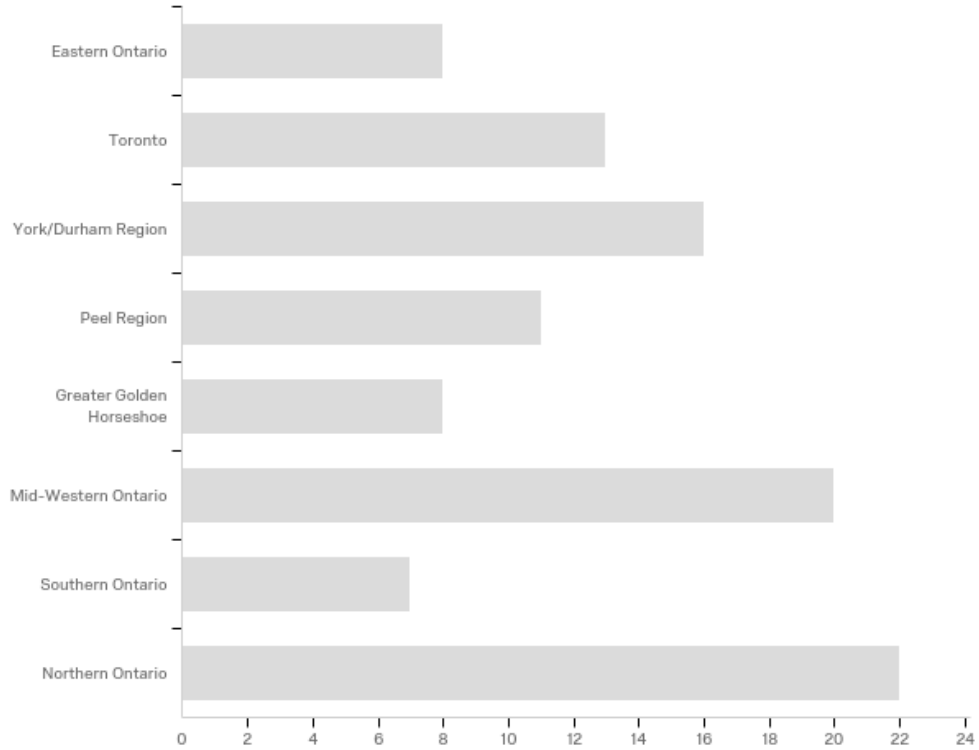
Survey users should note that percentile figures for small sample sizes provide a less reliable indicator of rate information. Datasets that only contain only one sample repeat that salary throughout. Datasets with 2 samples will have the same figure for the average and the P50.

Outliers

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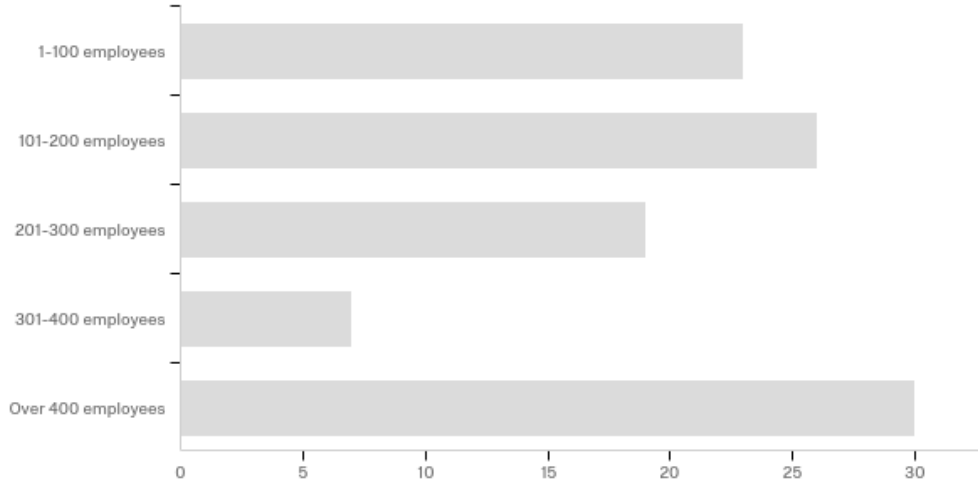
Participants by Region



#	Category	%	Count
1	Eastern Ontario	7.6%	8
2	Toronto	12.4%	13
3	York/Durham Region	15.2%	16
4	Peel Region	10.5%	11
5	Greater Golden Horseshoe	7.6%	8
6	Mid-Western Ontario	19.0%	20
7	Southern Ontario	6.7%	7
8	Northern Ontario	21.0%	22
	Total	100%	105

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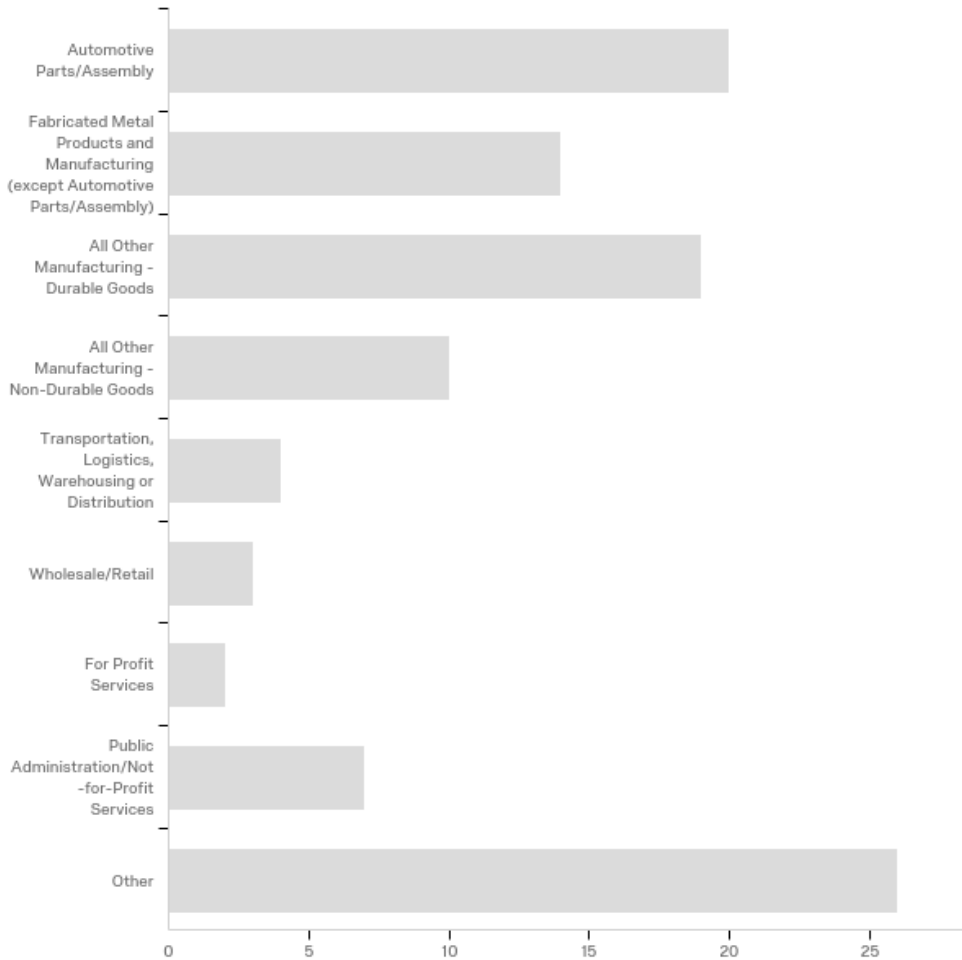
Participants by Size of Company



#	Category	%	Count
1	1-100 employees	21.9%	23
2	101-200 employees	24.8%	26
3	201-300 employees	18.1%	19
4	301-400 employees	6.7%	7
5	Over 400 employees	28.6%	30
	Total	100%	105

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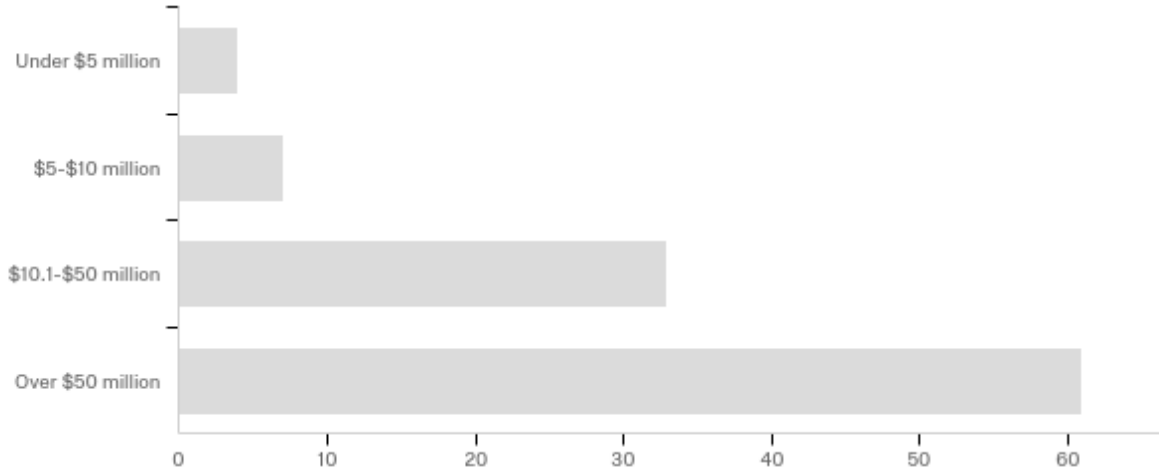
Participants by Industry



#	Category	%	Count
1	Automotive Parts/Assembly	19.0%	20
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	13.3%	14
3	All Other Manufacturing - Durable Goods	18.1%	19
4	All Other Manufacturing - Non-Durable Goods	9.5%	10
5	Transportation, Logistics, Warehousing or Distribution	3.8%	4
6	Wholesale/Retail	2.9%	3
7	For Profit/Professional Services	1.9%	2
8	Public Administration/Not-for-Profit Services	6.7%	7
9	Other	24.8%	26
	Total	100%	105

COIRI Summary Report 2019
 Ontario | Management & Executive Compensation

Participants by Gross Annual Sales/Revenues



#	Category	%	Count
1	Under \$5 million	3.8%	4
2	\$5-\$10 million	6.7%	7
3	\$10.1-\$50 million	31.4%	33
4	Over \$50 million	58.1%	61
	Total	100%	105