



welcome to brighter



The Association of Professional
Engineers and Geoscientists of Alberta

APEGA Salary Survey

2021 Member Report

November 2021

A business of Marsh McLennan



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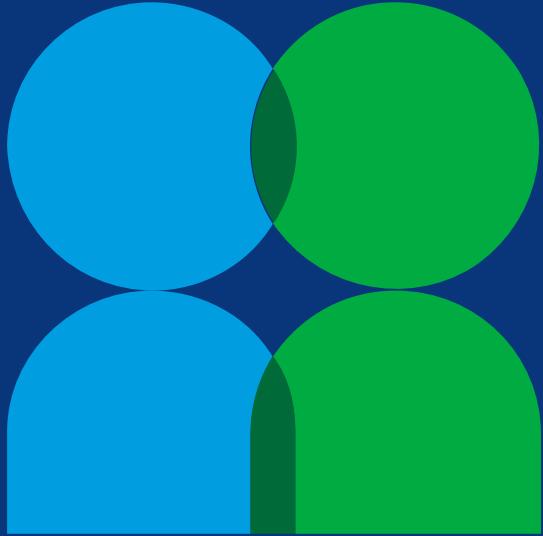
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Introduction



Introduction

We are pleased to present the 2021 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 162 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 2021, we again partnered with Mercer to solicit participation and administer the APEGA Salary Survey. Mercer compiled the results, ensuring confidentiality for all participants.

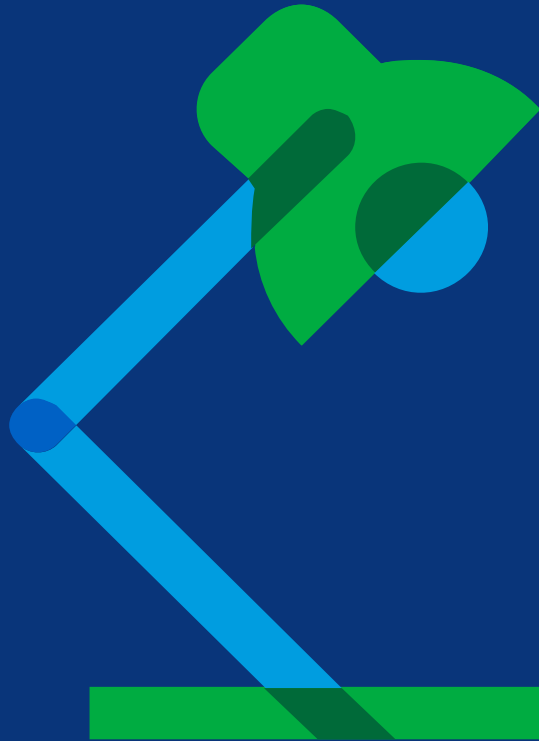
Should you have questions or comments about the APEGA Salary Survey, please send them to salariesurvey@apega.ca.

Best regards,

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

Registrar & CEO

APEGA Salary Survey Overview



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2021 APEGA Salary Survey Overview



162 participating organizations



12,049 incumbents reported



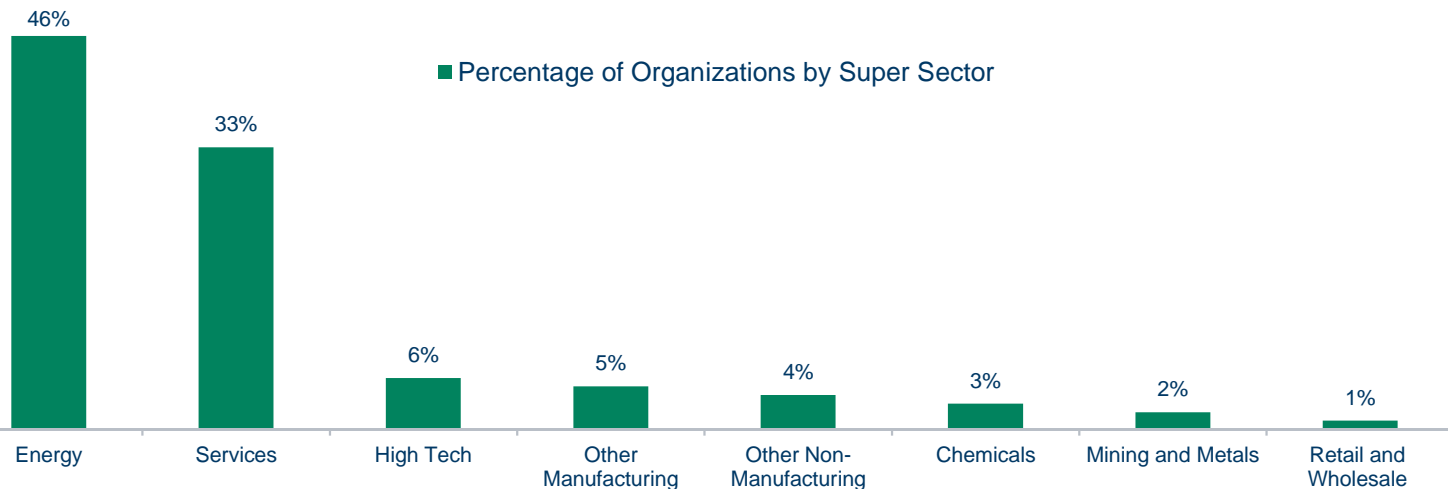
56% privately held organizations and 38% publicly traded organizations



73% Canadian organizations



139 median number of FTEs



Survey profile



95%
Engineers

5%
Geoscientists

72%
Male*

19%
Female*

*Gender was not reported for 9% of incumbents; no organizations reported non-binary incumbents.



Distribution of incumbents within Alberta



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



Classification Guide of Responsibility Levels — Professional Career Stream

Career Level	Career Level Description	2021 Median Base		2021 25 th	2021 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	\$69,170	\$64,044	\$79,082
		GEO	\$72,153	\$62,600	\$79,300
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	\$87,000	\$77,000	\$95,311
		GEO	\$84,157	\$73,271	\$92,121
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	\$107,000	\$97,266	\$118,576
		GEO	\$108,176	\$97,000	\$123,300
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	\$133,300	\$123,246	\$145,574
		GEO	\$135,000	\$118,225	\$150,852
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	\$168,430	\$155,000	\$183,040
		GEO	\$171,624	\$156,875	\$188,577
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.	Data not reported for P6			

All amounts in CAD

Classification Guide of Responsibility Levels — Management Career Stream

Career Level	Career Level Description	2021 Median Base		2021 25 th	2021 75 th
M1 Team Leader (Para-Professional)	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. Comparable to Level D in the 2019 Salary Survey.	ENG	\$108,891	\$100,382	\$120,000
		GEO	Data not reported for M1		
M2 Team Leader (Professional)	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. Comparable to Level E in the 2019 Salary Survey.	ENG	\$153,600	\$130,695	\$172,640
		GEO	\$166,901	\$122,345	\$208,125
M3 Manager	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. Comparable to Levels E and F in the 2019 Salary Survey.	ENG	\$168,927	\$148,149	\$191,880
		GEO	\$185,589	\$148,903	\$214,801
M4 Senior Manager	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. Comparable to Levels F and F+ in the 2019 Salary Survey.	ENG	\$203,558	\$176,800	\$230,594
		GEO	\$254,150	Insufficient data to publish percentiles	
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.	ENG	\$219,300	\$200,000	\$240,000
		GEO	Data not reported for M5		

All amounts in CAD

Survey Results Definitions

Annual base salary	Actual base salary amount paid to an individual on an annual basis. Base salary amounts that were reported in an hourly rates were calculated using 40 standard hours per week to reflect annual base salary
Short-term incentives (STI) Actual	Short-term incentive amounts received in the most recently completed 12 month incentive performance period
Total cash compensation	Includes base salary plus annualized value of actual short-term incentive awards and other cash.
STI target as % of base salary	Short-term incentive target expressed in % of base salary
Target total cash compensation	Includes base salary plus annualized value of any target short-term incentive awards
Total direct compensation	Total cash compensation plus expected value of long-term incentives for all incumbents
Incumbents	Individuals matched to survey positions
Super sectors, sectors, and subsectors	Organization-identified industry category (super sector) or sub-category (sector or sub-sector).

APEGA Salary Survey Results



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2021 APEGA Employment Trends

16 Organizations reported this year that their overall average reduction of hours per week was 17%.

Types of Salary Adjustments Made

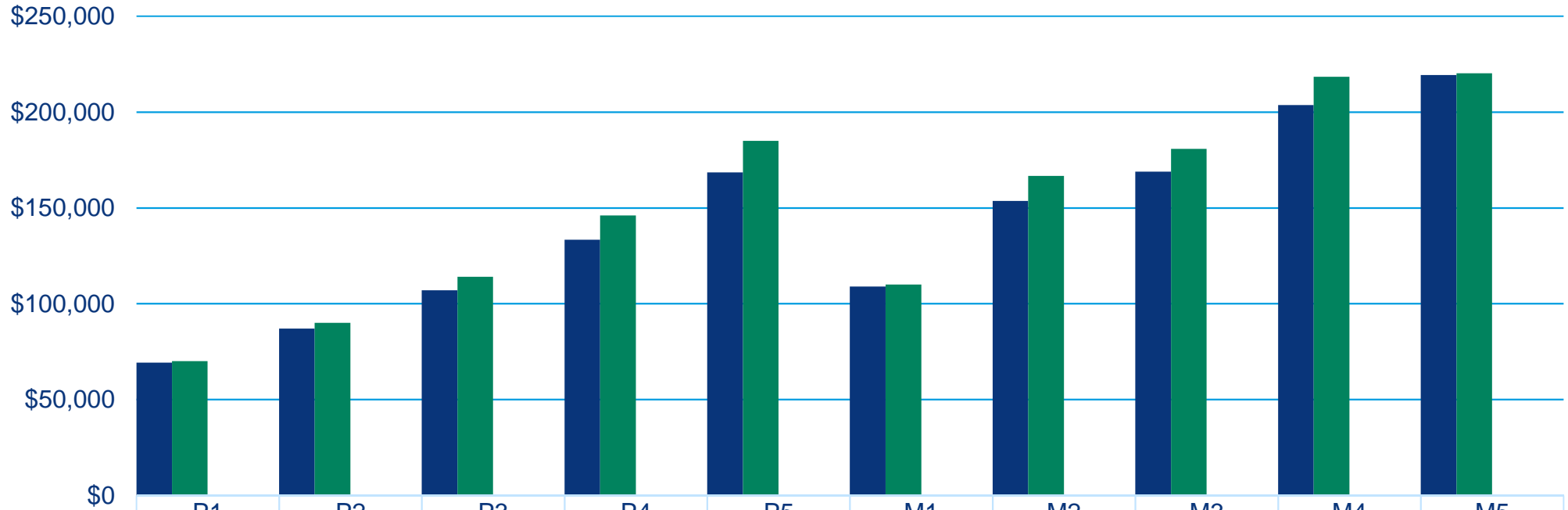
	2020	2021
Salary Freeze	41%	32%
Salary Increase	27%	47%
Salary Decrease	14%	4%
Unknown	17%	17%

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

	2020	2021
Hiring Freeze	56%	35%
Increase	25%	60%
Decrease	19%	4%

Engineering

Engineering: Median Base Salary and Total Cash by Level



	P1	P2	P3	P4	P5	M1	M2	M3	M4	M5
■ Annual Base Salary	\$69,170	\$87,000	\$107,000	\$133,300	\$168,430	\$108,891	\$153,600	\$168,927	\$203,558	\$219,300
■ Total Cash	\$70,000	\$89,990	\$113,997	\$146,000	\$185,000	\$110,000	\$166,663	\$180,794	\$218,386	\$220,239
No. of Incumbents	1,038	1,818	2,712	2,652	1,268	80	625	887	344	35
No. of Organizations	115	138	134	112	93	21	83	112	80	22

All amounts in CAD; No data submitted for P6

Engineering: Median Base Salary by Super Sector and Level

Super Sector	P1	P2	P3	P4	P5	M1	M2	M3	M4	M5
Chemical	--	--	\$142,586	\$163,350	--	--	--	\$195,426	--	--
Energy	\$78,222	\$90,000	\$108,000	\$133,860	\$169,048	\$104,000	\$163,236	\$176,537	\$213,000	\$235,000
High Tech	\$66,000	\$76,670	\$98,210	\$124,927	\$156,422	--	\$113,879	\$145,592	\$191,216	--
Other Manufacturing	\$66,000	\$82,100	\$105,000	--	--	--	\$114,500	\$151,925	--	--
Other Non-Manufacturing	\$65,656	\$82,771	\$100,000	\$125,000	--	--	\$135,000	\$152,000	\$160,430	--
Services (Non-Financial)	\$66,033	\$82,861	\$106,548	\$135,200	\$170,000	\$108,891	\$139,813	\$160,000	\$189,812	\$208,225

Engineering: Median Base Salary by Sector and Level

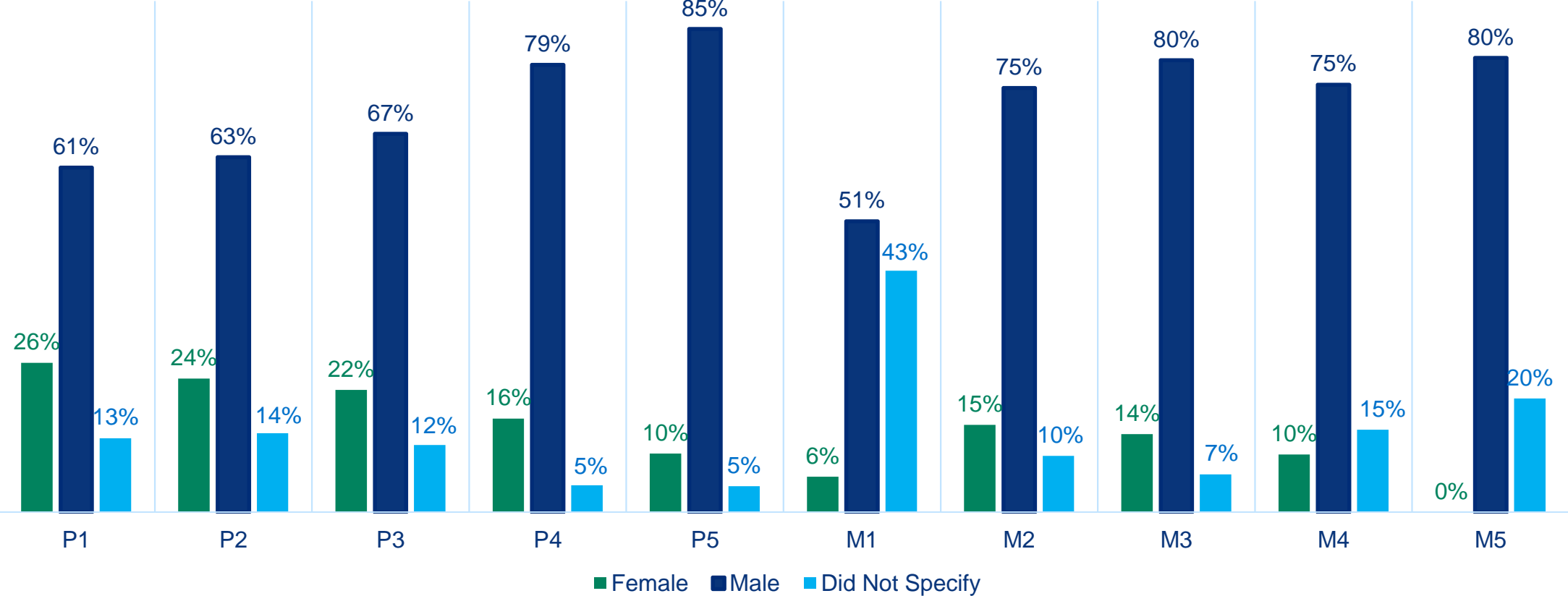
Sector	P1	P2	P3	P4	P5	M1	M2	M3	M4	M5
Energy Engineering, Procurement & Construction	\$68,720	\$91,247	\$120,927	\$148,041	\$179,957	--	\$165,984	\$176,192	\$215,747	--
Energy Fully Integrated and Exploration & Production	\$76,005	\$89,062	\$105,893	\$135,000	\$167,856	--	\$174,766	\$178,331	\$225,900	--
Energy Pipeline/Midstream	--	\$93,816	--	\$135,288	\$171,912	--	--	\$198,168	--	--
Energy Services & Drilling	\$72,306	\$89,343	\$111,849	\$129,442	\$134,612	--	\$139,824	\$149,400	\$170,370	--
Energy Utilities	\$80,959	\$91,078	\$104,841	\$128,206	\$159,165	--	\$141,651	\$159,413	\$200,000	--
Energy Other	\$62,500	\$79,833	--	--	--	--	--	\$136,008	--	--
Other Manufacturing	--	\$92,353	--	--	--	--	--	\$146,297	--	--
Business/Professional Services	\$66,002	\$81,557	\$105,255	\$135,514	\$170,530	\$107,741	\$137,046	\$161,678	\$190,130	\$202,120

Engineering: Median Base Salary by Sub-Sector and Level

Sub-Sector	P1	P2	P3	P4	P5	M1	M2	M3	M4	M5
Energy Exploration & Production	\$71,614	\$89,300	\$104,300	\$131,025	\$166,150	--	\$180,000	\$198,000	\$230,125	--
Energy Services & Equipment	\$72,306	\$89,753	\$111,604	\$129,442	\$134,612	--	\$149,142	\$148,644	\$170,370	--
Oil & Gas Engineering, Procurement & Construction	\$68,720	\$91,247	\$120,927	\$148,041	\$179,957	--	\$165,984	\$176,192	\$215,747	--
Fully Integrated Utility	\$80,959	\$91,233	\$103,830	\$127,203	\$159,803	--	\$141,035	\$156,640	\$198,708	--
Engineering Firms	\$66,002	\$81,557	\$105,255	\$135,514	\$170,530	\$107,741	\$137,046	\$161,678	\$190,130	\$202,120

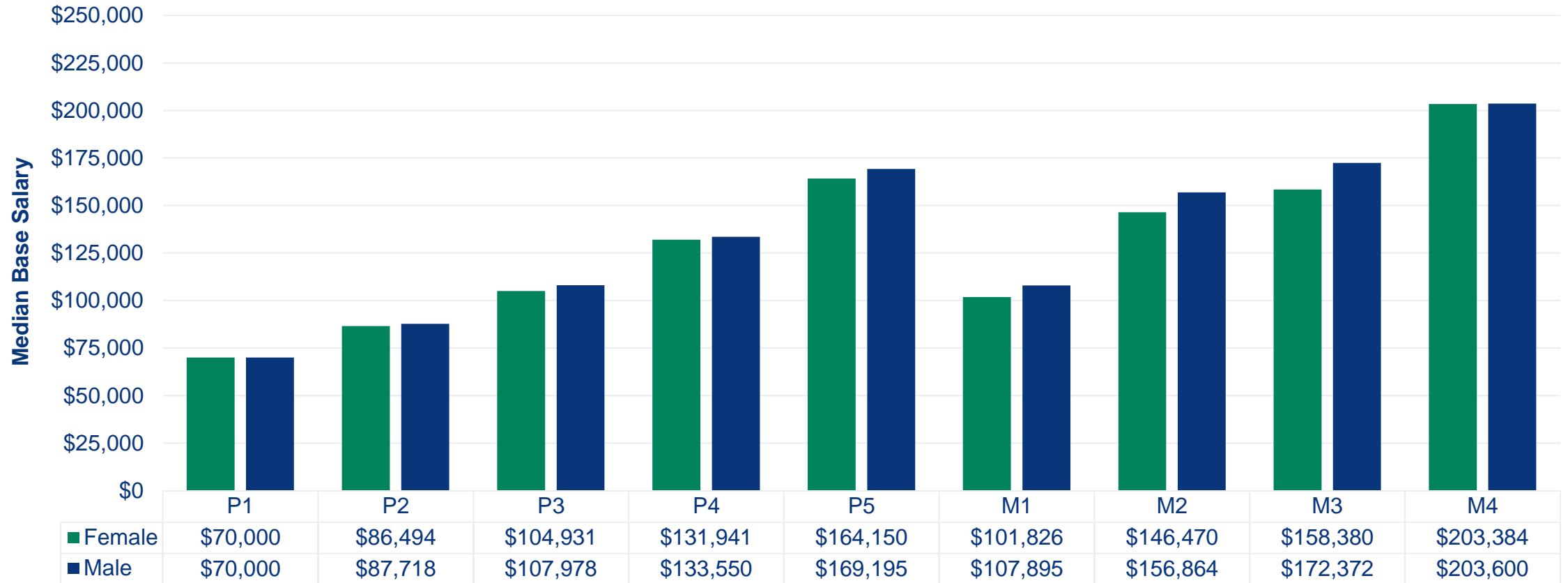
All dollar amounts in CAD; insufficient data (--) for levels as noted in the table. Data for super sectors, sectors, and sub-sectors not provided here are due to insufficient reporting.

Engineering: Headcount by Gender



Data not reported for level P6.
Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.

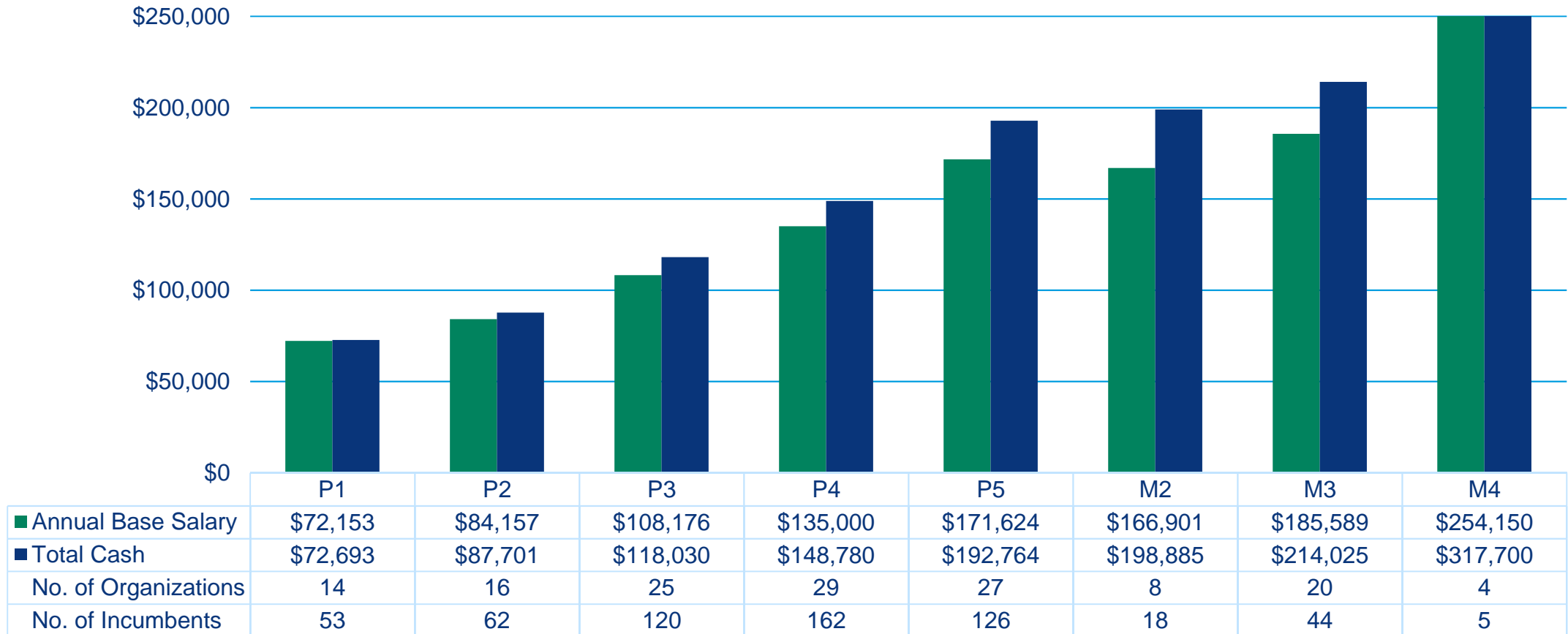
Engineering: Median Base Salary by Gender



All dollar amounts in CAD; data not reported for P6; female data not reported for M5. Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.

Geoscience

Geoscience: Median Base Salary and Total Cash by Level



All amounts in CAD; data not reported for levels P6, M1, and M5.

Geoscience: Median Base Salary by Super Sector and Level

Super Sector	P1	P2	P3	P4	P5	M2	M3	M4
Energy	\$79,000	\$89,139	\$110,000	\$135,805	\$173,543	\$183,000	\$211,785	\$254,150
Services (Non-Financial)	\$66,703	\$76,512	\$95,000	\$114,000	\$152,750	--	\$138,000	--

*All dollar amounts in CAD; insufficient data (--) for levels as noted in the table.
Data for P6, M1, and M5 were not reported or have insufficient reporting.
Data for super sectors, sectors, and sub-sectors not provided here are due to insufficient reporting.*

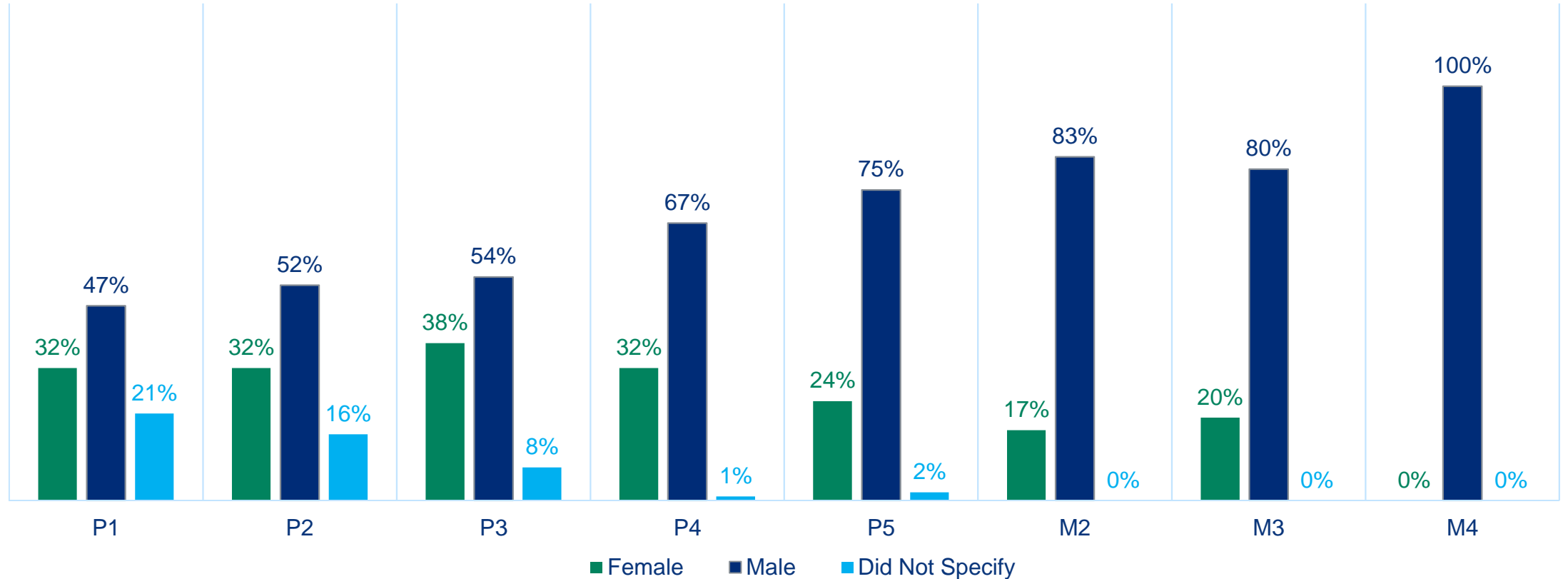
Geoscience: Median Base Salary by Sector, Sub-Sector, and Level

Sector	P1	P2	P3	P4	P5	M2	M3	M4
Energy Fully Integrated and Exploration & Production	\$83,000	\$89,174	\$109,800	\$136,110	\$174,900	\$183,000	\$213,570	\$254,150
Business/ Professional Services	\$65,603	\$75,898	\$95,000	\$114,000	\$152,750	--	\$138,000	--

Sub-Sector	P1	P2	P3	P4	P5	M2	M3	M4
Energy Exploration & Production	\$83,000	\$92,805	\$110,000	\$135,225	\$179,148	\$183,000	\$213,570	\$254,150
Engineering Firms	\$65,603	\$75,898	\$95,000	\$114,000	\$152,750	--	\$138,000	--

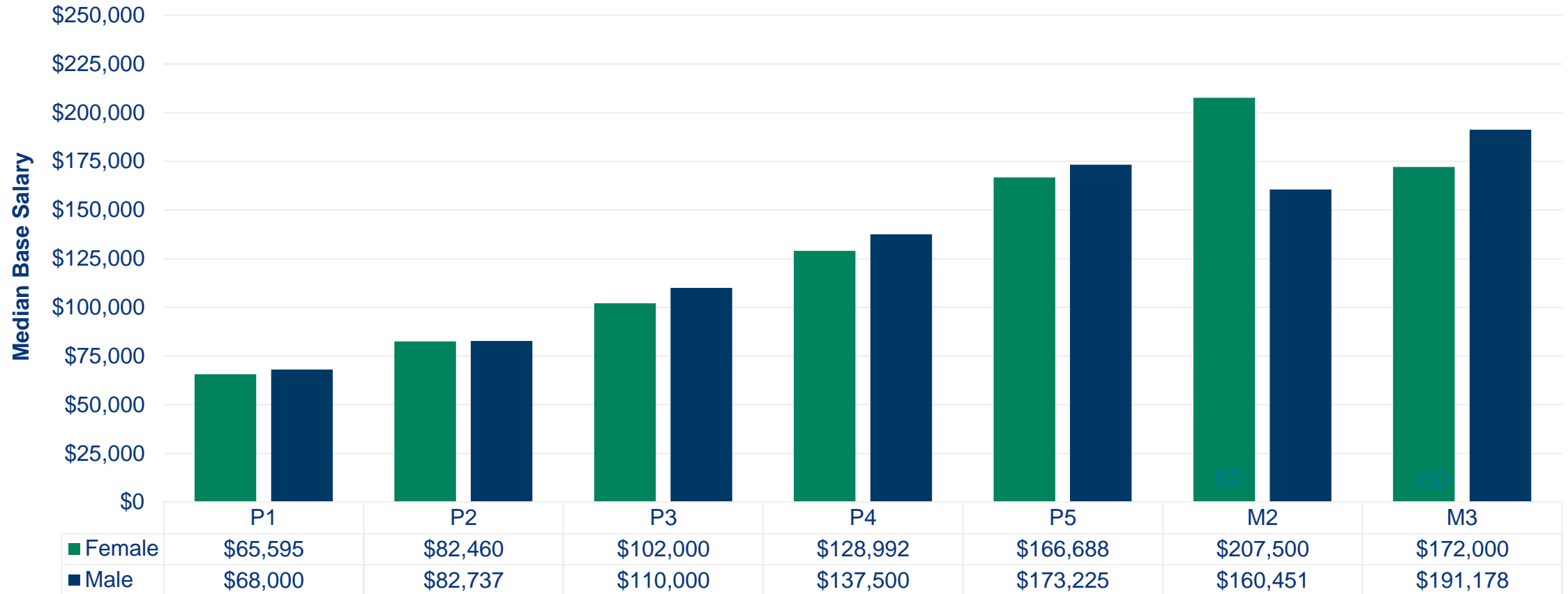
*All dollar amounts in CAD; insufficient data (--) for levels as noted in the table.
Data for super sectors, sectors, and sub-sectors not provided here are due to insufficient reporting.*

Geoscience: Headcount by Gender



*Data not reported for P6, M1, and M5.
Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.*

Geoscience: Median Base Salary by Gender



All dollar amounts in CAD; data reported for M1 and M5; female data not reported for M4. Possible answers included male, female, and non-binary. No organizations reported non-binary incumbents.



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