

# SUMMARY REPORT 2025

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

Salaried Employees in Ontario

81<sup>st</sup> Edition - Published annually since 1943

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Compiled by:

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# COIRI Summary Report 2025

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

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## Explanatory Notes

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### 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 their 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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## Types 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 their 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 2024; (ii) salary increases projected for 2025; (i) actual salary range increases in 2024; (ii) salary range increases projected for 2025. Data can be viewed for the entire province or by industry, size of organization, region, and annual sales/revenues.

## 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 the answers are individually out of 100%.

## Salary Data

The compensation section presents median salaries by size of organization, geographic region, industry, and annual revenues. Median 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 combined and analyzed, and these figures appear in the tables.

To provide meaningful salary information, the 10th, 25th, median/50th, 75th and 90th percentiles are presented for every sample. The median represents the middle of the dataset, meaning 50% of responses fall above the 50th percentile and 50% below. The median always falls between the 25th and 75th percentiles, but not necessarily in the exact middle. Depending on the dataset, the median 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 contain one sample will repeat that number throughout the percentiles.

## Outliers

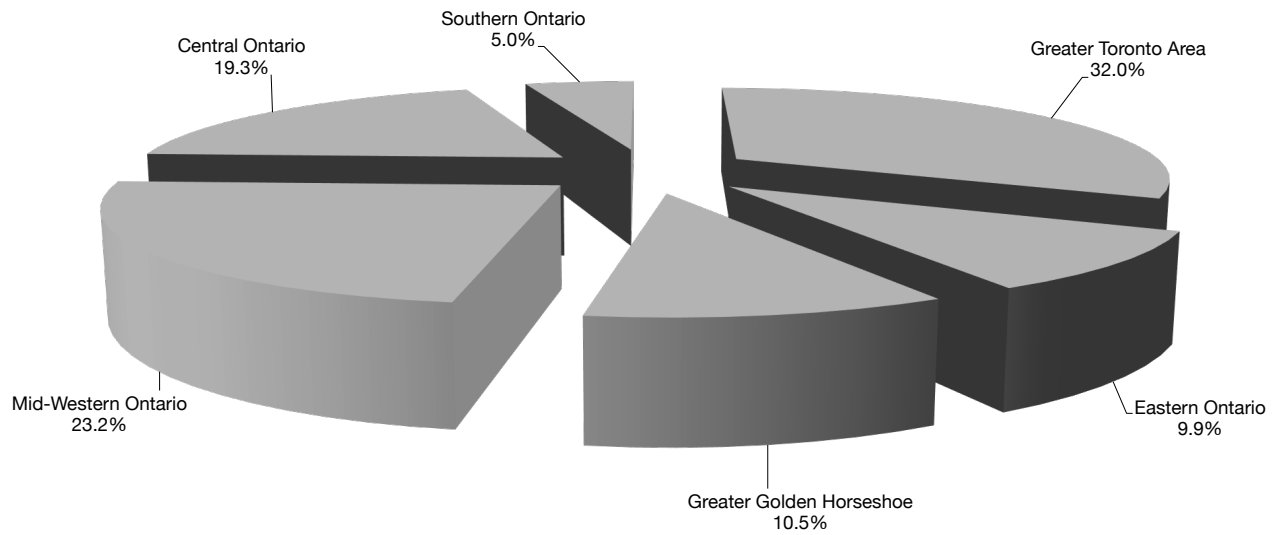
This survey applies strict criteria in eliminating outliers; unless the result is due to a genuine outlier and not merely an unusually skewed sample. Survey users requiring further information on this topic are invited to contact COIRI Publications.

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## Participants by Region

#	Answer	%	Count
1	Greater Toronto Area	32.0%	58
2	Eastern Ontario	9.9%	18
3	Greater Golden Horseshoe	10.5%	19
4	Mid-Western Ontario	23.2%	42
5	Central Ontario	19.3%	35
6	Southern Ontario	5.0%	9
	Total	100.0%	181

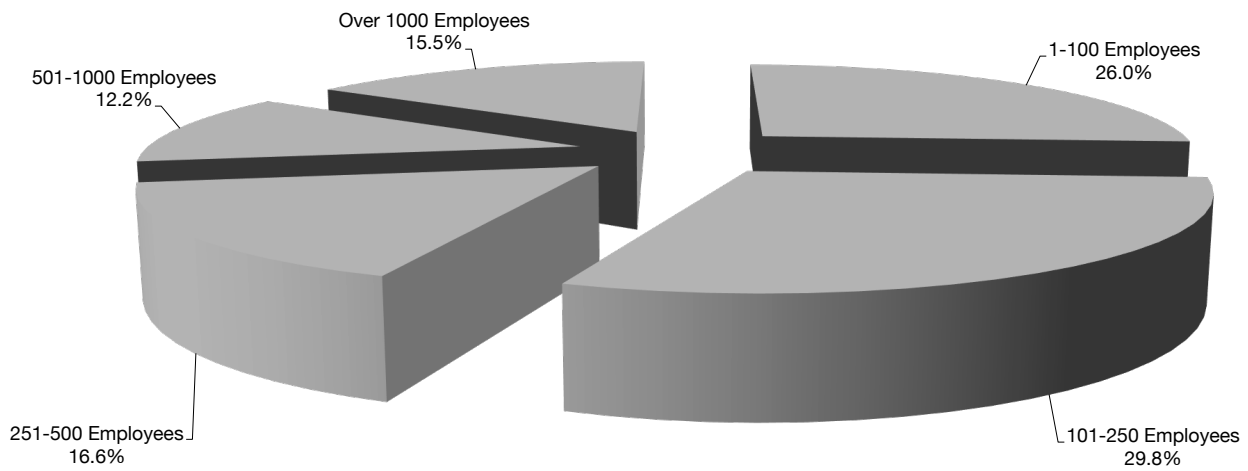


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## Participants by Size of Company

#	Answer	%	Count
1	1-100 employees	26.0%	47
2	101-250 employees	29.8%	54
3	251-500 employees	16.6%	30
4	501-1000 employees	12.2%	22
5	Over 1000 employees	15.5%	28
	Total		181

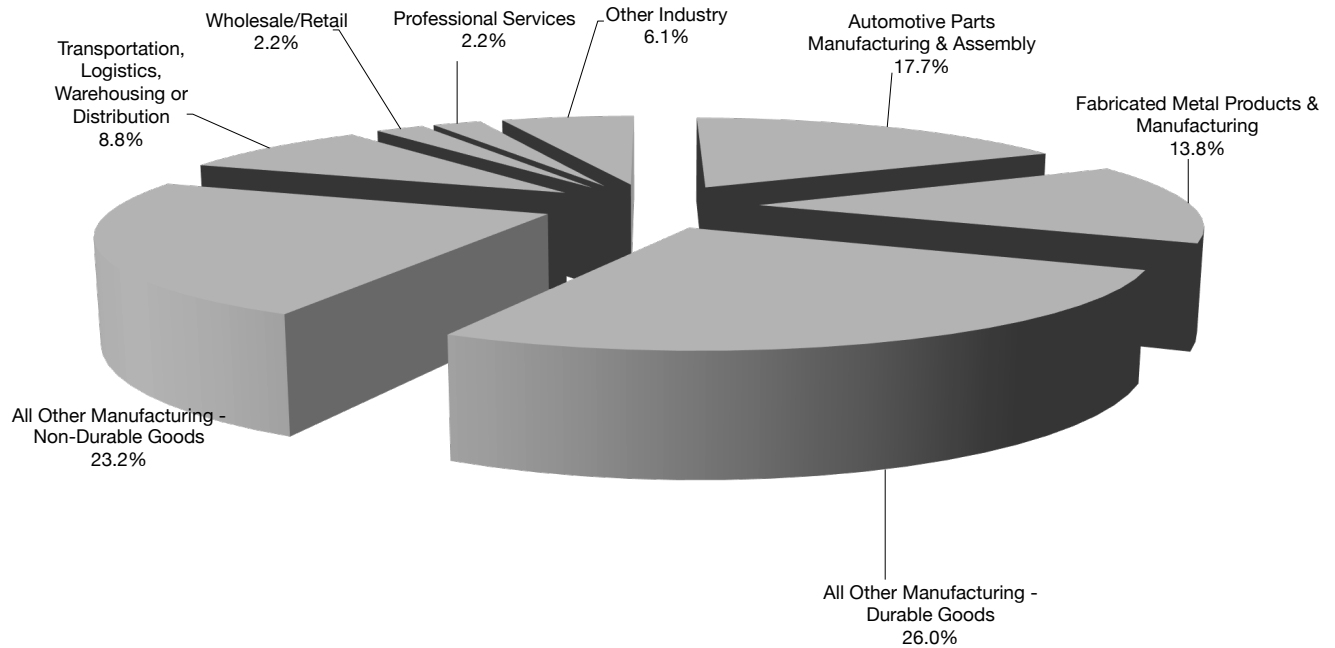


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## Participants by Industry

#	Answer	%	Count
1	Automotive Parts Manufacturing & Assembly	17.7%	32
2	Fabricated Metal Products and Manufacturing (except Automotive Parts/Assembly)	13.8%	25
3	All Other Manufacturing - Durable Goods	26.0%	47
4	All Other Manufacturing - Non-Durable Goods	23.2%	42
5	Transportation, Logistics, Warehousing or Distribution	8.8%	16
6	Wholesale/Retail	2.2%	4
7	Professional Services	2.2%	4
8	Other	6.1%	11
	Total	100.0%	181



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## Participants by Gross Annual Revenues/Sales

#	Answer	%	Count
1	\$10 million or less	8.8%	16
2	\$10.1-\$20 million	19.3%	35
3	\$20.1-\$50 million	18.2%	33
4	\$50.1-\$100 million	19.3%	35
5	Over \$100 million	34.3%	62
	Total		181

