



2020

# Mercer OSPE National Engineering Compensation Survey

## OSPE Member Market Summary

Survey Report



welcome to brighter

Published Date: September 2020  
Data Effective Date: June 1, 2020

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## MESSAGE FROM THE CHAIR



**RÉJEANNE AIMEY,**

**P.Eng.**

President and Chair

ONTARIO SOCIETY OF PROFESSIONAL ENGINEERS (OSPE)

### **The Mercer OSPE National Engineering Compensation Survey**

The Ontario Society of Professional Engineers (OSPE), in partnership with Mercer, is pleased to release the *2020 Mercer OSPE National Engineering Compensation Survey*.

Whether you are an employer creating a new compensation plan, an entrepreneur launching your own business, a new graduate entering the profession, or an experienced professional seeking your next opportunity, the *OSPE Member Market Summary Report* will keep you informed on current hiring trends and compensation levels across all disciplines of the engineering profession.

Our goal is to empower businesses in Ontario and across the country with the information required to stay competitive on a regional, national and global scale. The survey also ensures that all members of the engineering community have access to the most up-to-date compensation data, so they can make informed decisions regarding salaries and benefits.

OSPE frequently refers to the following survey data during our own meetings with key figures, such as the Minister of Labour and Minister of Status of Women, to inform the Society's position on prominent areas of concern, from the gender wage gap, to the engineering labour market.

The survey implementation was overseen by an advisory committee comprised of representatives from industry, engineering and human resources tasked with ensuring only the most extensive and relevant data was collected. In 2020, we included data from 320 engineering-focused organizations of all sizes, providing accurate compensation data for over 34,000 engineers working in major industry groups and specialties across the public and private sectors.

I would like to personally thank each of the organizations that took part in the survey—many of which are returning participants from prior years. Your support is critical to the success of the survey.

We hope that you will find the 2020 survey a valuable resource for your continued professional success, and we look forward to your participation in 2021.

# 2020 Mercer OSPE National Engineering Compensation Survey

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# About the Survey

## 1 Introduction

Mercer and the Ontario Society of Professional Engineers (OSPE) are pleased to present the results of the *2020 Mercer OSPE National Engineering Compensation Survey*. This survey provides current data with respect to actual compensation levels for professional engineers across Canada.

The *2020 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.

## 2 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 2020 Advisory Committee was comprised of the following members:

Adele Salvati  
HR Director  
Crossey Engineering Ltd.

Alec Ballantyne, CHRL  
Senior Compensation Specialist  
Golder

Dominic Macchia, CHRL  
Vice President, HR  
Dragados Canada

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

Tracey Weatherhead  
Compensation and Benefits Manager  
MDA Corporation

### 3 Enhancements To This Year's Survey

This year's survey includes many enhancements as described below.

- The Mercer Job Library officially launched! It is our comprehensive global job catalogue, which will ultimately be used across Mercer surveys globally.
- The results output has been modified to take full advantage of the Mercer Job Library framework which means reports will be standardized for easier comparisons across products using Mercer Job Library.
- For the purpose of understanding the data for OSPE Members under the Classification of Engineering Responsibility Levels, we have mapped the Mercer Job Library as per the table below:

Mercer Job Library Levels	2018 OSPE Level Mapping	2019/2020 OSPE Level Mapping	Matching Note:
P1	A	A	In previous years based on OSPE Level Descriptions managers, directors, team leads were mixed into levels D,E,F.
P2	B	B	
P3	C	C	
P4	D	D	To be considered an engineer the incumbent must have an engineering degree but is not required to be a P.Eng  Please match as: Fully Qualified Engineer = P3 Engineer Team Leaders = M2 Engineer Managers = M3 Engineer Superintendent = M3
P5	E	E	
P6	F	F	
M2		D +Team Leader Responsibility	
M3		E + with Manager Responsibility	Do not submit director levels /VP levels and above. We will not report executive positions this year.



# Survey Overview

The 2020 Mercer OSPE National Engineering Compensation Survey results represent salary data submitted by 320 organizations covering more than 34,000 incumbents, across 102 specializations. All salary data are based on rates paid effective June 1, 2020. 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. The Member Market Summary reports engineering position for Ontario only.

2020 Mercer OSPE National Engineering Compensation Survey National All Canada Profile	
National Organizations Participating in the Survey	320
National Engineers Represented	34,929
Ontario Organizations Participating in the Survey	157
Ontario Engineers Represented	11,307
Date Effective	June 1st, 2020

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 that it considers statistically invalid or which may result in a breach of confidentiality for any survey participant.

## 1 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. 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.



## 2 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:

**Phone:** 416 223 9961 (Toll Free: 1 866 763 1654)

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## 3 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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# Using the Survey Results

## 1 Survey Usage

Mercer's goal in establishing the methodology and parameters set forth in the *Mercer OSPE National Engineering Compensation Survey* is to provide its clients with information that permits them to independently make pay decisions so that they can compete in the marketplace for talent, while at the same time avoiding the circumstances that could lead to an inappropriate inference of an antitrust violation. Mercer's operational processes minimize the use of this data for anticompetitive purposes.

The information and data contained in this report are for information purposes only and are not intended nor implied to be a substitute for professional advice. In no event will Mercer be liable to you or to any third party for any decision made or action taken in reliance of the results obtained through the use of the information and/or data contained or provided herein.

Compensation professionals who deal regularly with surveys are aware of the variance that may exist in survey data. Data may fluctuate slightly from year to year due to changes in the participant base. It is also important to note that within a sample, a significant amount of data may be reported by one organization.

Mercer maintains the highest level of data security to ensure confidentiality of all data submitted. Mercer is committed to protecting the privacy of your employees' data and to meeting its obligations under Canadian privacy law.

## 2 About The Survey Results

The following compensation elements are available for all benchmark positions in either the published reports and/or Mercer WIN:

- Base salary
- Short-term incentive, targets, and amounts granted
- Target and actual total cash compensation
- Expected value of long-term incentives
- Total direct compensation

All figures reported in the survey tables are in thousands of dollars and in Canadian funds, unless otherwise indicated. All figures in the published Excel reports are displayed in whole numbers in Canadian funds, unless otherwise indicated. Please refer to the "Survey Methodology and Definitions" in this Overview for detailed definitions of each compensation element and statistic reported.

# 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 and percent of Registered Professional Engineers by Engineering Level

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

Level	% of Registered Professional Engineers	% of Not Registered Professional Engineers	% of Unknown	Num Orgs	Num Obs
All Levels	28.5%	9.7%	61.8%	157	11,307
Level M3	29.8%	5.5%	64.8%	91	848
Level M2	32.9%	8.1%	59.0%	69	522
Level P6	63.2%	5.3%	31.6%	15	42
Level P5	43.7%	6.1%	50.2%	63	621
Level P4	37.3%	5.0%	57.7%	95	2,236
Level P3	31.7%	4.0%	64.3%	134	3,497
Level P2	26.4%	12.9%	60.7%	109	2,001
Level P1	8.1%	25.6%	66.2%	93	1,495

## Distribution of Incumbents by Location

The incumbent distribution by geographic location is as follows:

Region (N=10,508)	% of Sample
Eastern Ontario	14.5%
Greater Toronto Area	56.8%
Northern Ontario	7.5%
Southwestern Ontario	21.1%

Percentages may not equal 100% due to rounding.

### Spread of Actual Years from Graduation

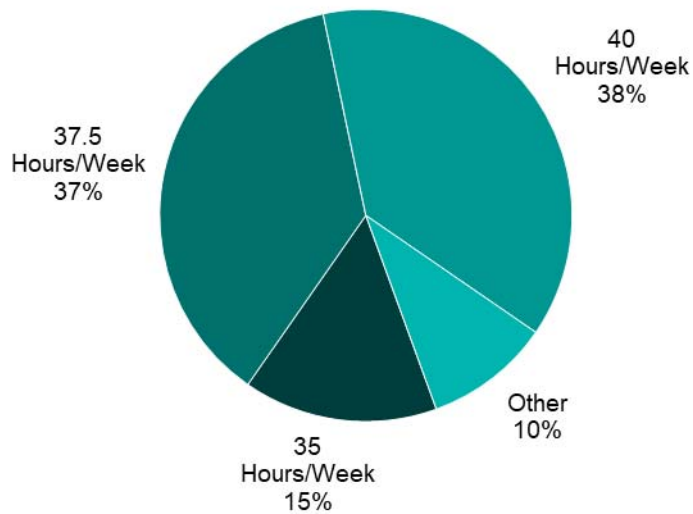
The table below indicates the spread of actual years from graduation for each engineering level:

Engineering Level	Year(s) from Graduation				
	# of Orgs.	# of Obs.	Low	Average	High
Level M3	28	177	14	22	30
Level M2	24	185	11	17	23
Level P6	9	16	22	32	40
Level P5	23	181	17	26	36
Level P4	35	688	12	20	30
Level P3	43	811	7	14	20
Level P2	40	673	3	8	11
Level P1	35	586	1	3	4

### Standard Work Week

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

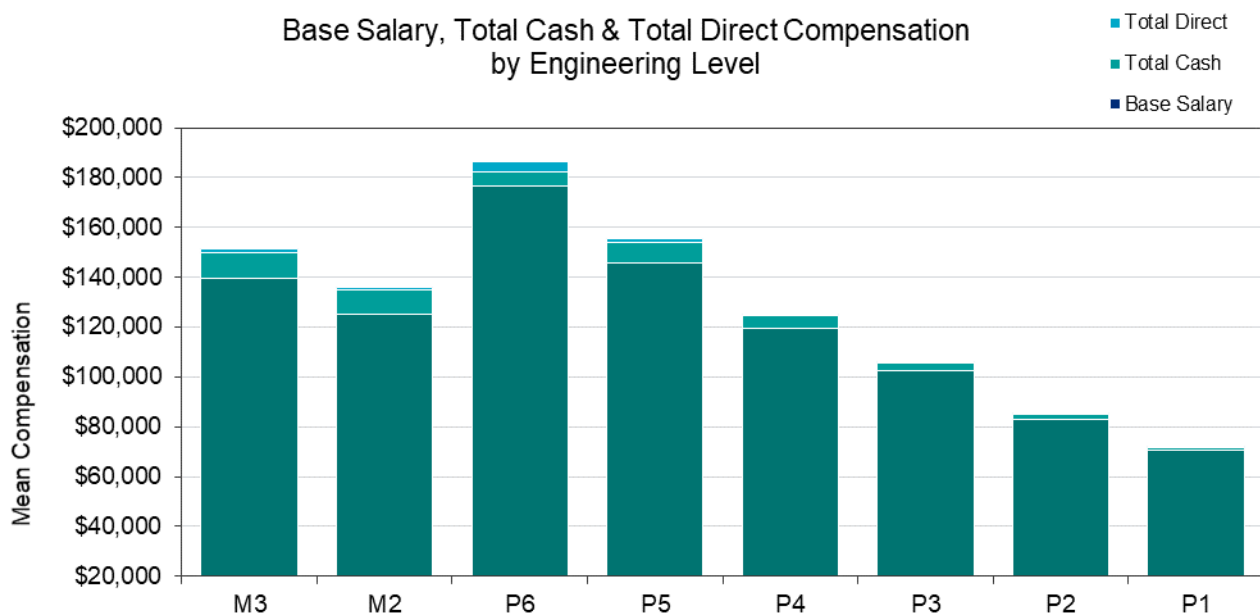
#### Standard Work Week (N=10,904)



# Compensation Data

## Base Salary, Total Cash & Total Direct Compensation by Level

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



	Num Orgs	Num Obs	Base Salary			Total Cash Compensation			Total Direct Compensation		
			Low	Average	High	Low	Average	High	Low	Average	High
All Levels	157	11,307	78.7	104.6	127.8	81.0	108.7	130.6	81.0	109.1	130.8
Level M3	91	848	119.0	139.4	156.3	125.7	150.0	174.4	125.7	151.6	175.0
Level M2	69	522	106.1	125.2	141.9	113.4	134.8	155.4	113.4	136.0	156.2
Level P6	15	42	140.6	176.4	212.4	144.5	182.3	221.6	144.5	186.4	226.5
Level P5	63	621	125.2	145.9	168.0	129.8	154.1	184.1	129.9	155.3	184.9
Level P4	95	2,236	103.5	119.7	133.9	107.9	124.8	137.6	107.9	125.3	137.7
Level P3	134	3,497	86.5	102.6	122.6	89.0	105.4	125.2	89.0	105.5	125.4
Level P2	109	2,001	70.4	83.0	94.6	71.3	85.1	97.0	71.3	85.1	97.0
Level P1	93	1,495	59.9	70.3	84.0	60.0	71.4	86.1	60.0	71.4	86.1

\* More than 50% of the rates within the sample are supplied by one organization.

Note: Above compensation data are displayed in CAD \$000 for a full-time equivalent employee, unless otherwise indicated.

All data are incumbent weighted.

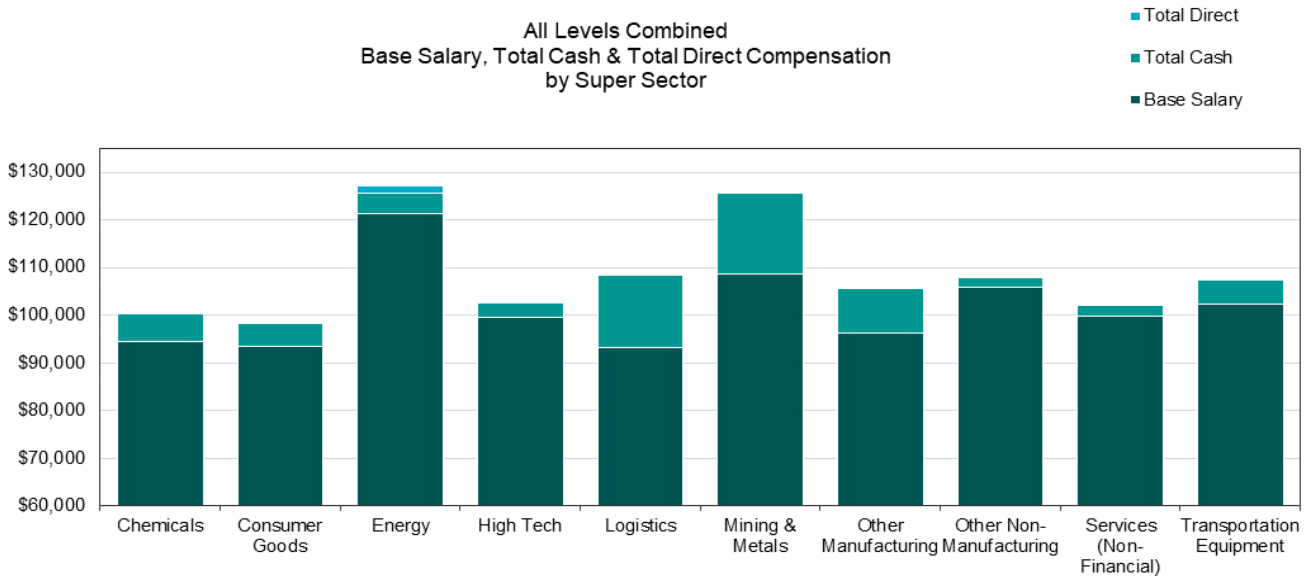
### Base Salary by Level and Designation

The following graph illustrates average base salary by level for P.Eng and Base Salary for Engineers (without a professional designation):



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

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



### Base Salary by Year of Graduation

All Levels		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		157	11,307	104.6
	< 2 Years	34	299	67.0
2-4	2015-2017	38	522	72.9
5-7	2012-2014	39	429	85.0
8-10	2009-2011	37	391	94.7
11-15	2004-2008	40	567	107.3
16-20	1999-2003	40	349	117.6
21-25	1994-1998	36	262	123.4
	> 25 Years	36	516	126.1
	No Degree	0	0	--
	Not Available	132	7,972	106.8

Level M3		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		91	848	139.4
	<11 Years	10	15	115.7
11-15	2004-2008	13	27	122.2
16-20	1999-2003	17	36	147.6
21-25	1994-1998	15	43	156.8
26-30	1989-1993	10	22	146.5
	> 30 Years	16	34	157.6
	No Degree	0	0	--
	Not Available	73	671	137.9

Level M2		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		69	522	125.2
	<11 Years	14	35	108.8
11-15	2004-2008	18	59	116.2
16-20	1999-2003	13	44	125.4
21-25	1994-1998	10	19	122.8
26-30	1989-1993	8	16	132.5
	> 30 Years	7	12	121.8
	No Degree	0	0	--
	Not Available	51	337	128.3

Level P6		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		15	42	176.3
	< 11 Years	0	0	--
11-15	2004-2008	0	0	--
16-20	1999-2003	3	3	166.6
21-25	1994-1998	2	2	--
26-30	1989-1993	3	5	151.1
	> 30 Years	6	6	170.1
	No Degree	0	0	--
	Not Available	7	26	184.5

Level P5		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		63	621	145.9
	< 11 Years	5	13	124.3
11-15	2004-2008	9	21	132.3
16-20	1999-2003	9	22	139.2
21-25	1994-1998	13	31	142.1
26-30	1989-1993	10	28	145.9
	> 30 Years	19	66	150.5
	No Degree	0	0	--
	Not Available	46	440	147.1

Level P4		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		95	2,236	119.7
	< 5 Years	2	8	--
5-7	2012-2014	12	27	105.6
8-10	2009-2011	18	65	110.2
11-15	2004-2008	24	185	117.3
16-20	1999-2003	24	118	124.1
21-25	1994-1998	23	89	123.6
26-30	1989-1993	22	72	122.0
	> 30 Years	19	124	125.2
	No Degree	0	0	--
	Not Available	71	1,548	119.7

Level P3		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		134	3,497	102.6
	< 5 Years	20	66	85.1
5-7	2012-2014	28	144	91.8
8-10	2009-2011	31	163	94.2
11-15	2004-2008	33	199	99.9
16-20	1999-2003	23	87	99.5
21-25	1994-1998	18	51	103.6
26-30	1898-1993	16	53	99.8
	> 30 Years	17	48	104.5
	No Degree	0	0	--
	Not Available	102	2,686	104.4

Level P2		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		109	2,001	83.0
	< 2 Years	14	45	77.6
2-4	2015-2017	30	188	77.3
5-7	2012-2014	29	181	79.9
8-10	2009-2011	28	110	83.6
	> 10 Years	27	149	85.1
	No Degree	0	0	--
	Not Available	82	1,328	84.1

Level P1		Num Orgs	Num Obs	Average
Year(s) from/of Grad.		93	1,495	70.3
	< 2 Years	31	237	63.5
2-4	2015-2017	31	260	65.4
5-7	2012-2014	18	55	68.3
8-10	2009-2011	9	20	71.6
	> 10 Years	8	14	74.3
	No Degree	0	0	--
	Not Available	69	909	73.6

Note: Above compensation data are displayed in CAD \$000 for a full-time equivalent employee, unless otherwise indicated. All data are incumbent weighted.



## Compensation Data by Location

Scope Category	Num Orgs	Num Obs	Base Salary			Total Cash Compensation			Total Direct Compensation		
			Low	Average	High	Low	Average	High	Low	Average	High
<b>Level M3</b>											
Eastern Ontario	19	78	122.4	141.4	163.0	129.6	152.5	178.7	129.6	152.5	178.7
Greater Toronto Area	62	527	114.9	134.7	150.2	123.1	143.3	160.2	123.1	144.3	160.2
Northern Ontario	*13	57	132.0	146.2	162.9	136.0	159.8	187.4	136.0	159.8	187.4
Southwestern Ontario	32	180	123.3	149.4	168.0	130.3	164.9	198.6	130.3	169.4	210.7
<b>Level M2</b>											
Eastern Ontario	*14	70	105.8	133.1	155.3	110.0	145.2	174.2	110.0	145.9	174.2
Greater Toronto Area	42	204	107.0	124.6	139.1	112.2	133.1	146.7	112.2	135.3	150.8
Northern Ontario	14	84	108.3	124.1	136.3	125.2	137.3	154.2	125.2	137.3	154.2
Southwestern Ontario	*23	138	102.0	123.9	140.3	110.5	133.4	154.1	110.5	134.6	156.5
<b>Level P6</b>											
Eastern Ontario	*4	7	--	179.5	--	--	190.1	--	--	190.2	--
Greater Toronto Area	8	22	138.9	176.3	212.4	142.5	180.4	214.3	142.5	182.2	221.6
Northern Ontario	0	0	--	--	--	--	--	--	--	--	--
Southwestern Ontario	*5	8	--	188.1	--	162.0	199.1	243.7	162.0	215.3	274.8
<b>Level P5</b>											
Eastern Ontario	12	78	126.6	142.9	155.9	131.6	150.7	167.3	131.6	150.7	167.3
Greater Toronto Area	39	302	125.7	144.3	162.3	129.4	151.1	168.2	129.5	152.7	168.2
Northern Ontario	10	39	129.5	147.1	176.3	130.6	158.1	187.2	130.6	158.1	187.2
Southwestern Ontario	22	146	113.2	151.9	173.9	125.1	165.5	198.6	125.1	167.2	199.6
<b>Level P4</b>											
Eastern Ontario	27	387	108.7	120.3	132.1	110.8	123.8	135.1	110.8	123.8	135.1
Greater Toronto Area	62	1,014	100.0	117.3	131.2	104.3	122.6	136.3	104.3	123.2	136.3
Northern Ontario	14	73	107.0	121.8	135.8	111.3	127.5	136.3	111.3	127.5	136.3
Southwestern Ontario	35	437	103.9	126.6	149.6	109.7	135.1	164.1	109.7	136.8	165.6
<b>Level P3</b>											
Eastern Ontario	32	381	85.7	98.2	109.6	86.0	100.4	111.3	86.0	100.5	111.3
Greater Toronto Area	84	2,157	86.3	104.8	127.8	88.6	107.1	127.8	88.7	107.3	127.8
Northern Ontario	25	206	91.8	105.2	117.3	95.1	112.6	127.8	95.1	112.7	127.8
Southwestern Ontario	56	516	85.3	98.8	111.3	87.4	103.3	115.5	87.4	103.7	115.5

Level P2											
Eastern Ontario	27	331	71.0	82.3	91.5	71.1	83.8	92.2	71.1	83.8	92.2
Greater Toronto Area	71	935	71.0	84.0	95.9	71.9	85.8	98.1	71.9	85.8	98.1
Northern Ontario	21	168	74.9	87.0	100.1	79.2	91.6	106.7	79.2	91.6	106.7
Southwestern Ontario	51	505	67.9	81.3	93.8	69.2	84.0	96.7	69.2	84.1	96.7
Level P1											
Eastern Ontario	25	181	57.7	65.6	71.9	58.0	66.4	73.2	58.3	66.4	73.2
Greater Toronto Area	56	803	61.0	73.2	86.1	62.0	73.8	86.8	62.0	73.8	86.8
Northern Ontario	18	165	59.7	70.8	83.4	60.4	73.7	84.2	60.4	73.7	84.2
Southwestern Ontario	36	285	56.3	66.8	78.7	56.3	68.0	80.4	56.3	68.0	80.4

\* More than 35% of the rates within the sample are supplied by one organization.

Note: Above compensation data are displayed in CAD \$000 for a full-time equivalent employee, unless otherwise indicated.

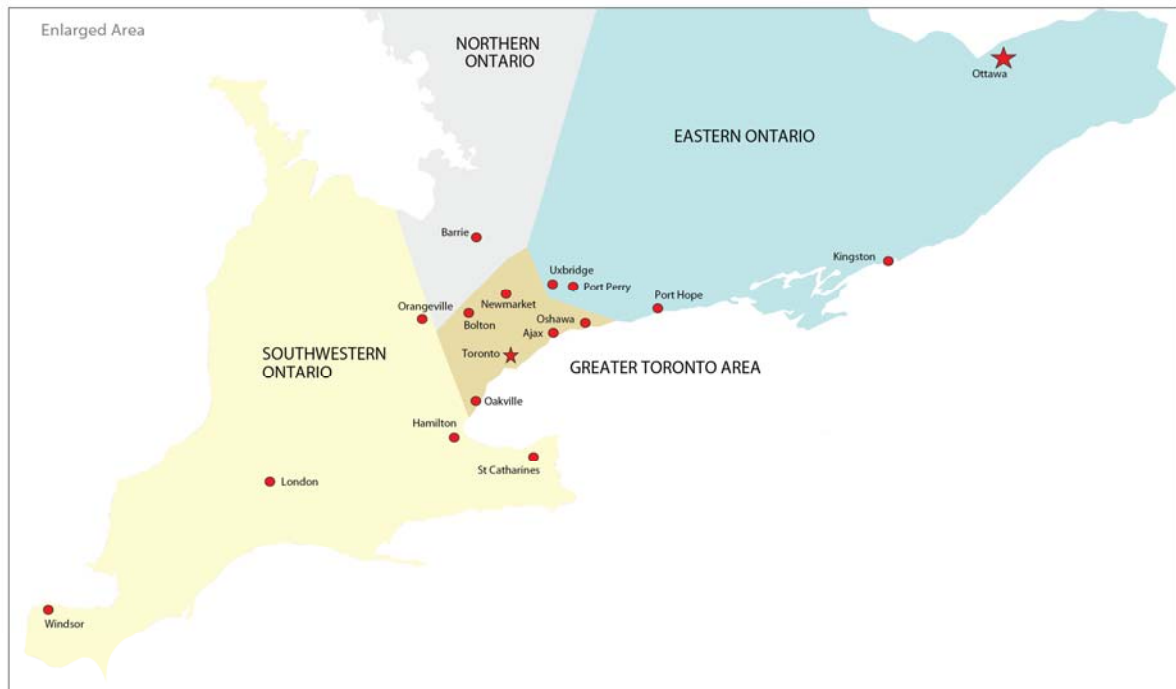
All data are incumbent weighted.tak



# Survey Methodology and Definitions

## 1 Canada Regions

### 1.1. Central Canada



## 2 Current Industry List

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

Super Sector	Sector	Subsector
Banking/Financial Services	Alternative Investments	Private Equity/Venture Capital Investment
		Hedge Funds
		Real Estate Investments
	Asset Management	Investment & Asset Management
		Endowments
		Public Funds
		Family Office
	Capital Markets	Investment Banking
		Equities
		Fixed Income
		Transaction Banking
		Rating Agencies
		Financial Guarantee Insurance
	Banking/Financial Services Organizations Combination	
	Consumer Finance & Retail Banking	Automotive Financing
		General Consumer Finance
		Mortgage Banking
		Credit Union
		Credit Card Issuer
Consumer, Retail & Small Business Banking		
Thrift (Savings Bank, Savings & Loan)		
Corporate & Commercial Banking	Commercial Banking	
	Commercial Finance (Commercial Loan, Commercial Real Estate)	
	Corporate Banking	
	Aviation Finance	
	Equipment Leasing & Finance	
Financial Services Operations		
Financial Services Other		
Financial Technology Solutions		
Trust & Private Banking		
Universal (Diversified) Banking		

Super Sector	Sector	Subsector	
Chemicals	Basic Chemicals	Petrochemicals	
		Polymers	
		Inorganic Chemicals	
	Specialty Chemicals	Chemicals Combination	Agrichemicals
			Adhesives
			Cleaning Materials
			Construction Chemicals
			Electronic Chemicals
			Flavors & Fragrances
			Consumer Chemicals
Consumer Goods	Beverages	Alcoholic Non-Alcoholic	
	Tobacco		
	Food		
	Over the Counter Pharmaceutical		
	Personal Care & Household Products		
	Consumer Goods Combination		
	Consumer Goods Other		
Energy	Alternative & Renewable Energy	Solar Energy	
		Wind Energy	
		Other	
	Energy Downstream	Energy Engineering, Procurement & Construction	Energy Refining/Processing
			Energy Marketing & Distribution
			Energy Fully Integrated Downstream
	Infrastructure Engineering, Procurement & Construction Other	Energy Fully Integrated and Exploration & Production	Oil & Gas Engineering, Procurement & Construction
			Power & Utilities Engineering, Procurement & Construction
			Mining Engineering, Procurement & Construction
	Energy Fully Integrated and Exploration & Production	Energy Fully Integrated and Exploration & Production	Energy Fully Integrated
Energy Exploration & Production			
Energy Exploration			

Super Sector	Sector	Subsector	
Energy	Energy Fully Integrated and Exploration & Production	Energy Production	
	Energy Pipeline/Midstream		
	Energy Services & Drilling	Energy Services & Equipment Energy Drilling	
	Energy Trading		
	Energy Utilities	Energy Power Generation Retail Utility Fully Integrated Utility	
	Energy Other	Public Sector Energy Other – Not Classified Elsewhere	
Health Care Services	Health Care Providers & Services	Hospitals	
		Senior Living/Nursing Homes/ Assisted Living/Long-term Care	
		Home Health/Hospice	
		Physician Practices/Ambulatory Clinics Health Care Services Other	
High Tech	All High Tech Products & Services Combination High Tech Manufactured/Hardware & Software/Virtual Products Combination		
	High Tech Manufactured/Hardware Products & Services Combination		
	High Tech Software/Virtual Products & Services Combination		
	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
			Aerospace & Defense
			Semiconductors & Semiconductor Equipment High Tech Manufactured Products & Hardware High Tech Manufactured Products & Hardware Other
	High Tech (Services)		IT Consulting Services & Solutions
			IT Back Office Service (ITO)
Telecommunications Services			
Engineering Design Services Data Analytics Services & Solutions			

Super Sector	Sector	Subsector	
High Tech	High Tech (Services)	Web Design Services	
		E-commerce/On-line to Off-line	
		Internet Education	
		High Tech Services Combination	
		High Tech Services Other	
	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	
		Big Data/Analytics Solutions	
		Digital Market Services	
		Intelligent Equipment	
		High Tech Software & Virtual Products Combination	
High Tech Software & Virtual Products Other			
High Tech Products or Services Other			
Insurance/Reinsurance	Insurance/Reinsurance & Banking/Financial Services Combination		
	Life & Non-Life Insurers Combination	Life and Property & Casualty Insurance Life & Other Non-Life Insurers	
	Health & Medical Insurance		
	Life Insurance	Life Insurance Life & Health Insurance Pension/Retirement Insurance	
	Non-Life Insurance (excluding Health & Medical)	Property & Casualty - Commercial Property & Casualty Insurance - Consumer Workers Compensation Insurance	
	Non-Life Insurers Combination		
	Reinsurance	Reinsurance - Life Insurance Reinsurance - Non-Life Insurance Reinsurance - Life & Non-Life Insurance Combination	
	Life Sciences	Animal Health	
		Biotechnology	
		Life Sciences Combination	
Contract Organizations (Life Sciences)		Contract Manufacturing Organizations (Life Sciences)	
		Contract Research Organizations (Life Sciences)	
		Contract Distribution Organizations (Life Sciences)	
Medical Devices & Equipment		Capital Equipment Medical Devices Consumable & Disposable Medical Devices	

Super Sector	Sector	Subsector
Life Sciences	Medical Devices & Equipment	Durable Equipment Medical Devices Implantable Medical Devices
	Medical Devices Combination	
	Medical Devices Other	
	Pharmaceutical	Branded Pharma Generic Pharma Medical Nutrition
	Pharmaceutical Combination	
	Pharmaceutical Other	
Logistics	Logistics Combination	
	Express	
	Freight Forwarding	
	Shipping	
	Warehousing & Distribution	
Mining & Metals	Diversified Mining	
	Industrial Metals & Mining	Aluminum Nonferrous Metals Iron & Steel Iron ore
	Industrial Metals & Mining Combination	
	Mining Other	Coal Potash Diamonds & Gemstones Multiple Metals and Minerals Gold Mining Silver, Platinum & Precious Metals Mining General and Other
	Mining Other Combination	
Other Manufacturing	Electrical Equipment Manufacturing	
	Electronic Appliances Manufacturing	
	Forestry Products Manufacturing	
	Machinery Manufacturing	
	Other Manufacturing	
	Paper & Allied Products Manufacturing	
Other Non-Manufacturing	Plastics & Rubber Products Manufacturing	
	Agriculture, Fishing & Hunting	



Super Sector	Sector	Subsector
Other Non-Manufacturing	Other Non-Manufacturing Combination	
	Construction	Infrastructure Construction Residential Construction Commercial and Social Construction
	Construction Combination or Other	
	Hospitality	
	Media & Entertainment	TV Networks/Broadcasters Radio Online/Digital Information Services Book Publishing Newspaper and Magazines TV / Internet Access Entertainment
	Media & Entertainment Combination	
	Real Estate	Comprehensive Real Estate Financial Real Estate Industrial Real Estate Senior Living Commercial Real Estate Property Management
	Research & Development	
	Water, Water Utility, Sewage &	
	Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail
Convenience Retail		Gas/Petro Retail Convenience Retail Gas/Petro & Convenience Retail Combination
Department Stores		
Electronics, Entertainment, Communications & Office Retail		Electronics etc. Retail Combination Electronics Retail Entertainment Retail Communications Retail Office Supply Retail
Grocery, Pharmacy & General Merchandise Retail		Grocery Retail Drug & Pharmacy Retail General Merchandise Retail Grocery etc. Retail Combination

Super Sector	Sector	Subsector
Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail	Hardware Retail
		Building Supplies Retail
		Garden Supplies Retail
		Home Products Retail Other
		Home, Hardware etc. Retail Combination
	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 & Watches Retail
		Cosmetics
Luxury Retail		
Salon/Personal Care Products Retail		
Sporting Goods/Hobby Retail		
Specialty Retail Other		
Specialty Retail Combination		
Wholesale Distribution	Wholesale Trade & Durable Goods	
	Wholesale Trade & Non-Durable Goods	
Wholesale Trade Combination or Other		
Services (Non-Financial)	Business Process Outsourcing	
	Business/Professional Services	Accounting, Actuarial Advisory, Tax Compliance/Services
		Legal
		Engineering Firms
	Business/Professional Services Combination	
	Business/Professional Services Other	
	Education	Post-Secondary Education (College, University, System)
		Primary or Secondary Education (School, District/System)
		All Other Education Institutions
	Government/Public Administration & Other Civic, Social Political or Religious Organizations	
Business/Professional Services Other		
Passenger Transportation	Airlines	
	Passenger Transportation Other	

Super Sector	Sector	Subsector
Services (Non-Financial)	Services Combination or Other	
Transportation	Automobile Components Manufacturing	
	Automobile Manufacturing	
	Construction, Farm Machinery & Heavy Trucks Manufacturing	
	Other Transportation Equipment Manufacturing	

## 3 Career Streams & Levels

### 3.1. Management

Management and supervisory professionals focusing on tactical, operational activities within a specified area. Levels within the management career stream typically have three or more direct reports. The majority of time is spent overseeing area of responsibility, planning, prioritizing and/or directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports.

#### ► 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).
- Problems faced are difficult to moderately complex.
- Influences others outside of their own job area regarding policies, practices, and procedures.

#### ► M2 TEAM LEADER (PROFESSIONALS)

A Team Leader (M2) supervises **professional-level employees** (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include:

- Setting goals and objectives for team members for the achievement of operational results.
- Problems faced may be difficult but typically are not complex.
- Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.

### 3.2. Professional

Individual contributors with responsibility in a professional or technical discipline or specialty, but may manage two or fewer employees. May direct the work of other lower level professionals or manage processes and programs. The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills typically acquired through advanced education (3 – 4 year University degree).

#### P6 PRE-EMINENT PROFESSIONAL

A Pre-eminent Professional (P6) is recognized **both within and outside the organization** as a thought leader in their area of expertise. Responsibilities typically include:

- Recommending operational strategies and plans with a direct impact on results.
- Influencing business decisions made by leadership.

- Problems are complex and multi-dimensional.
- Requires communication with executive leadership on matters of strategic importance.

#### ► 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 their job area.
- Developing and implementing new products, processes, standards or operational plans that will have an impact on the achievement of functional results.
- Requires communication with leadership.

#### ► P4 SPECIALIST PROFESSIONAL

A Specialist Professional (P4) is a recognized **subject matter expert** in their 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.
- Problems faced are difficult and **often complex**.

#### ► P3 SENIOR PROFESSIONAL

A Senior Professional (P3) applies **advanced knowledge** of their 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.
- Problems faced are difficult and **sometimes complex**.

#### ► P2 EXPERIENCED PROFESSIONAL

An Experienced Professional (P2) applies **practical knowledge** of their job area typically obtained through advanced education and work experience. May require the following proficiency:

- Works independently with general supervision.

- Problems faced are difficult but **typically not complex**.
- May influence others within the job area through an explanation of facts, policies, and practices.

► **P1 ENTRY PROFESSIONAL**

An Entry Professional (P1) applies **broad theoretical job knowledge** typically obtained through advanced education. May require the following proficiency:

- Work is closely supervised.
- Problems faced are **not typically difficult or complex**.
- Explains facts, policies, and practices related to their job area.