

***2015 NATENG: Mercer OSPE National Engineering Compensation Survey Eastern Canada***  
**Mercer**

HEALTH WEALTH CAREER

# 2015 NATENG: MERCER OSPE NATIONAL ENGINEERING COMPENSATION SURVEY EASTERN CANADA

SURVEY REPORT



MAKE TOMORROW, TODAY



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## MESSAGE FROM THE CHAIR



**Karen Chan, P.Eng., MBA**  
**President and Chair**  
**Ontario Society of Professional Engineers (OSPE)**

### Introducing the new Mercer OSPE National Engineering Compensation Survey

The Ontario Society of Professional Engineers (OSPE), in partnership with Mercer, is pleased to release the new *2015 Mercer OSPE National Engineering Compensation Survey*. This new survey replaces the *OSPE Employer Compensation Survey* which has been conducted with Ontario's engineers for over 50 years.

OSPE recognizes that businesses in this province and across the country are increasingly regional, national and global in scope. This new survey will be the single source of premium national engineering compensation data in Canada.

As in previous years, the survey implementation was overseen by an advisory committee comprised of representatives from industry, engineering and human resources tasked with ensuring the most extensive and relevant data was collected. In 2015, we included data from 225 organizations, which includes compensation data for over 27,000 engineers across all major industry groups in both private and public sectors.

I would like to personally thank all of the organizations that took part in the survey this year, many of which are returning participants from prior years. Your support remains critical to the success of the survey.

We hope that you will find the results of the *2015 Mercer OSPE National Engineering Compensation Survey* a valuable resource for your company's continued success, and we look forward to your participation in 2016.





## **NATENG | 2015 Mercer OSPE National Engineering Compensation Survey**

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Please download the excel export separately from Mercer WIN

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[Click here to open attachments panel](#)

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## USING THE SURVEY RESULTS

### Introduction

Mercer and the Ontario Society of Professional Engineers (OSPE) are pleased to present the results of the *2015 Mercer OSPE National Engineering Compensation Survey*. This survey provides current data with respect to actual compensation levels for professional engineers across Canada.

The *2015 Mercer OSPE National Engineering Compensation Survey*, conducted by Mercer in partnership with OSPE on behalf of its members and their employers, is designed to:

- Establish meaningful criteria for levels of engineering responsibility for the benefit of both engineers and employers of engineers; and
- Provide current data with respect to actual compensation levels for engineering work.

### Advisory Committee

Mercer maintains a National Engineering Compensation Survey Advisory Committee comprised of both human resources professionals and professional engineers from a variety of industries. Many of the committee members are also OSPE members. We would like to thank the Committee for its efforts and continuing dedication to this survey. The 2015 Advisory Committee was comprised of the following members:

Adele Argirakis  
HR Director  
Crossey Engineering Ltd.

Christina Ridolfo  
Compensation & HRIS Specialist  
MacDonald, Dettwiler and Associates Ltd.

Dominic Macchia, CHRP  
Director, HR  
Dragados Canada Inc.

Shindy Ng  
Manager, Global Compensation and International Benefits  
Teck Resources Limited

Moji Odebunmi  
National Leader, Total Rewards  
Golder Associates Ltd.





## SURVEY OVERVIEW

The *2015 Mercer OSPE National Engineering Compensation Survey* results represent salary data submitted by 66 organizations covering more than 7,100 incumbents, across six engineering responsibility levels. All salary data are based on rates paid effective June 1, 2015. Incentive data included are based on the most recent awards or most recently completed fiscal year. All figures are reported in thousands of Canadian dollars for full-time equivalent employees.

### 2015 Mercer OSPE National Engineering Compensation Survey Profile

Organizations Participating in the Survey.....	66
Engineers Represented .....	7,116
Date Effective.....	June 1 <sup>st</sup> , 2015

All data in these results have been reviewed and verified for accuracy. Where necessary, individual responses have been verified with participants. Mercer reserves the right to exclude data which it considers statistically invalid or which may result in a breach of confidentiality for any survey participant.

## Confidentiality & Privacy

Mercer ensures all data collected for this survey are treated as confidential. In instances where these data may be used in other Mercer survey reports, such as custom analyses, company names may appear in the participant list. Summary statistics from the *2015 Mercer OSPE National Engineering Compensation Survey* are published in electronic format as a PDF. In addition, summary statistics can be queried in Mercer's Reporting Tool and accessed in Excel format. In all cases, it is Mercer's policy to continue to maintain the confidentiality of all data submitted during the data collection process. Mercer is committed to protecting the privacy of employee data and to meeting its obligations under Canadian privacy law.

Mercer's confidentiality policy is to report data only where a minimum sample size guarantees that all individual inputs and salary records are fully masked and protected. In all cases, Mercer maintains the highest level of data security and ensures confidentiality of all data submitted.

## About OSPE

The Ontario Society of Professional Engineers (OSPE) is the Voice of Ontario's Engineers. OSPE promotes and supports excellence in all aspects of engineering by enhancing the professional recognition of Ontario's 70,000+ professional engineers among employers and all levels of government; increasing their public profile; and advancing their economic interests by offering exemplary continuing education, career advancement and affinity programs. For more information, please visit [www.ospe.on.ca](http://www.ospe.on.ca).

If you have any questions about the history of the salary surveys or OSPE services, please contact OSPE:

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## To Contact Mercer

Mercer's goal is to ensure that the *Mercer OSPE National Engineering Compensation Survey* meets the needs of its participants. Your input and suggestions help to ensure that the survey continues to be an accurate, reliable and relevant benchmarking tool. Please feel free to contact us to share your comments and suggestions.

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## Mercer OSPE National Engineering Compensation Survey Results Workshop – November 4, 2015

Please join us for the complimentary Mercer OSPE National Engineering Compensation Survey Results Workshop, hosted by Mercer. Employers of engineers, who participated in the survey, are welcome to attend. The workshop, facilitated by Mercer and OSPE, will cover the following:

- Orientation to the 2015 survey results; and
- Trends and highlights – analyses by engineering responsibility level, year of graduation, industry, number of engineers in Ontario, geography and job type.

This meeting will provide employers with an excellent opportunity to network. To register, please contact Mercer at [info.services@mercercor.com](mailto:info.services@mercercor.com) or 800 333 3070.



## Data Reported

The following compensation elements are reported for all engineering responsibility levels:

- Base salary
- Short-term incentive amounts granted (as a percentage of base salary)
- Actual total cash compensation

As in previous years, data are reported by:

- Year of graduation
- Industry
- Organization size
- Job type
- Incumbent location

### New in 2015

#### Compensation Data – Excel export file

The comprehensive compensation data analysis has been provided separately in an excel export file to enable easier access and filtering of data.

The survey will also report on the following policies and practices elements:

- Turnover by engineering level and by gender
- Prevalence of reasons for turnover
- Prevalence and summary of benefits programs offered to engineers

Policies and practices information will be provided in the PDF report only.

In addition to the PDF and excel export file, the survey results are presented in an online format through Mercer's reporting tool. Participant employers may analyze the survey data in non-standard categories (i.e., define custom cuts of the data).

*Example: Total cash for Level C employees that graduated in 1995 and work in High Tech organizations with revenues of less than \$150 million.*

Mercer WIN® allows you to request custom peer groups by organization name. Total Number of Employees, Gender, Overtime Eligibility and Engineering Discipline scopes are available to all survey purchasers.

## Mercer's Reporting Tool, Mercer WIN®

The survey results are presented via Mercer's reporting tool, an online market pricing software.

Mercer's reporting tool, a leading-edge analytical tool, provides direct, online access to the highest-quality, most comprehensive market data available from a source you can trust. Use this powerful tool to effectively evaluate your organization's competitive position and analyze market data.

Mercer's Reporting Tool, Mercer WIN® access to the Mercer OSPE National Engineering Compensation Survey provides you with all of the pre-determined statistics available within the hard copy report in an easy-to-use electronic format. You are provided with both the report statistics and the entire survey database. Mercer WIN® allows you to generate new statistics, that is, perform market pricing analyses and define parameters (such as revenue size and location) that more closely meet your needs. In addition, you can generate statistics based on custom peer groups, and access summary statistics available for download in Excel format.



## Survey Methodology

Mercer follows a standardized methodology that has proven highly effective in executing surveys of national scope, as defined below:

Mercer uses a number of market data masking rules in this report and Mercer WIN® to guarantee client data confidentiality and to ensure the reported market data is as meaningful and useful as possible.

### Summary of Market Data Masking Approaches

A minimum number of incumbents, organizations and distinct organizations are required to present remuneration statistics. If the minimums are not met, market data is suppressed ("masked") to protect confidentiality.

- Incumbents represent the number of distinct employees (i.e., observations) that are used to present mean, median and percentile remuneration statistics.
- Organization is defined as any entity or operating unit (e.g., divisions, subsidiaries, headquarters) providing unique incumbent remuneration data to the survey.
- A distinct organization is defined as either a stand-alone organization or a parent organization with multiple entities (i.e., divisions and/or subsidiaries). Multiple entities may provide survey data and be part of the same distinct organization which is counted only once.

We gauge whether or not an organization "dominates" the analysis, i.e., if an organization's incumbents represent a disproportionate share of the sample. We test for and report on two tiers of dominance.

- Tier 1 organization dominance alert – at this level we alert the data user that a certain threshold of organization dominance has occurred and recommend that the user take this into account and/or also consider switching to organization weighted statistics.
- Tier 2 organization dominance masking – at this level we mask (suppress) all statistics except mean and median.

### Market Data Masking Criteria

Minimum Counts to Display Statistics

Statistic	# of Incumbents	# of Organizations	# of Distinct Organizations
Mean (average) and frequency percents	3	3	3
50 <sup>th</sup> percentile (median)	4	4	3
25 <sup>th</sup> and 75 <sup>th</sup> percentile	5	5	3
10 <sup>th</sup> and 90 <sup>th</sup> percentile	10	5/10*	3

\* 5 organizations if the statistics are incumbent weighted; 10 if they are organization weighted  
Note – masked data is indicated in this report and Mercer WIN® with a double hyphen, i.e. "--"

Organization Dominance Criteria Thresholds

	Tier 1 Alert	Tier 2 Data Masking
Percent of incumbents from one organization	35% to 49%	50% +
Dominance indicator (symbol)	Single asterisk " * "	Double asterisk " * * "

Note – The dominance indicators are displayed to the left of the "num orgs" column in Mercer WIN®. Most PDF reports do not display the indicators although the Tier 2 masking is applied.





## Peer Group Confidentiality

Peer groups (client defined subsets of this survey's participants) may be created in Mercer WIN®. To protect the confidentiality of survey participants, the following rules apply to creating and modifying peer groups.

Peer Group Minimums	
Criteria	Minimum #
Number of organizations	10
Number of distinct organizations	8
Number of organization peer groups to vary by	4

## Matching Positions

When using this survey to assess your current compensation levels against market practices, try to:

- Match your positions to engineering levels based on position content. Please refer to the "Classification Guide of Engineering Responsibility Levels" section of this report for more details on the positions surveyed.
- Recognize that your incumbent need not perform all of the functions described in the survey position in order to have a valid match. If 80% of the responsibilities overlap, consider the match "Equal to". If one or several major responsibilities included in the level descriptions are not applicable to your position (or vice-versa), another match may be more appropriate.
- For hybrid positions, users of Mercer's reporting tool can blend positions easily and quickly to produce their own composite reports.
- Keep in mind that the survey has not been designed to cover every possible Professional Engineering position in your organization – the engineering responsibility levels are intended to be benchmarks, so please treat them accordingly. Engineers working in positions that exceed the scope described in Level F are not covered in this survey.

## Analyzing Survey Results

Once you have determined that an engineering responsibility level is an appropriate "match" for your position:

- Determine which positions are scope sensitive. Generally, the value of senior positions will vary based on organization-wide scope measures as well as individual scope measures. For these positions, comparisons should be based on the appropriate scope ranges. If a special analysis is needed, customized reports can be created in Mercer's reporting tool, at no additional charge.
- Determine which positions are location sensitive (generally the more junior positions). For these positions, consider using the regional analysis where a sufficient sample exists. In some cases, however, local and regional sample sizes are small and they may not accurately reflect the regional pay level. In such cases, additional data based on other parameters should complement the location data. It is suggested that you use all appropriate scope categories provided in the survey to analyze competitive pay levels for a particular position.
- Determine relevant compensation data – salary and/or total cash. Determine the appropriate statistics. "Mean" pay is generally a higher figure than median pay, and has the advantage of being almost universally available in salary surveys. "Median" is the middle rate; most compensation professionals prefer to make comparisons on this basis since it is less easily influenced by the extremes. Your firm's pay philosophy may make it more appropriate to compare at a percentile other than the median (50th percentile).
- Make the data comparable in time. Either age the survey data to bring it to the present, or make your comparisons based on your salaries at the effective date of the survey (June 1, 2015). (This can be automated in Mercer's reporting tool.)
- Wherever possible, identify more than one reliable source of data for each position. Industry and local salary surveys are good supplementary reference points.





## Aging the Data

### Effective Date: June 1, 2015

Since the data were collected for this report, changes may have occurred in the marketplace. Predictions regarding salary increase budgets can be used to “age” the data over the course of a year.

The following example ages data from June 1, 2015 to January 1, 2016 and assumes an annual salary increase budget of 3%:

1. Determine the monthly salary increase budget:

$$\frac{3\% \text{ Annual Increase}}{12 \text{ Months}} = 0.0025$$

This is the prorated monthly salary increase projection (MSIP).

2. Multiply the prorated MSIP by the number of months since the effective date of the report to obtain the aging factor. To age the data to January 1, 2015 multiply the MSIP (0.0025) by the 7 months elapsed time.

$$0.0025 \times 7 = 0.0175$$

This is the **aging factor**.

3. To calculate the 7-month salary increase, multiply the chosen base salary by the aging factor and add this amount to the chosen base salary.

$$(\text{Base Salary} \times \text{Aging Factor}) + \text{Base Salary} = \text{Aged Salary}$$

This approach is a reasonable predictor of salary growth when the economy is relatively stable. When the economy fluctuates significantly (inflation/recession), figures should be adjusted to reflect those economic trends.

When using the survey results via Mercer's reporting tool, clients should refer to the “Set Aging” screen in order to apply an aging factor to the survey data. In the *2015 Mercer OSPE National Engineering Compensation Survey*, the following fields can be aged: base salary, incentive granted (\$) and total cash compensation.

For salary planning budget information, Mercer's Compensation Planning Survey provides data to assist organizations in salary planning and budgeting. In addition to providing comprehensive coverage of forthcoming pay increases and structural adjustments, issues such as workforce planning, long-term and short-term incentive plan design and current economic conditions are addressed. For more information, please visit Mercer's website at [www.imercer.ca/cps](http://www.imercer.ca/cps).



## Terms and Definitions

	1	2	3	4	5	6	7	8
<b>Compensation Analysis</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Mean</b>
<b>Annual Base Salary</b>								
9 – Base Salary – Inc. Wtd. (All)								
10 – Base Salary – Org. Wtd. (All)								
11 – Base Salary – (I/R)								
<b>Annual Incentives</b>								
12 – Incentive Granted (\$) (I/R)								
13 – Incentive Granted (% of base) (I/R)								
<b>Total Cash Compensation</b>								
14 – Total Cash – Inc. Wtd. (All)								
15 – Total Cash – Org. Wtd. (All)								
16 – Total Cash (I/R)								
<b>Incentive Eligibility</b>								
	<b>N Obs</b>	<b>% Eligible</b>						
17 – Annual Incentive								

Definitions of variables and compensation data reported in the excel export file.

### 1 – Num Orgs

The number of organizations reporting information for the position.

### 2 – Num Obs.

The number of observations or incumbents for which information is reported.

### 3 – 10th Percentile (Low Decile)

The data point within the sample which is higher than 10% of all data reported.

### 4 – 25th Percentile (1st Quartile)

The data point within the sample which is higher than 25% of all data reported.

### 5 – Median (50<sup>th</sup> Percentile)

The data point within the sample which is higher than 50% of all data reported (also known as the middle rate).

### 6 – 75th Percentile (3rd Quartile)

The data point within the sample which is higher than 75% of all data reported.

### 7 – 90th Percentile (High Decile)

The data point within the sample which is higher than 90% of all data reported.

### 8 – Mean (Average)

The sum of the data reported divided by the number of data points in the sample (also known as the average).

### 9 – Base Salary – Incumbent Weighted (All)

Each incumbent's base salary information is given equal weight in the computation of the statistics. The results therefore reflect the influence of those organizations reporting multiple incumbents.

### 10 – Base Salary – Organization Weighted (All)

Each organization's base salary information for a position is averaged in order to obtain a single statistic for the organization. The results therefore reflect equal weighting for each organization.

### 11 – Base Salary – (I/R)

Base salary for those incumbents who received an incentive in the past year – bonus and/or commission (excludes zero values).

### 12 – Incentive Granted (\$) (I/R)

Annual incentive or bonus payments granted, expressed in thousands of Canadian dollars, for those incumbents who received an incentive in the past year (excludes zero values). Incentives may include bonuses, sales commissions, project bonuses, profit and gain sharing, lump sum merit pay or other performance related variable pay.

### 13 – Incentive Granted (% of base) (I/R)

Annual incentive or bonus payment granted, expressed as a percentage of base salary, for those incumbents who received an incentive in the past year (excludes zero values).

### 14 – Total Cash – Inc. Wtd. (All)

Annual base salary and incentives, if any, for all incumbents in the sample whether or not they were eligible for or received an incentive. Each incumbent is given equal weight in the computation of the statistics. The results therefore reflect the influence of those organizations reporting multiple incumbents.

### 15 – Total Cash – Org. Wtd. (All)

Annual base salary and incentives, if any, for all incumbents in the sample whether or not they were eligible for incentives. Each organization's compensation information for a position is averaged in order to obtain a single rate. The results therefore reflect equal weighting for each participating organization who matched the position.

### 16 – Total Cash (I/R)

Annual base salary and actual incentives paid, including profit sharing, other guaranteed payments and sales incentives for all incumbents who received at least one of the following incentives: profit sharing, annual incentives or sales incentives. Data are incumbent weighted.

### 17 – Annual Incentive

The percentage of incumbents who are eligible for short-term incentives (bonuses).



## Eastern Canada Regions







## Industry Groupings

This page summarizes the industry groupings for reporting and further analysis in Mercer's reporting tool:

Super Sector	Sector	Subsector
Consumer Goods	Apparel	
	Beverage & Tobacco	
	Food	
	Personal Care & Household Products	
	Over the Counter Pharmaceutical	
	Combination Consumer Goods	
	Other Consumer Goods	
Life Sciences	Pharmaceutical	Branded Pharma
		Generic Pharma
		Medical Nutrition
		Combination Pharmaceutical
		Other Pharmaceutical
	Medical Devices & Equipment	Capital Equipment Medical Devices
		Consumable & Disposable Medical Devices
		Durable Equipment Medical Devices
		Implantable Medical Devices
		Combination Medical Devices
		Other Medical Devices
		Biotechnology
	Contract Organizations (Life Sciences)	Contract Manufacturing Organizations (Life Sciences)
		Contract Research Organizations (Life Sciences)
		Contract Distribution Organizations (Life Sciences)
	Animal Health	Animal Health
	Combination Life Sciences	Combination Life Sciences
Other Non-Durable Goods Manufacturing	Chemicals Manufacturing	
	Paper & Allied Products Manufacturing	
	Other Non-Durable Goods Manufacturing	
Transportation Equipment	Automobile Manufacturing	
	Automobile Components Manufacturing	
	Construction, Farm Machinery & Heavy Trucks Manufacturing	
	Other Transportation Equipment Manufacturing	
Other Durable Goods Manufacturing	Machinery Manufacturing	
	Plastics & Rubber Products Manufacturing	
	Electrical Equipment Manufacturing	
	Other Durable Goods Manufacturing	
High Tech	High Tech (Manufactured Products & Hardware)	Computer & Mobile Related Devices Manufacturing
		Telecommunications Devices & Hardware Manufacturing
		Consumer & Office Electronics Manufacturing
		Electronic Instruments & Equipment Manufacturing
		Electronic Components Manufacturing
		Semiconductor Manufacturing
		Combination High Tech Manufactured Products & Hardware
		Other High Tech Manufactured Products & Hardware





Super Sector	Sector	Subsector
High Tech	High Tech (Software & Virtual Products)	Business End User Applications Development
		Consumer End User Applications Development
		Systems Software Development
		Design Software Development
		Internet Services
		Gaming Development
		Combination High Tech Software & Virtual Products
		Other High Tech Software & Virtual Products
	High Tech (Services)	IT Consulting Services & Solutions
		IT Back Office Service (ITO)
		Telecommunications Services
		Engineering Design Services
		Data Analytics Services & Solutions
		Web Design Services
		Combination High Tech Services
		Other High Tech Services
	Combination High Tech Manufactured/Hardware & Software/Virtual Products	Combination High Tech Manufactured/Hardware & Software/Virtual Products
	Combination High Tech Manufactured/Hardware Products & Services	Combination High Tech Manufactured/Hardware Products & Services
	Combination High Tech Software/Virtual Products & Services	Combination High Tech Software/Virtual Products & Services
	Combination All High Tech Products & Services	Combination All High Tech Products & Services
	Other High Tech Products or Services	Other High Tech Products or Services
Energy	Energy Fully Integrated and Exploration & Production	Energy Fully Integrated
		Energy Exploration & Production
		Energy Exploration
		Energy Production
	Energy Services & Drilling	Energy Services & Equipment
	Energy Pipeline/Midstream	Energy Drilling
		Energy Pipeline/Midstream
	Energy Downstream	Energy Refining/Processing
		Energy Marketing & Distribution
		Energy Fully Integrated Downstream
	Energy Trading	Energy Trading
	Energy Utilities	Energy Power Generation
		Retail Utility
		Fully Integrated Utility
	Alternative & Renewable Energy	Solar Energy
		Wind Energy
		Other Alternative or Renewable Energy
	Energy Engineering, Procurement & Construction	Combination Alternative or Renewable Energy
	Other Energy	Energy Engineering, Procurement & Construction
		Public Sector
		Other Energy
Mining & Metals	Base Metals Mining	
	Coal, Industrial & Other Materials Mining	
	Gold Mining	
	Precious Metals & Minerals Mining (excluding Gold)	
	Diversified Mining	



Super Sector	Sector	Subsector
Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail	Apparel/Accessories Retail - Family
		Apparel/Accessories Retail - Infants/Children
		Apparel/Accessories Retail - Men
		Apparel/Accessories Retail - Women
		Footwear/Shoes Retail
		Combination Apparel & Accessories Retail
	Department Stores	Department Stores
	Electronics, Entertainment, Communications & Office Retail	Combination Electronics etc. Retail
		Electronics Retail
		Entertainment Retail
		Communications Retail
		Office Supply Retail
	Grocery, Pharmacy & General Merchandise Retail	Grocery Retail
		Drug & Pharmacy Retail
		General Merchandise Retail
		Combination Grocery etc. Retail
	Convenience Retail	Gas/Petro Retail
		Convenience Retail
		Combination Gas/Petro & Convenience Retail
	Home, Hardware, Building & Garden Supply Retail	Hardware Retail
		Building Supplies Retail
		Garden Supplies Retail
		Other Home Products Retail
		Combination Home, Hardware etc. Retail
	Restaurants	Quick Service & Fast Food
		Fine Dining
		Restaurant Chains
	Specialty Retail	Automotive Dealers
		Automotive Parts & Services Retail
		Books/Music/Video Retail
		Furniture & Home Furnishing Retail
		Gifts/Novelties Retail
		Home Goods & Products Retail
		Jewelry Retail
		Luxury Retail
		Salon/Personal Care Products Retail
		Sporting Goods/Hobby Retail
		Other Specialty Retail
		Combination Specialty Retail
	Wholesale Distribution	Wholesale Trade & Durable Goods
		Wholesale Trade & Non-Durable Goods
		Wholesale Trade - Other or Combination
Banking/Financial Services	Consumer Finance & Retail Banking	Automotive Financing
		Consumer Finance - General
		Consumer Finance - Mortgage
		Credit Union
		Home Equity/Real Estate Finance
		Credit Card Issuer
		Retail Bank
		Thrift (Savings Bank, Savings & Loan)
	Commercial Lending	Commercial Bank
		Commercial Finance (Commercial Loan, Commercial Real Estate)
	Universal (Diversified) Banking	Universal (Diversified) Banking



Super Sector	Sector	Subsector
Banking/Financial Services	Investment	Investment & Asset Management
		Investment Banking
	Trust & Private Banking	Private Equity/Venture Capital Investment
		Trust & Private Banking
	Financial Services Operations	Financial Services Operations
	Combination Banking/Financial Services Organizations	Combination Banking/Financial Services Organizations
Insurance/Reinsurance	Other Financial Services	Other Financial Services
	Life Insurance	Life Insurance
	Non-Life Insurance (Excluding Health & Medical)	Property & Casualty Insurance
		Workers Compensation Insurance
		Combination Non-Life Insurers
	Health & Medical Insurance	Health & Medical Insurance
	Combination Life & Non-Life Insurers	Life and Property & Casualty Insurance
		Life & Other Non-Life Insurers
		Reinsurance - Life Insurance
		Reinsurance - Non-Life Insurance
Services (Non-Financial)	Reinsurance	Reinsurance - Combination Life & Non-Life Insurance
	Business Process Outsourcing	
	Business/Professional Services	
	Education	
	Healthcare Services	
	Information & Data Processing Services	
	Government/Public Administration & other Civic, Social Political or Religious Organizations	
	Services - Other or Combination	
Other Non-Manufacturing	Agriculture, Forestry, Fishing & Hunting	
	Construction	
	Entertainment	
	Hospitality	
	Publishing	
	Real Estate	
	Research & Development	
	Transportation & Warehousing	
	Water, Sewage & Other Systems	
	Combination Other Non-Manufacturing	



## SAMPLE OVERVIEW

This section provides the broader market context that will enable users to gain a greater insight into this year's survey sample.

### Sample Size by Engineering Responsibility Level

The following table shows the number of incumbents for whom data were received for each engineering responsibility level:

Level	Num Orgs	Num Obs
All Levels	66	7,116
Level A	36	687
Level B	39	1,980
Level C	46	2,234
Level D	37	1,312
Level E	41	661
Level F	17	242

### Distribution of Incumbents by Location

The incumbent distribution by geographic location is as follows:

City (N=7,116)	% of Sample
Fredericton	0.7
Gatineau	0.6
Halifax	5.3
Labrador City	0.6
Longueuil	5.6
Moncton	0.2
Montréal	62.6
Québec City	3.3
Rouyn-Noranda	0.8
Rural Eastern Québec	0.4
Saint John	0.3
St. John's	2.3
Val-D'Or	4.7
Other	14.3

Percents do not equal 100% due to rounding.

### Participant Distribution by Number of Engineers in Eastern Canada

The following table illustrates the distribution of participant organizations based on the number of engineers they employ in Eastern Canada:

# of Engineers (N=32)	% of Sample
Under 10 Engineers	37.5
10 < 25 Engineers	9.4
25 < 75 Engineers	15.6
75 < 200 Engineers	18.8
200 Engineers and over	18.8

Percents do not equal 100% due to rounding.

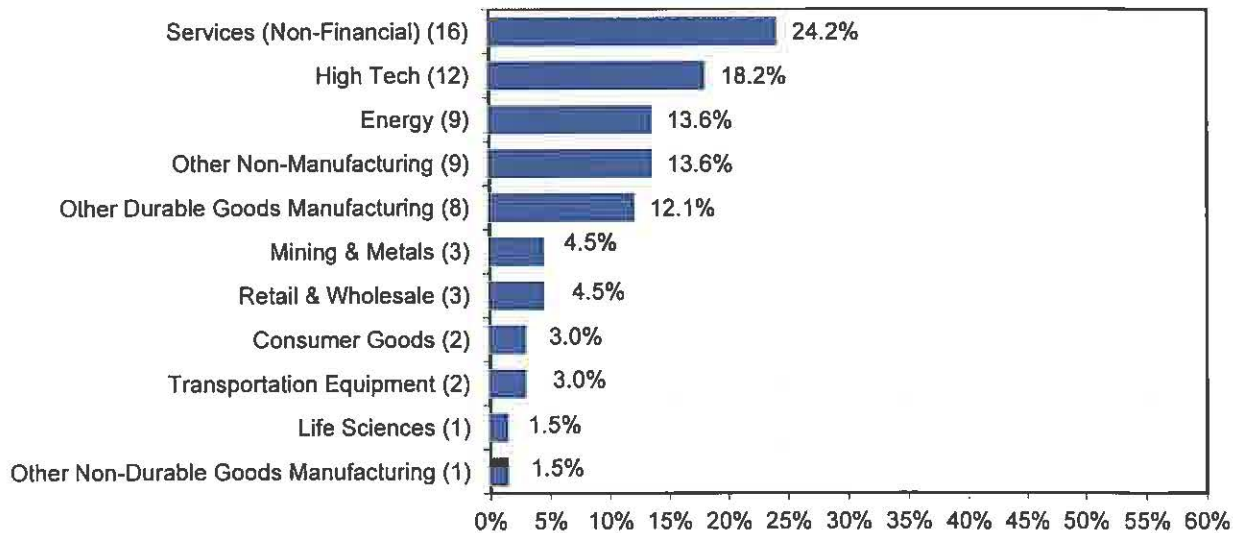




## Participant Distribution by Industry Super Sector

The distribution of participant organizations based on industry super sector is shown below. The number in parentheses indicates the sample size for each industry grouping:

Industry Super Sector (N = 66)

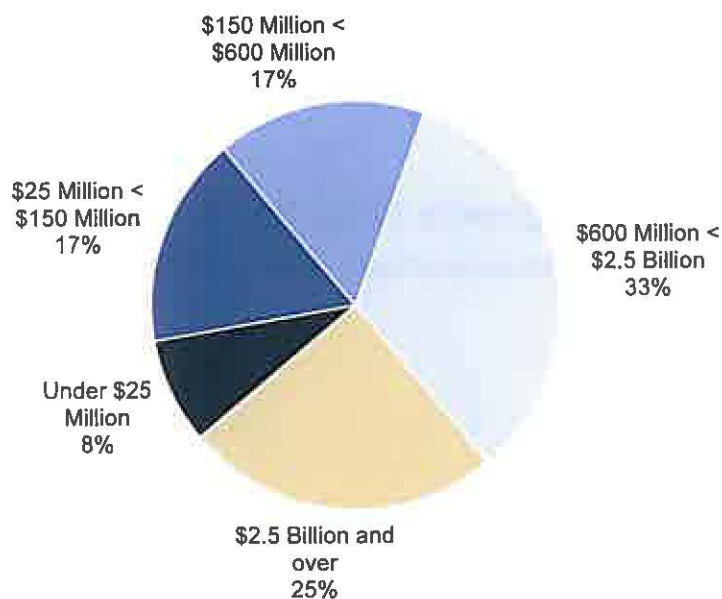


Percents do not equal 100% due to rounding.

## Participant Distribution by Net Sales Revenue

The following chart displays the distribution of the participants based on Net Sales Revenue:

Net Sales Revenue (N = 60)

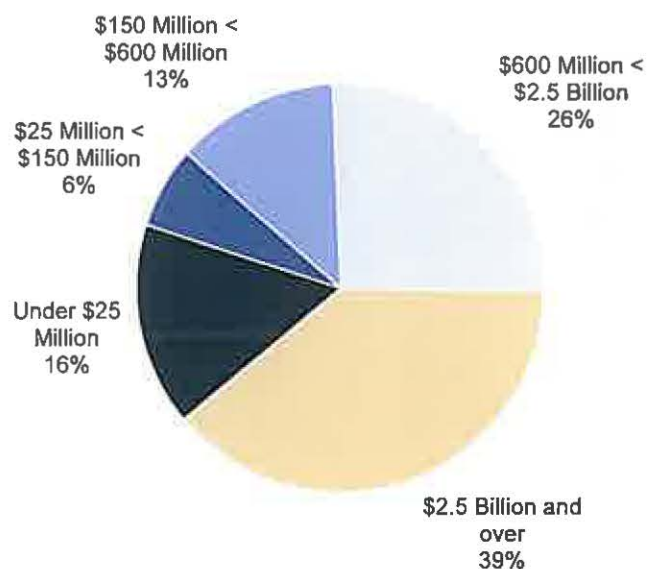




## Participant Distribution by Operating Expenses/Budget

The following chart displays the distribution of the participants based on Operating Expenses/Budget:

Operating Expenses/Budget (N = 31)



## Spread of Actual Years from Graduation

The table below indicates the spread of actual years from graduation for each engineering responsibility level:

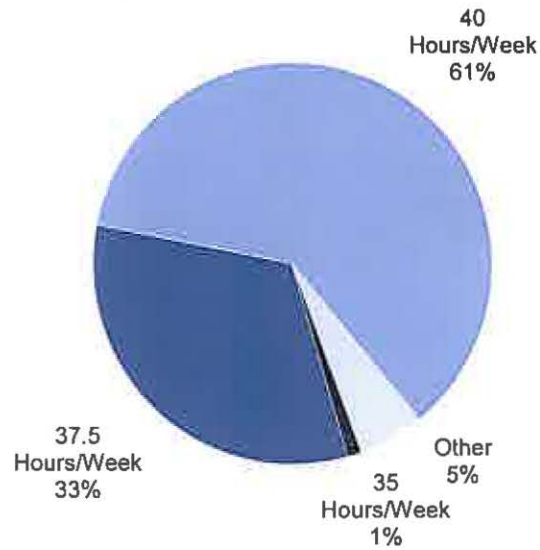
Engineering Level	# of Orgs.	# of Obs.	Year(s) from Graduation				
			10th%ile	25th%ile	50th%ile	75th%ile	90th%ile
Level A	8	139	1	2	3	4	7
Level B	9	166	4	5	7	9	12
Level C	16	229	6	7	10	13	19
Level D	14	177	9	11	15	20	28
Level E	16	157	12	16	21	29	34
Level F	11	115	16	21	27	33	37



## Standard Work Week

The following chart indicates the number of hours in a standard work week for engineers in Eastern Canada:

Standard Work Week (N = 7,106)





## SUMMARY FINDINGS

### Survey Trends and Highlights

The 2015 Mercer OSPE National Engineering Compensation Survey results represent salary data submitted by 66 organizations covering more than 7,100 incumbents, across six engineering responsibility levels. Mercer reviews all data to ensure the matches are accurate but a large change in sample can impact data.

Services (Non-Financial) is the single largest category of employer in the survey; with more than quarter (25.7%) of employees falling into this industry super sector.

Mercer's presentation of findings is based on incumbent weighted statistics, unless otherwise noted. Organization weighted statistics are available in Mercer's reporting tool. The impact of sample size is a key consideration for the interpretation of survey data. It is important to use key scoping information, including industry, geographical region and company size when analyzing survey results from year to year.

When reviewing these results, users may find that pay levels for a particular engineering responsibility level are affected by a single employer that has matched a large number of engineers. We recommend that, where possible, users review organization weighted as well as incumbent weighted data in their analyses.

Consider the following:

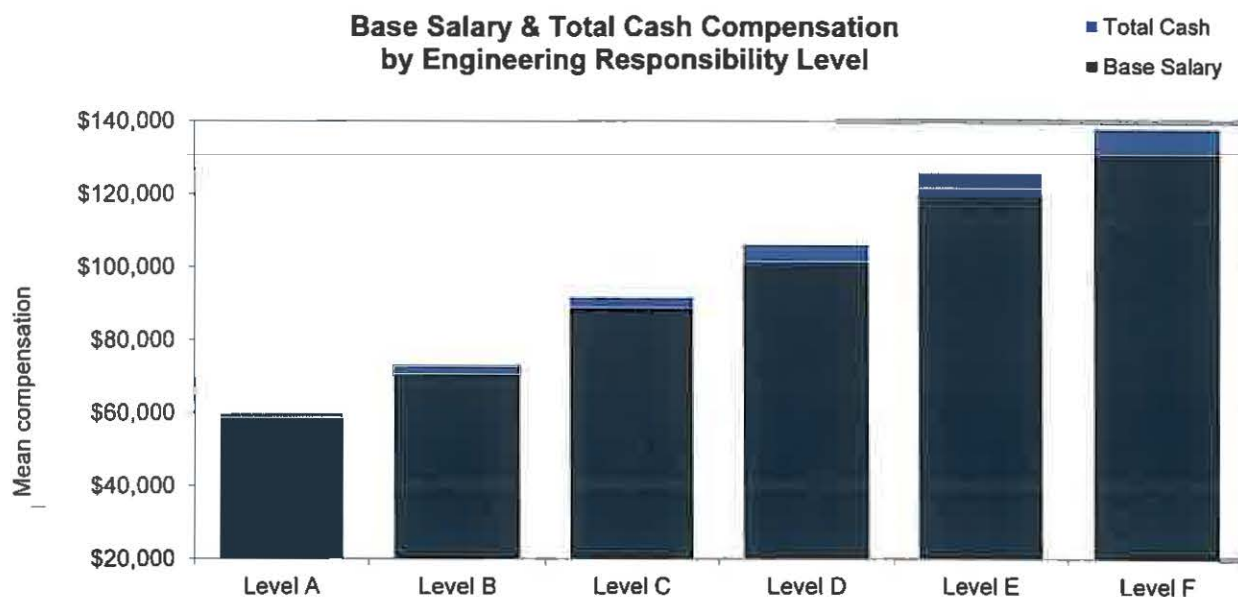
- Reviewing the data for the Consulting (client-facing) job type for Engineer level E, the median incumbent weighted base salary is \$107,765 while the organization weighted base salary is \$119,878. This example demonstrates that the data reported have been impacted by one or two organizations with a few incumbent matches that are skewing incumbent weighted statistics.





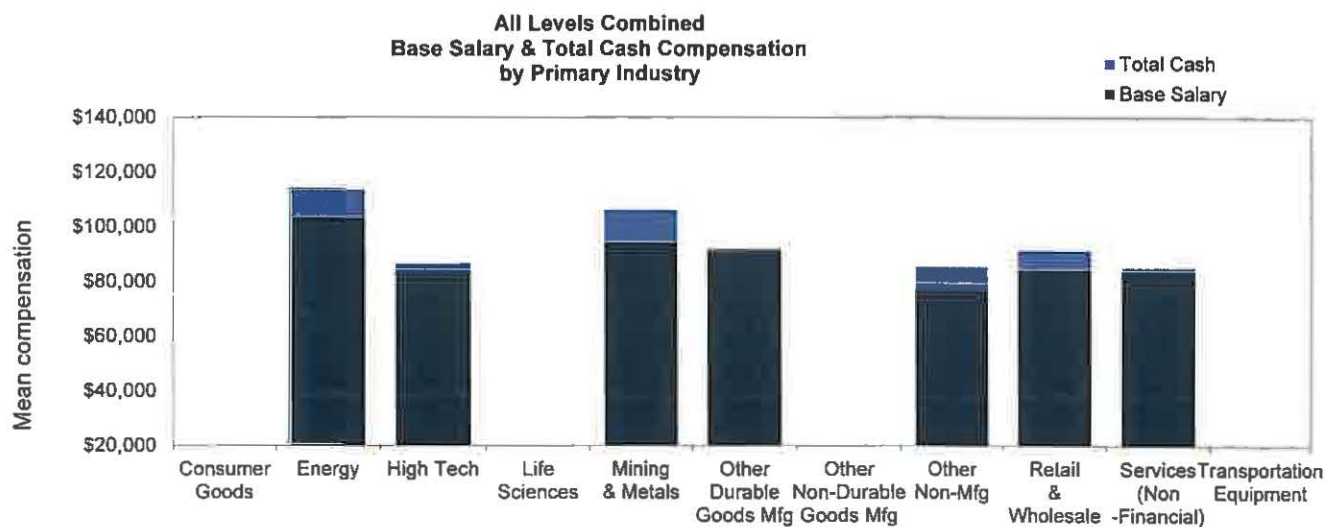
## Base Salary & Total Cash Compensation by Level

The graph and table below illustrate average base salary and total cash compensation by engineering responsibility level:



## Base Salary & Total Cash Compensation by Industry Super Sector

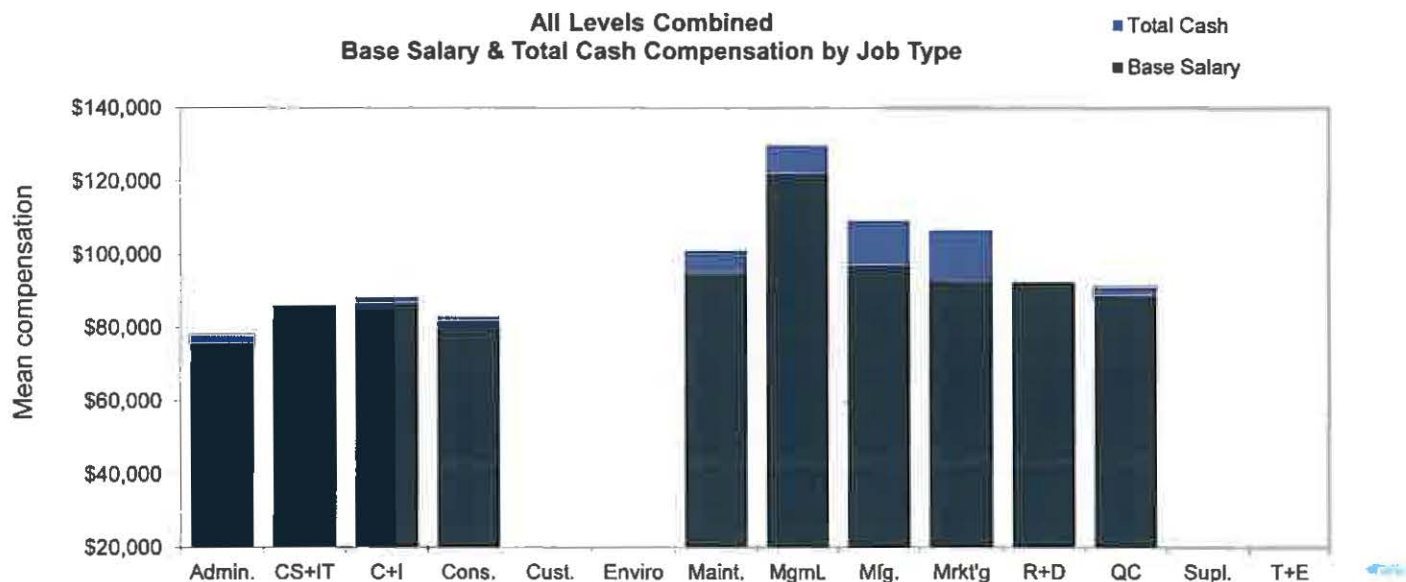
The following graph illustrates average base salary and total cash compensation by industry super sector for all engineering responsibility levels combined.





## Base Salary & Total Cash Compensation by Job Type

The following graphs show mean base salary and total cash compensation by job type for all incumbents and at each responsibility level:



- Administration and Support
- Computer Systems and Information Technology
- Construction and Installation
- Consulting (client-facing)
- Customer Support Service (Post-Sales Technical Assistance)
- Environmental, Health and Safety
- Maintenance and Servicing
- Management
- Manufacturing, Operations and Production
- Marketing and Sales
- Research, Development and Design
- Quality Control and Quality Assurance
- Supply Chain Engineering (Logistics, Procurement and Contracts)
- Teaching, Training and Education



## Benefits Plans and Practices for Engineers

The following tables describe benefits plans and practices reported by 127 participating organizations in the survey. The categories of basic benefits in the survey (Health, Dental, Vision, Disability, and Life) are provided by the vast majority of organizations.

All participating organizations (N = 127) report that part-time engineers are eligible to receive benefits.

Thirty-nine percent of organizations self-insure health benefits, and 44% self-insure dental benefits.

### Prevalence of Benefits for Engineers

Industry Sector	Extended Health Coverage		Dental Coverage		Vision Care	
	N	% of Orgs	N	% of Orgs	N	% of Orgs
All Data	121	95%	120	94%	108	85%
Banking/Financial Services	0	—%	0	—%	0	—%
Consumer Goods	0	—%	0	—%	0	—%
Energy	15	94%	15	94%	15	94%
High Tech	19	100%	19	100%	19	100%
Insurance/Reinsurance	0	—%	0	—%	0	—%
Life Sciences	2	—%	2	—%	2	—%
Mining & Metals	5	100%	5	100%	5	100%
Other Durable Goods Manufacturing	7	88%	8	100%	6	75%
Other Non-Durable Goods Manufacturing	4	80%	5	100%	3	60%
Other Non-Manufacturing	10	91%	11	100%	9	82%
Retail & Wholesale	1	—%	1	—%	0	—%
Services (Non-Financial)	52	96%	49	91%	45	83%
Transportation Equipment	6	100%	5	83%	4	67%

Industry Sector	Short-term Disability / Salary Continuance		Long-term Disability		Basic Life Insurance	
	N	% of Orgs	N	% of Orgs	N	% of Orgs
All Data	104	82%	121	95%	125	98%
Banking/Financial Services	0	—%	0	—%	0	—%
Consumer Goods	0	—%	0	—%	0	—%
Energy	14	88%	15	94%	16	100%
High Tech	18	95%	18	95%	19	100%
Insurance/Reinsurance	0	—%	0	—%	0	—%
Life Sciences	1	—%	2	—%	2	—%
Mining & Metals	5	100%	5	100%	5	100%
Other Durable Goods Manufacturing	6	75%	8	100%	8	100%
Other Non-Durable Goods Manufacturing	5	100%	5	100%	5	100%
Other Non-Manufacturing	9	82%	11	100%	11	100%
Retail & Wholesale	1	—%	1	—%	1	—%
Services (Non-Financial)	40	74%	51	94%	52	96%
Transportation Equipment	5	83%	5	83%	6	100%





## Benefits Plans and Practices for Engineers

With the exception of Long-term Disability Insurance, participating companies tend to cover the entire cost of benefits offered. The table below outlines the Mean and Median company share of benefits cost. The Employee's Share of the cost can be calculated as 100% less the Company Share.

### Cost Sharing of Benefits for Engineers

Industry Sector	N	Extended Health Coverage		Dental Coverage			Vision Care		
		Company Share		Company Share			Company Share		
		Mean	Median	N	Mean	Median	N	Mean	Median
All Data	110	86.4%	100.0%	107	86.0%	100.0%	91	83.5%	100.0%
Banking/Financial Services	0	—%	—%	0	—%	—%	0	—%	—%
Consumer Goods	0	—%	—%	0	—%	—%	0	—%	—%
Energy	13	90.8%	100.0%	13	85.8%	100.0%	12	91.7%	100.0%
High Tech	18	80.0%	97.5%	18	83.5%	100.0%	17	77.6%	100.0%
Insurance/Reinsurance	0	—%	—%	0	—%	—%	0	—%	—%
Life Sciences	2	—%	—%	1	—%	—%	1	—%	—%
Mining & Metals	3	93.3%	—%	3	100.0%	—%	2	—%	—%
Other Durable Goods Manufacturing	6	90.8%	100.0%	7	85.0%	100.0%	6	94.2%	100.0%
Other Non-Durable Goods Manufacturing	3	95.0%	—%	4	92.5%	92.5%	2	—%	—%
Other Non-Manufacturing	9	88.3%	100.0%	9	91.8%	100.0%	7	78.6%	100.0%
Retail & Wholesale	1	—%	—%	1	—%	—%	0	—%	—%
Services (Non-Financial)	49	87.9%	100.0%	46	84.7%	100.0%	40	80.9%	100.0%
Transportation Equipment	6	93.7%	100.0%	5	96.4%	100.0%	4	95.5%	100.0%

Industry Sector	N	Short-term Disability / Salary Continuance		Long-term Disability			Basic Life Insurance		
		Company Share		Company Share			Company Share		
		Mean	Median	N	Mean	Median	N	Mean	Median
All Data	91	83.8%	100.0%	109	50.0%	50.0%	111	80.9%	100.0%
Banking/Financial Services	0	—%	—%	0	—%	—%	0	—%	—%
Consumer Goods	0	—%	—%	0	—%	—%	0	—%	—%
Energy	12	93.8%	100.0%	12	70.8%	100.0%	12	95.8%	100.0%
High Tech	17	79.4%	100.0%	17	35.3%	0.0%	18	80.6%	100.0%
Insurance/Reinsurance	0	—%	—%	0	—%	—%	0	—%	—%
Life Sciences	1	—%	—%	2	—%	—%	2	—%	—%
Mining & Metals	3	100.0%	—%	3	61.7%	—%	3	66.7%	—%
Other Durable Goods Manufacturing	5	90.0%	100.0%	8	81.3%	100.0%	8	88.8%	100.0%
Other Non-Durable Goods Manufacturing	4	96.3%	100.0%	4	58.8%	67.5%	4	96.3%	100.0%
Other Non-Manufacturing	7	88.1%	100.0%	10	68.5%	84.2%	9	72.2%	100.0%
Retail & Wholesale	1	—%	—%	1	—%	—%	1	—%	—%
Services (Non-Financial)	36	76.4%	100.0%	47	38.3%	0.0%	48	75.5%	100.0%
Transportation Equipment	5	100.0%	100.0%	5	60.0%	100.0%	6	100.0%	100.0%

Employee Share can be calculated by subtracting Company Share from 100%.



## Benefits Plans and Practices for Engineers

The table below outlines the prevalence of various levels of maximum annual amounts for vision care.

### Maximum Annual Amount for Vision Care

Industry Sector	N	0\$	150\$	200\$	300\$	Over 300\$	Other
		% of Orgs	% of Orgs	% of Orgs	% of Orgs	% of Orgs	% of Orgs
All Data	100	4%	17%	30%	10%	7%	32%
Banking/Financial Services	0	—%	—%	—%	—%	—%	—%
Consumer Goods	0	—%	—%	—%	—%	—%	—%
Energy	15	0%	13%	33%	13%	13%	27%
High Tech	18	0%	22%	33%	6%	11%	28%
Insurance/Reinsurance	0	—%	—%	—%	—%	—%	—%
Life Sciences	2	—%	—%	—%	—%	—%	—%
Mining & Metals	5	0%	40%	20%	0%	0%	40%
Other Durable Goods Manufacturing	6	0%	17%	67%	17%	0%	0%
Other Non-Durable Goods Manufacturing	2	—%	—%	—%	—%	—%	—%
Other Non-Manufacturing	8	0%	25%	25%	25%	13%	13%
Retail & Wholesale	0	—%	—%	—%	—%	—%	—%
Services (Non-Financial)	40	10%	10%	23%	10%	5%	43%
Transportation Equipment	4	0%	25%	50%	0%	0%	25%

Fifty-six percent of organizations require their employees to make a co-payment on prescription drugs, and 12.5% indicated that they have a cap or maximum on prescription drug coverage.

### Employee Co-Payments for Prescription Drugs

Industry Sector	Employees Required to Make Co-Payment		Have Cap or Max Coverage		Max Prescription Drug Coverage Amount		
	N	% of Orgs	N	% of Orgs	N	Mean	Median
All Data	69	56%	15	13%	11	2,078.8	1,200.0
Banking/Financial Services	0	—%	0	—%	0	—	—
Consumer Goods	0	—%	0	—%	0	—	—
Energy	3	19%	1	7%	0	—	—
High Tech	8	42%	1	5%	1	—	—
Insurance/Reinsurance	0	—%	0	—%	0	—	—
Life Sciences	0	—%	0	—%	0	—	—
Mining & Metals	4	100%	0	0%	0	—	—
Other Durable Goods Manufacturing	5	63%	4	57%	3	1,193.3	—
Other Non-Durable Goods Manufacturing	3	75%	0	0%	0	—	—
Other Non-Manufacturing	7	64%	0	0%	0	—	—
Retail & Wholesale	1	—%	0	—%	0	—	—
Services (Non-Financial)	35	66%	9	18%	7	2,041.0	1,200.0
Transportation Equipment	3	60%	0	0%	0	—	—



## Benefits Plans and Practices for Engineers

The vast majority (85%) of participating organizations offer an Employee Assistance Plan, while 55% offer a Wellness Program. In almost all cases, the cost of the Employee Assistance Plan is covered by the employer. Wellness programs are slightly less often company paid, though the employer foots the bill for the majority of participating organizations.

### Employee Assistance Plan and Wellness Program

Industry Sector	Employee Assistance Plan		Wellness Program	
	N	% of Orgs	N	% of Orgs
All Data	105	85%	66	55%
Banking/Financial Services	0	—%	0	—%
Consumer Goods	0	—%	0	—%
Energy	15	94%	10	63%
High Tech	17	89%	9	47%
Insurance/Reinsurance	0	—%	0	—%
Life Sciences	2	—%	1	—%
Mining & Metals	5	100%	3	60%
Other Durable Goods Manufacturing	7	88%	3	43%
Other Non-Durable Goods Manufacturing	3	75%	1	33%
Other Non-Manufacturing	9	82%	8	73%
Retail & Wholesale	1	—%	1	—%
Services (Non-Financial)	41	79%	27	55%
Transportation Equipment	5	100%	3	50%

### Cost Coverage of Employee Assistance Plan

Industry Sector	N	Company Paid	Employee Paid	Shared Costs
		% of Orgs	% of Orgs	% of Orgs
All Data	102	92%	2%	6%
Banking/Financial Services	0	—%	—%	—%
Consumer Goods	0	—%	—%	—%
Energy	15	93%	0%	7%
High Tech	17	100%	0%	0%
Insurance/Reinsurance	0	—%	—%	—%
Life Sciences	2	—%	—%	—%
Mining & Metals	5	100%	0%	0%
Other Durable Goods Manufacturing	7	86%	14%	0%
Other Non-Durable Goods Manufacturing	3	100%	0%	0%
Other Non-Manufacturing	7	100%	0%	0%
Retail & Wholesale	1	—%	—%	—%
Services (Non-Financial)	40	88%	3%	10%
Transportation Equipment	5	100%	0%	0%



## Benefits Plans and Practices for Engineers

### Cost Coverage of Wellness Program

Industry Sector	N	Company Paid	Employee Paid	Shared Costs
		% of Orgs	% of Orgs	% of Orgs
All Data	64	78%	5%	17%
Banking/Financial Services	0	—%	—%	—%
Consumer Goods	0	—%	—%	—%
Energy	10	80%	0%	20%
High Tech	9	67%	11%	22%
Insurance/Reinsurance	0	—%	—%	—%
Life Sciences	1	—%	—%	—%
Mining & Metals	3	100%	0%	0%
Other Durable Goods Manufacturing	3	33%	33%	33%
Other Non-Durable Goods Manufacturing	1	—%	—%	—%
Other Non-Manufacturing	7	71%	14%	14%
Retail & Wholesale	1	—%	—%	—%
Services (Non-Financial)	27	85%	0%	15%
Transportation Equipment	2	—%	—%	—%





## Benefits Plans and Practices for Engineers

Approximately two in five (39%) participating organizations offer a Healthcare Spending Account. The table below outlines the prevalence of this benefit practice and summary statistics of the maximum annual amount.

### Healthcare Spending Account

Industry Sector	N	% of Organizations Offering Healthcare Spending Account	Maximum Annual Amount		
			N	Mean	Median
All Data	126	39%	40	904.2	500.0
Banking/Financial Services	0	—%	0	—	—
Consumer Goods	0	—%	0	—	—
Energy	16	31%	4	800.0	350.0
High Tech	19	32%	5	620.0	450.0
Insurance/Reinsurance	0	—%	0	—	—
Life Sciences	2	—%	0	—	—
Mining & Metals	5	80%	3	583.3	—
Other Durable Goods Manufacturing	8	13%	1	—	—
Other Non-Durable Goods Manufacturing	5	60%	2	—	—
Other Non-Manufacturing	11	45%	4	500.5	625.0
Retail & Wholesale	1	—%	0	—	—
Services (Non-Financial)	53	43%	21	1,062.6	800.0
Transportation Equipment	6	33%	0	—	—



## Benefits Plans and Practices for Engineers

Most (77%) participating organizations have a required minimum number of hours worked to determine eligibility for benefits. On average, the minimum requirement is 24.5 hours worked per week.

### Minimum Hours Worked to Determine Eligibility for Benefits

Industry Sector	N	% of Organizations Requiring a Minimum Number of Hours Worked	Minimum Weekly Hours		
			N	Mean	Median
All Data	119	77%	89	24.5	24.0
Banking/Financial Services	0	—%	0	—	—
Consumer Goods	0	—%	0	—	—
Energy	15	67%	9	26.2	30.0
High Tech	19	95%	18	22.4	20.0
Insurance/Reinsurance	0	—%	0	—	—
Life Sciences	2	—%	2	—	—
Mining & Metals	5	100%	5	23.8	20.0
Other Durable Goods Manufacturing	6	83%	5	28.4	30.0
Other Non-Durable Goods Manufacturing	4	25%	1	—	—
Other Non-Manufacturing	9	67%	6	22.2	23.3
Retail & Wholesale	1	—%	1	—	—
Services (Non-Financial)	52	77%	38	24.5	23.3
Transportation Equipment	6	67%	4	27.5	30.0



## Benefits Plans and Practices for Engineers

Thirty-four percent of organizations continue health coverage for retirees. Continued coverage for contract employees is less common, offered by 14% of organizations.

### Continued Health Coverage for Retirees

Industry Sector	% of Organizations Continuing Health Coverage		% of Organizations Providing Reduced Coverage		% of Organizations Providing the Same Coverage	
	N	% of Orgs	N	% of Orgs	N	% of Orgs
All Data	41	34%	22	54%	19	46%
Banking/Financial Services	0	—%	0	—%	0	—%
Consumer Goods	0	—%	0	—%	0	—%
Energy	9	56%	5	56%	4	44%
High Tech	6	32%	4	67%	2	33%
Insurance/Reinsurance	0	—%	0	—%	0	—%
Life Sciences	0	—%	0	—%	0	—%
Mining & Metals	3	60%	2	67%	1	33%
Other Durable Goods Manufacturing	4	57%	3	75%	1	25%
Other Non-Durable Goods Manufacturing	3	75%	2	67%	1	33%
Other Non-Manufacturing	2	18%	2	—%	0	—%
Retail & Wholesale	0	—%	0	—%	0	—%
Services (Non-Financial)	12	24%	3	25%	9	75%
Transportation Equipment	2	33%	1	—%	1	—%

### Continued Health Coverage for Contract Employees

Industry Sector	% of Organizations Continuing Health Coverage		% of Organizations Providing Reduced Coverage		% of Organizations Providing the Same Coverage	
	N	% of Orgs	N	% of Orgs	N	% of Orgs
All Data	17	14%	7	47%	8	53%
Banking/Financial Services	0	—%	0	—%	0	—%
Consumer Goods	0	—%	0	—%	0	—%
Energy	1	6%	1	—%	0	—%
High Tech	5	26%	2	40%	3	60%
Insurance/Reinsurance	0	—%	0	—%	0	—%
Life Sciences	0	—%	0	—%	0	—%
Mining & Metals	1	25%	1	—%	0	—%
Other Durable Goods Manufacturing	2	29%	2	—%	0	—%
Other Non-Durable Goods Manufacturing	0	0%	0	—%	0	—%
Other Non-Manufacturing	1	9%	0	—%	1	—%
Retail & Wholesale	0	—%	0	—%	0	—%
Services (Non-Financial)	6	12%	1	25%	3	75%
Transportation Equipment	1	20%	0	—%	1	—%



## Engineer Turnover Rates

Failure to retain critical talent can prove to be very costly to any organization. This is especially true when referring to highly skilled or specialized employees such as engineers. The section below summarizes turnover rates as reported in this years' survey and the primary reasons engineers left their organization. Wherever possible, summary statistics are broken out by gender and engineering level.

Actual annual turnover rate, for the period of January 1, 2014 to December 31, 2014, was calculated as follows:

(1) Calculate the average number of engineers:

- Determine the number of engineers at the end of each month in the reporting period.
- Add the number of engineers at the end of each month for the 12-month reporting period. Exclude contractor staff.
- Divide this number by 12.

(2) Divide the total number of terminations and/or separations for the period by the average number of engineers and multiply by 100.

Seventy-four percent of participating organizations have multiple paths for career advancement of engineers.

### Voluntary Turnover and Multiple Career Paths

Career Paths (N = 103)	N	% Orgs
Single Career Path	26	25%
Dual Career Path	57	55%
More than Two Career Paths	20	19%

Percents do not equal 100% due to rounding.

### Turnover Rates by Responsibility Level and Gender

Engineering Responsibility Level	Voluntary Turnover %					
	Male			Female		
	N	Mean	Median	N	Mean	Median
A	33	2.27%	0.00%	32	1.02%	0.00%
B	40	1.21%	0.00%	35	0.90%	0.00%
C	43	2.76%	1.00%	35	1.09%	0.00%
D	40	1.88%	0.30%	31	0.27%	0.00%
E	35	0.41%	0.00%	27	0.07%	0.00%
F	33	1.11%	0.00%	26	1.29%	0.00%
All Levels	59	4.46%	3.00%	54	1.70%	1.00%

Engineering Responsibility Level	Involuntary Turnover %					
	Male			Female		
	N	Mean	Median	N	Mean	Median
A	31	0.46%	0.00%	31	0.04%	0.00%
B	40	0.31%	0.00%	34	0.01%	0.00%
C	41	0.71%	0.00%	34	0.01%	0.00%
D	39	0.49%	0.00%	32	0.21%	0.00%
E	35	0.38%	0.00%	27	0.01%	0.00%
F	33	0.16%	0.00%	26	0.00%	0.00%
All Levels	58	1.59%	0.07%	51	0.36%	0.00%





## Engineer Turnover Rates

Engineering Responsibility Level	Total Turnover %					
	Male			Female		
	N	Mean	Median	N	Mean	Median
A	34	2.63%	0.00%	34	0.89%	0.00%
B	42	1.58%	0.00%	37	0.90%	0.00%
C	44	3.29%	1.00%	37	1.16%	0.00%
D	41	2.17%	0.00%	34	0.58%	0.00%
E	36	0.81%	0.00%	31	0.25%	0.00%
F	36	1.18%	0.00%	31	1.08%	0.00%
All Levels	64	6.65%	4.00%	57	2.05%	0.58%

The table below indicates the primary reasons provided for Voluntary Turnover. Though the small sample size makes it difficult to draw conclusions with certainty, females appear less likely to report leaving due to Base Salary or Poor Fit with Job/Organization than males.

### Reasons for Voluntary Turnover

Reasons for Leaving (N = 65)	Male		Female		Both	
	N	% of Orgs	N	% of Orgs	N	% of Orgs
<b>Compensation</b>	6	12.8%	2	7.1%	7	20.6%
Base Salary	11	23.4%	3	10.7%	9	26.5%
Variable Pay	0	0.0%	0	0.0%	0	0.0%
Benefits	3	6.4%	0	0.0%	0	0.0%
<b>Personal</b>	1	2.1%	1	3.6%	2	5.9%
Lack of Work/life Balance	2	4.3%	1	3.6%	7	20.6%
Personal/family	11	23.4%	6	21.4%	13	38.2%
Relocation	10	21.3%	6	21.4%	13	38.2%
<b>Career</b>	1	2.1%	1	3.6%	2	5.9%
Poor fit with job	9	19.1%	2	7.1%	3	8.8%
Career Change	11	23.4%	6	21.4%	12	35.3%
Job Satisfaction	7	14.9%	2	7.1%	7	20.6%
Lack of career/training opportunities	6	12.8%	3	10.7%	9	26.5%
Return to school	5	10.6%	5	17.9%	7	20.6%
<b>Organization</b>	1	2.1%	2	7.1%	1	2.9%
Job Security	2	4.3%	0	0.0%	2	5.9%
Poor fit with organization	8	17.0%	1	3.6%	4	11.8%
Relationship with direct supervisor/manager	1	2.1%	0	0.0%	3	8.8%
Trust/confidence in leadership	1	2.1%	0	0.0%	1	2.9%
Uncertainty about organization's future	1	2.1%	0	0.0%	2	5.9%
<b>Other</b>	12	25.5%	5	17.9%	6	17.6%

Three responses were allowed for each respondent; therefore, the sum of the percent of organizations may be greater than 100%.

Other includes: Retirement; maternity leave, other leave; expats returned to country of origin; employee returning to home country; better opportunity at competitor; shortage of work; reorganization/retraining; lack of recognition; switch from consulting to industry; undisclosed.



## Classification Guide of Engineering Responsibility Levels

(Reproduced with the permission of the Ontario Society of Professional Engineers)

Level of Responsibility	LEVEL A	LEVEL B	LEVEL C
<b>Median Base</b>	<b>\$56,227</b>	<b>\$69,594</b>	<b>\$88,874</b>
<b>25<sup>th</sup> – 75<sup>th</sup> %ile</b>	<b>\$53,820-\$62,100</b>	<b>-</b>	<b>-</b>
<b>10<sup>th</sup> – 90<sup>th</sup> %ile</b>	<b>\$49,998-\$70,228</b>	<b>-</b>	<b>-</b>
<b>Duties</b>	Receives training in the various phases of office, plant, field or laboratory engineering work as classroom instruction or on-the-job assignments. Tasks assigned include: preparation of simple plans, designs, calculations, costs and bills of material in accordance with established codes, standards, drawings or other specifications. May carry out routine technical surveys or inspections and prepare reports.	Normally regarded as a continuing portion of an engineer's training and development. Receives assignments of limited scope and complexity, usually minor phases of broader assignments. Uses a variety of standard engineering methods and techniques in solving problems. Assists more senior engineers in carrying out technical tasks requiring accuracy in calculations, completeness of data and adherence to prescribed testing, analysis, design or computation methods.	Generally would be a fully qualified professional engineer. Carries out responsible and varied engineering assignments requiring general familiarity with a broad field of engineering and knowledge of reciprocal effects of the work upon other fields. Problems usually solved by use of combination of standard procedures, modification of standard procedures, or methods developed in previous assignments. Participates in planning to achieve prescribed objectives.
<b>Recommendations, Decisions and Commitments</b>	Few technical decisions called for and these will be of routine nature with ample precedent or clearly defined procedures as guidance.	Recommendations limited to solution of the problem rather than end results. Decisions made are normally within established guidelines.	Makes independent studies, analyses, interpretations and conclusions. Difficult, complex or unusual matters or decisions are usually referred to more senior authority.
<b>Supervision Received</b>	Works under close supervision. Work is reviewed for accuracy and adequacy and conformance with prescribed procedures.	Duties are assigned with detailed oral and occasionally written instructions, as to methods and procedures to be followed. Results are usually reviewed in detail and technical guidance is usually available.	Work is not generally supervised in detail and amount of supervision varies depending upon the assignment. Usually technical guidance is available to review work programs and advise on unusual features of assignments.
<b>Leadership Authority and/or Supervision Exercised</b>	May assign and check work of one to five technicians or helpers. Does not supervise junior engineers.	May give technical guidance to one or two junior engineers or technicians assigned to work on a common project.	May give technical guidance to engineers of less standing or technicians assigned to work on a common project. Supervision over other engineers not usually a regular or continuing responsibility.
<b>Guide to Entrance Qualifications</b>	Bachelor's degree in Engineering or Applied Science or its equivalent with zero to two years experience. Will not likely have their P.Eng.	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with two to four years working experience from the graduation level. May have a P.Eng.	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with four plus years related working experience from the graduation level. Typically holds a P.Eng.

Note: Above base salary compensation data are incumbent weighted.





## Classification Guide of Engineering Responsibility Levels

(Reproduced with the permission of the Ontario Society of Professional Engineers)

Level of Responsibility	LEVEL D	LEVEL E	LEVEL F
<b>Median Base</b>	<b>\$98,152</b>	<b>\$119,064</b>	<b>\$128,506</b>
<b>25<sup>th</sup> – 75<sup>th</sup> %ile</b>	<b>\$84,453-\$116,019</b>	<b>\$102,000-\$136,032</b>	<b>\$111,027-\$144,033</b>
<b>10<sup>th</sup> – 90<sup>th</sup> %ile</b>	<b>\$78,190-\$129,996</b>	<b>\$94,794-\$155,352</b>	<b>\$103,397-\$166,590</b>
<b>Duties</b>	First level of direct and sustained supervision of other professional engineers OR first level of full specialization. Requires application of mature engineering knowledge in planning and conducting projects having scope for independent accomplishment and co-ordination of difficult and responsible assignments. Assigned problems make it necessary to modify established guides, devise new approaches, apply existing criteria in new ways, and draw conclusions from comparative situations.	Usually requires knowledge of more than one field of engineering OR performance by an engineering specialist in a particular field of engineering. Participates in short and long range planning; makes independent decisions on work methods and procedures within an overall program. Originality and ingenuity are required for devising practical and economical solutions to problems. May supervise large groups containing both professional and non-professional staff; OR may exercise authority over a small group of highly qualified professional personnel engaged in complex technical applications.	Usually responsible for an engineering administrative function, directing several professional and other groups engaged in interrelated engineering responsibilities; OR as an engineering consultant, achieving recognition as an authority in an engineering field of major importance to the organization. Independently conceives programs and problems to be investigated. Participates in discussions, determining basic operating policies, devising ways of reaching program objectives in the most economical manner and of meeting any unusual conditions affecting work progress.
<b>Recommendations, Decisions and Commitments</b>	Recommendations reviewed for soundness of judgment but usually accepted as technically accurate and feasible. Involved with progressively larger financial decisions.	Makes responsible decisions not usually subject to technical review on all matters assigned except those involving large sums of money or long range objectives. Takes courses of action necessary to expedite the successful accomplishment of assigned projects. Responsible for some financial decisions.	Makes responsible decisions on all matters, including the establishment of policies and expenditure of large sums of money and/or implementation of major programs, subject only to overall company policy and financial controls.
<b>Supervision Received</b>	Work is assigned in terms of objectives, relative priorities and critical areas that impinge on work of other units. Work is carried out within broad guidelines, but informed guidance is available.	Work is assigned only in terms of broad objectives to be accomplished, and is reviewed for policy, soundness of approach and general effectiveness.	Receives administrative direction based on organization policies and objectives. Work is reviewed to ensure conformity with policy and coordination with other functions.
<b>Leadership Authority and/or Supervision Exercised</b>	Assigns and outlines work; advises on technical problems; reviews work for technical accuracy, and adequacy. Supervision may call for recommendations concerning selection, training, rating and discipline of staff.	Outlines more difficult problems and methods of approach. Coordinates work programs and directs use of equipment and material. Generally makes recommendations as to the selection, training, discipline and remuneration of staff.	Reviews and evaluates technical work; selects, schedules, and coordinates to attain program objectives; and/or as an administrator makes decisions concerning selection, training, rating, discipline and remuneration of staff.
<b>Guide to Entrance Qualifications</b>	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with eight plus years of experience in the field of specialization from the graduation level. Typically holds a P.Eng.	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with twelve plus years of engineering and/or administrative experience from the graduation level. Typically holds a P.Eng.	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with fifteen plus years of engineering experience, including responsible administrative duties. Typically holds a P.Eng.

Note. Above base salary compensation data are incumbent weighted



## MERCER SERVICES

### About Mercer

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We work with clients to address a broad array of their most important human resource issues, both domestically and globally. We have specialist expertise in all areas of human resource consulting, including compensation, employee benefits, communication, and human capital strategy. Of equal importance are our investment consulting expertise and the solutions we provide in program administration.

With more than 20,000 employees serving clients from more than 180 cities and 40 countries and territories worldwide, we have the local knowledge and worldwide presence to develop and implement global human resource solutions. Mercer's information services business is dedicated to helping our clients make decisions regarding HR-related matters by providing timely, comprehensive, and high-quality HR information and metrics for any major location around the world.

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