

2020

Summary Reports

Personnel Practices, Benefits &
Compensation Executive, Salaried &
Hourly-Paid Employees in Ontario

Table of Contents, Sample Page & Profile of Participants



COIRI Summary Report 2020

Ontario | Management & Executive Compensation

Explanatory Notes

Geographic Regions

Up to seven (7) 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 1: GREATER TORONTO AREA (GTA)

Includes the cities of Toronto, East York, Scarborough, North York, Etobicoke, Downsview, Rexdale, Don Mills, Agincourt and West Hill. Expands west to include Mississauga, Brampton, Cooksville, Port Credit and Streetsville. Expands north to include Brampton, Woodbridge, Aurora, Vaughan, Concord, Richmond Hill, Markham, Newmarket, and Stouffville. Expands east to include Ajax, Brooklin, Oshawa, Pickering and Whitby.

Region 2: 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, Port Hope, Trenton, and Tweed.

Region 3: GREATER GOLDEN HORSESHOE

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

Region 4: MID-WESTERN ONTARIO

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

Region 5: CENTRAL ONTARIO

Includes Alliston, Barrie, Bolton, Bracebridge, Collingwood, Gravenhurst, Hanover, Harcourt, Holland Landing, Huntsville, Kawartha Lakes, Lindsay, Longford Mills, Markdale, Minden, Minto, Midland, Orangeville, Orillia, Owen Sound, Penetanguishene, Peterborough, Wiarton, and Wilberforce.

Region 6: SOUTHERN ONTARIO

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

Region 7: NORTHERN ONTARIO

Includes Alban, Elliot Lake, Haileybury, Hearst, Mattawa, New Liskeard, North Bay, Parry Sound, 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 2019; (ii) salary increases projected for 2020; 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 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.

SUMMARY REPORT 2020

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

Salaried Employees in Ontario
76th Edition - Published annually since 1943

Data for this report was collected between September 1 - November 1, 2019

Compiled by:

COIRI Publications

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Table of Contents

General Information

Explanatory Notes.....	1-1
Profile of Participants	1-3
Listing of Participating Organizations.....	1-7

Employee Benefits

GENERAL HR PRACTICES

Salary Ranges.....	2-1
Job Evaluation Plans	2-2
Performance Appraisals	2-3
Probationary Periods.....	2-4
Supplemental Compensation	2-4
Payroll Schedules.....	2-5
Hours of Work.....	2-5
Breaks	2-6
Written Contracts	2-7
Vacation Pay for New Hires.....	2-9
Vacation Pay for Existing Employees	2-9
Management Days	2-11
Paid Holidays	2-12
Overtime Premiums.....	2-13
Weekly Overtime	2-14
Daily Overtime.....	2-15

HEALTH CARE PLANS

Extended Health Care Plans.....	2-16
Insurers & Waiting Periods	2-17
Plan Maintenance.....	2-18

COIRI Summary Report 2020

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

Deductibles.....	2-19
Coinsurance.....	2-20
Global Maximums	2-21
Prescription Drug Option.....	2-22
Vision Care Option	2-24
Hearing Care Option	2-26
Paramedical Care Option	2-28

DENTAL CARE PLANS

Dental Plans.....	2-30
Insurers & Waiting Periods	2-30
Plan Maintenance.....	2-31
Deductibles.....	2-32
ODA Fee Schedule.....	2-33
Basic Preventative Care	2-33
Orthodontia.....	2-35
Endodontic/Periodontal.....	2-37
Supply of New Dentures	2-38
Maintenance of Existing Dentures	2-40
Restorative Services.....	2-42

PAID SICK LEAVE & INSURANCE

Paid Sick Leave	2-43
Weekly Indemnity & Short-Term Disability Plans	2-46
Long-Term Disability Plans	2-48
Group Life Insurance.....	2-51
Accidental Death & Dismemberment	2-53

BENEFITS & PENSIONS

Flexible Benefits	2-55
Pension Plans	2-56
Defined Benefit Plans	2-57
Defined Contribution Plans.....	2-59
Group RRSPs	2-62
Benefits at Retirement.....	2-64

COIRI Summary Report 2020

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

TURNOVER & SEVERANCE

Turnover	2-65
Severance.....	2-67

RECRUITMENT & LAY-OFFS

Recruitment	2-69
Lay-offs.....	2-71

WORK LIFE EFFECTIVENESS

Work-from-Home/Tele-Commuting.....	2-73
Flexible Hours/Flexible Schedules	2-75
Awards Programs	2-76
Education & Training	2-77
Training Premiums	2-78
Wellness	2-79
Counselling/EAP Services	2-81
Corporate Functions & Events.....	2-82
Retirement Gifts	2-82
Voluntary Retirement.....	2-84
Mileage Allowances.....	2-85
Automobile Allowances	2-87
Toll Route Allowances	2-87
Travel Allowances	2-88
Personal Leave	2-89
Bereavement Leave	2-91
Supplemental Unemployment Benefits (SUB) Plan	2-92
Employment Engagement Surveys.....	2-93

Annual Increases

Salary Increases - Actual in 2019	3-1
Salary Increases - Projected for 2020.....	3-2
Salary Range Increases - Actual in 2019	3-3
Salary Range Increases - Projected for 2020.....	3-4

COIRI Summary Report 2020

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

Compensation

ADMINISTRATIVE, BUSINESS & PROFESSIONAL

Administrative Assistant - Grade 1.....	4-1
Administrative Assistant - Grade 2.....	4-2
Executive Assistant	4-3
Benefits/Pension Administrator	4-4
Business Analyst.....	4-5
Communications Coordinator.....	4-6
Continuous Improvement Specialist	4-7
Customs Clerk	4-8
Estimator	4-9
Facilities Manager.....	4-10
General Clerk	4-11
General/Branch Manager	4-12
Health & Safety Coordinator	4-13
Human Resources Assistant	4-14
Human Resources Generalist.....	4-15
Human Resources Supervisor.....	4-16
Human Resources Manager.....	4-17
Nurse - Industrial	4-18
Office Administrator	4-19
Payroll Clerk.....	4-20
Payroll Supervisor/Administrator.....	4-21
Payroll Manager	4-22
Program Manager	4-23
Project Manager.....	4-24
Receptionist.....	4-25
Store Manager	4-26
Training Specialist	4-27

DESIGN & ENGINEERING

CAD Operator	4-29
Designer/Draftsman - Senior	4-30
Designer/Draftsman - Intermediate.....	4-31

COIRI Summary Report 2020

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

Designer/Draftsman - Junior	4-32
Graphic Artist	4-33
Engineer - Electrical	4-34
Engineer - Industrial	4-35
Engineer - Production	4-36
Engineer - Quality/Product	4-37
Engineering Manager	4-38
Product Development Manager	4-39

FINANCE & PURCHASING

Accountant/Bookkeeper - Senior	4-41
Accountant/Bookkeeper - Junior	4-42
Accounting Clerk - Senior	4-43
Accounting Clerk - Junior	4-44
Accounting Supervisor	4-45
Accounts Payable Clerk - Senior	4-46
Accounts Payable Clerk - Junior	4-47
Accounts Payable Manager	4-48
Accounts Receivable/Billing Clerk	4-49
Buyer/Purchasing Agent - Senior	4-50
Buyer/Purchasing Agent - Junior	4-51
Controller	4-52
Cost Accountant	4-53
Credit & Collection Representative/Clerk	4-54
Credit Supervisor	4-55
Finance Manager	4-56
Financial Analyst	4-57
Purchasing/Procurement Clerk	4-58
Purchasing/Procurement Manager	4-59

I.T., I.S., TECHNICAL & FIELD SERVICE

Computer Programmer/Analyst - Senior	4-61
Computer Programmer/Analyst - Junior	4-62
Database Administrator	4-63
I.S. Technical Support Specialist - Senior	4-64

COIRI Summary Report 2020

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

I.S. Technical Support Specialist - Junior	4-65
I.S. Manager	4-66
LAN Network Administrator	4-67
Software Engineer	4-68
Systems Analyst.....	4-69
Technical/Field Representative	4-70
Technical/Field Service Supervisor	4-71
Training Instructor - Technical	4-72

LABORATORY & QUALITY CONTROL/ASSURANCE

Laboratory Technician - Grade 1	4-73
Laboratory Technician - Grade 2	4-74
Laboratory Manager	4-75
Quality Control Analyst	4-76
Quality Assurance Supervisor	4-77
Quality Assurance Manager	4-78

MANUFACTURING, DISTRIBUTION & LOGISTICS

CNC Programmer	4-79
Distribution/Logistics Manager	4-80
Expeditor/Material Control	4-81
Foreman/Team/Group Leader - General	4-82
Foreman/Team/Group Leader - Maintenance.....	4-83
Foreman/Team/Group Leader - Production	4-84
Inventory Control Coordinator	4-85
Inventory Control Manager	4-86
Machinist Supervisor	4-87
Maintenance Manager.....	4-88
Manufacturing/Production Manager	4-89
Material Recording Clerk	4-90
Materials Manager	4-91
Packaging Supervisor	4-92
Plant/Operations Manager.....	4-93
Production Clerk	4-94
Production Scheduler.....	4-95
Production Supervisor.....	4-96

COIRI Summary Report 2020

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

Shift Supervisor	4-97
Traffic Clerk.....	4-98
Traffic Supervisor	4-99
Transportation Manager	4-100
Warehouse/Distribution Supervisor.....	4-101

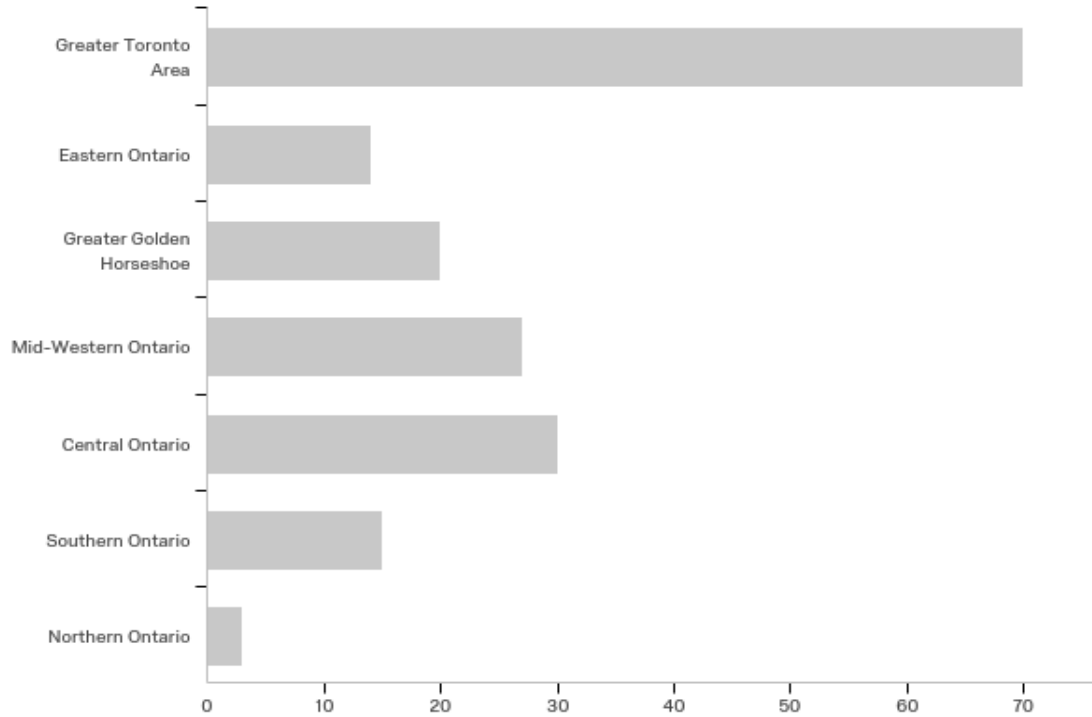
SALES, MARKETING & CUSTOMER SERVICE

Customer Service Representative/Inside Sales - Senior.....	4-103
Customer Service Representative/Inside Sales - Junior	4-104
Customer Service Representative/Inside Sales (Bilingual)	4-105
Customer Service Supervisor	4-106
Customer Service Manager	4-107
Marketing/Sales Assistant	4-108
Marketing/Sales Coordinator.....	4-109
Marketing/Sales Manager.....	4-110
National Sales Manager.....	4-111
Product/Brand Manager.....	4-112
Product Specialist	4-113
Sales Representative Outside Sales - Senior	4-114
Sales Representative Outside Sales - Junior.....	4-115
Sales Representative Outside Sales - Bilingual	4-116
Sales Supervisor	4-117

COIRI Summary Report 2020

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

Participants by Region

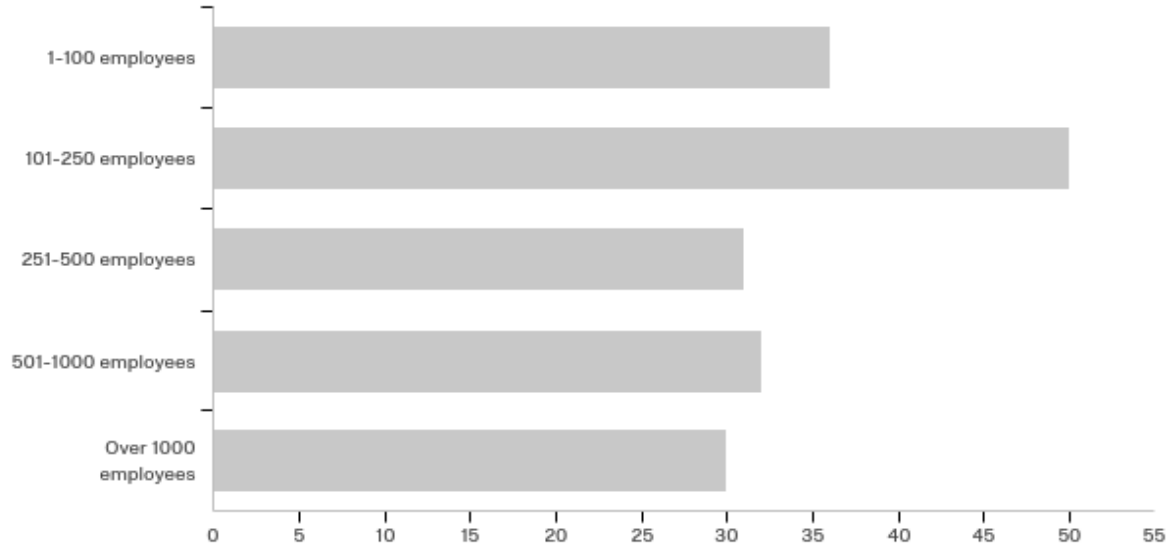


#	Region	%	Count
1	Greater Toronto Area	39.1%	70
2	Eastern Ontario	7.8%	14
3	Greater Golden Horseshoe	11.2%	20
4	Mid-Western Ontario	15.1%	27
5	Central Ontario	16.8%	30
6	Southern Ontario	8.4%	15
7	Northern Ontario	1.7%	3
	Total	100%	179

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

Participants by Size of Company

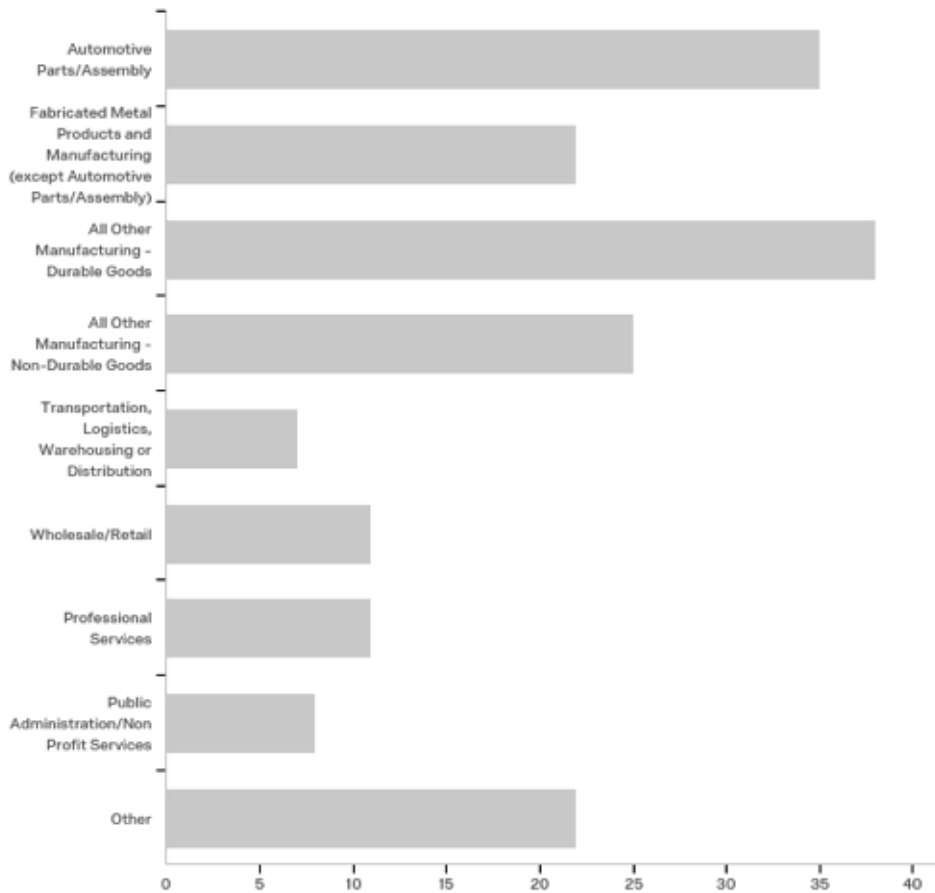


#	Size	%	Count
1	1-100 employees	20.1%	36
2	101-250 employees	27.9%	50
3	251-500 employees	17.3%	31
4	501-1000 employees	17.9%	32
5	Over 1000 employees	16.8%	30
	Total	100%	179

COIRI Summary Report 2020

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

Participants by Industry



#	Industry	%	Count
1	Automotive Parts/Assembly	19.6%	35
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	12.3%	22
3	All Other Manufacturing - Durable Goods	21.2%	38
4	All Other Manufacturing - Non-Durable Goods	14.0%	25
5	Transportation, Logistics, Warehousing or Distribution	3.9%	7
6	Wholesale/Retail	6.1%	11
7	Professional Services	6.1%	11
8	Public Administration/Non-Profit Services	4.5%	8
9	Other	12.3%	22
	Total	100%	179

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Unskilled, Semi-Skilled & Skilled Workers

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Table of Contents

General Information

Explanatory Notes.....	1-1
Profile of Participants	1-3
Listing of Participating Organizations.....	1-7

Employee Benefits

GENERAL HR PRACTICES

Job Evaluation Plans	2-1
Performance Appraisals	2-2
Probationary Periods.....	2-2
Supplemental Compensation	2-3
Lead Hand Premiums	2-4
Shift Premiums.....	2-4
Payroll Schedules.....	2-6
Hours of Work.....	2-7
Breaks	2-8
Stand-by Pay	2-10
Call Back Pay.....	2-10
Vacation Pay	2-11
Paid Holidays	2-13
Overtime Premiums.....	2-15
Weekly Overtime	2-16
Daily Overtime.....	2-17
Turnover	2-18

HEALTH CARE PLANS

Insurers & Waiting Periods	2-19
Plan Maintenance.....	2-20
Deductibles.....	2-21
Coinsurance.....	2-22

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Global Maximums	2-23
Prescription Drug	2-24
Vision Care.....	2-26
Hearing Care.....	2-28
Paramedical Care.....	2-30

DENTAL CARE PLANS

Insurers & Waiting Periods	2-32
Plan Maintenance.....	2-33
Deductibles.....	2-34
Basic Preventative Care	2-35
Orthodontia.....	2-37
Endodontic/Periodontal.....	2-39
Supply of New Dentures	2-40
Maintenance of Existing Dentures	2-42
Restorative Services.....	2-44

SICK LEAVE, DISABILITY & INSURANCE

Paid Sick Leave	2-45
Weekly Indemnity & Short-Term Disability Plans	2-48
Long-Term Disability Plans	2-50
Group Life Insurance.....	2-53
Accidental Death & Dismemberment	2-55

BENEFITS & PENSIONS

Flexible Benefits	2-57
Pension Plans	2-58
Defined Benefit Plans	2-59
Defined Contribution Plans	2-61
Group RRSPs	2-64
Benefits for Retirees	2-66

EQUIPMENT ALLOWANCES

Safety Glasses	2-67
Safety Shoes.....	2-67
Tools.....	2-68

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Work Clothes2-69

RECRUITMENT & LAY-OFFS

Recruitment2-69
Lay-offs.....2-71

WORK LIFE EFFECTIVENESS

Flexible Hours/Schedules2-73
Job Sharing2-75
Awards Programs2-75
Education & Training2-76
Wellness2-77
EAP Services2-79
Corporate Functions & Events.....2-80
Retirement Gifts2-81
Voluntary Retirement.....2-82
Personal Leave2-83
Bereavement Leave2-85

Annual Increases

Wage Increases – Actual in 20193-1
Wage Increases – Projected for 2020.....3-2

Compensation

MAINTENANCE, SANITATION & SECURITY

Custodian/Sanitation.....4-1
Facilities Technician.....4-2
General Maintenance Worker - Grade 14-3
General Maintenance Worker - Grade 24-4
HVAC Technician4-5
Security Guard.....4-6

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

MANUFACTURING & PRODUCTION

Assembler, Electrical - Senior	4-7
Assembler, Electrical - Junior	4-8
Assembler, Mechanical - Grade 1	4-9
Assembler, Mechanical - Grade 2	4-10
Assembler, Mechanical - Grade 3	4-11
Assembler, Mechanical - Grade 4	4-12
Batch Person	4-13
Crane Operator	4-14
Floater	4-15
General Labourer	4-16
Grinder	4-17
Lead Hand/Team Leader	4-18
Machine & Bench Operator	4-19
Machine Operator (CNC) - Grade 1	4-20
Machine Operator (CNC) - Grade 2	4-21
Packager	4-22
Painter	4-23
Production Helper	4-24
Production Operator	4-25
Production Process Operator	4-26
Punch Press Operator - Heavy Press	4-27
Punch Press Operator - Light Press	4-28
Slitter Operator	4-29
Tool Crib Attendant	4-30
Tool Room Machine Operator/Tool Machine	4-31

QUALITY CONTROL

Quality Control - Grade 1	4-33
Quality Control - Grade 2	4-34
Quality Control - Grade 3	4-35
Quality Control - Grade 4	4-36

WAREHOUSING, DISTRIBUTION, TRANSPORTATION & LOGISTICS

Forklift Operator	4-37
Inventory Control Clerk	4-38

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Material Handler	4-39
Picker/Packer.....	4-40
Receiver	4-41
Shipper - Grade 1	4-42
Shipper - Grade 2	4-43
Shipper/Receiver.....	4-44
Shipping Clerk/Checker	4-45
Shipping Foreman.....	4-46
Storekeeper	4-47
Tractor Trailer Driver.....	4-48
Truck Driver	4-49
Warehouse Worker	4-50

ENGINEERING & SKILLED LABOUR

Electrician - Maintenance	4-51
Engineering Technician - Electrical	4-52
Machinist, Maintenance - Grade 1	4-53
Machinist, Maintenance - Grade 2.....	4-54
Machinist, Production.....	4-55
Mechanic, Automotive.....	4-56
Mechanic, Heavy Equipment.....	4-57
Millwright, Maintenance.....	4-58
Millwright - Grade 1	4-59
Millwright - Grade 2.....	4-60
Mould Maker	4-61
Pipefitter.....	4-62
PLC Programmer	4-63
Robotics Technician.....	4-64
Stationary Engineer	4-65
Tool & Die Maker.....	4-66
Welder - Arc.....	4-67
Welder - Maintenance	4-68
Tool Engineer.....	4-69

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

APPRENTICES

Electrician Apprentice.....	4-71
Machinist Apprentice.....	4-72
Millwright Apprentice.....	4-73
Tool & Die Maker Apprentice.....	4-74

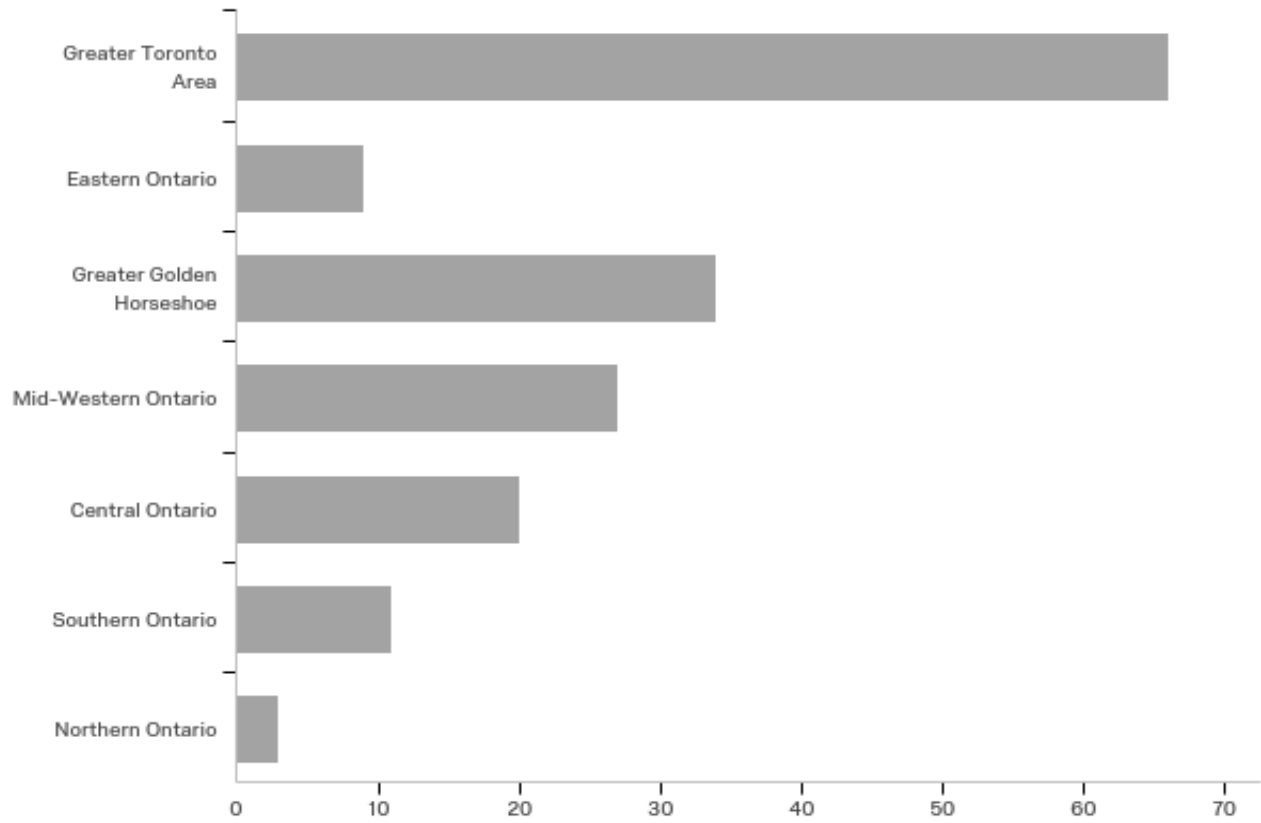
HARD-TO-FIND JOBS & SMALL SAMPLES

Electronic Repair Technician	4-75
Extruder Operator/Extrusion Operator	4-75
Heat Treat Operator	4-76
Instrument/Calibration Technician	4-76
Polish & Buff Operator.....	4-77
Printer	4-77
Punch Press, Set-Up	4-78
Sheet Metal Worker.....	4-78
Shipping Coordinator - International	4-79

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Participants by Region

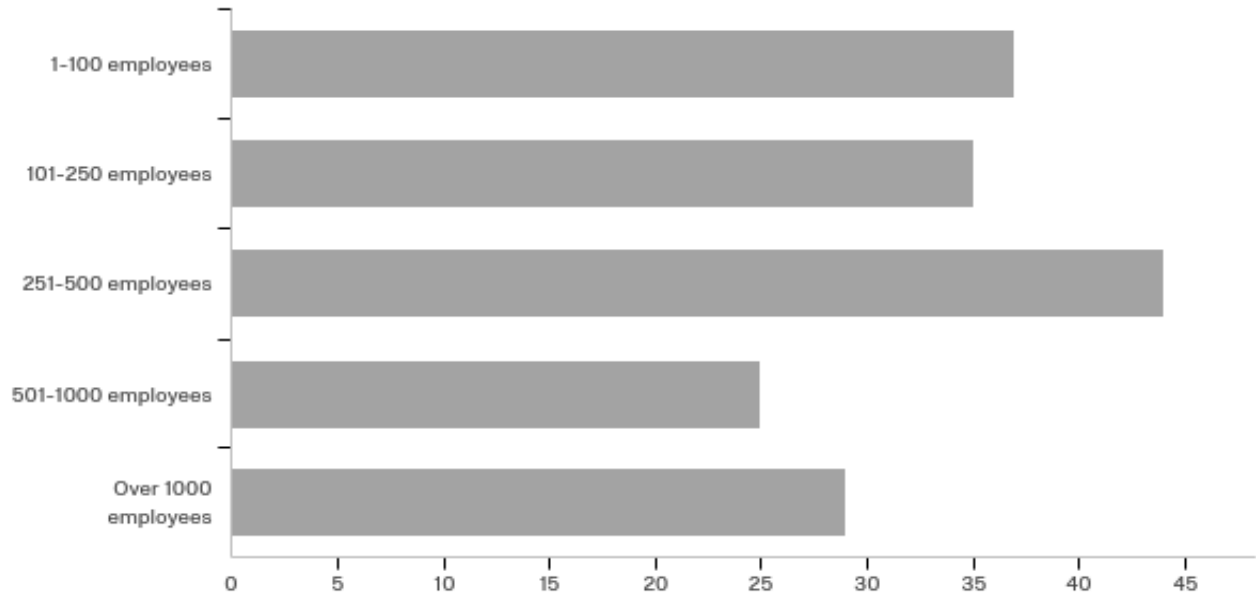


#	Region	%	Count
1	Greater Toronto Area	38.8%	66
2	Eastern Ontario	5.3%	9
3	Greater Golden Horseshoe	20.0%	34
4	Mid-Western Ontario	15.9%	27
5	Central Ontario	11.8%	20
6	Southern Ontario	6.5%	11
7	Northern Ontario	1.8%	3
	Total	100%	170

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Participants by Size of Company

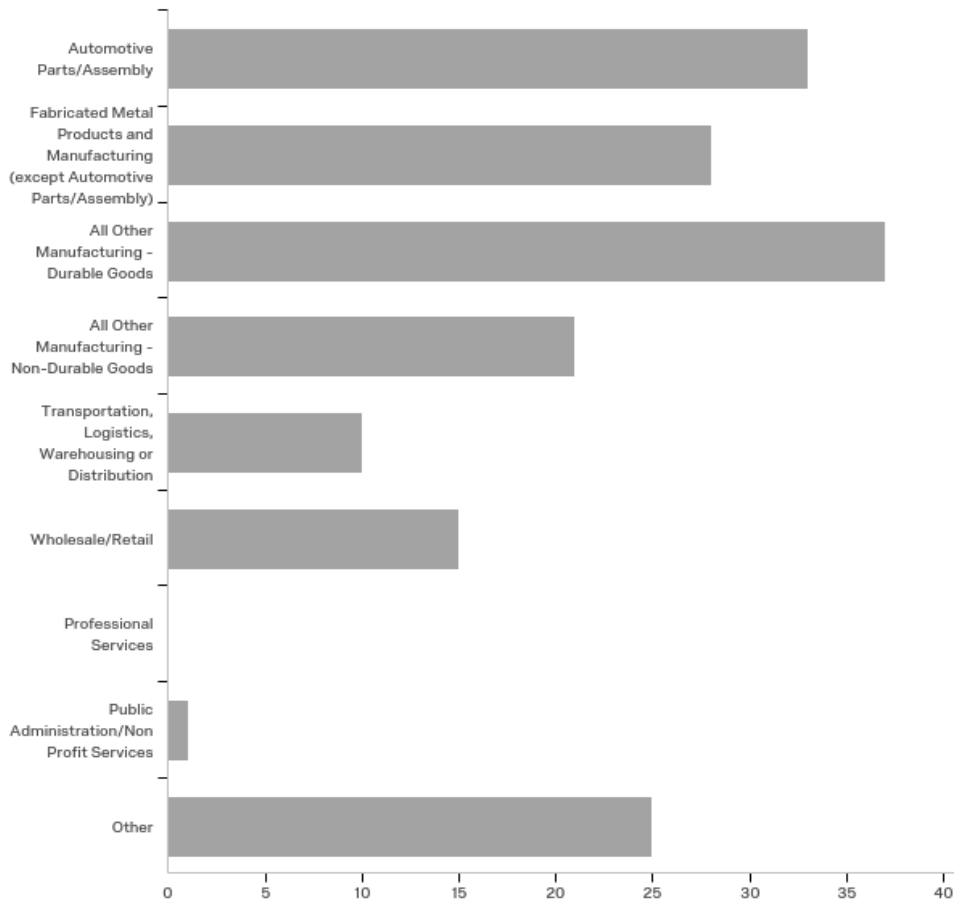


#	Size	%	Count
1	1-100 employees	21.8%	37
2	101-250 employees	20.6%	35
3	251-500 employees	25.9%	44
4	501-1000 employees	14.7%	25
5	Over 1000 employees	17.1%	29
	Total	100%	170

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Participants by Industry

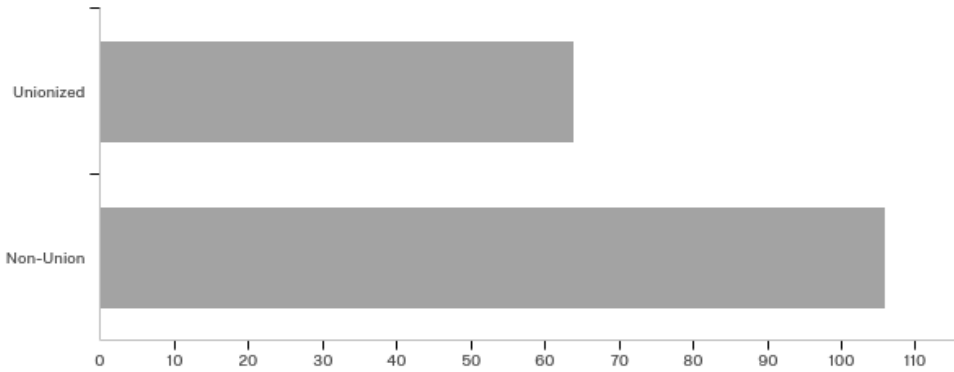


#	Industry	%	Count
1	Automotive Parts/Assembly	19.4%	33
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	16.5%	28
3	All Other Manufacturing - Durable Goods	21.8%	37
4	All Other Manufacturing - Non-Durable Goods	12.4%	21
5	Transportation, Logistics, Warehousing or Distribution	5.9%	10
6	Wholesale/Retail	8.8%	15
7	Public Administration/Not-for-Profit Services	0.6%	1
8	Other	14.7%	25
	Total	100%	170

COIRI Summary Report 2020

Ontario | Unskilled, Semi-Skilled & Skilled Workers

Participants by Union Status



#	Union Status	%	Count
1	Unionized	37.6%	64
2	Non-Unionized	62.4%	106
	Total	100%	170

SUMMARY REPORT 2020

Compensation: Ontario Management & Executives

7th Edition

Data for this report was collected between September 1 - November 1, 2019

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Table of Contents

General Information

Explanatory Notes	3
Profile of Participants	5
Alphabetical Listing of Participants.....	9
Supplemental Compensation.....	13
Automobile Allowances	13
Severance	14

Annual Increases

Actual Increases in 2019	15
Projected Increases for 2020.....	16

Compensation

Customer Service Manager	17
Director of Customer Service.....	18
Engineering Manager.....	21
Director of Engineering	22
Finance Manager	25
Director of Finance/Administration	26
Vice President of Finance/Administration	29
Chief Financial Officer	32
Human Resources Manager	35
Director of Human Resources	36
Vice President of Human Resources	39
Information Systems Manager	42
Director of Information Systems	43
Manufacturing Manager.....	46
Vice President of Manufacturing	47
Operations Manager	50
Director of Operations	51
Vice President of Operations	52
Quality Control/Assurance Manager	55
Director of Quality Control/Assurance	56
Sales/Marketing Manager	57

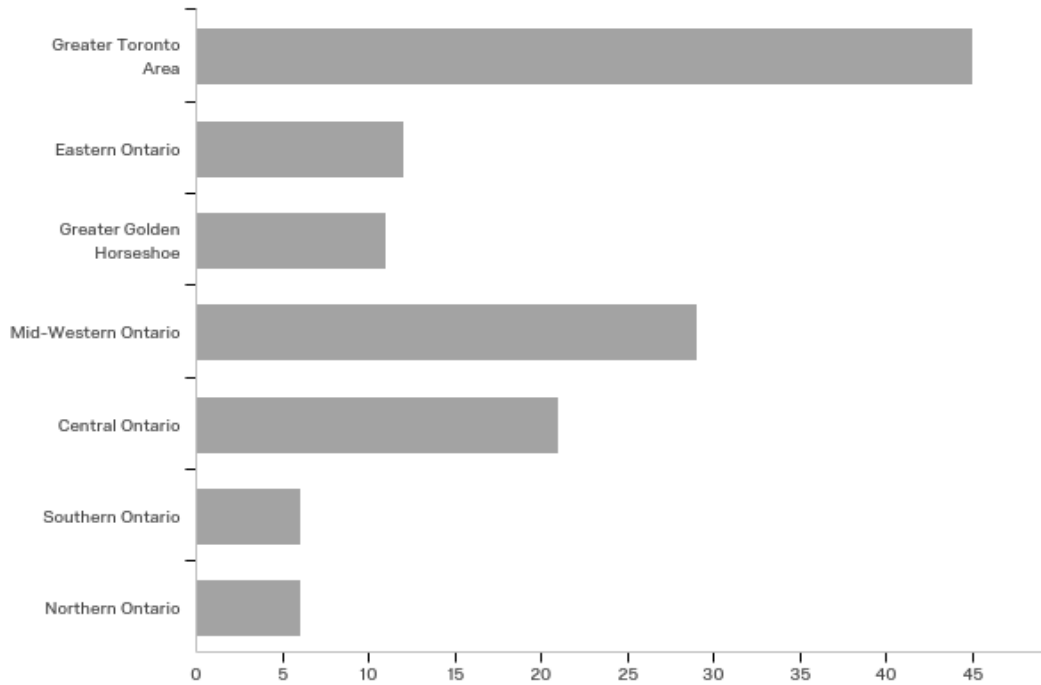
COIRI Summary Report 2020

Ontario | Management & Executive Compensation

Director of Sales/Marketing.....	58
Vice President of Sales/Marketing.....	61
Executive Vice President.....	64
Chief Executive Officer.....	67

COIRI Summary Report 2020
 Ontario | Management & Executive Compensation

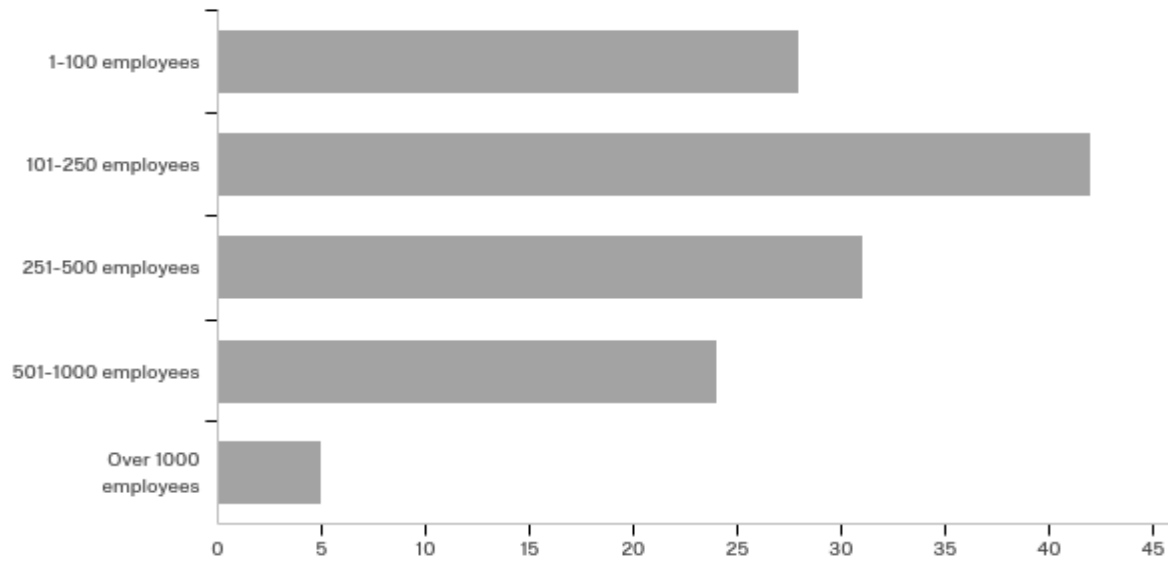
Participants by Region



#	Region	%	Count
1	Greater Toronto Area	34.6%	45
2	Eastern Ontario	9.2%	12
3	Greater Golden Horseshoe	8.5%	11
4	Mid-Western Ontario	22.3%	29
5	Central Ontario	16.2%	21
6	Southern Ontario	4.6%	6
7	Northern Ontario	4.6%	6
	Total	100%	130

COIRI Summary Report 2020
Ontario | Management & Executive Compensation

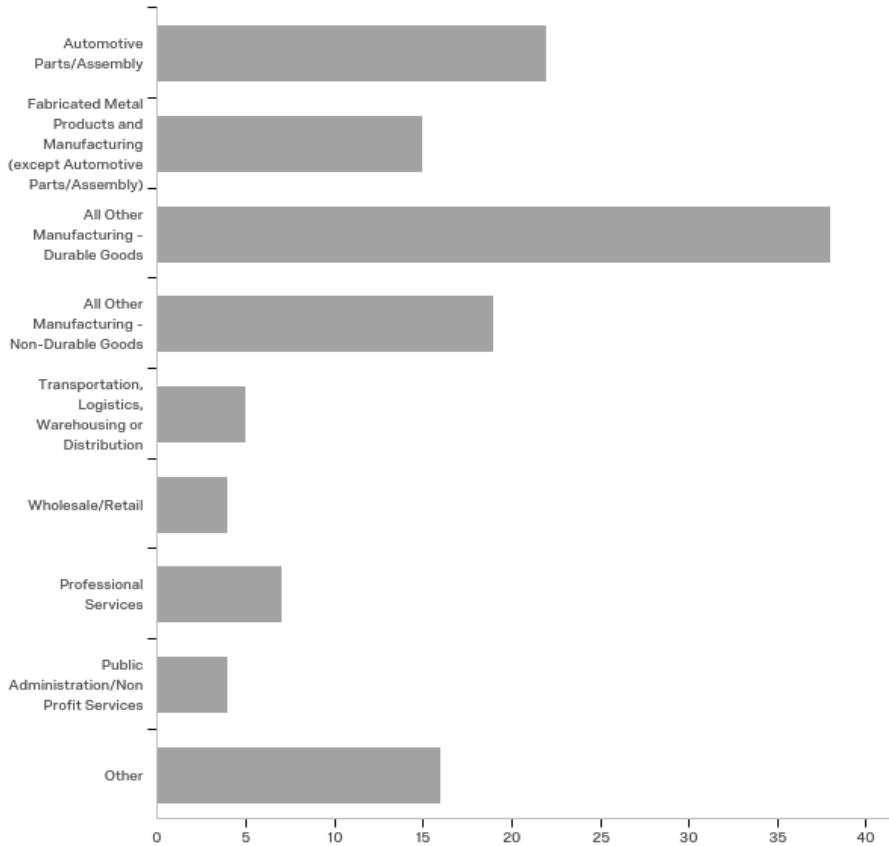
Participants by Size of Company



#	Size	%	Count
1	1-100 employees	21.5%	28
2	101-250 employees	32.3%	42
3	251-500 employees	23.8%	31
4	501-1000 employees	18.5%	24
5	Over 1000 employees	3.8%	5
	Total	100%	130

COIRI Summary Report 2020
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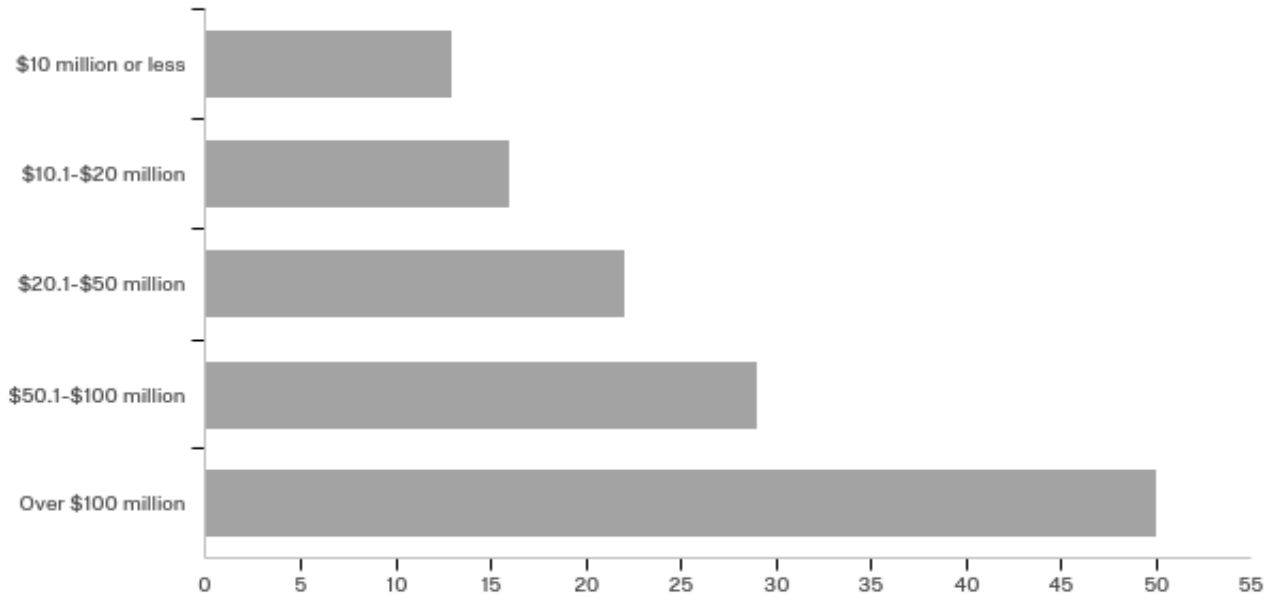
Participants by Industry



#	Industry	%	Count
1	Automotive Parts/Assembly	16.9%	22
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	11.5%	15
3	All Other Manufacturing - Durable Goods	29.2%	38
4	All Other Manufacturing - Non-Durable Goods	14.6%	19
5	Transportation, Logistics, Warehousing or Distribution	3.8%	5
6	Wholesale/Retail	3.1%	4
7	Professional Services	5.4%	7
8	Public Administration/Non-Profit Services	3.1%	4
9	Other	12.3%	16
	Total	100%	130

COIRI Summary Report 2020
 Ontario | Management & Executive Compensation

Participants by Gross Annual Sales/Revenues



#	Annual Revenues/Sales	%	Count
1	\$10 million or less	10.0%	13
2	\$10.1-\$20 million	12.3%	16
3	\$20.1-\$50 million	16.9%	22
4	\$50.1-\$100 million	22.3%	29
5	Over \$100 million	38.5%	50
	Total	100%	130

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

All jobs include a description of duties and responsibilities. This sample is drawn from an old edition of the survey. Sample sizes vary by job.