



APEGA Salary Survey Member Report



October 2020

welcome to brighter



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| | | | |
|----------------|-------------|--------------|----------------------|
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Introduction

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Introduction

We are pleased to present the 2020 Association of Professional Engineers and Geoscientists of Alberta (APEGA) Salary Survey, one of the most sought-after publications by APEGA members year over year. This annual survey provides aggregated compensation data and human resource practice information from participating APEGA permit holders. The data are collected from and submitted by human resource professionals and those who oversee and administer the compensation of our APEGA members. APEGA encourages you to review and use this document, along with any other resources at your disposal, to gain insight into the compensation and human resource practices offered to APEGA members by permit holders.

We thank the 171 permit holders that participated this year, and we appreciate their effort in completing the survey. This enables us to provide APEGA members with accurate and relevant market data.

For 2020, we again partnered with Mercer to solicit participation and administer the APEGA Salary Survey. Mercer compiled the results, ensuring confidentiality for all participants. You will notice the introduction of the Mercer Job Library this year, which provides a common framework for similar work performed in different industries and organizational settings, and it demonstrates the relationships between similar industry-specific and cross-industry jobs.

Should you have questions or comments about the APEGA Salary Survey, please send them to salarysurvey@apega.ca.

Best regards,

Jay Nagendran, P.Eng., FCAE, ICD.D, FEC, FGC (Hon.)
Registrar & CEO



Economic Context

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Economic Context

Impacts of the COVID-19 pandemic

- With the constraints imposed on economic activities to curtail the pandemic, the Canadian economy contracted sharply in the second quarter of 2020. The impacts of shutdowns of non-essential businesses, restrictions of travel and tourism, and border closures were exacerbated by sharp quarterly declines in major trading partners' economies, such as the United States (-9.1%), the United Kingdom (-20.4%), France (-13.8%), Italy (-12.4%), and Japan (-7.8%).
- As measures by governments to contain the pandemic have been relaxed, economic activity has increased. Therefore, third-quarter GDP is expected to rise.



Gross domestic product growth hit an all-time record low at **-13%** in 2020.



Consumer price index
12-month change from
August 2019 to August 2020
is up only **0.1%**



Unemployment rate
is **10.2%**, up from 5.7%
reported for the previous year.

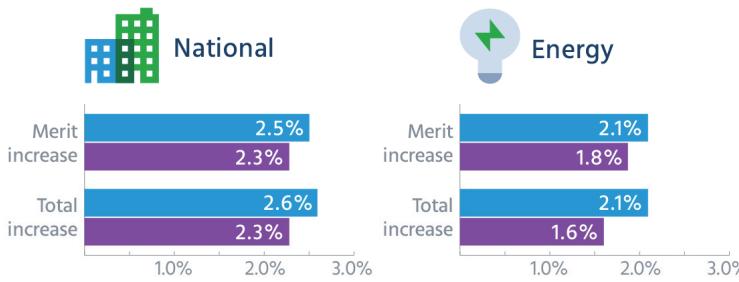
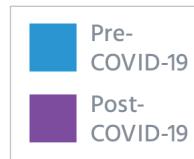
- As of the week of August 9 to 15, 2020, the total number of Canadian workers affected by the COVID-19 economic shutdown stood at 1.8 million. In April, this number reached a peak of 5.5 million, including a 3 million drop in employment and a 2.5 million increase in COVID-related absences from work.

Sources: Statistics Canada, August 28, 2020.

Mercer Canada Compensation Trends — The Pay Landscape in 2020

The COVID-19 pandemic has created different outcomes for industries. High tech, mining, and bio sciences have been thriving, whereas retail and energy have been challenged through this period of crisis response.

**COVID-19 is affecting
INDUSTRIES
in different ways —
there are highs and lows.**



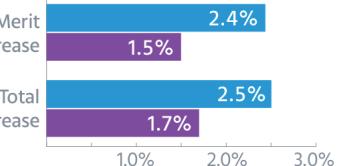
High Tech



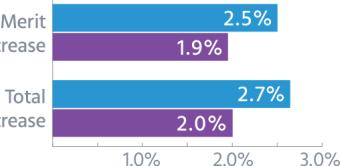
Other
manufacturing



Retail &
Wholesale



Services
non-
financial



Salary-Increase Budgets

Salary-increase budgets are based on the average amount of increase budgeted across all employees for salary increases from one year to the next. As an applied value, some employees may receive more or less. Not all companies increase salaries every year. Values are based on variables, such as company performance and economic indicators.

Merit-Increase Budgets

Merit-increase budgets contribute to a portion of the total increase budget that is typically reserved to reward individual performance.

Mercer Canada Compensation Trends — The Pay Landscape in 2020

Salary freezes and reductions to base pay were common actions in response to COVID-19. Salary reductions and freezes are seen at higher rates within the energy sector, which affects Alberta pay for engineers.



Source: Mercer 2020 Compensation Planning Survey conducted monthly for all industries across Canada; approximately 200 organizations participated each month through April, May, June, and July.
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Survey Overview

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APEGA Salary Survey Overview

2020 Survey Overview

| | | |
|--|--|--------|
|  | Number of organizations | 171 |
|  | Number of incumbents | 12,891 |
|  | Median number of FTEs* participating per organization | 100 |
|  | Canadian corporations | 75% |
|  | Privately held organizations | 61% |
|  | Publicly traded organizations | 31% |

*Full-time equivalent employees

Survey Profile

95%
Engineers

5%
Geoscientists

63%
Male*

18%
Female*

*Gender was not reported for 19% of incumbents; no organizations reported "non-binary" incumbents.

171

Participating
Organizations

10 Regions Within Alberta

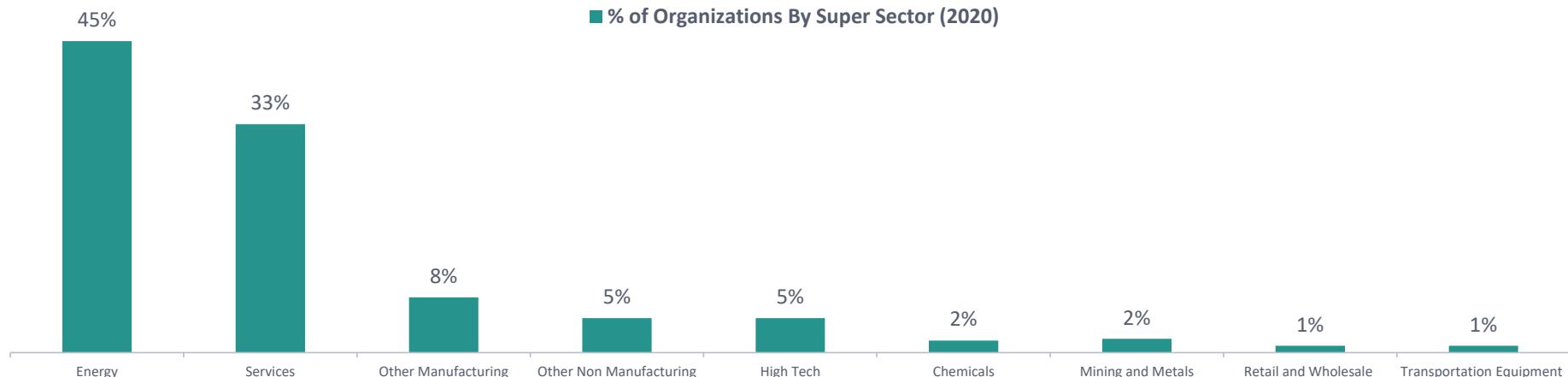
- | | |
|-----------------|-------------------|
| • Peace Region | • Vermilion River |
| • Fort McMurray | • Central Alberta |
| • Yellowhead | • Calgary |
| • Edmonton | • Medicine Hat |
| • Lakeland | • Lethbridge |

APEGA Salary Survey Participation

Incumbents



Organizations



Classification Guide of Responsibility Levels — Professional

| Career Level | Career Level Description | 2020 Median Base | | 2020 25 th – 75 th |
|------------------------------------|---|-------------------------|-----------|--|
| P1 Entry Professional | An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiencies: working under close supervision; solving problems that are not typically difficult or complex; and explaining facts, policies, and practices related to job area. Comparable to Level A in the 2019 Salary Survey. | ENG | \$68,890 | \$62,400–\$76,700 |
| | | GEO | \$64,890 | \$59,468–\$77,000 |
| P2 Experienced Professional | An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiencies: working independently with general supervision and solving problems that are difficult but typically not complex. May influence others within the job area through explanation of facts, policies, and practices. Comparable to Level B in the 2019 Salary Survey. | ENG | \$88,076 | \$78,000–\$96,747 |
| | | GEO | \$87,205 | \$77,903–\$92,653 |
| P3 Senior Professional | A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include managing projects/processes; working independently with limited supervision; coaching and reviewing the work of lower level professionals; and solving problems that are difficult and sometimes complex. Comparable to Level C in the 2019 Salary Survey. | ENG | \$105,607 | \$95,000–\$114,431 |
| | | GEO | \$109,321 | \$101,157–\$115,655 |
| P4 Specialist Professional | A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include managing large projects or processes with limited oversight from manager; coaching, reviewing, and delegating work to lower level professionals; and solving problems that are difficult and often complex. Comparable to Level D in the 2019 Salary Survey. | ENG | \$129,682 | \$119,985–\$141,096 |
| | | GEO | \$135,000 | \$124,894–\$146,425 |
| P5 Expert Professional | An Expert Professional (P5) is a recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for establishing operational plans for job area and developing and implementing new products, processes, standards, or operational plans that will have impact on the achievement of functional results. Requires communication with leadership. Comparable to Levels E and F in the 2019 Salary Survey. | ENG | \$161,616 | \$147,713–\$175,909 |
| | | GEO | \$168,436 | \$155,700–\$184,725 |
| P6 Pre-eminent Professional | A Pre-eminent Professional (P6) is recognized both within and outside the organization as a thought leader in area of expertise. Responsibilities typically include recommending operational strategies and plans with direct impact on results; influencing business decisions made by leadership; and solving problems that are complex and multi-dimensional. Requires communicating with executive leadership on matters of strategic importance. Comparable to Levels F and F+ in the 2019 Salary Survey. | Insufficient Data (ISD) | | |

Classification Guide of Responsibility Levels — Management

| Career Level | Career Level Description | 2020 Median Base | | 2020 25 th – 75 th |
|---|---|-------------------|-------------------|--|
| M1 Team Leader (Para-Professional) | <p>A Team Leader (M1) supervises para-professional employees. Responsibilities typically include setting day-to-day operational objectives for team; solving problems that may be difficult but typically are not complex; and ensuring policies, practices and procedures are understood and followed by direct reports, customers, and stakeholders.</p> <p>Comparable to Level D in the 2019 Salary Survey.</p> | ENG | \$120,000 | \$105,000–\$144,773 |
| | | GEO | Insufficient data | |
| M2 Team Leader (Professional) | <p>A Team Leader (M2) supervises professional-level employees (typically entry or experienced level) and may supervise some para-professional employees. Responsibilities typically include setting goals and objectives for team members for achievement of operational results; solving problems that may be difficult but typically are not complex; and ensuring policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders.</p> <p>Comparable to Level E in the 2019 Salary Survey.</p> | ENG | \$157,000 | \$132,500–\$173,652 |
| | | GEO | \$178,900 | \$154,270–\$184,725 |
| M3 Manager | <p>A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include policy and strategy implementation for short-term results (1 year or less); solving problems that are difficult to moderately complex; and influencing others outside of own job area regarding policies, practices, and procedures.</p> <p>Comparable to Levels E and F in the 2019 Salary Survey.</p> | ENG | \$174,552 | \$155,169–\$198,000 |
| | | GEO | \$208,500 | \$173,971–\$221,400 |
| M4 Senior Manager | <p>A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the department; solving problems that are often complex and require extensive investigation and analysis; influencing others to accept practices and approaches; and having ability to communicate and influence executive leadership.</p> <p>Comparable to Levels F and F+ in the 2019 Salary Survey.</p> | ENG | \$201,093 | \$180,000–\$227,937 |
| | | GEO | \$244,670 | Insufficient data |
| M5 Sub-Function Head/Senior Manager II | A Senior Manager II (M5) typically manages multiple teams led by Senior Managers and Managers. May be a Country Sub-function Head. Responsibilities typically include ownership of short to mid-term (1-3 years) strategy execution and operational direction in alignment with parent/independent organization objectives; making decisions that have a serious impact on the overall success or failure on area of accountability; and interacting with executive leadership and others concerning matters of significance to the organization. Comparable to Levels F and F+ in the 2019 Salary Survey. | Insufficient data | | |

Survey Results

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2020 APEGA Salary Survey

Employment Trends

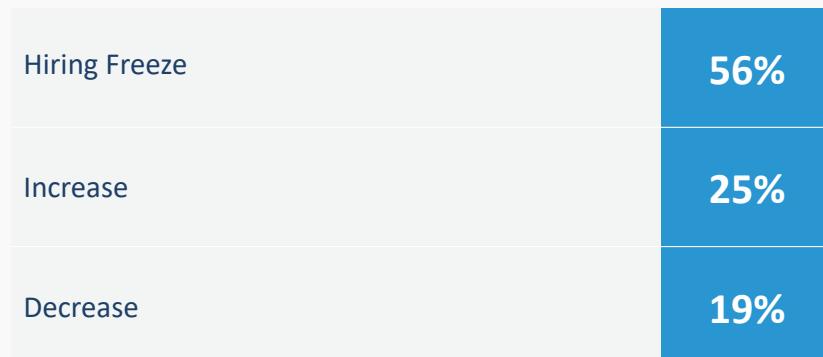
12%

of organizations reduced overall number of hours worked per week.

Types of Salary Adjustments Made in 2020

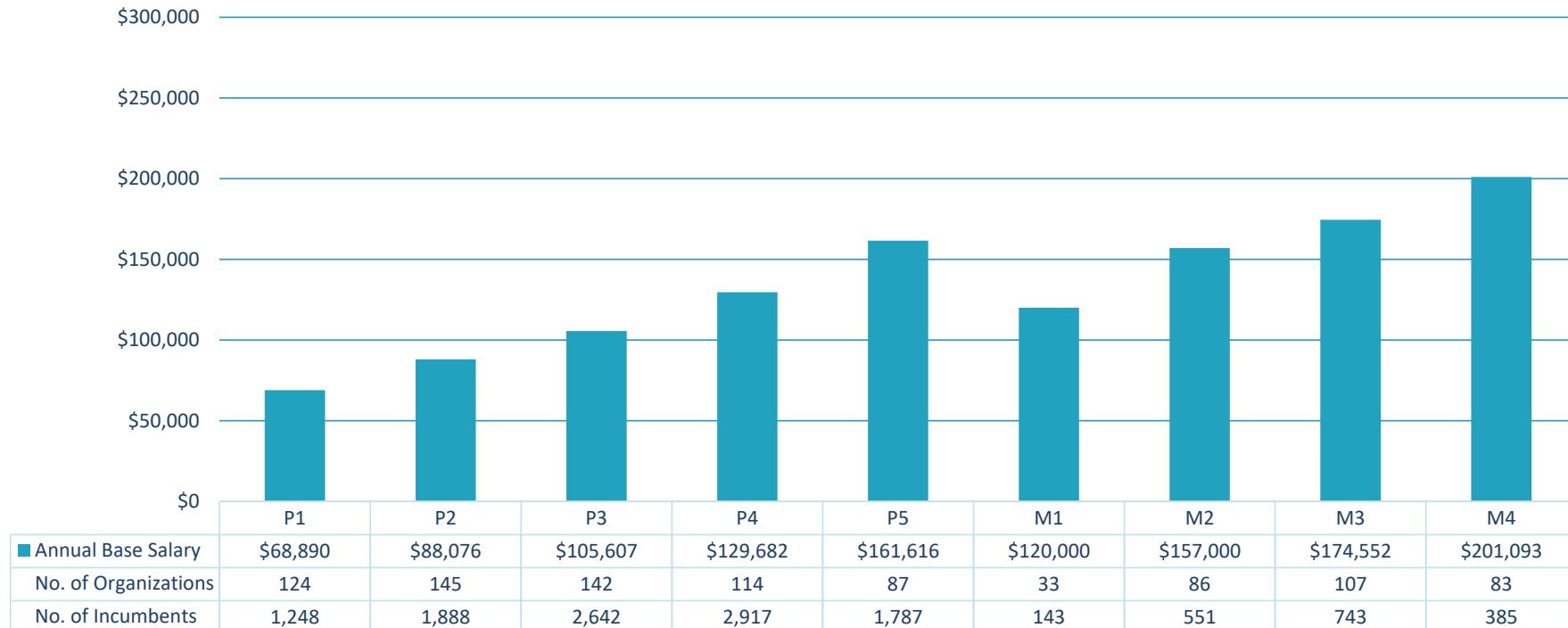


Planned Head Count Adjustment to Professional Staff over the next 12 months (Engineers and Geoscientists)



Survey Results — Median Base Salary by Level

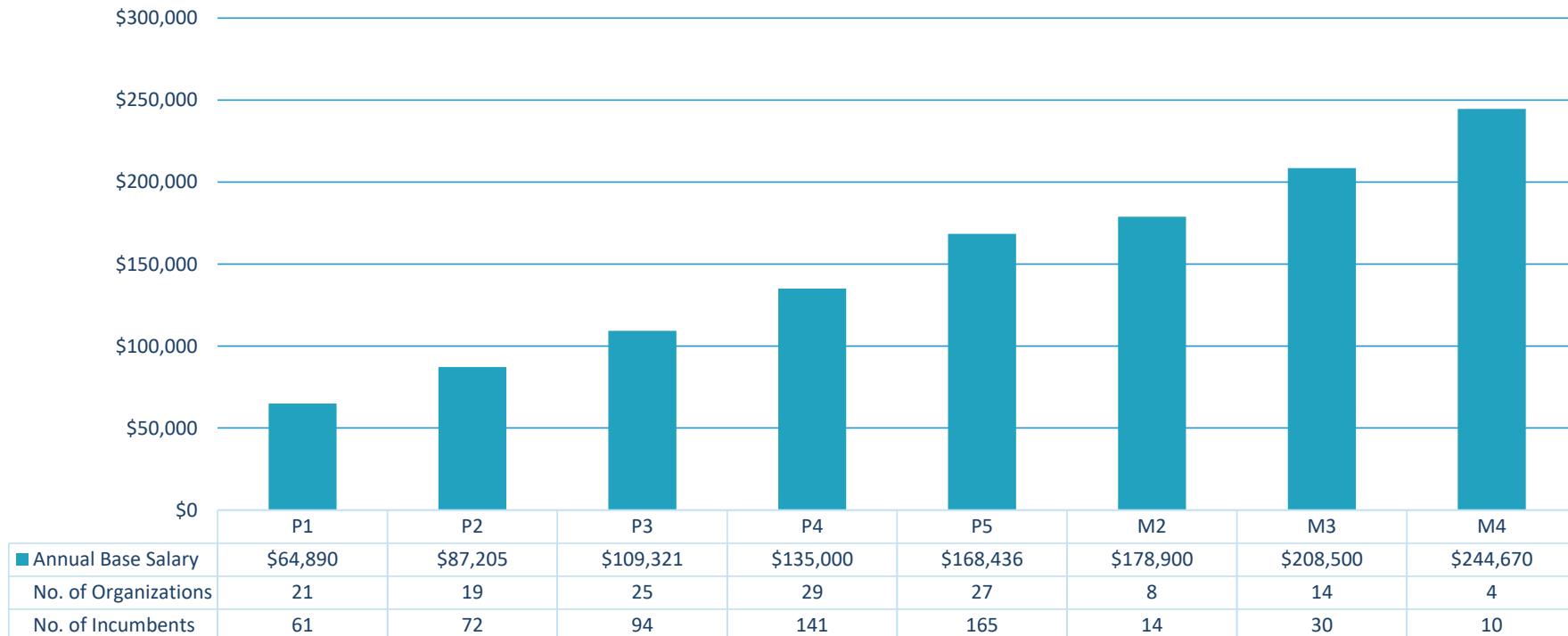
Engineering



All amounts in CAD; insufficient data for levels P6 and M5.

Survey Results — Median Base Salary by Level

Geoscience



All amounts in CAD; insufficient data for levels P6, M1, and M5.

Survey Results — Median Base Salary by Super Sector and Level Engineering

| Super Sector | P1 | P2 | P3 | P4 | P5 | M1 | M2 | M3 | M4 |
|--------------------------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Energy | \$73,000 | \$91,229 | \$108,132 | \$133,000 | \$165,080 | \$137,280 | \$164,180 | \$179,131 | \$207,500 |
| High Tech | \$64,382 | \$76,320 | \$102,265 | ISD | ISD | ISD | \$116,097 | \$153,063 | ISD |
| Other Manufacturing | \$75,000 | \$87,000 | \$114,583 | \$128,769 | ISD | ISD | \$121,200 | \$145,000 | \$170,000 |
| Other Non-Manufacturing | \$62,000 | \$77,100 | \$84,500 | \$95,656 | \$119,106 | ISD | \$142,854 | \$166,500 | \$174,250 |
| Services (Non-Financial) | \$66,000 | \$80,000 | \$97,825 | \$120,555 | \$155,000 | \$108,891 | \$132,003 | \$148,689 | \$194,820 |

All amounts in CAD; insufficient data (ISD) for P6, M5, and where noted in the table.
 Insufficient data for the following super sectors and the sectors and sub-sectors that fall under them: retail, wholesale, and transportation equipment.

Survey Results — Median Base Salary by Sector and Level

Engineering

| Sector | P1 | P2 | P3 | P4 | P5 | M1 | M2 | M3 | M4 |
|---|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Energy Engineering, Procurement & Construction | \$71,456 | \$91,998 | \$114,875 | \$144,697 | \$178,165 | ISD | \$164,890 | \$171,187 | \$207,174 |
| Energy Fully Integrated and Exploration & Production | \$75,462 | \$90,500 | \$108,159 | \$133,000 | \$163,630 | ISD | \$173,985 | \$183,946 | \$207,560 |
| Energy Services & Drilling | \$71,000 | \$92,500 | \$120,750 | \$127,888 | \$150,000 | ISD | \$136,500 | \$155,000 | ISD |
| Energy Utilities | \$62,640 | \$90,851 | \$103,305 | \$128,063 | \$158,405 | ISD | \$142,398 | \$171,621 | \$200,693 |
| Energy Other | \$70,018 | \$77,755 | \$92,324 | \$115,426 | \$156,785 | ISD | ISD | \$146,148 | ISD |
| Machinery Manufacturing | \$63,170 | \$74,416 | ISD |
| Other Manufacturing | \$79,747 | \$98,000 | ISD |
| Business/Professional Services | \$66,000 | \$77,168 | \$94,863 | \$120,242 | \$155,000 | \$113,833 | \$132,003 | \$152,500 | \$196,000 |
| Business/Professional Services Other | ISD | ISD | \$118,560 | ISD | ISD | ISD | ISD | ISD | ISD |

All amounts in CAD; insufficient data (ISD) for levels P6, M5, and where noted in the table.

Survey Results — Median Base Salary by Sub-Sector and Level

Engineering

| Sub-Sector | P1 | P2 | P3 | P4 | P5 | M1 | M2 | M3 | M4 |
|---|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Energy Exploration & Production | \$70,570 | \$89,905 | \$104,160 | \$127,700 | \$158,250 | ISD | \$174,395 | \$195,825 | \$217,750 |
| Energy Fully Integrated | \$82,250 | \$90,902 | \$109,421 | \$135,190 | \$169,232 | ISD | \$173,750 | \$175,812 | ISD |
| Energy Services & Equipment | \$71,000 | \$94,850 | \$117,975 | \$127,888 | \$150,000 | ISD | ISD | \$155,000 | ISD |
| Fully Integrated Utility | ISD | \$90,994 | \$102,221 | \$126,368 | \$156,924 | ISD | \$141,780 | \$169,013 | \$199,161 |
| Oil & Gas Engineering, Procurement & Construction | \$71,750 | \$93,912 | \$118,966 | \$145,600 | \$178,165 | ISD | \$165,984 | \$172,000 | \$208,312 |
| Engineering Firms | \$66,000 | \$77,168 | \$94,863 | \$120,242 | \$155,000 | \$113,833 | \$132,003 | \$152,500 | \$196,000 |

All dollar amounts in CAD; insufficient data (ISD) for levels P6, M5, and where noted in the table.

Survey Results — Median Base Salary by Super Sector and Level

Geoscience

| Super Sector | P1 | P2 | P3 | P4 | P5 | M1 | M2 | M3 | M4 |
|-------------------------------------|----------|----------|-----------|-----------|-----------|-----|-----------|-----------|-----------|
| Energy | \$82,250 | \$89,104 | \$110,340 | \$138,233 | \$169,977 | ISD | \$179,200 | \$210,050 | \$244,670 |
| Services (Non-Financial) | \$63,692 | \$84,219 | \$101,210 | \$123,636 | \$159,307 | ISD | ISD | ISD | ISD |

All dollar amounts in CAD; insufficient data (ISD) for levels P6, M1, M5, and where noted in the table.
Insufficient data for the following super sectors and the sectors and sub-sectors that fall under them: retail, wholesale, and transportation equipment.

Survey Results — Median Base Salary by Sector, Sub-Sector, and Level

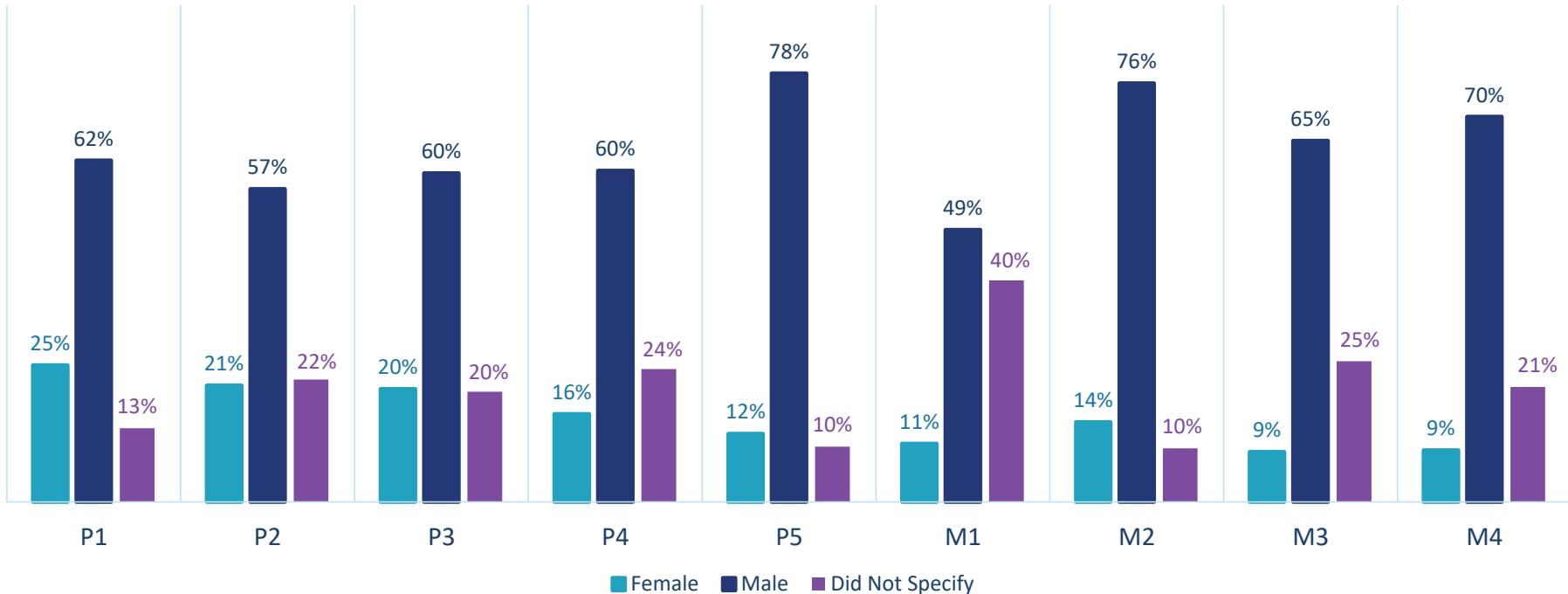
Geoscience

| Sector | P1 | P2 | P3 | P4 | P5 | M1 | M2 | M3 | M4 |
|---|----------|----------|-----------|-----------|-----------|-----|-----------|-----------|-----------|
| Energy Fully Integrated and Exploration & Production | \$85,000 | \$89,947 | \$109,900 | \$138,250 | \$170,813 | ISD | \$179,600 | \$211,100 | \$244,670 |
| Business/Professional Services | \$63,684 | \$84,219 | \$98,000 | \$122,472 | \$159,307 | ISD | ISD | ISD | ISD |
| Sub-Sector | P1 | P2 | P3 | P4 | P5 | M1 | M2 | M3 | M4 |
| Energy Exploration & Production | \$80,000 | \$88,000 | \$105,000 | \$138,900 | \$175,000 | ISD | ISD | \$204,100 | ISD |
| Energy Fully Integrated | ISD | ISD | \$111,420 | \$137,400 | \$169,300 | ISD | ISD | ISD | ISD |
| Engineering Firms | \$63,684 | \$84,219 | \$98,000 | \$122,472 | \$159,307 | ISD | ISD | ISD | ISD |

All dollar amounts in CAD; insufficient data (ISD) for levels P6, M1, M5, and where noted in the tables.

Survey Results — Headcount by Gender

Engineering



Insufficient data for levels P6 and M5.

Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.

Survey Results — Median Base Salary by Gender

Engineering

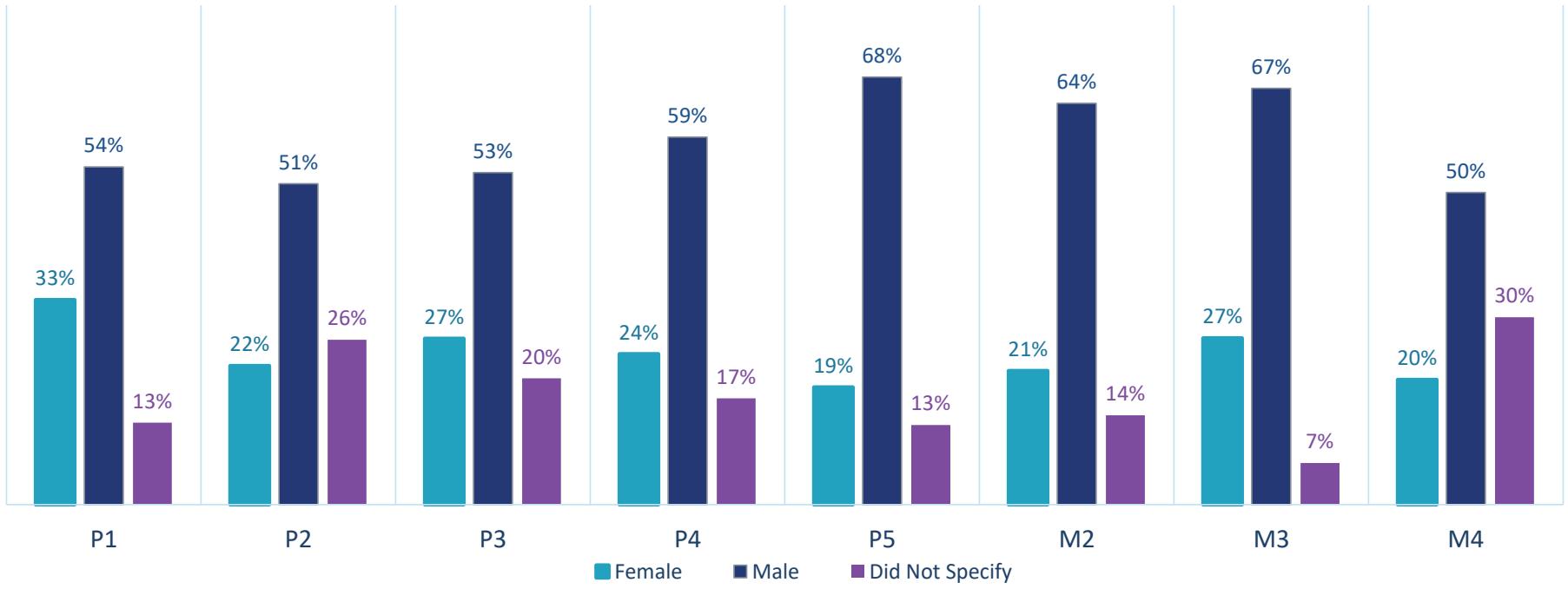


All dollar amounts in CAD; insufficient data for levels P6 and M5.

Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.

Survey Results — Headcount by Gender

Geoscience



Insufficient data for levels P6, M1, and M5.

Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.

Survey Results — Median Base Salary by Gender

Geoscience



All dollar amounts in CAD; insufficient data (ISD) for levels P6, M1, M4, M5, and where noted in the table.
Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.

Survey Results

Definitions

- **Annual Base Salary** – Base pay statistics calculated using individual standard hourly rates reported for each incumbent, across all organizations, that have been annualized to reflect a work week of 40 hours.
- **Super Sectors, Sectors, Sub-Sectors** – Organization-identified industry category (super sector) or sub-category (sector or sub-sector). [Click here](#) to open the attachment panel and access the Mercer Industry List in Excel.
- **Incumbents** – Individuals matched to survey positions.
- **Gender** – Survey options were “female,” “male,” and “non-binary.” Some organizations did not identify their incumbents’ genders, which led to the creation of a fourth category labelled “unspecified.”

