




## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

<u>Function</u>		<u>Code</u>
<b>Natural Resources Exploitation/Operation/Production (continued)</b>		<b>EOP</b>
<b>Discipline</b>		
<b>EOP515</b>	<b>Development/Exploitation</b> <ul style="list-style-type: none"><li>• Exploits and develops producing fields by proving up reserves, assessing the deliverability of reserves, conducting economic evaluations and land analyses</li><li>• Coordinates activities with exploration group and reservoir engineers to determine most effective recovery methods</li></ul>	
<b>EOP516</b>	<b>Exploration and Production</b> <ul style="list-style-type: none"><li>• Manages an oil and gas exploration, development and production program to identify and establish new, profitable reserves of oil, gas, NGL and sulphur</li><li>• Develops and implements strategies of development and production to find and recover oil and gas resources, and to manage the processing facilities and pipeline systems</li></ul>	
<b>EOP999</b>	<b>Natural Resources Exploitation/Operation/Production - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Manages an oil and gas exploration, development and production program to identify and establish new, profitable reserves of oil, gas, NGL and sulphur</li></ul>	










## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Refinery/Manufacturing Operations</b>	<b>EOR</b>
<p>Manages refining/manufacturing operations, maintenance and engineering activities which includes refining crude oil to various higher value products, storing crude and refined products for processing or sale, and shipping products to various bulk plant operations. Also includes plant utilities for self-sufficient operations including power generation. Sets production schedules based on product introduction, equipment efficiency, raw materials supply, staffing resources, and volume required to meet demand.</p>	
<b>Applicable Career Bands</b>	
<p>    </p>	
<b>Discipline</b>	
<b>EOR000</b>	<b>Refinery/Manufacturing/Operations Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Plans, directs and controls refinery/manufacturing/plant activities within the company</li> <li>Coordinates operating activities so that approved products are manufactured/produced on schedule, within quality standards and cost objectives</li> <li>Estimates refining/manufacturing/production capacity, production and materials control, storage/warehousing and site facilities, maintenance, industrial engineering and other refining/manufacturing/plant support activities</li> </ul>
<b>EOR010</b>	<b>Refinery Production Planning</b> <ul style="list-style-type: none"> <li>Plans and prepares manufacturing production schedules and departmental workflows to establish sequence and lead time of each production operation</li> <li>Liaises with supply and distribution department to determine time structures and to ensure the timely supply of raw materials required</li> <li>Analyses refinery/plant capacity and production requisitions to determine manufacturing processes and required resources; prepares production reports</li> </ul>
<b>EOR015</b>	<b>Refinery Production Operations</b> <ul style="list-style-type: none"> <li>Operates the production process in a safe and economical way</li> <li>Monitors meters, gauges, valves, flow ratios, temperatures, pressures, and related controls and guidelines to ensure adherence to production/process specifications</li> <li>Reports any malfunctions or abnormalities and make minor adjustments and repairs to equipment</li> <li>Performs all work in accordance with established safety procedures</li> </ul>
<b>EOR020</b>	<b>Refinery Process Operations</b> <ul style="list-style-type: none"> <li>Takes responsibility for comprised plant operation; monitors plant operation and make adjustments to the operating condition</li> <li>Ensures smooth efficient and safe operation of the plant</li> <li>Runs computerized processes according; collaborates with maintenance to ensue fault rectification</li> <li>May work in a control room</li> </ul>
<b>EOR999</b>	<b>Refinery/Manufacturing/Operations - No Applicable Discipline</b> <ul style="list-style-type: none"> <li>Responsibilities are within the Refinery/Manufacturing/Operations Function but are not described in other Discipline summaries</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Transportation and Pipeline</b>	<b>EOT</b>
<p>Responsible for the management and implementation of pipeline activities and business over a national to a wide multi-country territory. Manages and coordinates technical expertise to guide scheduling, budgeting, inventory management and quality control. Requires a thorough understanding of all pipeline operations and may cultivate and maintain relationships with local organizations/bodies. Organizes, directs and coordinates all pipeline engineering evacuation studies including pipeline route selection, pipeline sizing, wall thickness selection, hydraulic single and multiple flow calculation for steady state and costing required for feasibility studies. Plans, conducts and directs pipeline engineering projects of major significance, which are highly difficult and complex in nature, requiring the expert application of advanced engineering and associated scientific knowledge. Must have related experience in design, installation, operation and maintenance of offshore and onshore oil and gas pipelines.</p>	
<b>Applicable Career Bands</b>	
<p>          </p>	
<b>Discipline</b>	
<b>EOT000</b>	<b>Transportation and Pipeline Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Monitors pipeline integrity procedures and associated systems</li> <li>Maintains the cathodic protection programs and undertakes minor maintenance and upkeep associated with the pipeline cathodic protection systems</li> <li>Undertakes pipeline locates and pigging operations, coordinates pipeline service and in-line inspection and ensures documentation and records are maintained</li> <li>May be responsible for cathodic protection system programs, water crossing inspections and slope stability monitoring readings</li> <li>Coordinates services and inspection crews for in-line inspection runs, and line/facility suspension and abandonment projects; also coordinates and supervises pipeline repair and replacement projects</li> <li>Assembles cost estimates for required resources and budgetary input</li> </ul>
<b>EOT010</b>	<b>Pipeline/Router Design</b> <ul style="list-style-type: none"> <li>Develops initial criterion for pipeline routing, lateral and compression facilities in accordance with environmental studies and obtains regulatory approvals</li> <li>Receives design drawings and supervises construction</li> <li>May also supervise pigging operations and troubleshooting</li> </ul>
<b>EOT020</b>	<b>Control Center Operation</b> <ul style="list-style-type: none"> <li>Operates the company's 24-hour pipeline system surveillance and flow control</li> <li>Manages pipeline operations planning function that includes outage coordination, capacity determination, volume planning and input into operating strategies</li> <li>Operates the control room to ensure optimal use of the company's transmission system</li> </ul>
<b>EOT030</b>	<b>Tank Farm Operations</b> <ul style="list-style-type: none"> <li>Measures, schedules and witnesses meter proves, accurate completion of custody transfer documentation, sampling and testing for quality determinations and specifications and gauging product levels in storage tanks</li> <li>Makes sure petroleum products are well stored and treated (homogenizing, heating and blending) at specific temperatures, checks density, performs measurements on tanks and saves or report information</li> <li>Takes care and operates the field equipment necessary for the pipeline/tank movement of petroleum products</li> <li>Conducts general inspection and maintenance on pipeline equipment in tank farm such as pumps, valves, motors and instrumentation at pumping and value locations</li> <li>Completes and maintains appropriate records and documents of inspections and maintenance</li> <li>Is fully aware of all documentation related to ship/truck loading/unloading, tank measurements and custom documentation; may be required to support 24-hour on-call rotations</li> </ul>


Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Function</u>		<u>Code</u>
Transportation and Pipeline (continued)		EOT
<b>Discipline</b>		
EOT500	<b>Scheduling and Logistics</b> <ul style="list-style-type: none"><li>• Serves as the first contact with shippers; dealing with issues related to the pipeline and in compliance with regulatory requirements and company policy</li><li>• Manages daily and monthly shipper imbalances and administers daily provisions of transportation contracts</li><li>• Develops and sustains relationships/rapport with shippers and other pipeline companies</li></ul>	
EOT999	<b>Transportation and Pipeline - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Transportation and Pipeline Function but are not described in other Discipline summaries</li></ul>	

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Well Operations</b>	<b>EOW</b>
Responsible for all company-operated oil and gas field operations to bring the well fluids to the surface and prepare them for movement to a refinery or processing plant. Also includes well maintenance operations (servicing) and more extensive repairs (well workovers).	
<b>Applicable Career Bands</b>	
	
<b>Discipline</b>	
<b>EOW000</b>	<b>Well Operations Generalists/Multidiscipline</b> <ul style="list-style-type: none"> <li>Carries out various operations on the Oil and Gas well during or at the end of its productive life that alters the state of the well and/or well geometry</li> <li>Provides well diagnostics or manages the production of the well</li> <li>Oversees well services operations at well sites and take responsibility for all well services personnel on site operating by teams to cover both day shift and night shift; this focused mandate allows the Well Operations Engineering to develop a close relationship with the staff in his/her assigned asset and to become familiar with the issues around the wells and the well site at large</li> <li>Applies expertise performing different operations in the relevant field, such as well completion, pumping, cementing, wellhead and Christmas tree maintenance, snubbing, well killing, frac-acid intervention, water/gas injection, etc.</li> </ul>
<b>EOW010</b>	<b>Drilling</b> <ul style="list-style-type: none"> <li>Supervises the operation of an offshore or onshore drilling rig engaged in well drilling and associated activities such as producing, drilling water supply, gas injection and all workover activities</li> <li>Monitors contractor's performance in accordance with contract terms, approves contractor's daily tour report and maintains liaison between contractor and the operating/exploration company</li> <li>Performs daily rig checks and monthly rig inspections</li> <li>Supervises all liner and casing running, cementing, drill stem testing, stimulating, fishing, abnormal well killing, and critical pressure testing; drilling operations include many technical problems concerning drilling, well control, work schedules, contract compliance, long-range logistical problems and lesser problems concerning quarters, food, recreation and transportation for both company and contractor personnel</li> </ul>
<b>EOW020</b>	<b>Drilling Fluids</b> <ul style="list-style-type: none"> <li>Manages the appropriate use of drilling fluids all along the drilling process</li> <li>Has knowledge of drilling fluids operations and relationships to drilling fluids hydraulics and properties</li> <li>Has full understanding of down-hole tools and functional relationship to fluid properties and products; has knowledge of solids control equipment, screens and fluid relationships to Drilling Waste Management processes</li> <li>Operates in a global environment on an "as needed" basis with functional computer skills and knowledge of cost and inventory accounting and logistics management</li> <li>Has knowledge of virtual hydraulics and ability to interpret results without support from office based staff; ability to design fluid displacements or other fluid related procedures</li> </ul>
<b>EOW030</b>	<b>Bit and Coring</b> <ul style="list-style-type: none"> <li>Uses drilling experience plus thorough product knowledge to maximize bit and/or coring performance while drilling</li> <li>Evaluates operating parameters and recommends possible changes to improve performance; evaluates and analyzes wear of the bit when bit is pulled up out of hole at rig site</li> </ul>
<b>EOW040</b>	<b>Wireline and Coil Tubing</b> <ul style="list-style-type: none"> <li>Runs any wireline and/or coil tubing service at the well-site</li> <li>Assists in rigging up wireline units on rig sites and assisting with the assembly of tools in shop and at rig</li> <li>May supervise rig floor personnel to rig up and rig down</li> <li>May work in conjunction with other service specialty (e.g., logging, perforating) for performing their services through the tubing</li> <li>Maintains tools and repair as needed or required</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Well Operations (continued)</b>	<b>EOW</b>
<b>Discipline</b>	
<b>EOW050</b>	<b>Fishing</b> <ul style="list-style-type: none"><li>• Runs tools in and out of the hole and the related procedures associated with retrieval of tools, drill string, and equipment in the well bore</li><li>• May supervise drill or fishing crew and actually rig-up assemblies to run a fishing tool operation</li><li>• Is engaged in tool preparation activities and operation of all fishing equipment and solicits fishing and rental work</li><li>• Requires comprehensive understanding of down-hole environment in open-hole and cased hole situations; works with operations when not on jobs to keep up with new procedures, paperwork, equipment, and price books</li><li>• May provide technical support to other departments to share experience and subject matter knowledge base; training and development, research and engineering</li></ul>
<b>EOW060</b>	<b>Well Completion</b> <ul style="list-style-type: none"><li>• Ensures competent and timely aspects of completion in terms of design, planning, program delivery, tender operations, evaluations, innovation, scheduling, reporting, etc.; also ensuring appropriate management systems are in place in all operational aspects</li><li>• Manages the various types of well and the operations that may have been performed</li><li>• Discusses requirements for well completions with the customer, the owner or operator of the well and participates in the design of the well completion; manages the day to day drilling and completion reports for the well files</li><li>• Processes and audits operational data and distributes drilling and completion operational data to the appropriate partners and/or government agencies; submits historical data to appropriate agents</li></ul>
<b>EOW070</b>	<b>Reclamations/Construction</b> <ul style="list-style-type: none"><li>• Is involved in the operations to prepare the drill site for drilling or in the case of a dry well, to convert a drilled well to a condition that can be left indefinitely and without further attention; restores a well site to its original state</li></ul>
<b>EOW999</b>	<b>Well Operations - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Well Operations Function but are not described in other Discipline summaries</li></ul>


## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Gas Transmission</b>	<b>ETG</b>
Coordinates gas transmission system operations, construction and/or maintenance of facilities, pipelines and compressors, and measurement. Calculates and controls the flow of natural gas through the system to maintain volume and pressure for an adequate supply.	
<b>Applicable Career Bands</b>	
ETG000, ETG010, ETG020, ETG030, ETG040, ETG999	
<b>Discipline</b>	
<b>ETG000</b>	<b>Gas Transmission Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Coordinates gas transmission system operations, construction and/or maintenance of facilities, pipelines and compressors as a generalist or in a combination of disciplines in the Gas Transmission Function</li> <li>Calculates and controls the flow of natural gas through the system to maintain volume and pressure for an adequate supply</li> <li>Ensures receipt and delivery of gas from one point to another within the system and from outside systems</li> <li>Monitors telemetric instruments to determine gas pressure, volume and consumption</li> <li>Reviews supply-and-demand data such as gas quality, pressure, weather conditions, and time of day to forecast load adjustment</li> <li>Ensures operational compliance with all gas transmission regulations</li> </ul>
<b>ETG010</b>	<b>Pipeline</b> <ul style="list-style-type: none"> <li>Operates and maintains transmission pipelines typically within a geographic area</li> <li>Coordinates inspection of pipelines, corrosion control, coordination of construction and/or maintenance, and project documentation</li> <li>Ensures that all policies and procedures for safe operations are maintained, and trains personnel on all procedures</li> </ul>
<b>ETG020</b>	<b>Gas Supply</b> <ul style="list-style-type: none"> <li>Plans and secures adequate supplies of natural gas to meet the organization's needs</li> <li>Develops long-term supply, which may include transportation and storage arrangements</li> <li>Negotiates gas purchase contracts with suppliers and, as required, with transportation organizations and storage operators</li> <li>Develops forecasts of needed supply, transportation requirements, and available storage</li> <li>Manages relationships with suppliers</li> <li>Administers and monitors existing purchase and sale contracts within prescribed legal policies and procedures, and works closely with other groups to determine pricing and terms of new contracts</li> <li>Identifies new long-term supply opportunities, and, working with the energy marketing and trading group, assists in determining prices and contract terms for profitable transactions</li> </ul>
<b>ETG030</b>	<b>Gas Scheduling</b> <ul style="list-style-type: none"> <li>Schedules and nominates gas purchases and sales on the transporting pipeline system</li> <li>Negotiates operating balance agreements (OBA) and reconciles OBA imbalances</li> <li>Implements curtailments as necessary to maintain system integrity</li> <li>Records all relevant data and transactions on the monitoring system to ensure proper tracking for the generation of reports</li> </ul>
<b>ETG040</b>	<b>Compressor Station</b> <ul style="list-style-type: none"> <li>Operates and maintains compressor stations</li> <li>Takes responsibility for inspection of pipelines, corrosion control, coordination of construction and/or maintenance, and project documentation</li> <li>Ensures that all policies and procedures for safe operations are maintained, and trains personnel on all procedures</li> </ul>
<b>ETG999</b>	<b>Gas Transmission - No Applicable Discipline</b> <ul style="list-style-type: none"> <li>Responsibilities are within the Gas Transmission Function but are not described in other Discipline summaries</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Electric Transmission Construction and/or Maintenance</b>	<b>ETM</b>
Constructs, installs, maintains and repairs facilities, devices and equipment used in high-voltage (typically above 34.5 KV) electric transmission in accordance with government regulations and the organization's policies, procedures, and standards.	
<b>Applicable Career Bands</b>	
	
Discipline	
<b>ETM000</b>	<b>Electric Transmission Construction and/or Maintenance Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Constructs, removes and maintains electric transmission facilities and equipment including cables, transformers, towers and other associated devices within transmission guidelines established by the transmission planning function to meet system requirements as a generalist or a combination of Disciplines in the Electric Transmission Construction and/or Maintenance Function</li> <li>Ensures reliable performance of all transmission lines by effective design and selection of transmission line equipment based on life cycle costs, reliability and guidelines established by transmission planning to meet system requirements</li> <li>Dispatches field crews, troubleshooters and testers engaged in the construction, maintenance and emergency restoration of electric transmission facilities, secures transmission line construction and/or modification documentation, and coordinates with surrounding transmission organizations to integrate activities into the overall power grid</li> <li>May coordinate loading, unloading, transporting and relocating large power equipment, and scheduling and/or procuring rental and shared equipment (e.g., cranes, trucks, track equipment, oil processing trailers, mobile power equipment)</li> </ul>
<b>ETM002</b>	<b>Electric Transmission Construction</b> <ul style="list-style-type: none"> <li>Constructs new electric transmission facilities and equipment including cable, transformers, towers and other associated devices using effective design and transmission line equipment selection based on life cycle costs, reliability, and guidelines established by transmission planning</li> <li>Dispatches field crews and testers engaged in the construction of electric transmission facilities, secures transmission line construction documentation and coordinates with surrounding transmission organizations to integrate activities into the overall power grid</li> <li>May coordinate loading, unloading, transporting and relocating large power equipment, and scheduling and/or procuring rental and shared equipment (e.g., cranes, trucks, track equipment, oil processing trailers, mobile power equipment)</li> </ul>
<b>ETM004</b>	<b>Electric Transmission Maintenance</b> <ul style="list-style-type: none"> <li>Maintains electric transmission facilities and equipment including cable, transformers, towers and other associated devices within guidelines established by transmission planning to meet system requirements</li> <li>Dispatches field crews, troubleshooters and testers engaged in the maintenance and emergency restoration of electric transmission facilities, secures transmission line modification documentation and coordinates with surrounding transmission organizations to integrate activities into the overall power grid</li> <li>May coordinate loading, unloading, transporting and relocating large power equipment, and scheduling and/or procuring rental and shared equipment (e.g., cranes, trucks, track equipment, oil processing trailers, mobile power equipment)</li> </ul>
<b>ETM010</b>	<b>Electric Transmission Equipment Testing</b> <ul style="list-style-type: none"> <li>Plans, schedules, coordinates and supervises transmission systems equipment testing, including construction testing, maintenance testing, and protective and control scheme testing to ensure that equipment systems meet organization and regulatory standards</li> <li>Tests reclosures, sectionalizers, transformers and other major electric transmission and distribution (T&amp;D) equipment systems</li> <li>Maintains knowledge of current test equipment and procedures</li> </ul>



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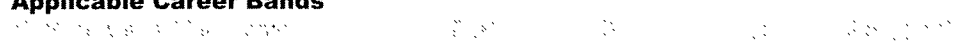
**Career Bands, Career Levels, Functions and Disciplines**

**Functions and Disciplines Definitions (continued)**

<u>Function</u>	<u>Code</u>
<b>Electric Transmission Construction and/or Maintenance (continued)</b>	<b>ETM</b>
<b>Discipline</b>	
<b>ETM020</b>	<b>Electric Transmission Equipment Repair</b> <ul style="list-style-type: none"><li>Plans, schedules, coordinates and supervises transmission systems equipment repairs to ensure that equipment systems meet organization and regulatory standards</li><li>Repairs reclosures, sectionalizers, transformers and other major transmission and distribution equipment systems</li></ul>
<b>ETM999</b>	<b>Electric Transmission Construction and/or Maintenance - No Applicable Discipline</b> <ul style="list-style-type: none"><li>Responsibilities are within the Electric Transmission Construction and/or Maintenance Function but are not described in other Discipline summaries</li></ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Electric Transmission Operations</b>	<b>ETO</b>
Operates safe, reliable, stable and economic round-the-clock electric transmission system. Ensures that the system meets demand by executing switching orders, continuous monitoring and balancing of power flow, and responding to system disturbances.	
<b>Applicable Career Bands</b>	
	
<b>Discipline</b>	
<b>ETO000</b>	<b>Electric Transmission Operations Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Operates a safe, reliable, stable and economic electric transmission system round-the-clock operation as a generalist or in combination of Disciplines in the Electric Transmission Operations Function</li> <li>Ensures the electric transmission system meets demand while maintaining system parameters such as frequency, line flows and transmission-level voltage within prescribed limits</li> <li>Acts promptly to return the system to a stable state when voltage and/or frequency excursions occur</li> <li>Maintains real-time compliance with reliability standards set by regulatory authorities</li> </ul>
<b>ETO005</b>	<b>Electric Transmission System Operations - Reliability</b> <ul style="list-style-type: none"> <li>Monitors and controls the bulk power transmission system parameters including system load, frequency, voltage, line flows, transformer flows, tap positions and direction of energy flow, and maintains acceptable voltage profiles in accordance with established reliability standards</li> <li>Analyzes SCADA (supervisory control and data acquisition) inputs of system voltage, line loading and system alarms, and takes appropriate</li> <li>Takes direct and timely real-time actions (without obtaining higher level approval) including directing shedding of firm load to prevent or alleviate system operating limit (SOL) and interconnection reliability operating limit (IROL) violations, dispatching generation and initiating transmission switching to maintain transmission-level voltages</li> <li>Integrates resource plans "ahead of time," maintains load/interchange/generation balance within the metered boundary, and supports system frequency in real time</li> <li>Ensures real-time security-constrained (security refers to system parameters and not a physical threat) economic generation dispatch throughout the balancing authority area</li> <li>Maintains real-time compliance with reliability standards set by regulatory authorities</li> <li>Determines trouble location and analyzes cause, routes trouble report to appropriate unit for corrective action and advises all those affected of corrective actions</li> <li>Evaluates, coordinates and directs all switching operations to take transmission facilities out of service for maintenance and return those facilities to service</li> </ul>
<b>ETO014</b>	<b>Electric Transmission System Operations - Interchange Scheduling/Load Balancing</b> <ul style="list-style-type: none"> <li>Accommodates requests for power flow between adjacent electronic systems in real-time</li> <li>Monitors published system limits regarding ramp limitations</li> <li>Curtails or otherwise modifies existing scheduled interchanges as required by regulations and as directed by reliability coordinators and transmission operators</li> <li>Verifies scheduled interchanges with neighboring transmission systems</li> <li>Implements emergency schedules as required by reserve sharing arrangements</li> </ul>
<b>ETO016</b>	<b>Electric Transmission System Operations - Generation Operations</b> <ul style="list-style-type: none"> <li>Operates the real-time bulk power system by directing the output of generating units to maintain system control performance within established criteria at the lowest possible cost</li> <li>Coordinates load estimating, determination of generation requirements, and generating unit scheduling and dispatching for all generation under the operational control of the organization</li> <li>Communicates with balancing authorities, and generating plants regarding the status of generation units</li> <li>Maintains a balance between electric generation and total customer electricity demand, and maintains operating reserves to provide for the reliable operation of the electronic transmission system for actual or potential situations</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Electric Transmission Operations (continued)</b>	<b>ETO</b>
<b>Discipline</b>	
<b>ETO020 Reliability Coordination</b>	
<ul style="list-style-type: none"> <li>Ensures the reliability of the bulk power transmission system within a reliability authority area (i.e., transmission operations reliability in a geographic area defined by the North American Electric Reliability Corporation [NERC])</li> <li>Acts and directs immediate actions by transmission operators, transmission owners, balancing authorities, generator operators, load-serving entities, distribution operators and purchasing-selling entities within the reliability coordinator area to preserve the integrity and reliability of the bulk electric system</li> <li>Coordinates reliability processes and emergency response actions with operating entities within the reliability authority area and with neighboring areas to ensure the reliability of the interconnected grid</li> <li>Establishes and implements policies and related practices in accordance with industry and NERC standards</li> <li>Operates within an organization responsible for the reliability of multiple transmission systems across a specific region, including independent system operators (ISOs), regional transmission organizations (RTOs) and other NERC reliability coordinators</li> <li>Administers the Open Access Same Time Information System (OASIS)</li> </ul>	
<b>ETO030 Electric Transmission Tariff Administration</b>	
<ul style="list-style-type: none"> <li>Develops, maintains, and provides real-time and short-term operational administration of the Open Access Transmission Tariff (OATT) to provide reliable transmission service across the electric transmission grid, ensure tariff compliance and support market participant satisfaction</li> <li>Evaluates and processes transmission service requests using Open Access Same Time Information System (OASIS) and tools in a timely manner to ensure optimal reliability of the bulk electric system; intervenes manually in the automated processes as necessary</li> <li>Calculates available transmission capability (ATC), evaluates and acts on transmission service requests in a manner consistent with regulatory requirements and reliability criteria</li> <li>Ensures automated processes perform as necessary to facilitate the tariff administration Function</li> <li>Collaborates with the reliability coordinators and is aware of the status of the transmission system and the implications of selling new service, both in "real-time" and for the near-term future</li> </ul>	
<b>ETO040 Transmission Operations Compliance</b>	
<ul style="list-style-type: none"> <li>Develops, implements and maintains an operating an reliability standards compliance framework</li> <li>Monitors transmission operations to ensure compliance with national, regional and local regulations</li> <li>Evaluates operating events, disturbances an performance</li> <li>Provides support in responding to regulatory data requests, investigations, compliance and regulatory audits and customer inquires</li> <li>Ensures that all documentation is complete, accurate and in compliance with applicable regulatory standards</li> </ul>	
<b>ETO999 Electric Transmission Operations - No Applicable Discipline</b>	
<ul style="list-style-type: none"> <li>Responsibilities are within the Electric Transmission Operations Function but not described in other Discipline summaries</li> </ul>	

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Vegetation Management and Forestry</b>  Manages vegetation and/or forestry and electrical line clearance in service areas to prevent power outages. Develops and evaluates new methods for line clearance and vegetation management in compliance with regulations and standards, and prepares and administers bids and contracts.	<b>EVM</b>
<b>Applicable Career Bands</b> 2015 Energy Middle Management, Professional and Support Compensation Survey Report - Canada	
<b>Discipline</b>	
<b>EVM000</b>	<b>Vegetation Management and Forestry Generalist/Multidiscipline</b> <ul style="list-style-type: none"><li>• Manages the line clearance crews in service areas</li><li>• Clears vegetation around electric power lines in conformance with specifications to prevent power outages as a generalist or in a combination of Disciplines in the Vegetation Management and Forestry Function</li><li>• Develops and evaluates new methods for line clearance and vegetation management in compliance with regulations and standards</li><li>• Evaluates and resolves customer-related problems, questions and complaints involving vegetation management practices</li><li>• Acts as the organization's spokesperson on external vegetation management</li><li>• May prepare and administer bids and contracts</li><li>• May be responsible for groundskeeping</li></ul>
<b>EVM999</b>	<b>Vegetation Management and Forestry - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Vegetation Management and Forestry Function but are not described in other Discipline summaries</li></ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Maintenance</b>	<b>NPM</b>
Maintains nuclear power plant systems, equipment and structures in accordance with NRC (Nuclear Regulatory Commission) regulations. Ensures that equipment performs reliably and at an optimum level through effective implementation of corrective, preventative and predictive programs and procedures.	
<b>Applicable Career Bands</b>	
2200 - 2299, 2300 - 2399, 2400 - 2499, 2500 - 2599, 2600 - 2699, 2700 - 2799, 2800 - 2899, 2900 - 2999	
<b>Discipline</b>	
<b>NPM000</b>	<b>Nuclear Plant Maintenance Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Analyzes equipment breakdowns, determines the proper corrective action, and directs repairs as a generalist or in a combination of Disciplines in the Nuclear Plant Maintenance Function</li> <li>Evaluates recurring maintenance problems and devises procedures for solution</li> <li>Reviews and revises maintenance procedures</li> </ul>
<b>NPM020</b>	<b>Nuclear Plant Maintenance Planning</b> <ul style="list-style-type: none"> <li>Designs planned work and design change packages</li> <li>Defines procedures, drawings, equipment and materials required to perform planned work packages</li> <li>Develops work standards to support work packages</li> <li>Conducts field walkdowns to identify and analyze corrective and preventative maintenance, modification and surveillance activities</li> <li>Acts as liaison with engineering department and/or vendors to coordinate activities</li> </ul>
<b>NPM050</b>	<b>Nuclear Plant Maintenance Outage Management</b> <ul style="list-style-type: none"> <li>Directs nuclear plant outage-related activities, including operations, maintenance and construction consistent with the organization's policy and regulatory requirements</li> <li>May be partly or fully responsible for scheduling</li> <li>Provides planning and scheduling support, coordinates cost estimates and procurement, and designs support plans prior to and during the outage</li> <li>Monitors progress of outages, identifies problems, revises schedules and budgets, and reports on the status of the outage to management</li> <li>Implements ALARA (as low as is reasonably achievable) programs, prepares outage-related documentation, and assesses the adequacy of planning documents and systems</li> </ul>
<b>NPM060</b>	<b>Nuclear Plant Maintenance Instrument and Control</b> <ul style="list-style-type: none"> <li>Maintains installed instrumentation, process control systems, and electrical protective devices</li> <li>Conducts preventive and corrective maintenance in the nuclear core detection system and associated instrumentation, reactor control and protective system, control rod system, protective relaying, and other plant instrumentation</li> <li>Reviews calibration and test data results with NRC and state compliance inspectors</li> <li>Determines instrumentation and control irregularities for equipment associated with the reactors, turbines, generators and other associated equipment</li> </ul>
<b>NPM070</b>	<b>Nuclear Plant Maintenance Mechanical and/or Electrical</b> <ul style="list-style-type: none"> <li>Inspects, repairs and rebuilds mechanical and/or electrical equipment and associated structures</li> <li>Ensures compliance with industrial and radiation safety requirements</li> <li>Analyzes equipment breakdowns, determines the proper corrective action, and directs repairs</li> <li>Plans work schedules to accomplish required maintenance and, when required, assigns priorities</li> <li>May establish welding guidelines and standards based on metallurgic and failure analyses</li> </ul>
<b>NPM080</b>	<b>Nuclear Plant Maintenance In-Service Inspection and Testing</b> <ul style="list-style-type: none"> <li>Develops, implements and maintains in-service inspection (ISI), testing and maintenance programs</li> <li>Supports and conducts nondestructive examination (NDE), quality engineering (QE), and quality control (QC) inspections</li> <li>Researches, interprets and explains inspection results</li> <li>Recommends changes to maintain compliance with regulatory requirements</li> <li>Maintains documentation to meet licensing obligations and ensure proper test methodologies are in place</li> </ul>


## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Maintenance (continued)</b>	<b>NPM</b>
<b>Discipline</b>	
<b>NPM081</b>	<b>Nuclear Plant Maintenance Non-Destructive Examination (NDE) Specialty</b> <ul style="list-style-type: none"><li>• Develops, implements and maintains Non-Destructive Examination (NDE) requirements, testing and maintenance programs</li><li>• Designs, installs, evaluates and updates NDE process systems, procedures and improvement techniques</li><li>• Coordinates NDE training and certification programs</li><li>• Develops, reviews and approves NDE reports, and responds to regulator questions on NDE applications</li><li>• Ensures proper communication and interpretation of NDE test results and prompt repair of components</li></ul>
<b>NPM999</b>	<b>Nuclear Plant Maintenance - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Nuclear Plant Maintenance Function but are not described in other Discipline summaries</li></ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Operations</b>	<b>NPO</b>
Coordinates the operation of all nuclear power-generating equipment, including the nuclear reactor(s), reactor plant support systems (e.g., fuel handling, radioactive waste disposal), secondary plant systems and pumps, electrical breaker connections to the systems, main turbines, generators, and associated auxiliary equipment.	
<b>Applicable Career Bands</b>	
	
<b>Discipline</b>	
<b>NPO000</b>	<b>Nuclear Plant Operations Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Operates nuclear reactor(s), turbine generator units and auxiliary equipment and related computer controls, and interfaces with transmission facilities</li> <li>Performs routine tests of the reactor safeguard equipment and radiation protection systems</li> <li>Conducts shutdown and start-up activities</li> <li>Removes units from service in the event of an emergency and implements established emergency procedures</li> <li>Maintains, reviews and evaluates all operating records to preserve documentation of all operations, activities and responses to any unusual conditions in accordance with NRC (Nuclear Regulatory Commission) specifications</li> </ul>
<b>NPO010</b>	<b>Nuclear Plant Operations - RO License</b> <ul style="list-style-type: none"> <li>Operates nuclear reactor(s), turbine generator units and auxiliary equipment and related computer controls, and interfaces with transmission facilities</li> <li>Performs routine tests of the reactor safeguard equipment and radiation protection systems</li> <li>Conducts shutdown and start-up activities</li> <li>Removes units from service in the event of an emergency and implements established emergency procedures</li> <li>Maintains, reviews and evaluates all operating records to preserve documentation of all operations, activities and responses to any unusual conditions in accordance with NRC (Nuclear Regulatory Commission) specifications</li> <li>Maintains a Reactor Operator (RO) license which usually requires three years of power plant experience with at least one year of experience at the nuclear power plant, completion of the nuclear power plant's Reactor Operator (RO) training program, and passing an NRC Reactor Operator exam</li> </ul>
<b>NPO999</b>	<b>Nuclear Plant Operations - No Applicable Discipline</b> <ul style="list-style-type: none"> <li>Responsibilities are within the Nuclear Plant Operations Function but are not described in other Discipline summaries</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Quality Assurance</b>	<b>NQA</b>
Performs independent assessments of departments involved in nuclear safety, such as construction, design engineering, production and distribution, and selected other functions.	
<b>Applicable Career Bands</b>	
NQA0000 - NQA9999	
<b>Discipline</b>	
<b>NQA000</b>	<b>Nuclear Quality Assurance Generalist/Multidiscipline</b> <ul style="list-style-type: none"><li>• Prepares plans and schedules for conducting independent assessments and surveillance</li><li>• Reviews documents, prepares checklists and agendas for assessments, performs independent assessments, conducts pre- and post-assessment interviews, and prepares final assessment report</li><li>• Ensures and documents that corrective actions are taken based on report findings</li><li>• Reviews organization's quality assurance manual and implementation procedures to verify compliance with American Society of Mechanical Engineers (ASME), American National Standards Institute (ANSI) and Nuclear Regulatory Commission (NRC) regulations</li><li>• Maintains up-to-date knowledge and understanding of NRC revisions to regulations and industry codes and standards</li><li>• Develops and implements nuclear quality assurance procedures to be followed in one or more of the following areas: design, procurement, construction and operation of nuclear generating stations</li><li>• Reviews quality assurance specifications; test reports and other documentation to ensure that nuclear safety and quality assurance requirements are met</li><li>• Inspects and reviews contractors' and vendors' work for compliance with quality assurance standards</li><li>• May conduct assessments of vendor/contractor quality assurance/quality control programs to ensure compliance</li></ul>
<b>NQA999</b>	<b>Nuclear Quality Assurance - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Nuclear Quality Assurance Function but are not described in other Discipline summaries</li></ul>




## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Radiation Safety</b>	<b>NRS</b>
Directs radiation safety units in implementing decontamination, instrumentation, planning and scheduling, procedure, training, radiation control, and radwaste programs in support of operation and maintenance activities at the plant.	
<b>Applicable Career Bands</b>	
<b>Discipline</b>	
<b>NRS000</b>	<b>Nuclear Plant Radiation Safety Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Ensures compliance with applicable regulatory requirements regarding radiation safety procedures</li> <li>Approves radiation work permits</li> <li>Certifies radioactive waste shipping manifests and administers the radiation safety training program</li> <li>Interfaces with management and regulators on matters related to implementation of radiation safety programs</li> </ul>
<b>NRS010</b>	<b>Nuclear Plant Health Physics</b> <ul style="list-style-type: none"> <li>Participates in the maintenance of ongoing plant radiation monitoring programs</li> <li>Conducts investigations, inspections, surveys and tests to ensure compliance with government regulations and organization guidelines on personal radiation exposure, radioactive effluent releases, and radioactive concentrations in plant systems and in the environment</li> <li>Interprets test results and performs exposure investigations</li> <li>Typically requires certification by the American Board of Health Physicists and a B.S. degree</li> </ul>
<b>NRS020</b>	<b>Radiochemical Control</b> <ul style="list-style-type: none"> <li>Conducts chemical and radiochemical sampling and analyses</li> <li>Manages water treatment for the reactor and auxiliary systems to ensure that operations are within prescribed limits</li> <li>Operates and maintains the make-up water, chemical and waste treatment systems</li> </ul>
<b>NRS030</b>	<b>Nuclear Plant Emergency Preparedness</b> <ul style="list-style-type: none"> <li>Develops, maintains and evaluates radiological emergency plans in compliance with government nuclear regulatory requirements</li> <li>Schedules and coordinates on-site and off-site nuclear plant emergency drills and exercises</li> <li>Ensures public health and safety regarding possible exposure to radiation by developing emergency evacuation plans and negotiating emergency support agreements with appropriate governmental agencies</li> <li>Develops public information scenarios for drills and exercises, and maintains an effective E-plan public information program</li> <li>May also be responsible for nuclear plant security</li> </ul>
<b>NRS999</b>	<b>Nuclear Plant Radiation Safety - No Applicable Discipline</b> <ul style="list-style-type: none"> <li>Responsibilities are within the Nuclear Plant Radiation Safety Function but are not described in other Discipline summaries</li> </ul>

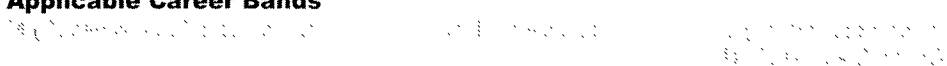
## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Administrative Support Services</b>	<b>NSA</b>
Develops, coordinates, implements and administers nontechnical nuclear plant support activities such as fitness for duty (FFD) program, document control, and facilities management.	
<b>Applicable Career Bands</b>	
	
<b>Discipline</b>	
<b>NSA000</b>	<b>Nuclear Plant Administrative Support Services Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>• Develops, coordinates, implements and administers two or more nontechnical nuclear plant support activities such as fitness for duty (FFD) program, document control, and facilities management</li> </ul>
<b>NSA010</b>	<b>Nuclear Plant Fitness for Duty Program/Access Control</b> <ul style="list-style-type: none"> <li>• Develops, implements and conducts the organization's fitness for duty (FFD) program</li> <li>• Ensures compliance with regulatory requirements</li> <li>• Identifies problem areas and unusual problems and initiates procedures for resolution</li> <li>• Develops comprehensive training and communication programs to ensure that employees and contractors are aware of FFD requirements</li> <li>• Prepares, maintains and stores FFD records and statistical data</li> <li>• Provides and presents data to management and regulatory agencies as required</li> <li>• Oversees and provides support to testing activities</li> <li>• Investigates testing programs with certified laboratories</li> <li>• Works with Medical Department and employee assistance program (EAP) coordinators in the review of positive test results</li> <li>• May be responsible for access control</li> </ul>
<b>NSA999</b>	<b>Nuclear Plant Administrative Support Services - No Applicable Discipline</b> <ul style="list-style-type: none"> <li>• Responsibilities are within the Nuclear Plant Administrative Support Services Function but are not described in other Discipline summaries</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Technical Support Services</b>	<b>NST</b>
Develops, coordinates, implements and administers technical nuclear plant support activities and programs such as plant licensing, operations procedure writing, performance assessment, corrective action, and employee concerns.	
<b>Applicable Career Bands</b>	
	
<b>Discipline</b>	
<b>NST000</b>	<b>Nuclear Plant Technical Support Services Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>Develops, coordinates, implements and administers two or more technical nuclear plant support activities or programs as a generalist or in a combination of Disciplines in the Nuclear Plant Technical Support Services Function such as plant licensing, operations procedure writing, performance assessment, corrective action and employee concerns</li> <li>Most nuclear plant technical support services roles typically require a four-year college degree with knowledge of reactor systems design and function, technical specifications, and regulations</li> </ul>
<b>NST010</b>	<b>Nuclear Plant Licensing</b> <ul style="list-style-type: none"> <li>Obtains and maintains the operating permits and licenses required by the NRC (Nuclear Regulatory Commission) and state or local governments for nuclear facilities</li> <li>Provides licensing direction to the organization, vendor and consultant personnel to ensure that regulatory requirements relating to the design, construction and modification of existing facilities are met</li> <li>Provides necessary interface with outside organizations and serves as the on-site liaison for NRC resident inspectors, and corresponds with the NRC regarding nuclear plant licensing issues</li> <li>Works to identify, prioritize, and facilitate necessary station support and response to regulatory issues or required licensing initiatives</li> <li>Implements commitment tracking activities associated with site-generated regulatory correspondence</li> <li>Prepares licensing documents and reports, operation evaluations, and regulatory interpretations</li> <li>Prepares nuclear safety and environment reports</li> <li>Takes responsibility for generic and/or plant-specific licensing issues including preparation, review and updates to the FSAR (final safety analysis report)</li> </ul>
<b>NST017</b>	<b>New Nuclear Power Plant Environmental Affairs and Compliance</b> <ul style="list-style-type: none"> <li>Develops and implements the organization's positions on environmental policy issues for new nuclear power plants regarding the impact of the organization's operations on water, air and land quality</li> <li>Designs and implements programs for new nuclear power plants to comply with environmental regulations</li> <li>Serves as a liaison with external government environmental agencies regarding new nuclear power plants</li> <li>Monitors programs and maintains up-to-date records for new nuclear power plants required by environmental permits to ensure government compliance</li> </ul>
<b>NST020</b>	<b>Nuclear Plant Operations Procedure Writing</b> <ul style="list-style-type: none"> <li>Creates, revises and reviews nuclear power plant operations procedures</li> <li>Reviews design and license changes for procedures impacting on the performance of NRC regulatory requirements</li> <li>Gathers documentation to prepare an analysis of recommended design and licensing changes</li> <li>Reviews documentation to ensure procedures are up-to-date and accurate</li> <li>Validates the technical basis of written procedures by reviewing the relevant technical, regulatory and licensing issues and interfacing with all applicable departments</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Technical Support Services (continued)</b>	<b>NST</b>
<b>Discipline</b>	
<b>NST040</b>	<b>Nuclear Plant Performance Improvement</b> <ul style="list-style-type: none"><li>• Develops and implements nuclear power plant performance monitoring processes and procedures to ensure safe and efficient operation</li><li>• Recommends improvements in solving human performance issues and performance improvement processes</li><li>• Develops sustainable, repeatable and quantifiable human performance improvements</li><li>• Works with plant management to provide performance improvement services and ensure they are knowledgeable of improvement opportunities</li><li>• Works with corrective action personnel to provide assessment and investigation services</li><li>• Works with operations training personnel to ensure lessons learned are included in operations training</li><li>• Directs the development of reports as needed to ensure upper management is aware of plant performance conditions and improvement opportunities</li><li>• Tracks cost savings associated with performance successes and failures</li></ul>
<b>NST999</b>	<b>Nuclear Plant Technical Support Services - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Nuclear Plant Technical Support Services Function but are not described in other Discipline summaries</li></ul>

## Functions and Disciplines Definitions (continued)

Function	Code
<b>Nuclear Plant Training</b> Develops and implements nuclear and simulator, technical, and nuclear-operator training, retraining, and licensing programs, including radiological safety.	<b>NTR</b>
<b>Applicable Career Bands</b> GS-05 through GS-15	
<b>Discipline</b>	
<b>NTR000</b>	<b>Nuclear Plant Training Generalist/Multidiscipline</b> <ul style="list-style-type: none"> <li>• Conducts training courses for nuclear power plant employees</li> <li>• Develops and maintains training programs</li> <li>• Maintains training records and documentation for station personnel</li> <li>• Conducts needs/job task analyses</li> </ul>
<b>NTR010</b>	<b>Nuclear Operations Training - RO License</b> <ul style="list-style-type: none"> <li>• Conducts training programs for licensed operators and shift technical advisers in reactor operations covering replacement, requalification, upgrade, etc., consistent with NRC (Nuclear Regulatory Commission) requirements</li> <li>• Develops and maintains operations training programs</li> <li>• Administers training programs to ensure the availability of qualified and licensed personnel</li> <li>• Maintains a Reactor Operator (RO) license which usually requires three years of power plant experience with at least one year of experience at the nuclear power plant, completion of the nuclear power plant's Reactor Operator (RO) training program, and passing an NRC Reactor Operator exam</li> </ul>
<b>NTR030</b>	<b>Nuclear Technical Training</b> <ul style="list-style-type: none"> <li>• Conducts training courses for plant employees in such technical specialties as health physics, plant chemistry, and maintenance (i.e., electrical, mechanical, instrument and control) that comply with applicable NRC regulations</li> <li>• Develops and maintains technical training programs</li> <li>• Conducts needs/job task analyses</li> </ul>
<b>NTR999</b>	<b>Nuclear Plant Training - No Applicable Discipline</b> <ul style="list-style-type: none"> <li>• Responsibilities are within the Nuclear Plant Training Function but are not described in other Discipline summaries</li> </ul>

**Compensation Summary : AAA000-EX – Chief Executive Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	39	39	752.7	363.0	478.6	630.0	1,000.0	1,300.0
Actual Bonus Amount	37	37	765.7	77.1	248.8	570.0	1,166.9	1,763.0
Actual Bonus as % of Base	37	37	89	16	57	92	118	152
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	39	39	1,479.1	515.0	670.8	1,043.0	2,055.1	2,990.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	39	1,504.5	515.0	670.8	1,043.0	2,362.5	2,990.0
Actual Total Direct Compensation (Incl LTI)	38	38	3,536.6	556.8	902.9	2,406.3	6,088.6	9,115.6
Total Compensation (Incl Perqs)	38	38	3,570.1	561.0	938.7	2,467.2	6,104.3	9,126.8
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	37	37	645.2	88.6	237.3	494.7	1,021.1	1,450.0
Target Bonus as % of Base	37	37	73	20	50	75	100	121
Target Cash Compensation	37	37	1,394.6	513.9	702.7	1,076.7	2,089.8	2,745.0
Target Total Direct Compensation (Incl LTI)	36	36	3,276.1	521.8	799.5	1,935.0	5,017.5	8,774.7
Target Total Compensation (Incl Perqs)	36	36	3,311.0	583.5	846.9	1,972.0	5,025.5	8,811.8
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	28	28	2,741.4	231.7	527.7	2,005.8	4,315.1	7,244.1
LTI as % of Base	28	28	288	47	92	237	362	684
Total Perquisite Amount	35	35	36.3	7.0	13.9	35.2	50.0	69.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	39	39	1	2	1	1	1	1
Employees Supervised Direct/Indirect	38	38	3,841	256	807	2,026	5,681	10,128
Unit Size (\$ Million)	39	39	7,221.3	479.9	1,228.0	2,830.0	9,294.8	22,000.0
Company Revenue (\$ Million)	39	39	7,221.3	479.9	1,228.0	2,830.0	9,294.8	22,000.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	26% No	100% Top Executive	51% Corporate
100% Yes	74% Yes	0% Sr. Executive	49% Group
		0% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AAA020-EX – Chief Operating Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	11	11	516.9	295.0	330.0	450.7	760.0	837.6
Actual Bonus Amount	9	9	395.8	---	117.0	360.8	508.5	---
Actual Bonus as % of Base	9	9	70	---	37	63	85	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	11	840.7	355.5	383.0	760.0	1,216.0	1,763.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	11	921.3	355.5	383.0	1,010.0	1,216.0	1,763.6
Actual Total Direct Compensation (Incl LTI)	10	10	2,412.4	352.7	698.6	2,915.8	3,529.0	4,741.1
Total Compensation (Incl Perqs)	10	10	2,435.1	361.1	712.4	2,930.3	3,537.3	4,795.2
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	8	315.0	---	90.6	217.7	606.0	---
Target Bonus as % of Base	8	8	54	---	30	55	78	---
Target Cash Compensation	9	9	767.3	---	377.5	495.0	1,344.2	---
Target Total Direct Compensation (Incl LTI)	8	8	2,083.4	---	443.7	2,086.7	3,435.0	---
Target Total Compensation (Incl Perqs)	8	8	2,110.4	---	454.3	2,113.7	3,475.3	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	1,796.6	---	835.8	1,989.5	2,606.2	---
LTI as % of Base	8	8	317	---	151	248	481	---
Total Perquisite Amount	10	10	22.8	4.7	8.0	12.2	45.4	58.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	11	11	2	3	2	2	2	2
Employees Supervised Direct/Indirect	9	9	1,554	---	330	614	2,334	---
Unit Size (\$ Million)	11	11	7,883.2	324.2	728.4	4,211.6	18,863.0	24,026.0
Company Revenue (\$ Million)	11	11	11,068.9	324.2	728.4	4,554.0	19,642.0	35,137.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
9% No	18% No	0% Top Executive	64% Corporate
91% Yes	82% Yes	100% Sr. Executive	36% Group
		0% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AAA999-EX – Top Executive – No Applicable Discipline Executive Benchmark**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	11	330.5	246.2	257.8	289.7	370.0	525.0
Actual Bonus Amount	6	9	219.8	---	99.4	200.0	302.6	---
Actual Bonus as % of Base	6	9	57	---	38	60	72	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	11	510.3	247.4	326.6	405.5	605.0	1,079.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	11	519.4	247.4	326.6	443.9	605.0	1,079.0
Actual Total Direct Compensation (Incl LTI)	7	10	1,041.4	246.1	309.4	576.7	1,317.5	4,111.4
Total Compensation (Incl Perqs)	7	10	1,061.3	258.8	320.9	580.7	1,347.5	4,145.9
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	10	160.3	47.2	70.4	131.9	215.8	394.7
Target Bonus as % of Base	7	10	43	18	28	43	58	74
Target Cash Compensation	8	11	476.2	256.7	327.6	391.1	555.0	909.5
Target Total Direct Compensation (Incl LTI)	7	10	1,000.7	250.7	321.7	527.7	1,276.9	3,930.9
Target Total Compensation (Incl Perqs)	7	10	1,020.5	261.3	333.8	531.6	1,306.9	3,965.4
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	6	9	22.0	---	7.9	30.0	34.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	11	2	3	3	2	2	2
Employees Supervised Direct/Indirect	5	7	289	---	42	111	625	---
Unit Size (\$ Million)	8	11	5,248.9	389.6	943.6	1,880.0	5,874.0	19,914.9
Company Revenue (\$ Million)	8	11	13,556.6	389.6	943.6	1,880.0	40,490.0	40,490.0

**Bonus Eligibility**

9% No  
91% Yes

**LTI Eligibility**

45% No  
55% Yes

**Management Level**

0% Top Executive  
27% Sr. Executive  
64% Executive  
9% Sr. Mgr./Dir.

**Organization Unit**

27% Corporate  
73% Group  
0% Division  
0% Plant

All values in Canadian Dollar  
Effective date April 01, 2015  
Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AAB002-EX – Multi-Profit Center (Group) Head**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	12	17	500.3	301.0	372.6	510.0	615.0	748.0
Actual Bonus Amount	11	16	379.3	125.8	210.1	315.3	513.8	736.5
Actual Bonus as % of Base	11	16	70	43	48	70	90	98
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	12	17	857.3	396.8	488.7	800.0	1,061.7	1,474.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	17	874.2	396.8	488.7	942.5	1,090.3	1,474.0
Actual Total Direct Compensation (Incl LTI)	11	15	2,305.9	519.3	1,005.1	2,362.3	2,942.5	4,619.6
Total Compensation (Incl Perqs)	11	15	2,336.8	549.9	1,020.1	2,393.6	2,988.0	4,655.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	11	16	322.3	134.6	201.3	332.0	403.9	540.2
Target Bonus as % of Base	11	16	61	45	50	63	70	75
Target Cash Compensation	11	16	827.9	426.1	554.5	862.5	1,026.5	1,294.7
Target Total Direct Compensation (Incl LTI)	10	14	2,339.7	580.7	965.6	2,273.2	3,270.4	4,502.6
Target Total Compensation (Incl Perqs)	10	14	2,372.9	626.4	980.6	2,299.0	3,313.3	4,538.4
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	15	1,376.2	140.7	310.0	1,275.0	2,000.0	3,227.0
LTI as % of Base	11	15	233	37	73	250	308	531
Total Perquisite Amount	10	14	33.2	15.0	19.0	32.8	38.9	61.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	12	17	2	3	3	2	2	2
Employees Supervised Direct/Indirect	8	13	1,672	128	365	1,000	2,746	5,271
Unit Size (\$ Million)	12	17	6,663.1	400.1	766.3	3,725.0	6,557.6	24,105.6
Company Revenue (\$ Million)	12	17	14,604.1	943.6	3,348.3	10,185.0	25,604.9	40,490.0

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		0% No		0% Top Executive		0% Corporate	
100% Yes		100% Yes		76% Sr. Executive		100% Group	
				24% Executive		0% Division	
				0% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

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**Compensation Summary : AAB003-EX – Single Profit Center (Division) Head**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	13	35	310.7	222.5	255.0	300.0	351.7	421.9
Actual Bonus Amount	11	25	182.4	67.7	113.1	170.4	242.1	351.6
Actual Bonus as % of Base	11	25	55	29	47	53	62	80
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	13	35	441.0	249.0	300.0	420.0	550.0	733.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	35	461.3	258.0	306.2	437.0	576.6	733.8
Actual Total Direct Compensation (Incl LTI)	13	35	817.3	264.0	396.7	722.1	1,095.9	1,620.1
Total Compensation (Incl Perqs)	13	35	834.2	294.4	396.7	737.1	1,128.1	1,641.2
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	11	25	142.5	62.4	90.0	135.5	173.7	245.7
Target Bonus as % of Base	11	25	43	33	35	45	50	59
Target Cash Compensation	11	25	457.1	261.0	336.4	440.2	540.2	665.0
Target Total Direct Compensation (Incl LTI)	11	25	901.1	273.0	477.1	844.4	1,221.1	1,684.5
Target Total Compensation (Incl Perqs)	11	25	923.3	328.0	484.6	869.4	1,236.1	1,700.5
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	12	29	429.6	75.0	189.7	349.4	615.2	992.1
LTI as % of Base	12	29	121	32	70	98	169	260
Total Perquisite Amount	12	27	22.0	4.4	5.3	16.5	30.0	64.5
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	13	35	3	3	3	3	3	2
Employees Supervised Direct/Indirect	7	17	651	8	16	135	1,181	2,549
Unit Size (\$ Million)	13	35	3,470.2	483.9	910.8	1,518.0	3,565.0	9,901.4
Company Revenue (\$ Million)	13	35	11,344.7	2,700.0	4,018.0	4,554.0	10,185.0	38,780.6

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	6% No	0% Top Executive	0% Corporate
100% Yes	94% Yes	14% Sr. Executive	0% Group
		86% Executive	100% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AAB515-EX – Top Operations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	31	89	290.6	183.2	244.0	283.3	327.5	400.7
Actual Bonus Amount	30	84	146.1	63.5	90.2	130.0	206.1	251.3
Actual Bonus as % of Base	30	84	49	26	34	48	60	78
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	31	89	428.5	245.0	330.7	408.5	561.9	630.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	10	99.6	1.3	7.8	34.0	195.2	365.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	89	439.7	245.0	330.7	411.3	576.2	650.2
Actual Total Direct Compensation (Incl LTI)	31	89	874.3	330.6	505.6	780.1	1,274.3	1,576.8
Total Compensation (Incl Perqs)	31	89	890.7	330.6	524.2	787.2	1,298.4	1,607.9
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	28	69	121.5	59.5	88.5	114.0	153.0	188.1
Target Bonus as % of Base	28	69	40	30	35	40	45	50
Target Cash Compensation	28	69	414.7	244.6	328.4	399.0	505.3	598.8
Target Total Direct Compensation (Incl LTI)	28	69	856.4	308.3	461.6	767.7	1,261.1	1,499.0
Target Total Compensation (Incl Perqs)	28	69	876.0	308.3	491.8	786.4	1,268.9	1,518.7
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	26	80	483.5	102.5	211.4	421.2	720.5	900.0
LTI as % of Base	26	80	154	50	77	149	200	252
Total Perquisite Amount	28	75	19.5	6.6	7.1	20.8	26.3	31.1
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	31	89	3	4	4	4	3	2
Employees Supervised Direct/Indirect	18	49	550	31	122	393	692	1,290
Unit Size (\$ Million)	31	89	4,233.2	436.2	1,175.3	2,433.0	4,660.4	9,821.0
Company Revenue (\$ Million)	31	89	14,759.3	1,904.0	2,391.8	10,185.0	25,122.0	37,641.0

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		8% No		0% Top Executive		4% Corporate	
100% Yes		92% Yes		16% Sr. Executive		35% Group	
				64% Executive		56% Division	
				20% Sr. Mgr./Dir.		4% Plant	

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**Compensation Summary : ACA000-EX – Top Corporate Affairs Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	9	326.8	---	294.8	310.0	370.0	---
Actual Bonus Amount	9	9	171.2	---	122.7	171.4	207.3	---
Actual Bonus as % of Base	9	9	52	---	42	53	59	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	9	498.0	---	419.4	481.4	577.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	9	498.1	---	419.8	481.4	577.3	---
Actual Total Direct Compensation (Incl LTI)	9	9	977.4	---	545.2	881.5	1,415.7	---
Total Compensation (Incl Perqs)	9	9	1,002.9	---	561.1	900.7	1,440.5	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	9	9	138.7	---	104.3	124.0	167.8	---
Target Bonus as % of Base	9	9	42	---	38	40	48	---
Target Cash Compensation	9	9	465.5	---	402.5	434.0	536.5	---
Target Total Direct Compensation (Incl LTI)	9	9	944.8	---	540.3	834.1	1,377.2	---
Target Total Compensation (Incl Perqs)	9	9	970.4	---	556.2	853.2	1,402.0	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	9	9	479.3	---	125.4	400.1	855.7	---
LTI as % of Base	9	9	134	---	42	129	222	---
Total Perquisite Amount	8	8	28.7	---	19.3	24.8	40.7	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	9	3	---	3	3	2	---
Employees Supervised Direct/Indirect	7	7	113	---	38	134	180	---
Unit Size (\$ Million)	9	9	14,733.2	---	2,673.5	10,185.0	23,561.0	---
Company Revenue (\$ Million)	9	9	14,928.2	---	3,551.0	10,185.0	23,561.0	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	56% Corporate
100% Yes	100% Yes	22% Sr. Executive	44% Group
		78% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACA005-EX – Top Public Relations and Internal Communications Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	10	11	221.2	163.6	180.0	225.0	257.0	264.3
Actual Bonus Amount	8	8	76.7	---	33.1	83.9	117.5	---
Actual Bonus as % of Base	8	8	34	---	20	37	48	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	11	276.9	182.5	213.9	283.8	334.6	370.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	11	276.9	182.5	213.9	283.8	334.6	370.3
Actual Total Direct Compensation (Incl LTI)	10	11	379.5	182.5	213.9	363.2	461.3	722.2
Total Compensation (Incl Perqs)	10	11	392.1	186.7	214.1	367.6	481.5	741.2
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	8	69.1	---	41.7	77.9	91.1	---
Target Bonus as % of Base	8	8	31	---	21	33	35	---
Target Cash Compensation	9	9	282.8	---	214.9	303.8	332.4	---
Target Total Direct Compensation (Incl LTI)	9	9	396.7	---	214.9	383.7	554.9	---
Target Total Compensation (Incl Perqs)	9	9	411.0	---	219.5	398.7	575.1	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	6	6	188.0	---	96.2	155.9	291.2	---
LTI as % of Base	6	6	76	---	39	65	113	---
Total Perquisite Amount	9	10	13.9	0.7	5.1	16.1	20.9	25.7
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	10	11	3	5	3	3	2	2
Employees Supervised Direct/Indirect	7	7	48	---	7	29	48	---
Unit Size (\$ Million)	10	11	5,610.7	321.5	796.1	3,348.3	4,963.0	19,477.7
Company Revenue (\$ Million)	10	11	7,694.3	389.6	2,536.7	3,691.0	4,963.0	34,041.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
9% No	36% No	0% Top Executive	45% Corporate
91% Yes	64% Yes	9% Sr. Executive	36% Group
		91% Executive	18% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACA050-EX – Top Regulatory Affairs and Compliance Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	15	20	243.0	190.9	221.3	232.5	274.1	306.8
Actual Bonus Amount	13	15	105.6	52.8	78.0	98.7	134.1	164.9
Actual Bonus as % of Base	13	15	40	23	34	40	50	54
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	20	322.2	192.5	238.7	311.3	391.1	474.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	20	322.9	192.5	241.7	311.3	391.1	474.1
Actual Total Direct Compensation (Incl LTI)	15	20	449.6	193.5	294.2	371.3	661.0	792.6
Total Compensation (Incl Perqs)	15	20	461.5	197.6	298.0	380.8	682.5	809.4
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	13	15	83.4	28.5	58.7	78.7	108.0	140.6
Target Bonus as % of Base	13	15	33	15	25	35	38	47
Target Cash Compensation	13	15	330.8	218.5	281.3	330.8	400.2	436.8
Target Total Direct Compensation (Incl LTI)	13	15	467.2	227.5	286.0	461.3	651.8	782.9
Target Total Compensation (Incl Perqs)	13	15	481.4	241.9	299.4	470.9	663.4	799.3
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	11	230.5	42.4	92.8	246.7	395.9	416.4
LTI as % of Base	11	11	86	19	43	80	137	150
Total Perquisite Amount	14	18	13.2	4.0	4.4	9.4	16.5	29.6
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	15	20	3	4	4	3	3	2
Employees Supervised Direct/Indirect	10	10	52	7	16	47	69	145
Unit Size (\$ Million)	15	20	4,376.8	995.2	2,458.9	3,044.3	4,860.8	9,795.3
Company Revenue (\$ Million)	15	20	5,398.8	1,935.3	2,642.3	4,286.0	4,963.0	17,995.2

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		30% No		0% Top Executive		45% Corporate	
100% Yes		70% Yes		5% Sr. Executive		45% Group	
				85% Executive		10% Division	
				10% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ACA070–EX – Top Government Relations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	14	18	225.2	172.8	192.7	221.0	249.8	291.0
Actual Bonus Amount	14	16	88.6	31.6	45.9	92.0	108.8	156.0
Actual Bonus as % of Base	14	16	37	17	23	39	48	54
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	18	303.9	193.8	216.8	326.1	346.5	436.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	18	311.2	193.8	216.8	326.7	361.9	452.3
Actual Total Direct Compensation (Incl LTI)	14	18	422.2	193.8	216.8	378.4	618.9	725.8
Total Compensation (Incl Perqs)	14	18	440.2	209.1	231.1	399.4	642.9	745.5
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	14	16	66.0	25.5	36.8	71.6	85.8	117.2
Target Bonus as % of Base	14	16	28	15	18	30	35	40
Target Cash Compensation	14	18	283.8	192.1	210.8	292.8	329.5	407.4
Target Total Direct Compensation (Incl LTI)	14	18	394.9	192.1	210.8	357.9	607.0	676.8
Target Total Compensation (Incl Perqs)	14	18	412.8	201.9	221.1	375.9	631.0	695.5
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	10	10	199.9	76.9	88.9	185.0	304.5	348.6
LTI as % of Base	10	10	79	34	41	68	122	128
Total Perquisite Amount	13	17	19.0	9.1	12.1	16.0	24.1	32.9
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	14	18	3	4	3	3	3	2
Employees Supervised Direct/Indirect	12	15	37	4	7	13	52	121
Unit Size (\$ Million)	14	18	8,764.8	288.0	2,084.6	4,998.9	13,638.0	21,726.8
Company Revenue (\$ Million)	14	18	9,810.4	288.0	2,084.6	4,998.9	13,638.0	37,925.9

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
11% No	44% No	0% Top Executive	33% Corporate
89% Yes	56% Yes	11% Sr. Executive	61% Group
		67% Executive	6% Division
		22% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

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**Compensation Summary : ACA090–EX – Top Investor Relations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	8	312.6	---	270.5	310.7	352.5	---
Actual Bonus Amount	8	8	161.9	---	134.1	159.8	185.4	---
Actual Bonus as % of Base	8	8	53	---	41	57	64	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	8	474.5	---	440.6	474.2	487.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	8	513.3	---	443.6	485.4	565.9	---
Actual Total Direct Compensation (Incl LTI)	8	8	1,051.7	---	724.8	911.6	1,278.8	---
Total Compensation (Incl Perqs)	8	8	1,067.5	---	745.6	924.1	1,291.3	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	121.7	---	106.6	116.0	132.0	---
Target Bonus as % of Base	7	7	40	---	35	35	50	---
Target Cash Compensation	7	7	425.4	---	396.0	411.1	468.1	---
Target Total Direct Compensation (Incl LTI)	7	7	956.1	---	639.2	741.7	1,293.5	---
Target Total Compensation (Incl Perqs)	7	7	973.0	---	658.2	741.7	1,307.5	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	7	615.4	---	330.6	591.2	761.9	---
LTI as % of Base	7	7	207	---	109	158	215	---
Total Perquisite Amount	7	7	18.0	---	8.7	19.0	25.3	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	8	3	---	4	3	2	---
Employees Supervised Direct/Indirect	4	4	15	---	---	4	---	---
Unit Size (\$ Million)	8	8	18,558.9	---	4,249.1	14,389.6	35,065.2	---
Company Revenue (\$ Million)	8	8	18,558.9	---	4,249.1	14,389.6	35,065.2	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		13% No		0% Top Executive		75% Corporate	
100% Yes		88% Yes		0% Sr. Executive		25% Group	
				88% Executive		0% Division	
				13% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ACD000-EX – Top Strategic Planning and Development Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	14	15	285.4	187.8	225.8	247.0	330.0	435.1
Actual Bonus Amount	12	13	118.5	11.8	52.4	71.6	196.7	259.0
Actual Bonus as % of Base	12	13	39	5	23	34	62	66
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	15	388.1	200.1	284.6	321.9	483.7	664.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	15	388.6	203.2	284.6	321.9	483.7	664.7
Actual Total Direct Compensation (Incl LTI)	13	14	641.7	197.5	284.8	434.9	883.2	1,762.4
Total Compensation (Incl Perqs)	13	14	651.0	202.0	285.0	437.1	911.2	1,780.0
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	11	12	118.3	24.6	54.6	100.8	176.1	259.9
Target Bonus as % of Base	11	12	43	13	25	38	53	100
Target Cash Compensation	12	13	370.9	189.2	274.1	329.1	515.1	552.7
Target Total Direct Compensation (Incl LTI)	11	12	546.2	183.1	270.2	533.7	766.7	1,200.7
Target Total Compensation (Incl Perqs)	11	12	556.1	185.8	270.3	542.9	786.4	1,230.4
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	429.3	---	100.1	289.4	684.7	---
LTI as % of Base	8	8	121	---	36	101	181	---
Total Perquisite Amount	9	9	14.5	---	4.2	9.1	27.2	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	14	15	2	3	3	2	2	2
Employees Supervised Direct/Indirect	9	9	122	---	12	49	122	---
Unit Size (\$ Million)	14	15	4,914.3	172.6	479.9	1,228.0	4,963.0	21,167.4
Company Revenue (\$ Million)	14	15	5,991.4	172.6	479.9	1,228.0	4,963.0	26,374.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
7% No	33% No	0% Top Executive	40% Corporate
93% Yes	67% Yes	20% Sr. Executive	47% Group
		80% Executive	13% Division
		0% Sr. Mgr./Dir.	0% Plant

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Compensation Summary : ACD010-EX – Top Strategic Planning Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	11	250.6	176.6	220.0	270.0	293.3	302.4
Actual Bonus Amount	8	10	109.5	50.6	58.0	105.5	146.0	203.0
Actual Bonus as % of Base	8	10	43	21	29	41	49	82
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	11	350.2	221.8	235.1	378.3	444.7	453.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	11	377.3	221.8	235.1	396.0	444.7	658.5
Actual Total Direct Compensation (Incl LTI)	9	11	661.4	230.3	303.7	597.6	944.7	1,680.8
Total Compensation (Incl Perqs)	9	11	672.9	230.3	309.0	622.6	962.6	1,692.7
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	10	84.0	44.1	52.1	87.0	111.3	121.9
Target Bonus as % of Base	8	10	33	21	25	33	40	49
Target Cash Compensation	8	10	337.6	220.4	271.5	368.2	384.8	422.3
Target Total Direct Compensation (Incl LTI)	8	10	641.9	220.4	301.6	600.2	930.6	1,449.0
Target Total Compensation (Incl Perqs)	8	10	653.9	220.4	308.4	616.1	950.4	1,459.3
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	8	390.8	---	107.3	286.9	562.5	---
LTI as % of Base	7	8	146	---	44	105	186	---
Total Perquisite Amount	8	9	14.0	---	7.8	10.0	21.5	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	11	3	5	3	3	3	2
Employees Supervised Direct/Indirect	7	8	40	---	5	19	49	---
Unit Size (\$ Million)	9	11	6,976.8	321.5	2,433.0	4,963.0	9,346.0	20,124.4
Company Revenue (\$ Million)	9	11	10,352.8	717.0	3,348.3	4,963.0	19,642.0	36,320.4

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	27% No	0% Top Executive	27% Corporate
100% Yes	73% Yes	9% Sr. Executive	64% Group
		82% Executive	9% Division
		9% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACD020–EX – Top Business/Corporate Development Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	18	43	268.3	215.0	240.0	255.0	292.1	351.8
Actual Bonus Amount	16	34	121.4	63.5	98.2	115.2	146.1	197.2
Actual Bonus as % of Base	16	34	44	25	36	44	51	60
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	43	364.3	215.0	307.6	360.5	414.9	532.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	43	369.5	215.0	321.1	360.5	414.9	536.1
Actual Total Direct Compensation (Incl LTI)	18	43	614.1	270.5	417.0	592.1	789.9	953.8
Total Compensation (Incl Perqs)	18	43	631.2	299.2	429.0	612.9	816.2	974.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	17	35	106.5	55.3	81.9	97.0	120.2	163.0
Target Bonus as % of Base	17	35	38	25	35	35	40	47
Target Cash Compensation	17	35	381.5	295.3	331.0	360.8	435.0	513.4
Target Total Direct Compensation (Incl LTI)	17	35	656.0	304.5	488.2	658.3	793.2	984.0
Target Total Compensation (Incl Perqs)	17	35	676.2	328.8	488.2	682.9	807.2	1,000.6
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	15	38	276.8	83.7	157.7	265.0	361.6	443.9
LTI as % of Base	15	38	97	36	66	95	133	149
Total Perquisite Amount	14	36	20.4	4.8	10.5	20.8	26.3	27.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	18	43	3	4	4	3	3	3
Employees Supervised Direct/Indirect	12	24	28	4	7	10	19	110
Unit Size (\$ Million)	18	43	4,564.1	759.0	1,518.0	2,692.3	4,963.0	16,181.0
Company Revenue (\$ Million)	18	43	11,995.4	1,576.6	3,348.3	4,963.0	19,642.0	37,641.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	9% No	0% Top Executive	14% Corporate
100% Yes	91% Yes	7% Sr. Executive	26% Group
		84% Executive	60% Division
		9% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFA000–EX – CFO/Top Financial Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	36	36	398.5	250.3	288.0	366.0	496.9	614.5
Actual Bonus Amount	33	33	245.7	48.3	111.7	217.0	334.8	546.0
Actual Bonus as % of Base	33	33	56	19	39	55	72	91
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	36	36	623.8	271.6	398.4	569.3	758.9	1,095.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	6	268.3	---	6.1	212.5	525.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	36	36	668.5	271.6	435.0	569.3	884.5	1,255.7
Actual Total Direct Compensation (Incl LTI)	35	35	1,409.5	266.7	484.2	1,044.9	2,095.1	3,051.6
Total Compensation (Incl Perqs)	35	35	1,433.1	287.4	536.3	1,059.9	2,109.1	3,083.5
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	33	33	204.2	46.5	92.0	173.3	330.5	405.7
Target Bonus as % of Base	33	33	46	19	33	50	60	73
Target Cash Compensation	34	34	591.5	267.0	361.2	547.5	788.9	992.9
Target Total Direct Compensation (Incl LTI)	33	33	1,304.1	261.0	409.6	831.2	1,957.6	2,823.4
Target Total Compensation (Incl Perqs)	33	33	1,328.8	266.5	420.9	858.3	1,969.0	2,849.0
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	25	25	1,031.9	88.3	230.7	630.0	1,557.1	2,041.5
LTI as % of Base	25	25	208	33	63	165	314	411
Total Perquisite Amount	32	32	25.9	5.2	8.8	20.2	39.8	51.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	36	36	2	3	2	2	2	2
Employees Supervised Direct/Indirect	25	25	195	19	45	107	311	534
Unit Size (\$ Million)	36	36	6,256.7	422.3	1,014.7	2,765.0	5,284.8	19,096.7
Company Revenue (\$ Million)	36	36	6,256.7	422.3	1,014.7	2,765.0	5,284.8	19,096.7

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
3% No	28% No	0% Top Executive	47% Corporate
97% Yes	72% Yes	89% Sr. Executive	53% Group
		11% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFA001-EX – Finance Executive (Second Level)**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	11	21	263.4	180.6	219.5	254.2	301.8	355.0
Actual Bonus Amount	10	20	160.3	68.3	88.1	131.9	248.6	288.4
Actual Bonus as % of Base	10	20	60	30	40	52	77	113
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	21	416.1	264.0	292.8	391.7	542.1	611.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	21	437.9	274.6	292.8	391.7	555.6	668.7
Actual Total Direct Compensation (Incl LTI)	11	21	811.1	304.0	389.7	636.4	1,023.4	1,407.2
Total Compensation (Incl Perqs)	11	21	826.8	310.3	414.9	643.0	1,036.9	1,429.6
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	10	20	115.5	54.3	87.9	110.6	141.6	189.1
Target Bonus as % of Base	10	20	44	25	35	40	50	75
Target Cash Compensation	10	20	377.3	263.3	285.1	371.3	441.3	499.6
Target Total Direct Compensation (Incl LTI)	10	20	764.3	284.5	403.3	679.5	957.9	1,299.6
Target Total Compensation (Incl Perqs)	10	20	780.6	289.7	428.9	691.2	977.8	1,322.3
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	10	19	412.5	70.2	187.3	401.2	456.8	803.8
LTI as % of Base	10	19	147	32	80	130	169	225
Total Perquisite Amount	10	19	17.4	5.3	7.8	15.7	23.1	32.2
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	11	21	3	4	4	3	3	3
Employees Supervised Direct/Indirect	6	10	90	6	29	87	111	249
Unit Size (\$ Million)	11	21	9,738.1	1,149.8	2,306.8	3,519.3	14,057.7	36,426.4
Company Revenue (\$ Million)	11	21	14,504.5	2,350.5	3,683.2	4,963.0	34,604.4	37,641.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	10% No	0% Top Executive	38% Corporate
100% Yes	90% Yes	0% Sr. Executive	48% Group
		81% Executive	14% Division
		19% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFB000-EX – Financial Controller**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	18	26	255.9	159.1	210.4	253.1	311.8	337.3
Actual Bonus Amount	17	20	106.9	43.0	56.2	93.2	149.9	196.2
Actual Bonus as % of Base	17	20	41	19	26	42	56	62
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	26	338.2	218.5	235.0	328.9	407.4	512.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	26	349.4	226.9	246.5	336.1	416.2	548.3
Actual Total Direct Compensation (Incl LTI)	17	25	567.7	237.9	312.6	466.1	777.1	1,046.5
Total Compensation (Incl Perqs)	17	25	586.8	273.6	320.1	474.3	793.8	1,068.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	15	18	86.3	29.3	53.4	89.4	104.8	151.1
Target Bonus as % of Base	15	18	33	15	28	35	40	45
Target Cash Compensation	15	18	343.3	206.0	224.0	346.7	428.1	499.7
Target Total Direct Compensation (Incl LTI)	14	17	565.3	206.0	222.2	452.6	876.4	1,074.7
Target Total Compensation (Incl Perqs)	14	17	591.3	239.0	274.2	471.2	893.0	1,103.6
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	14	19	297.7	46.5	139.0	296.3	465.2	550.0
LTI as % of Base	14	19	104	20	70	96	150	157
Total Perquisite Amount	18	25	20.1	4.3	6.8	16.0	24.3	59.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	18	26	3	4	4	3	3	3
Employees Supervised Direct/Indirect	11	12	98	7	31	72	126	321
Unit Size (\$ Million)	18	26	8,848.5	365.0	910.8	2,726.5	14,877.1	28,454.7
Company Revenue (\$ Million)	18	26	10,177.0	2,480.9	2,700.0	4,554.0	18,661.5	28,454.7

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	23% No	0% Top Executive	50% Corporate
100% Yes	77% Yes	8% Sr. Executive	23% Group
		69% Executive	27% Division
		23% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar  
Effective date April 01, 2015  
Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AFB010-EX – Top General Accounting Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	227.6	---	---	238.6	---	---
Actual Bonus Amount	4	4	93.5	---	---	94.1	---	---
Actual Bonus as % of Base	4	4	40	---	---	40	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	321.0	---	---	332.7	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	321.2	---	---	332.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	556.8	---	---	531.0	---	---
Total Compensation (Incl Perqs)	4	4	591.8	---	---	566.9	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	4	---	---	4	---	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	4,789.4	---	---	3,831.5	---	---
Company Revenue (\$ Million)	4	4	7,147.3	---	---	3,831.5	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	25% No	0% Top Executive	0% Corporate
100% Yes	75% Yes	0% Sr. Executive	75% Group
		50% Executive	25% Division
		50% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

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**Compensation Summary : AFT030-EX – Treasurer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	15	16	264.7	182.9	225.0	248.0	321.8	363.5
Actual Bonus Amount	14	15	102.2	35.2	55.0	101.9	150.0	178.7
Actual Bonus as % of Base	14	15	38	17	26	40	50	53
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	16	360.4	223.1	253.8	352.1	442.6	525.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	16	360.8	223.1	253.8	352.1	442.6	525.4
Actual Total Direct Compensation (Incl LTI)	15	16	558.0	238.1	382.2	526.7	763.5	951.2
Total Compensation (Incl Perqs)	15	16	575.3	249.3	388.1	550.8	786.6	973.7
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	14	15	87.3	28.9	65.8	86.1	120.0	156.2
Target Bonus as % of Base	14	15	31	15	25	35	35	45
Target Cash Compensation	14	15	354.6	213.8	292.5	337.5	420.0	517.8
Target Total Direct Compensation (Incl LTI)	14	15	554.7	215.3	372.5	512.5	741.8	935.1
Target Total Compensation (Incl Perqs)	14	15	572.8	224.9	382.5	532.7	765.0	956.7
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	12	263.0	44.1	148.9	232.1	399.5	495.2
LTI as % of Base	11	12	95	21	62	76	144	163
Total Perquisite Amount	14	15	18.4	7.8	14.1	16.5	25.0	27.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	15	16	3	4	4	3	3	3
Employees Supervised Direct/Indirect	10	11	33	3	9	17	22	128
Unit Size (\$ Million)	15	16	12,644.0	1,994.2	3,434.0	7,574.0	19,380.1	38,495.7
Company Revenue (\$ Million)	15	16	12,644.0	1,994.2	3,434.0	7,574.0	19,380.1	38,495.7

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		25% No		0% Top Executive		69% Corporate	
100% Yes		75% Yes		6% Sr. Executive		31% Group	
				75% Executive		0% Division	
				19% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : AFT050-EX – Top Tax Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	9	306.7	---	271.9	310.0	348.5	---
Actual Bonus Amount	9	9	129.5	---	108.7	118.8	171.2	---
Actual Bonus as % of Base	9	9	43	---	31	47	57	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	9	436.2	---	353.1	476.3	496.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	9	436.2	---	353.1	476.3	496.9	---
Actual Total Direct Compensation (Incl LTI)	9	9	738.2	---	565.0	744.9	880.4	---
Total Compensation (Incl Perqs)	9	9	759.2	---	571.5	765.7	906.0	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	8	109.6	---	81.9	118.9	131.2	---
Target Bonus as % of Base	8	8	37	---	35	35	40	---
Target Cash Compensation	8	8	405.1	---	342.9	430.9	461.4	---
Target Total Direct Compensation (Incl LTI)	8	8	668.9	---	545.5	720.8	816.8	---
Target Total Compensation (Incl Perqs)	8	8	691.6	---	555.2	740.1	841.3	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	339.7	---	253.5	300.6	413.5	---
LTI as % of Base	8	8	104	---	74	95	135	---
Total Perquisite Amount	8	8	23.7	---	14.2	20.0	26.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	9	3	---	4	3	3	---
Employees Supervised Direct/Indirect	6	6	29	---	9	28	50	---
Unit Size (\$ Million)	9	9	18,438.9	---	6,492.9	18,594.3	30,676.5	---
Company Revenue (\$ Million)	9	9	18,438.9	---	6,492.9	18,594.3	30,676.5	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No	11% No	0% Top Executive	89% Corporate	0% Sr. Executive	11% Group	0% Division	0% Plant
100% Yes	89% Yes	78% Executive		22% Sr. Mgr./Dir.			

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**Compensation Summary : AFU010-EX – Top Internal Audit Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	10	237.6	192.9	212.4	230.0	252.0	317.2
Actual Bonus Amount	8	8	77.6	---	38.6	84.4	109.6	---
Actual Bonus as % of Base	8	8	33	---	19	36	45	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	10	299.7	216.5	237.0	316.8	343.4	402.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	10	308.4	216.5	237.0	330.8	365.7	406.5
Actual Total Direct Compensation (Incl LTI)	8	9	452.3	---	234.6	495.8	637.8	---
Total Compensation (Incl Perqs)	8	9	467.4	---	243.9	516.0	660.0	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	70.1	---	34.8	80.5	85.8	---
Target Bonus as % of Base	7	7	30	---	17	35	35	---
Target Cash Compensation	7	7	299.9	---	239.3	310.5	330.8	---
Target Total Direct Compensation (Incl LTI)	6	6	497.5	---	234.6	538.7	682.5	---
Target Total Compensation (Incl Perqs)	6	6	517.5	---	249.1	557.8	708.5	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	5	275.8	---	184.6	275.0	367.6	---
LTI as % of Base	5	5	107	---	66	120	141	---
Total Perquisite Amount	9	10	16.1	4.4	7.1	17.0	24.3	26.2
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	10	3	4	3	3	3	2
Employees Supervised Direct/Indirect	7	7	26	---	13	27	39	---
Unit Size (\$ Million)	9	10	13,754.7	1,403.8	3,927.0	7,369.5	23,789.2	40,064.1
Company Revenue (\$ Million)	9	10	13,881.5	2,545.3	3,927.0	7,369.5	23,789.2	40,064.1

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	20% No	0% Top Executive	70% Corporate
100% Yes	80% Yes	0% Sr. Executive	20% Group
		90% Executive	10% Division
		10% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFY000-EX – Top Risk Management Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	8	294.9	---	194.1	262.5	322.5	---
Actual Bonus Amount	7	7	175.0	---	49.5	129.5	226.7	---
Actual Bonus as % of Base	7	7	51	---	28	53	69	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	8	448.0	---	241.9	360.1	528.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	8	448.0	---	241.9	360.1	528.7	---
Actual Total Direct Compensation (Incl LTI)	8	8	816.6	---	241.9	579.6	908.1	---
Total Compensation (Incl Perqs)	8	8	839.6	---	260.1	606.3	933.7	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	148.2	---	63.7	112.0	181.5	---
Target Bonus as % of Base	7	7	43	---	35	40	55	---
Target Cash Compensation	7	7	452.4	---	245.9	392.0	511.5	---
Target Total Direct Compensation (Incl LTI)	7	7	873.6	---	245.9	657.5	924.0	---
Target Total Compensation (Incl Perqs)	7	7	899.4	---	305.3	683.8	951.7	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	5	589.8	---	196.2	326.7	1,114.8	---
LTI as % of Base	5	5	138	---	69	125	214	---
Total Perquisite Amount	7	7	26.4	---	19.1	26.3	27.7	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	8	3	---	4	3	2	---
Employees Supervised Direct/Indirect	4	4	62	---	---	35	---	---
Unit Size (\$ Million)	8	8	6,685.6	---	2,642.3	4,758.5	9,962.5	---
Company Revenue (\$ Million)	8	8	6,685.6	---	2,642.3	4,758.5	9,962.5	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		25% No		0% Top Executive		75% Corporate	
100% Yes		75% Yes		25% Sr. Executive		25% Group	
				63% Executive		0% Division	
				13% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : AGA020-EX – Top Administration Executive (Major Functions)**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	9	376.4	---	269.0	400.0	472.4	---
Actual Bonus Amount	8	8	214.1	---	111.7	214.4	337.5	---
Actual Bonus as % of Base	8	8	54	---	43	57	65	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	9	566.7	---	365.3	400.0	797.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	9	577.9	---	365.7	500.0	797.9	---
Actual Total Direct Compensation (Incl LTI)	9	9	1,174.8	---	417.1	1,015.1	2,016.8	---
Total Compensation (Incl Perqs)	9	9	1,199.2	---	425.1	1,019.5	2,063.2	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	8	183.0	---	112.1	178.4	276.1	---
Target Bonus as % of Base	8	8	47	---	41	50	58	---
Target Cash Compensation	8	8	556.5	---	349.2	552.3	749.6	---
Target Total Direct Compensation (Incl LTI)	8	8	1,163.6	---	397.4	1,081.6	1,970.7	---
Target Total Compensation (Incl Perqs)	8	8	1,190.5	---	403.4	1,107.7	2,023.6	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	7	767.4	---	284.0	735.7	1,250.3	---
LTI as % of Base	7	7	170	---	101	157	250	---
Total Perquisite Amount	9	9	24.5	---	5.7	12.0	45.4	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	9	2	---	3	2	2	---
Employees Supervised Direct/Indirect	6	6	477	---	257	352	702	---
Unit Size (\$ Million)	9	9	10,231.6	---	2,758.5	4,963.0	14,913.5	---
Company Revenue (\$ Million)	9	9	10,231.6	---	2,758.5	4,963.0	14,913.5	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	22% No	0% Top Executive	67% Corporate
100% Yes	78% Yes	78% Sr. Executive	33% Group
		22% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AGA040-EX – Top Shared Services Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	10	13	330.4	213.0	237.0	300.0	412.8	540.0
Actual Bonus Amount	9	11	240.6	120.2	136.4	197.1	302.0	530.0
Actual Bonus as % of Base	9	11	66	41	51	56	86	99
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	13	533.9	213.0	368.2	497.1	615.5	1,050.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	13	535.8	227.0	368.2	497.1	615.5	1,050.0
Actual Total Direct Compensation (Incl LTI)	10	13	1,340.1	315.3	368.2	872.1	1,664.9	4,122.7
Total Compensation (Incl Perqs)	10	13	1,359.6	319.4	375.6	899.8	1,681.6	4,157.7
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	10	195.5	92.2	100.9	155.0	275.6	410.6
Target Bonus as % of Base	8	10	53	36	40	48	75	75
Target Cash Compensation	8	10	542.8	322.8	353.3	455.6	701.7	958.1
Target Total Direct Compensation (Incl LTI)	8	10	1,446.9	322.8	448.8	979.0	2,046.7	4,205.6
Target Total Compensation (Incl Perqs)	8	10	1,470.7	330.2	484.8	999.9	2,075.2	4,240.6
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	9	11	950.5	85.5	127.4	671.9	1,238.6	3,189.2
LTI as % of Base	9	11	219	41	50	203	316	585
Total Perquisite Amount	10	13	19.5	4.1	6.8	14.0	34.0	41.3
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	10	13	2	5	2	2	2	2
Employees Supervised Direct/Indirect	6	8	604	---	144	481	1,029	---
Unit Size (\$ Million)	10	13	11,104.2	910.8	1,566.0	2,830.0	21,992.5	40,490.0
Company Revenue (\$ Million)	10	13	11,664.7	1,498.4	2,486.8	3,316.2	21,992.5	40,490.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	15% No	0% Top Executive	62% Corporate
100% Yes	85% Yes	38% Sr. Executive	23% Group
		62% Executive	15% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AHR000-EX – Top Human Resources Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	29	31	289.0	221.0	247.0	275.5	300.0	389.9
Actual Bonus Amount	26	28	138.1	45.6	91.3	119.9	148.6	283.5
Actual Bonus as % of Base	26	28	45	20	32	42	59	72
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	29	31	413.8	259.0	334.0	386.1	462.7	653.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	5	92.1	---	4.3	50.0	200.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	31	428.6	260.0	334.0	387.1	462.7	654.2
Actual Total Direct Compensation (Incl LTI)	29	31	722.6	260.0	411.6	577.4	866.1	1,443.0
Total Compensation (Incl Perqs)	29	31	742.3	269.5	432.6	581.8	893.8	1,465.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	25	27	120.1	39.7	75.9	101.7	145.4	266.5
Target Bonus as % of Base	25	27	40	16	30	35	50	67
Target Cash Compensation	26	28	403.5	254.6	325.7	370.7	460.8	664.7
Target Total Direct Compensation (Incl LTI)	26	28	686.3	254.6	376.5	476.8	816.4	1,477.8
Target Total Compensation (Incl Perqs)	26	28	707.4	255.7	418.0	492.0	842.9	1,499.2
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	20	22	414.2	76.4	131.0	324.6	548.9	967.9
LTI as % of Base	20	22	123	31	54	110	171	214
Total Perquisite Amount	25	27	22.6	4.3	12.0	20.4	27.7	48.9
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	29	31	3	4	3	3	2	2
Employees Supervised Direct/Indirect	28	30	4,556	97	1,079	3,082	6,175	13,551
Unit Size (\$ Million)	29	31	10,046.0	539.8	2,536.7	4,963.0	13,638.0	30,278.7
Company Revenue (\$ Million)	29	31	12,474.4	539.8	2,536.7	4,963.0	19,642.0	37,641.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
3% No	26% No	0% Top Executive	35% Corporate
97% Yes	74% Yes	29% Sr. Executive	58% Group
		71% Executive	6% Division
		0% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AHR010-EX – Top Compensation and Benefits Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	6	6	232.5	---	199.5	212.6	268.5	---
Actual Bonus Amount	5	5	108.7	---	59.5	105.2	159.7	---
Actual Bonus as % of Base	5	5	44	---	30	51	54	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	6	323.1	---	226.6	294.9	413.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	328.0	---	226.6	309.6	413.4	---
Actual Total Direct Compensation (Incl LTI)	6	6	481.5	---	296.3	345.2	823.3	---
Total Compensation (Incl Perqs)	6	6	506.1	---	299.6	390.2	849.0	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	5	5	76.2	---	46.1	72.1	108.3	---
Target Bonus as % of Base	5	5	32	---	24	35	38	---
Target Cash Compensation	5	5	312.3	---	241.2	278.1	400.4	---
Target Total Direct Compensation (Incl LTI)	5	5	475.8	---	260.1	311.4	773.7	---
Target Total Compensation (Incl Perqs)	5	5	504.4	---	280.7	360.2	800.1	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	5	184.2	---	35.6	103.2	373.3	---
LTI as % of Base	5	5	71	---	17	48	135	---
Total Perquisite Amount	5	5	29.4	---	14.7	25.0	46.3	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	6	6	4	---	4	4	3	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	6	6	11,587.6	---	4,090.5	6,217.7	17,132.0	---
Company Revenue (\$ Million)	6	6	11,587.6	---	4,090.5	6,217.7	17,132.0	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		17% No		0% Top Executive		33% Corporate	
100% Yes		83% Yes		0% Sr. Executive		67% Group	
				83% Executive		0% Division	
				17% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

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Incumbent weighted statistics

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**Compensation Summary : AHR090–EX – Top Employee/Labor Relations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	192.4	---	---	187.0	---	---
Actual Bonus Amount	4	4	66.6	---	---	63.0	---	---
Actual Bonus as % of Base	4	4	33	---	---	31	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	259.0	---	---	267.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	259.0	---	---	267.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	365.2	---	---	267.3	---	---
Total Compensation (Incl Perqs)	4	4	376.6	---	---	275.3	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	48.1	---	---	38.2	---	---
Target Bonus as % of Base	4	4	23	---	---	20	---	---
Target Cash Compensation	4	4	240.5	---	---	225.2	---	---
Target Total Direct Compensation (Incl LTI)	4	4	346.7	---	---	225.2	---	---
Target Total Compensation (Incl Perqs)	4	4	358.1	---	---	233.2	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	15,406.9	---	---	9,300.5	---	---
Company Revenue (\$ Million)	4	4	15,406.9	---	---	9,300.5	---	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		80% No		0% Top Executive		60% Corporate	
100% Yes		20% Yes		0% Sr. Executive		40% Group	
				40% Executive		0% Division	
				60% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : AHS000-EX – Top Environmental, Health and Safety Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	11	11	238.9	152.0	175.0	245.0	295.7	311.9
Actual Bonus Amount	11	11	91.0	12.0	22.2	78.9	140.0	183.0
Actual Bonus as % of Base	11	11	36	6	13	42	52	61
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	11	329.8	165.3	248.5	324.9	407.0	486.0
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	5	34.5	---	11.4	32.4	58.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	11	345.5	171.6	248.5	340.8	422.0	554.7
Actual Total Direct Compensation (Incl LTI)	11	11	525.3	171.6	248.5	473.7	808.7	884.9
Total Compensation (Incl Perqs)	11	11	541.0	172.5	248.5	481.7	827.7	910.4
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	10	10	70.0	15.5	38.4	78.5	104.3	109.1
Target Bonus as % of Base	10	10	28	10	20	34	35	40
Target Cash Compensation	10	10	301.8	165.2	212.3	309.2	380.1	419.7
Target Total Direct Compensation (Incl LTI)	10	10	484.6	165.2	212.3	505.6	694.5	830.2
Target Total Compensation (Incl Perqs)	10	10	501.1	165.6	213.4	529.2	715.7	855.5
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	247.1	---	113.0	282.8	304.6	---
LTI as % of Base	8	8	92	---	45	96	121	---
Total Perquisite Amount	9	9	19.2	---	11.5	22.2	25.7	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	11	11	3	4	4	3	3	2
Employees Supervised Direct/Indirect	7	7	144	---	82	110	203	---
Unit Size (\$ Million)	11	11	15,719.9	682.8	5,979.8	9,346.0	31,567.8	39,638.2
Company Revenue (\$ Million)	11	11	17,965.1	1,074.4	5,979.8	10,185.0	36,231.0	39,920.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	27% No	0% Top Executive	18% Corporate
100% Yes	73% Yes	0% Sr. Executive	64% Group
		82% Executive	18% Division
		18% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AHS050-EX – Top Safety Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	308.1	---	---	297.1	---	---
Actual Bonus Amount	4	4	122.0	---	---	116.3	---	---
Actual Bonus as % of Base	4	4	40	---	---	39	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	430.0	---	---	435.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	430.0	---	---	435.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	822.0	---	---	747.0	---	---
Total Compensation (Incl Perqs)	4	4	839.3	---	---	760.9	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	4	391.9	---	---	365.0	---	---
LTI as % of Base	4	4	132	---	---	143	---	---
Total Perquisite Amount	4	4	17.4	---	---	19.4	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	20,606.6	---	---	19,252.5	---	---
Company Revenue (\$ Million)	4	4	25,317.0	---	---	22,382.0	---	---

**Bonus Eligibility**  
0% No  
100% Yes

**LTI Eligibility**  
0% No  
100% Yes

**Management Level**  
0% Top Executive  
0% Sr. Executive  
100% Executive  
0% Sr. Mgr./Dir.

**Organization Unit**  
75% Corporate  
0% Group  
25% Division  
0% Plant

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**Compensation Summary : AIC000-EX – Chief Information Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	18	18	274.7	181.9	236.2	272.0	325.0	365.8
Actual Bonus Amount	16	16	130.0	38.5	81.9	128.9	177.9	236.6
Actual Bonus as % of Base	16	16	45	17	31	49	56	66
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	18	390.2	248.7	284.6	366.0	504.2	574.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	18	391.5	249.5	284.6	366.0	504.2	574.8
Actual Total Direct Compensation (Incl LTI)	18	18	629.0	249.5	329.2	588.4	847.1	1,163.1
Total Compensation (Incl Perqs)	18	18	649.8	253.1	354.4	603.3	875.4	1,189.8
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	16	16	103.2	29.8	54.9	119.3	134.4	170.8
Target Bonus as % of Base	16	16	36	14	26	35	50	52
Target Cash Compensation	16	16	377.8	225.3	286.8	378.3	479.4	526.5
Target Total Direct Compensation (Incl LTI)	16	16	610.1	226.7	315.3	582.2	905.2	1,143.2
Target Total Compensation (Incl Perqs)	16	16	632.7	229.5	332.3	597.0	932.8	1,170.6
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	14	14	305.3	26.6	183.3	260.1	436.0	680.6
LTI as % of Base	14	14	99	12	65	95	130	203
Total Perquisite Amount	17	17	22.0	4.3	7.5	20.8	30.0	51.6
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	18	18	3	4	3	3	3	2
Employees Supervised Direct/Indirect	9	9	234	---	107	199	330	---
Unit Size (\$ Million)	18	18	12,187.1	665.8	2,273.7	5,471.4	21,012.0	37,925.9
Company Revenue (\$ Million)	18	18	12,187.1	665.8	2,273.7	5,471.4	21,012.0	37,925.9

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	22% No	0% Top Executive	44% Corporate
100% Yes	78% Yes	6% Sr. Executive	56% Group
		94% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AIC002-EX – Top Information Technology Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	7	8	218.5	---	206.8	225.8	236.2	---
Actual Bonus Amount	5	5	68.2	---	43.3	71.1	91.7	---
Actual Bonus as % of Base	5	5	32	---	22	35	41	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	8	261.2	---	225.8	253.6	284.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	8	267.4	---	225.8	278.0	284.3	---
Actual Total Direct Compensation (Incl LTI)	7	8	305.5	---	225.8	279.4	357.7	---
Total Compensation (Incl Perqs)	7	8	323.1	---	235.0	288.5	387.7	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	5	5	57.1	---	33.3	62.7	78.0	---
Target Bonus as % of Base	5	5	26	---	16	30	35	---
Target Cash Compensation	6	7	257.7	---	225.8	271.7	278.8	---
Target Total Direct Compensation (Incl LTI)	6	7	301.1	---	225.8	278.8	351.7	---
Target Total Compensation (Incl Perqs)	6	7	320.7	---	234.8	292.9	392.6	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	7	8	17.6	---	9.1	12.1	19.1	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	7	8	3	---	3	3	3	---
Employees Supervised Direct/Indirect	6	7	526	---	91	115	124	---
Unit Size (\$ Million)	7	8	2,778.3	---	345.5	1,089.6	2,675.0	---
Company Revenue (\$ Million)	7	8	3,474.3	---	345.5	2,579.9	4,252.6	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
25% No		50% No		0% Top Executive		13% Corporate	
75% Yes		50% Yes		0% Sr. Executive		50% Group	
				88% Executive		38% Division	
				13% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ALG000-EX – Top Legal Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	34	35	345.7	231.8	267.1	330.0	430.0	465.9
Actual Bonus Amount	32	33	189.6	54.7	98.7	176.4	251.3	340.4
Actual Bonus as % of Base	32	33	51	20	34	57	63	82
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	34	35	524.5	273.3	365.9	473.8	652.5	797.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	5	120.7	---	0.8	50.0	275.9	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	35	541.7	296.1	365.9	475.4	652.5	847.4
Actual Total Direct Compensation (Incl LTI)	33	34	933.5	292.9	463.0	802.0	1,387.3	1,854.5
Total Compensation (Incl Perqs)	33	34	958.9	296.9	489.8	816.9	1,425.1	1,890.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	31	32	154.0	47.1	79.6	145.3	213.1	276.6
Target Bonus as % of Base	31	32	41	20	30	43	50	60
Target Cash Compensation	31	32	500.4	287.7	332.3	475.5	642.8	731.4
Target Total Direct Compensation (Incl LTI)	30	31	874.5	286.9	405.1	661.3	1,276.8	1,739.3
Target Total Compensation (Incl Perqs)	30	31	901.6	300.8	432.1	699.3	1,344.7	1,782.0
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	23	24	547.7	70.9	203.0	411.7	859.2	1,112.5
LTI as % of Base	23	24	139	29	62	129	212	251
Total Perquisite Amount	30	31	27.8	7.0	9.1	24.5	43.5	58.5
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	34	35	2	3	3	2	2	2
Employees Supervised Direct/Indirect	26	27	103	7	17	41	72	321
Unit Size (\$ Million)	34	35	8,452.3	502.8	2,043.0	3,691.0	10,185.0	29,565.6
Company Revenue (\$ Million)	34	35	8,452.3	502.8	2,043.0	3,691.0	10,185.0	29,565.6

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		26% No		0% Top Executive		46% Corporate	
100% Yes		74% Yes		51% Sr. Executive		54% Group	
				49% Executive		0% Division	
				0% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ALG003–EX – Associate General Counsel**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	15	25	265.3	206.8	244.7	270.0	284.0	325.1
Actual Bonus Amount	14	24	108.6	39.9	64.9	108.3	152.9	182.6
Actual Bonus as % of Base	14	24	40	19	27	43	55	59
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	25	369.6	229.9	322.8	355.6	418.9	507.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	25	369.6	229.9	322.8	355.6	418.9	507.6
Actual Total Direct Compensation (Incl LTI)	15	25	619.1	229.9	452.7	595.7	813.2	886.6
Total Compensation (Incl Perqs)	15	25	634.6	244.7	457.7	616.5	834.2	907.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	13	23	94.1	44.9	75.4	98.2	104.0	145.2
Target Bonus as % of Base	13	23	34	20	28	35	40	45
Target Cash Compensation	14	24	354.9	223.8	314.2	364.0	393.5	471.2
Target Total Direct Compensation (Incl LTI)	14	24	603.3	223.8	445.3	630.3	796.9	842.7
Target Total Compensation (Incl Perqs)	14	24	619.2	235.4	466.0	649.3	818.7	866.8
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	21	297.0	97.6	202.9	275.2	400.0	458.0
LTI as % of Base	11	21	107	40	80	98	148	163
Total Perquisite Amount	13	21	18.5	9.2	15.5	19.1	22.0	25.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	15	25	3	3	3	3	3	3
Employees Supervised Direct/Indirect	10	17	24	6	10	18	29	72
Unit Size (\$ Million)	15	25	18,223.8	1,008.3	5,471.4	18,594.3	30,676.5	38,780.6
Company Revenue (\$ Million)	15	25	18,223.8	1,008.3	5,471.4	18,594.3	30,676.5	38,780.6

<b>Bonus Eligibility</b>	<b>LTI Eligibility</b>	<b>Management Level</b>	<b>Organization Unit</b>
4% No	16% No	0% Top Executive	76% Corporate
96% Yes	84% Yes	0% Sr. Executive	24% Group
		84% Executive	0% Division
		16% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ALG005-EX – Corporate/Company Secretary**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	10	10	240.3	190.7	213.1	240.9	262.5	305.3
Actual Bonus Amount	9	9	76.4	---	53.3	62.9	103.7	---
Actual Bonus as % of Base	9	9	31	---	21	28	41	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	10	309.0	200.2	251.0	318.8	361.0	417.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	10	309.8	200.9	252.9	318.8	361.0	417.2
Actual Total Direct Compensation (Incl LTI)	10	10	508.9	216.9	299.3	523.0	699.5	777.8
Total Compensation (Incl Perqs)	10	10	519.4	218.8	302.6	533.1	721.1	795.0
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	71.3	---	56.1	82.6	87.5	---
Target Bonus as % of Base	7	7	29	---	25	35	35	---
Target Cash Compensation	7	7	308.8	---	280.7	337.5	345.7	---
Target Total Direct Compensation (Incl LTI)	7	7	476.6	---	280.7	512.5	654.2	---
Target Total Compensation (Incl Perqs)	7	7	488.8	---	280.7	522.8	677.4	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	248.9	---	163.1	238.7	339.2	---
LTI as % of Base	8	8	98	---	67	100	132	---
Total Perquisite Amount	8	8	13.2	---	5.1	11.0	22.4	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	10	10	3	4	3	3	3	2
Employees Supervised Direct/Indirect	5	5	12	---	2	6	26	---
Unit Size (\$ Million)	10	10	13,721.3	917.9	2,778.2	7,574.0	23,205.0	37,500.0
Company Revenue (\$ Million)	10	10	13,721.3	917.9	2,778.2	7,574.0	23,205.0	37,500.0

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		20% No		0% Top Executive		80% Corporate	
100% Yes		80% Yes		0% Sr. Executive		20% Group	
				80% Executive		0% Division	
				20% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

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**Compensation Summary : AMJ000-EX – Top Sales and Marketing Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	11	16	286.4	206.7	256.3	285.5	313.1	386.9
Actual Bonus Amount	10	15	157.7	84.1	121.6	136.1	173.9	284.8
Actual Bonus as % of Base	10	15	53	32	47	52	55	80
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	16	434.2	246.2	387.2	414.8	489.3	668.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	16	434.3	246.2	387.2	414.8	489.3	668.4
Actual Total Direct Compensation (Incl LTI)	11	16	749.6	246.2	643.4	744.5	853.3	1,190.5
Total Compensation (Incl Perqs)	11	16	768.2	247.8	662.7	757.7	868.9	1,221.0
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	9	13	111.1	60.5	90.5	104.7	147.3	163.1
Target Bonus as % of Base	9	13	38	29	35	35	45	50
Target Cash Compensation	9	13	393.9	267.5	349.0	403.8	456.9	511.3
Target Total Direct Compensation (Incl LTI)	9	13	687.5	326.9	634.0	689.0	754.9	1,005.2
Target Total Compensation (Incl Perqs)	9	13	707.3	326.9	651.9	715.3	778.1	1,042.3
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	9	13	361.1	163.1	213.1	332.0	439.3	747.6
LTI as % of Base	9	13	117	60	74	129	136	197
Total Perquisite Amount	9	12	22.6	6.1	12.8	20.4	26.3	55.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	11	16	4	5	4	4	3	2
Employees Supervised Direct/Indirect	5	6	197	---	19	247	365	---
Unit Size (\$ Million)	11	16	3,365.7	1,046.6	2,318.3	3,565.0	4,345.5	5,358.3
Company Revenue (\$ Million)	11	16	10,799.8	1,834.1	3,515.7	10,185.0	16,492.0	28,454.7

**Bonus Eligibility**  
0% No  
100% Yes

**LTI Eligibility**  
6% No  
94% Yes

**Management Level**  
0% Top Executive  
6% Sr. Executive  
88% Executive  
6% Sr. Mgr./Dir.

**Organization Unit**  
0% Corporate  
44% Group  
56% Division  
0% Plant

All values in Canadian Dollar

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**Compensation Summary : AMK000–EX – Top Marketing Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	11	278.0	187.0	235.0	269.5	310.0	403.9
Actual Bonus Amount	7	10	142.7	49.5	83.9	147.4	179.9	279.5
Actual Bonus as % of Base	7	10	49	26	34	46	64	82
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	11	407.8	227.8	295.5	414.0	540.0	618.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	11	407.8	227.8	295.5	414.0	540.0	618.2
Actual Total Direct Compensation (Incl LTI)	8	11	843.0	246.4	446.0	850.1	928.0	1,667.4
Total Compensation (Incl Perqs)	8	11	857.9	260.2	466.2	869.3	953.0	1,675.8
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	6	7	93.3	---	75.2	102.3	120.0	---
Target Bonus as % of Base	6	7	34	---	35	38	40	---
Target Cash Compensation	6	7	355.4	---	290.3	371.6	420.0	---
Target Total Direct Compensation (Incl LTI)	6	7	715.5	---	440.8	744.1	879.8	---
Target Total Compensation (Incl Perqs)	6	7	734.2	---	461.0	763.2	901.2	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	10	478.8	98.6	217.7	439.6	630.5	1,093.8
LTI as % of Base	7	10	154	43	87	161	202	294
Total Perquisite Amount	8	11	14.9	5.6	7.1	14.0	20.2	24.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	11	3	4	3	3	3	2
Employees Supervised Direct/Indirect	5	6	43	---	26	33	54	---
Unit Size (\$ Million)	8	11	7,422.7	856.2	2,536.7	2,830.0	18,863.0	21,564.6
Company Revenue (\$ Million)	8	11	11,894.2	2,554.0	2,830.0	4,554.0	18,863.0	37,416.4

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	9% No	0% Top Executive	55% Corporate
100% Yes	91% Yes	18% Sr. Executive	9% Group
		82% Executive	36% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AMS000-EX – Top Customer Service/Operations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	7	7	229.0	---	187.0	232.2	250.5	---
Actual Bonus Amount	7	7	97.2	---	49.0	100.1	124.5	---
Actual Bonus as % of Base	7	7	40	---	26	43	54	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	7	326.2	---	236.0	335.1	366.4	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	7	328.8	---	236.0	353.4	366.4	---
Actual Total Direct Compensation (Incl LTI)	7	7	458.6	---	236.0	357.1	565.2	---
Total Compensation (Incl Perqs)	7	7	470.9	---	252.0	367.1	565.2	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	68.9	---	29.0	70.5	92.9	---
Target Bonus as % of Base	7	7	29	---	17	30	35	---
Target Cash Compensation	7	7	297.9	---	215.1	305.5	338.1	---
Target Total Direct Compensation (Incl LTI)	7	7	427.6	---	215.1	343.0	536.9	---
Target Total Compensation (Incl Perqs)	7	7	439.9	---	231.1	353.0	536.9	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	4	227.1	---	---	134.7	---	---
LTI as % of Base	4	4	80	---	---	56	---	---
Total Perquisite Amount	6	6	14.3	---	9.4	14.7	17.8	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	7	7	3	---	3	3	2	---
Employees Supervised Direct/Indirect	7	7	317	---	63	146	286	---
Unit Size (\$ Million)	7	7	4,061.2	---	2,263.0	2,598.0	3,348.3	---
Company Revenue (\$ Million)	7	7	9,318.1	---	2,536.7	3,348.3	13,638.0	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		43% No		0% Top Executive		0% Corporate	
100% Yes		57% Yes		14% Sr. Executive		86% Group	
				86% Executive		14% Division	
				0% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : APM005-EX – Top Program Management Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	15	28	290.2	217.5	262.0	282.1	318.8	401.0
Actual Bonus Amount	14	27	129.4	72.2	87.0	129.9	157.3	203.0
Actual Bonus as % of Base	14	27	44	25	35	48	51	63
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	28	415.0	253.7	369.5	414.0	470.8	558.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	28	420.9	253.7	369.7	414.0	479.6	558.5
Actual Total Direct Compensation (Incl LTI)	15	28	706.6	279.9	453.3	741.6	860.6	1,069.0
Total Compensation (Incl Perqs)	15	28	728.3	329.0	460.8	765.2	881.0	1,094.1
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	15	28	104.5	56.4	84.6	97.1	118.1	159.0
Target Bonus as % of Base	15	28	36	25	31	35	40	46
Target Cash Compensation	15	28	394.8	281.9	359.4	382.7	425.4	597.2
Target Total Direct Compensation (Incl LTI)	15	28	680.5	323.8	433.2	715.6	835.2	1,054.1
Target Total Compensation (Incl Perqs)	15	28	702.2	363.8	445.5	742.0	859.4	1,069.3
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	12	24	333.3	95.2	187.0	354.5	421.9	579.0
LTI as % of Base	12	24	109	38	62	122	139	180
Total Perquisite Amount	14	26	23.4	11.4	15.2	25.0	26.3	34.1
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	15	28	4	4	4	4	3	2
Employees Supervised Direct/Indirect	9	20	177	5	50	120	213	474
Unit Size (\$ Million)	15	28	5,338.9	880.5	1,656.4	3,370.4	6,194.5	10,803.1
Company Revenue (\$ Million)	15	28	13,757.6	2,634.3	3,434.0	10,185.0	19,642.0	40,490.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	14% No	0% Top Executive	7% Corporate
100% Yes	86% Yes	7% Sr. Executive	39% Group
		86% Executive	54% Division
		7% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : APM020-EX – Top Facilities Construction Project Management Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	11	21	261.3	221.0	237.5	260.6	288.9	318.9
Actual Bonus Amount	10	15	110.3	26.1	92.8	114.7	156.6	172.6
Actual Bonus as % of Base	10	15	39	13	33	44	51	56
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	21	340.1	221.0	250.0	370.3	398.8	480.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	21	353.9	228.0	270.6	370.3	413.2	480.8
Actual Total Direct Compensation (Incl LTI)	11	21	616.9	262.6	360.0	548.3	852.9	1,066.9
Total Compensation (Incl Perqs)	11	21	629.7	262.6	364.6	552.4	874.4	1,089.8
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	10	15	83.2	22.4	76.1	92.1	110.2	116.1
Target Bonus as % of Base	10	15	30	10	26	35	35	39
Target Cash Compensation	10	15	352.0	216.9	330.9	358.0	425.3	436.4
Target Total Direct Compensation (Incl LTI)	10	15	677.5	216.9	474.5	639.4	1,011.5	1,113.0
Target Total Compensation (Incl Perqs)	10	15	693.8	223.3	484.5	660.2	1,034.6	1,130.9
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	9	18	306.7	87.8	94.5	229.0	479.9	708.6
LTI as % of Base	9	18	109	36	39	83	177	242
Total Perquisite Amount	9	18	15.0	4.1	4.1	17.0	22.4	25.6
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	11	21	4	4	4	4	3	3
Employees Supervised Direct/Indirect	8	12	234	11	52	123	180	1,213
Unit Size (\$ Million)	11	21	4,616.1	227.7	562.6	2,773.3	7,369.0	16,938.5
Company Revenue (\$ Million)	11	21	15,887.9	2,933.6	4,554.0	5,392.0	37,641.0	37,641.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	14% No	0% Top Executive	5% Corporate
100% Yes	86% Yes	0% Sr. Executive	29% Group
		86% Executive	67% Division
		14% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ARE000-EX – Top Property Management Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	212.8	---	---	200.3	---	---
Actual Bonus Amount	4	4	71.0	---	---	73.2	---	---
Actual Bonus as % of Base	4	4	31	---	---	33	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	283.8	---	---	273.5	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	283.8	---	---	273.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	527.0	---	---	280.6	---	---
Total Compensation (Incl Perqs)	4	4	546.1	---	---	313.1	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	4	---	---	4	---	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	6,760.8	---	---	3,831.5	---	---
Company Revenue (\$ Million)	4	4	10,041.0	---	---	9,300.5	---	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		50% No		0% Top Executive		25% Corporate	
100% Yes		50% Yes		25% Sr. Executive		50% Group	
				50% Executive		25% Division	
				25% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar  
Effective date April 01, 2015  
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All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : ARO000-EX – Top Research and Development Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	5	5	282.0	---	223.3	297.5	333.0	---
Actual Bonus Amount	4	4	112.4	---	---	108.1	---	---
Actual Bonus as % of Base	4	4	39	---	---	39	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	5	372.0	---	251.4	400.2	478.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	372.0	---	251.4	400.2	478.3	---
Actual Total Direct Compensation (Incl LTI)	5	5	545.5	---	251.4	664.8	779.8	---
Total Compensation (Incl Perqs)	5	5	555.4	---	255.9	672.8	796.3	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	4	4	340.6	---	---	338.2	---	---
Target Total Direct Compensation (Incl LTI)	4	4	491.3	---	---	472.1	---	---
Target Total Compensation (Incl Perqs)	4	4	501.8	---	---	481.4	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	12.5	---	---	12.0	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	5	5	3	---	4	3	3	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	5	6,031.4	---	2,625.5	5,979.8	9,463.1	---
Company Revenue (\$ Million)	5	5	13,420.8	---	2,625.5	5,979.8	27,936.5	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
20% No		40% No		0% Top Executive		0% Corporate	
80% Yes		60% Yes		0% Sr. Executive		80% Group	
				100% Executive		20% Division	
				0% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

Effective date April 01, 2015

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**Compensation Summary : ASC000–EX – Top Supply Chain Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	14	17	272.0	203.6	232.1	270.3	314.2	337.3
Actual Bonus Amount	13	16	110.2	45.4	72.8	93.2	142.2	215.2
Actual Bonus as % of Base	13	16	39	17	28	37	50	62
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	17	375.7	252.7	303.3	358.4	447.6	543.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	17	381.4	252.7	320.9	358.4	447.6	579.4
Actual Total Direct Compensation (Incl LTI)	14	17	590.8	252.7	349.9	453.3	828.7	1,048.2
Total Compensation (Incl Perqs)	14	17	600.8	255.5	351.9	479.1	838.2	1,069.5
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	12	15	99.8	43.8	52.9	94.6	117.0	202.5
Target Bonus as % of Base	12	15	35	19	25	35	40	60
Target Cash Compensation	12	15	373.4	245.7	298.4	364.9	446.0	544.4
Target Total Direct Compensation (Incl LTI)	12	15	585.4	245.7	350.0	519.6	809.9	1,120.5
Target Total Compensation (Incl Perqs)	12	15	596.3	252.0	354.0	531.6	809.9	1,144.0
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	12	296.6	73.3	106.8	247.8	419.1	785.5
LTI as % of Base	11	12	98	27	44	85	146	225
Total Perquisite Amount	11	11	15.6	4.6	10.0	14.1	19.1	29.2
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	14	17	3	4	4	3	3	2
Employees Supervised Direct/Indirect	9	9	360	---	76	111	628	---
Unit Size (\$ Million)	14	17	10,189.3	1,258.3	2,848.5	4,647.4	16,250.5	33,352.3
Company Revenue (\$ Million)	14	17	13,018.6	2,073.3	3,951.2	9,294.8	19,252.5	33,352.3

**Bonus Eligibility**  
0% No  
100% Yes

**LTI Eligibility**  
24% No  
76% Yes

**Management Level**  
0% Top Executive  
0% Sr. Executive  
82% Executive  
18% Sr. Mgr./Dir.

**Organization Unit**  
24% Corporate  
59% Group  
18% Division  
0% Plant

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**Compensation Summary : ASC060–EX – Top Procurement/Purchasing Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	232.9	---	---	201.5	---	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	282.9	---	---	221.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	301.7	---	---	258.5	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	367.7	---	---	258.5	---	---
Total Compensation (Incl Perqs)	4	4	378.5	---	---	268.5	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	10.8	---	---	10.1	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	4	---	---	4	---	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	2,252.5	---	---	1,089.6	---	---
Company Revenue (\$ Million)	4	4	11,462.7	---	---	9,096.0	---	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		60% No		0% Top Executive		0% Corporate	
100% Yes		40% Yes		0% Sr. Executive		0% Group	
				40% Executive		100% Division	
				60% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : AZE000-EX – Top Engineering Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	24	40	268.8	190.3	217.8	264.2	315.9	370.4
Actual Bonus Amount	22	35	118.3	38.9	70.2	117.6	154.7	199.9
Actual Bonus as % of Base	22	35	42	17	30	40	52	71
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	24	40	372.3	220.0	270.8	353.8	450.6	504.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	6	81.3	---	20.7	77.1	127.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	24	40	384.5	226.4	272.1	385.4	450.6	588.5
Actual Total Direct Compensation (Incl LTI)	24	40	663.4	241.6	339.8	655.8	859.7	1,101.3
Total Compensation (Incl Perqs)	24	40	676.4	249.1	363.8	679.0	876.8	1,111.6
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	21	32	111.8	33.4	75.6	99.4	129.5	221.4
Target Bonus as % of Base	21	32	40	17	35	35	40	67
Target Cash Compensation	22	33	381.8	230.5	267.9	379.3	473.5	554.6
Target Total Direct Compensation (Incl LTI)	22	33	652.0	230.5	368.3	677.5	788.1	953.2
Target Total Compensation (Incl Perqs)	22	33	666.8	235.9	394.0	687.4	805.6	961.8
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	17	32	348.6	59.1	168.3	300.0	445.4	698.5
LTI as % of Base	17	32	127	24	59	95	152	337
Total Perquisite Amount	17	30	17.4	4.1	8.3	17.9	25.3	27.8
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	24	40	3	4	4	3	3	2
Employees Supervised Direct/Indirect	13	23	279	6	23	105	386	743
Unit Size (\$ Million)	24	40	3,438.9	311.0	910.8	2,539.7	4,715.8	6,790.9
Company Revenue (\$ Million)	24	40	10,886.6	528.9	2,830.0	4,963.0	18,863.0	36,389.1

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
3% No		20% No		0% Top Executive		8% Corporate	
98% Yes		80% Yes		5% Sr. Executive		50% Group	
				80% Executive		43% Division	
				15% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

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**Compensation Summary : CSA001-EX – Top Sales Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	10	227.4	158.0	179.7	216.0	290.3	307.3
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	10	279.2	198.4	219.8	287.8	333.0	368.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	10	279.2	198.4	219.8	287.8	333.0	368.7
Actual Total Direct Compensation (Incl LTI)	4	10	405.7	198.4	274.6	457.9	513.7	555.8
Total Compensation (Incl Perqs)	4	10	417.2	214.4	287.8	463.0	519.1	563.1
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	2	---	---	---	---	---	---	---
Target Bonus as % of Base	2	---	---	---	---	---	---	---
Target Cash Compensation	2	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	2	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	2	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	6	167.0	---	135.2	169.8	226.5	---
LTI as % of Base	4	6	71	---	51	65	101	---
Total Perquisite Amount	4	9	12.7	---	6.6	8.0	16.9	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	10	3	4	3	3	3	2
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	10	2,944.3	491.4	634.2	1,530.7	1,762.7	16,593.6
Company Revenue (\$ Million)	4	10	12,790.9	2,350.5	2,350.5	2,536.7	36,231.0	36,231.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	33% No	0% Top Executive	8% Corporate
100% Yes	67% Yes	0% Sr. Executive	0% Group
		50% Executive	92% Division
		50% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : EOP005–EX – Top Exploration and Production Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	6	7	354.7	---	282.0	325.0	433.7	---
Actual Bonus Amount	6	7	218.3	---	102.8	187.2	318.0	---
Actual Bonus as % of Base	6	7	59	---	38	66	76	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	7	573.0	---	411.3	480.0	751.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	7	573.0	---	411.3	480.6	751.7	---
Actual Total Direct Compensation (Incl LTI)	6	7	1,249.7	---	651.4	1,123.5	1,387.1	---
Total Compensation (Incl Perqs)	6	7	1,280.6	---	672.2	1,155.7	1,417.1	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	6	7	243.2	---	107.2	124.0	318.5	---
Target Bonus as % of Base	6	7	63	---	35	40	65	---
Target Cash Compensation	6	7	597.9	---	389.2	438.8	808.5	---
Target Total Direct Compensation (Incl LTI)	6	7	1,274.6	---	678.8	1,042.5	1,828.0	---
Target Total Compensation (Incl Perqs)	6	7	1,305.4	---	699.6	1,061.3	1,858.0	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	6	7	676.7	---	240.1	635.4	701.8	---
LTI as % of Base	6	7	180	---	88	147	232	---
Total Perquisite Amount	6	7	30.8	---	20.8	30.0	32.2	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	6	7	4	---	4	4	3	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	6	7	6,404.0	---	1,415.0	2,339.1	4,043.0	---
Company Revenue (\$ Million)	6	7	18,260.3	---	2,063.0	25,122.0	31,567.8	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	0% Corporate
100% Yes	100% Yes	14% Sr. Executive	71% Group
		86% Executive	29% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : EOP006-EX – Top Exploration Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	20	307.5	244.6	259.1	310.0	338.0	393.2
Actual Bonus Amount	9	20	115.2	59.6	81.2	91.5	155.8	196.8
Actual Bonus as % of Base	9	20	37	23	28	33	47	66
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	20	422.7	308.8	348.1	406.7	494.1	553.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	20	439.4	308.8	348.1	406.7	512.0	693.4
Actual Total Direct Compensation (Incl LTI)	9	20	918.6	344.3	613.9	741.6	1,044.9	2,088.6
Total Compensation (Incl Perqs)	9	20	933.4	369.1	634.7	748.7	1,070.2	2,095.6
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	10	108.5	47.1	98.8	113.4	123.5	182.1
Target Bonus as % of Base	8	10	36	20	31	35	44	50
Target Cash Compensation	8	10	405.8	282.4	348.1	410.4	449.6	586.6
Target Total Direct Compensation (Incl LTI)	8	10	805.5	282.4	531.9	665.3	995.6	1,862.3
Target Total Compensation (Incl Perqs)	8	10	823.6	303.6	543.1	686.1	1,023.6	1,872.6
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	15	529.3	234.5	240.1	363.6	637.0	1,487.2
LTI as % of Base	7	15	170	75	85	136	181	446
Total Perquisite Amount	9	20	14.8	7.1	7.1	16.0	20.8	25.9
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	20	4	5	4	4	3	2
Employees Supervised Direct/Indirect	5	6	174	---	28	93	482	---
Unit Size (\$ Million)	9	20	3,990.3	863.1	1,103.0	3,143.8	6,282.3	7,410.1
Company Revenue (\$ Million)	9	20	16,477.8	2,566.0	7,928.1	18,863.0	25,122.0	25,122.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	7% No	0% Top Executive	4% Corporate
100% Yes	93% Yes	22% Sr. Executive	33% Group
		78% Executive	63% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : EOR000-EX – Top Refinery Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	314.2	---	---	319.3	---	---
Actual Bonus Amount	4	4	156.4	---	---	159.6	---	---
Actual Bonus as % of Base	4	4	44	---	---	48	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	470.6	---	---	478.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	470.6	---	---	478.2	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	927.1	---	---	963.4	---	---
Total Compensation (Incl Perqs)	4	4	942.3	---	---	970.9	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	8,996.9	---	---	6,556.6	---	---
Company Revenue (\$ Million)	4	4	21,309.4	---	---	21,105.4	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	17% No	0% Top Executive	0% Corporate
100% Yes	83% Yes	0% Sr. Executive	17% Group
		33% Executive	67% Division
		67% Sr. Mgr./Dir.	17% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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Compensation Summary : EOW010-EX – Top Drilling Operations Executive

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	5	6	297.1	---	268.9	316.4	336.3	---
Actual Bonus Amount	5	6	130.6	---	96.5	122.3	173.0	---
Actual Bonus as % of Base	5	6	47	---	35	37	63	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	427.7	---	375.0	426.4	480.7	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	450.5	---	405.1	462.3	496.6	---
Actual Total Direct Compensation (Incl LTI)	5	6	938.8	---	698.4	816.1	1,268.4	---
Total Compensation (Incl Perqs)	5	6	952.3	---	717.0	823.2	1,276.7	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	114.7	---	---	116.4	---	---
Target Bonus as % of Base	4	4	40	---	---	38	---	---
Target Cash Compensation	4	4	409.7	---	---	439.9	---	---
Target Total Direct Compensation (Incl LTI)	4	4	826.3	---	---	732.5	---	---
Target Total Compensation (Incl Perqs)	4	4	843.0	---	---	751.1	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	6	488.3	---	247.5	445.4	776.8	---
LTI as % of Base	5	6	181	---	74	165	337	---
Total Perquisite Amount	5	6	13.4	---	7.1	13.3	19.6	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	5	6	4	---	4	4	3	---
Employees Supervised Direct/Indirect	4	4	65	---	---	65	---	---
Unit Size (\$ Million)	5	6	4,878.6	---	2,353.2	4,211.6	9,528.9	---
Company Revenue (\$ Million)	5	6	15,999.4	---	8,024.0	18,863.0	21,012.0	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		0% No		0% Top Executive		13% Corporate	
100% Yes		100% Yes		13% Sr. Executive		38% Group	
				75% Executive		50% Division	
				13% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ETN000-EX – Top Transmission and Distribution Systems Executive (Combined Function)**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	5	7	263.6	---	223.8	237.7	295.1	---
Actual Bonus Amount	4	4	100.9	---	---	86.1	---	---
Actual Bonus as % of Base	4	4	30	---	---	38	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	7	334.3	---	225.0	312.9	388.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	7	346.1	---	225.0	318.6	388.2	---
Actual Total Direct Compensation (Incl LTI)	5	7	486.4	---	313.3	392.9	478.2	---
Total Compensation (Incl Perqs)	5	7	494.1	---	317.4	402.9	488.2	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	72.7	---	---	68.0	---	---
Target Bonus as % of Base	4	4	23	---	---	20	---	---
Target Cash Compensation	4	4	356.4	---	---	318.4	---	---
Target Total Direct Compensation (Incl LTI)	4	4	536.3	---	---	374.8	---	---
Target Total Compensation (Incl Perqs)	4	4	545.1	---	---	384.8	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	5	7	3	---	4	3	2	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	7	1,740.2	---	673.1	910.8	3,519.3	---
Company Revenue (\$ Million)	5	7	8,420.0	---	3,348.3	4,554.0	5,392.0	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	22% No	0% Top Executive	0% Corporate
100% Yes	78% Yes	22% Sr. Executive	33% Group
		78% Executive	67% Division
		0% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

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Incumbent weighted statistics

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**Compensation Summary : AAA000-EX – Chief Executive Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	18	18	936.7	413.0	602.9	875.0	1,300.0	1,409.6
Actual Bonus Amount	18	18	1,092.4	258.0	423.5	1,054.0	1,664.6	2,087.7
Actual Bonus as % of Base	18	18	112	53	76	100	135	210
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	18	18	2,029.1	822.1	890.2	1,961.0	2,945.8	3,487.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	18	2,083.7	822.1	890.2	2,157.8	2,960.2	3,487.5
Actual Total Direct Compensation (Incl LTI)	18	18	5,682.7	910.7	2,625.6	5,882.6	8,720.7	11,588.2
Total Compensation (Incl Perqs)	18	18	5,721.8	1,004.0	2,677.4	5,890.8	8,751.7	11,649.7
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	17	17	962.2	189.0	295.9	750.0	1,402.5	1,891.3
Target Bonus as % of Base	17	17	90	46	60	100	115	130
Target Cash Compensation	17	17	1,917.0	662.9	835.9	1,500.0	2,715.0	3,335.5
Target Total Direct Compensation (Incl LTI)	17	17	5,306.5	797.6	2,442.5	4,881.5	8,436.2	10,867.7
Target Total Compensation (Incl Perqs)	17	17	5,347.5	884.7	2,499.6	4,890.2	8,471.8	10,927.9
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	17	17	3,810.7	213.8	1,495.6	3,612.8	5,904.4	8,269.0
LTI as % of Base	17	17	390	60	229	338	493	809
Total Perquisite Amount	18	18	39.1	7.0	15.4	40.0	52.5	71.1
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	18	18	1	2	1	1	1	1
Employees Supervised Direct/Indirect	17	17	4,568	216	1,172	3,067	6,716	14,284
Unit Size (\$ Million)	18	18	12,722.8	2,321.8	2,659.2	6,828.3	20,231.5	37,925.9
Company Revenue (\$ Million)	18	18	12,722.8	2,321.8	2,659.2	6,828.3	20,231.5	37,925.9

**Bonus Eligibility**  
0% No  
100% Yes

**LTI Eligibility**  
6% No  
94% Yes

**Management Level**  
100% Top Executive  
0% Sr. Executive  
0% Executive  
0% Sr. Mgr./Dir.

**Organization Unit**  
78% Corporate  
22% Group  
0% Division  
0% Plant

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**Compensation Summary : AAA020–EX – Chief Operating Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	6	6	605.4	---	420.5	617.5	784.2	---
Actual Bonus Amount	6	6	544.2	---	338.4	466.5	695.1	---
Actual Bonus as % of Base	6	6	90	---	62	81	108	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	6	1,149.7	---	758.9	1,116.5	1,511.6	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	1,234.8	---	965.6	1,164.1	1,511.6	---
Actual Total Direct Compensation (Incl LTI)	6	6	3,339.2	---	2,809.8	3,393.0	3,993.5	---
Total Compensation (Incl Perqs)	6	6	3,370.9	---	2,839.5	3,420.1	4,013.7	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	5	5	453.8	---	217.7	599.9	616.7	---
Target Bonus as % of Base	5	5	70	---	55	70	85	---
Target Cash Compensation	5	5	1,072.3	---	608.1	1,320.5	1,412.5	---
Target Total Direct Compensation (Incl LTI)	5	5	3,059.7	---	2,086.7	3,336.0	3,894.7	---
Target Total Compensation (Incl Perqs)	5	5	3,096.4	---	2,113.7	3,360.5	3,947.1	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	6	6	2,104.4	---	1,559.1	2,229.0	2,767.0	---
LTI as % of Base	6	6	379	---	198	354	552	---
Total Perquisite Amount	6	6	31.8	---	8.3	34.9	49.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	6	6	2	---	2	2	2	---
Employees Supervised Direct/Indirect	5	5	2,514	---	1,272	2,116	3,956	---
Unit Size (\$ Million)	6	6	13,288.6	---	3,808.2	14,078.9	21,012.0	---
Company Revenue (\$ Million)	6	6	19,129.1	---	8,024.0	19,252.5	28,251.7	---

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		0% No		0% Top Executive		83% Corporate	
100% Yes		100% Yes		100% Sr. Executive		17% Group	
				0% Executive		0% Division	
				0% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar

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**Compensation Summary : AAB002-EX – Multi-Profit Center (Group) Head**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	12	548.8	256.6	465.0	563.0	650.0	780.5
Actual Bonus Amount	9	12	435.8	126.0	290.6	456.1	560.8	778.5
Actual Bonus as % of Base	9	12	76	44	57	81	93	100
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	12	984.6	382.6	791.0	1,021.5	1,192.1	1,559.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	12	1,008.5	382.6	826.7	1,028.5	1,192.1	1,559.0
Actual Total Direct Compensation (Incl LTI)	9	12	2,659.9	488.4	1,948.3	2,657.3	3,783.8	4,714.8
Total Compensation (Incl Perqs)	9	12	2,696.2	546.4	1,987.4	2,684.5	3,821.4	4,751.1
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	9	12	369.7	138.2	295.9	381.9	467.1	574.4
Target Bonus as % of Base	9	12	66	53	60	65	74	75
Target Cash Compensation	9	12	918.5	394.7	760.9	938.1	1,113.1	1,354.9
Target Total Direct Compensation (Incl LTI)	9	12	2,569.9	500.6	1,856.5	2,564.5	3,731.3	4,541.5
Target Total Compensation (Incl Perqs)	9	12	2,606.1	558.6	1,897.6	2,591.7	3,768.9	4,577.8
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	9	12	1,651.4	105.8	989.2	1,460.2	2,775.6	3,247.3
LTI as % of Base	9	12	276	36	176	257	377	552
Total Perquisite Amount	9	12	36.2	16.6	29.1	34.5	43.2	67.1
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	12	2	3	3	2	2	2
Employees Supervised Direct/Indirect	6	9	2,155	---	623	1,327	3,147	---
Unit Size (\$ Million)	9	12	8,942.6	461.8	2,879.7	5,446.4	14,928.8	28,769.5
Company Revenue (\$ Million)	9	12	19,594.4	3,683.9	8,150.6	14,389.6	36,122.7	40,490.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	0% Corporate
100% Yes	100% Yes	92% Sr. Executive	100% Group
		8% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AAB003-EX – Single Profit Center (Division) Head**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	10	23	324.1	218.8	266.7	329.5	381.5	439.9
Actual Bonus Amount	10	23	187.8	73.4	121.0	170.4	246.6	360.1
Actual Bonus as % of Base	10	23	56	32	47	53	62	80
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	23	511.9	300.5	372.9	488.4	619.1	744.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	23	516.7	300.5	372.9	488.4	619.1	744.3
Actual Total Direct Compensation (Incl LTI)	10	23	993.8	318.3	556.4	956.4	1,453.1	1,789.5
Total Compensation (Incl Perqs)	10	23	1,015.9	383.2	571.4	956.4	1,453.1	1,809.6
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	9	22	151.9	75.9	103.9	146.4	187.5	254.7
Target Bonus as % of Base	9	22	45	35	35	45	50	62
Target Cash Compensation	9	22	475.7	292.8	366.9	471.5	570.4	670.0
Target Total Direct Compensation (Incl LTI)	9	22	965.5	315.5	597.8	968.5	1,356.0	1,742.3
Target Total Compensation (Incl Perqs)	9	22	988.3	380.4	601.6	984.6	1,356.0	1,764.4
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	10	22	498.7	47.9	234.0	453.5	712.5	1,085.1
LTI as % of Base	10	22	138	21	82	124	183	265
Total Perquisite Amount	9	17	29.9	7.9	15.8	26.3	31.3	64.9
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	10	23	3	4	3	3	3	2
Employees Supervised Direct/Indirect	5	13	799	7	15	233	1,827	2,927
Unit Size (\$ Million)	10	23	4,694.0	200.0	1,157.2	2,009.0	5,874.0	17,206.9
Company Revenue (\$ Million)	10	23	15,101.7	2,700.0	4,018.0	10,185.0	31,567.8	40,490.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	4% No	0% Top Executive	0% Corporate
100% Yes	96% Yes	17% Sr. Executive	0% Group
		83% Executive	100% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AAB515-EX – Top Operations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	21	71	305.1	208.3	253.2	294.6	348.4	417.0
Actual Bonus Amount	21	71	154.5	80.0	91.0	132.0	210.0	260.4
Actual Bonus as % of Base	21	71	50	28	37	48	60	78
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	21	71	459.6	315.6	363.0	433.0	588.0	632.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	136.4	---	26.8	51.6	302.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	71	473.1	315.6	363.5	438.0	599.4	669.1
Actual Total Direct Compensation (Incl LTI)	21	71	999.9	472.2	641.2	864.8	1,386.6	1,643.1
Total Compensation (Incl Perqs)	21	71	1,016.7	472.2	664.0	869.6	1,404.2	1,654.8
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	19	56	132.1	82.1	96.3	127.0	156.6	189.5
Target Bonus as % of Base	19	56	43	35	36	40	45	50
Target Cash Compensation	19	56	438.9	279.6	366.9	428.3	532.0	606.1
Target Total Direct Compensation (Incl LTI)	19	56	965.9	412.5	613.5	915.3	1,377.1	1,504.7
Target Total Compensation (Incl Perqs)	19	56	985.7	414.4	640.2	935.5	1,406.6	1,520.7
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	20	70	534.4	139.0	277.8	466.5	799.6	936.1
LTI as % of Base	20	70	169	69	98	156	210	262
Total Perquisite Amount	20	61	19.6	7.1	7.8	21.4	26.3	30.8
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	21	71	4	4	4	4	3	3
Employees Supervised Direct/Indirect	14	43	562	22	126	393	636	1,352
Unit Size (\$ Million)	21	71	5,050.7	587.6	2,021.5	3,098.3	5,979.8	12,561.0
Company Revenue (\$ Million)	21	71	17,886.6	2,350.5	4,361.7	18,863.0	25,122.0	40,490.0

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		1% No		0% Top Executive		6% Corporate	
100% Yes		99% Yes		18% Sr. Executive		31% Group	
				58% Executive		58% Division	
				24% Sr. Mgr./Dir.		6% Plant	

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

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**Compensation Summary : ACA000-EX – Top Corporate Affairs Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	7	7	346.6	---	300.0	310.0	420.0	---
Actual Bonus Amount	7	7	188.9	---	156.9	180.0	210.0	---
Actual Bonus as % of Base	7	7	54	---	50	55	60	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	7	7	535.6	---	453.3	490.0	630.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	7	535.6	---	453.3	490.0	630.0	---
Actual Total Direct Compensation (Incl LTI)	7	7	1,126.7	---	726.4	1,041.8	1,515.7	---
Total Compensation (Incl Perqs)	7	7	1,149.6	---	726.4	1,068.1	1,540.2	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	146.4	---	118.6	124.0	189.0	---
Target Bonus as % of Base	7	7	41	---	40	40	45	---
Target Cash Compensation	7	7	493.0	---	415.0	434.0	609.0	---
Target Total Direct Compensation (Incl LTI)	7	7	1,084.2	---	688.1	981.3	1,494.7	---
Target Total Compensation (Incl Perqs)	7	7	1,107.0	---	688.1	1,007.6	1,519.2	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	7	591.2	---	273.1	517.3	885.7	---
LTI as % of Base	7	7	163	---	92	162	234	---
Total Perquisite Amount	6	6	26.7	---	19.5	24.8	31.1	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	7	7	3	---	3	3	2	---
Employees Supervised Direct/Indirect	6	6	110	---	30	98	195	---
Unit Size (\$ Million)	7	7	18,428.1	---	9,294.8	19,642.0	25,122.0	---
Company Revenue (\$ Million)	7	7	18,678.8	---	9,294.8	19,642.0	25,122.0	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	71% Corporate
100% Yes	100% Yes	29% Sr. Executive	29% Group
		71% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar  
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**Compensation Summary : ACA005-EX – Top Public Relations and Internal Communications Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	250.2	---	---	251.0	---	---
Actual Bonus Amount	4	4	86.3	---	---	97.1	---	---
Actual Bonus as % of Base	4	4	35	---	---	39	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	336.5	---	---	345.9	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	336.5	---	---	345.9	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	534.6	---	---	535.9	---	---
Total Compensation (Incl Perqs)	4	4	555.7	---	---	556.1	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	75.6	---	---	81.4	---	---
Target Bonus as % of Base	4	4	30	---	---	33	---	---
Target Cash Compensation	4	4	325.8	---	---	332.4	---	---
Target Total Direct Compensation (Incl LTI)	4	4	523.9	---	---	554.9	---	---
Target Total Compensation (Incl Perqs)	4	4	545.0	---	---	575.1	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	21.1	---	---	20.5	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	4	4	64	---	---	38	---	---
Unit Size (\$ Million)	4	4	11,172.6	---	---	11,255.7	---	---
Company Revenue (\$ Million)	4	4	15,877.7	---	---	11,666.5	---	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		25% No		0% Top Executive		75% Corporate	
100% Yes		75% Yes		0% Sr. Executive		0% Group	
				100% Executive		25% Division	
				0% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ACA050–EX – Top Regulatory Affairs and Compliance Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	8	251.5	---	210.1	267.5	289.9	---
Actual Bonus Amount	7	7	120.3	---	98.7	107.0	154.2	---
Actual Bonus as % of Base	7	7	45	---	40	49	53	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	8	356.8	---	310.4	372.4	432.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	8	356.8	---	310.4	372.4	432.0	---
Actual Total Direct Compensation (Incl LTI)	8	8	613.2	---	385.6	694.3	787.7	---
Total Compensation (Incl Perqs)	8	8	631.7	---	431.9	707.5	803.0	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	85.1	---	69.5	92.7	108.0	---
Target Bonus as % of Base	7	7	33	---	35	35	38	---
Target Cash Compensation	7	7	331.2	---	268.0	357.8	400.2	---
Target Total Direct Compensation (Incl LTI)	7	7	567.6	---	268.0	651.8	757.7	---
Target Total Compensation (Incl Perqs)	7	7	587.7	---	327.4	663.4	775.7	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	6	6	341.9	---	267.0	355.1	405.1	---
LTI as % of Base	6	6	124	---	96	132	146	---
Total Perquisite Amount	7	7	21.1	---	7.1	16.0	26.3	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	8	3	---	4	3	3	---
Employees Supervised Direct/Indirect	6	6	73	---	48	64	102	---
Unit Size (\$ Million)	8	8	6,046.2	---	2,458.9	2,765.0	9,210.7	---
Company Revenue (\$ Million)	8	8	7,901.0	---	2,577.5	3,424.0	16,693.5	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	25% No	0% Top Executive	63% Corporate
100% Yes	75% Yes	0% Sr. Executive	25% Group
		75% Executive	13% Division
		25% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACA070-EX – Top Government Relations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	10	11	229.7	161.3	207.8	221.3	254.0	298.0
Actual Bonus Amount	10	11	100.9	37.4	78.9	97.7	121.8	183.6
Actual Bonus as % of Base	10	11	42	23	38	41	48	62
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	10	11	330.5	198.7	286.7	330.9	375.8	481.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	11	333.3	198.7	286.7	332.4	375.8	481.6
Actual Total Direct Compensation (Incl LTI)	10	11	494.6	198.7	330.9	494.2	700.8	768.5
Total Compensation (Incl Perqs)	10	11	516.7	214.7	363.3	519.2	718.7	792.3
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	10	11	72.2	24.2	49.8	77.3	88.9	119.2
Target Bonus as % of Base	10	11	30	15	23	35	35	40
Target Cash Compensation	10	11	301.9	185.4	259.8	298.0	342.9	417.2
Target Total Direct Compensation (Incl LTI)	10	11	463.1	185.4	298.0	408.1	645.1	739.3
Target Total Compensation (Incl Perqs)	10	11	485.2	201.4	336.4	433.1	664.2	762.9
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	221.7	---	103.2	247.1	318.2	---
LTI as % of Base	8	8	88	---	47	92	125	---
Total Perquisite Amount	9	10	24.3	15.1	16.0	21.1	25.3	56.1
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	10	11	3	4	4	3	3	2
Employees Supervised Direct/Indirect	8	8	23	---	9	13	44	---
Unit Size (\$ Million)	10	11	11,413.6	2,536.7	2,700.0	9,294.8	18,820.5	36,320.4
Company Revenue (\$ Million)	10	11	13,124.5	2,536.7	2,700.0	9,294.8	19,642.0	39,920.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	27% No	0% Top Executive	55% Corporate
100% Yes	73% Yes	0% Sr. Executive	36% Group
		64% Executive	9% Division
		36% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACA090–EX – Top Investor Relations Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	8	312.6	---	270.5	310.7	352.5	---
Actual Bonus Amount	8	8	161.9	---	134.1	159.8	185.4	---
Actual Bonus as % of Base	8	8	53	---	41	57	64	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	8	474.5	---	440.6	474.2	487.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	8	513.3	---	443.6	485.4	565.9	---
Actual Total Direct Compensation (Incl LTI)	8	8	1,051.7	---	724.8	911.6	1,278.8	---
Total Compensation (Incl Perqs)	8	8	1,067.5	---	745.6	924.1	1,291.3	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	121.7	---	106.6	116.0	132.0	---
Target Bonus as % of Base	7	7	40	---	35	35	50	---
Target Cash Compensation	7	7	425.4	---	396.0	411.1	468.1	---
Target Total Direct Compensation (Incl LTI)	7	7	956.1	---	639.2	741.7	1,293.5	---
Target Total Compensation (Incl Perqs)	7	7	973.0	---	658.2	741.7	1,307.5	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	7	615.4	---	330.6	591.2	761.9	---
LTI as % of Base	7	7	207	---	109	158	215	---
Total Perquisite Amount	7	7	18.0	---	8.7	19.0	25.3	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	8	3	---	4	3	2	---
Employees Supervised Direct/Indirect	4	4	15	---	---	4	---	---
Unit Size (\$ Million)	8	8	18,558.9	---	4,249.1	14,389.6	35,065.2	---
Company Revenue (\$ Million)	8	8	18,558.9	---	4,249.1	14,389.6	35,065.2	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	13% No	0% Top Executive	75% Corporate
100% Yes	88% Yes	0% Sr. Executive	25% Group
		88% Executive	0% Division
		13% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACD000-EX – Top Strategic Planning and Development Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	335.8	---	---	344.9	---	---
Actual Bonus Amount	4	4	208.7	---	---	224.1	---	---
Actual Bonus as % of Base	4	4	61	---	---	63	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	544.5	---	---	569.0	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	544.5	---	---	569.0	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	1,244.9	---	---	1,157.6	---	---
Total Compensation (Incl Perqs)	4	4	1,260.3	---	---	1,184.8	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	4	700.5	---	---	588.6	---	---
LTI as % of Base	4	4	190	---	---	166	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	4	4	230	---	---	108	---	---
Unit Size (\$ Million)	4	4	13,637.7	---	---	7,450.4	---	---
Company Revenue (\$ Million)	4	4	17,676.7	---	---	14,524.0	---	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		0% No		0% Top Executive		50% Corporate	
100% Yes		100% Yes		50% Sr. Executive		0% Group	
				50% Executive		50% Division	
				0% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : ACD010-EX – Top Strategic Planning Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	5	6	281.2	---	263.5	285.2	300.8	---
Actual Bonus Amount	5	6	141.9	---	115.7	140.7	164.7	---
Actual Bonus as % of Base	5	6	51	---	42	49	59	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	423.1	---	391.6	429.2	452.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	472.8	---	409.3	432.0	517.2	---
Actual Total Direct Compensation (Incl LTI)	5	6	967.3	---	651.7	829.2	1,237.8	---
Total Compensation (Incl Perqs)	5	6	984.3	---	663.2	847.1	1,258.7	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	5	6	105.0	---	92.0	106.5	121.4	---
Target Bonus as % of Base	5	6	38	---	33	38	43	---
Target Cash Compensation	5	6	386.2	---	369.2	376.0	409.8	---
Target Total Direct Compensation (Incl LTI)	5	6	880.8	---	626.0	789.5	1,130.2	---
Target Total Compensation (Incl Perqs)	5	6	897.7	---	637.4	807.4	1,151.1	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	6	494.6	---	249.9	400.0	720.5	---
LTI as % of Base	5	6	182	---	91	137	260	---
Total Perquisite Amount	5	6	16.9	---	8.3	17.9	25.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	5	6	3	---	3	3	3	---
Employees Supervised Direct/Indirect	5	6	21	---	5	16	36	---
Unit Size (\$ Million)	5	6	10,454.5	---	3,767.0	8,097.6	19,792.7	---
Company Revenue (\$ Million)	5	6	15,960.8	---	3,767.0	14,494.0	24,854.0	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	50% Corporate
100% Yes	100% Yes	0% Sr. Executive	50% Group
		100% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ACD020–EX – Top Business/Corporate Development Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	23	287.3	232.0	253.5	282.8	324.4	365.2
Actual Bonus Amount	8	23	132.5	73.2	98.9	122.5	168.9	200.1
Actual Bonus as % of Base	8	23	46	26	39	46	55	64
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	23	419.8	339.5	356.6	398.6	483.6	546.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	23	426.1	339.5	356.6	398.6	515.1	557.0
Actual Total Direct Compensation (Incl LTI)	8	23	773.3	531.0	623.6	720.0	882.0	1,137.0
Total Compensation (Incl Perqs)	8	23	797.2	539.2	642.9	746.3	903.4	1,162.9
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	23	107.4	81.2	88.7	99.7	126.6	150.5
Target Bonus as % of Base	8	23	37	35	35	35	39	45
Target Cash Compensation	8	23	394.6	313.2	342.2	384.8	438.0	502.8
Target Total Direct Compensation (Incl LTI)	8	23	741.8	502.8	614.5	692.7	822.8	1,065.2
Target Total Compensation (Incl Perqs)	8	23	765.7	510.9	635.3	719.1	846.3	1,091.0
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	23	347.2	176.7	264.1	325.1	415.0	603.6
LTI as % of Base	8	23	118	72	81	128	138	180
Total Perquisite Amount	7	21	24.9	17.3	20.8	23.1	26.3	29.2
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	23	3	4	4	3	3	3
Employees Supervised Direct/Indirect	5	9	43	---	8	17	83	---
Unit Size (\$ Million)	8	23	6,827.3	1,481.4	2,598.0	3,565.0	6,280.5	19,313.4
Company Revenue (\$ Million)	8	23	19,247.1	3,227.2	10,185.0	18,594.3	25,122.0	37,641.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	17% Corporate
100% Yes	100% Yes	4% Sr. Executive	13% Group
		88% Executive	71% Division
		8% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AFA000–EX – CFO/Top Financial Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	15	15	486.8	328.7	351.0	512.5	590.0	649.0
Actual Bonus Amount	15	15	354.5	99.4	217.0	350.0	465.1	702.1
Actual Bonus as % of Base	15	15	69	29	48	70	85	112
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	15	841.3	449.4	568.0	763.0	1,040.1	1,347.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	15	919.7	449.4	568.0	970.6	1,225.0	1,486.8
Actual Total Direct Compensation (Incl LTI)	15	15	2,382.6	624.3	1,327.2	2,253.4	2,908.9	4,821.3
Total Compensation (Incl Perqs)	15	15	2,414.5	676.5	1,368.6	2,301.6	2,941.2	4,870.9
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	14	14	296.7	111.5	167.5	332.0	387.1	491.3
Target Bonus as % of Base	14	14	57	29	50	60	66	75
Target Cash Compensation	14	14	793.2	437.5	533.2	864.0	970.8	1,146.2
Target Total Direct Compensation (Incl LTI)	14	14	2,268.7	561.3	1,191.6	2,177.9	2,820.0	4,821.2
Target Total Compensation (Incl Perqs)	14	14	2,302.4	617.1	1,227.1	2,206.3	2,848.2	4,868.3
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	14	14	1,567.3	123.7	731.1	1,498.6	1,817.2	3,806.3
LTI as % of Base	14	14	307	37	174	299	373	644
Total Perquisite Amount	15	15	32.0	7.0	14.0	32.3	45.5	66.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	15	15	2	3	2	2	2	2
Employees Supervised Direct/Indirect	11	11	316	28	141	283	488	612
Unit Size (\$ Million)	15	15	12,329.8	2,495.2	2,830.0	7,472.5	18,863.0	38,780.6
Company Revenue (\$ Million)	15	15	12,329.8	2,495.2	2,830.0	7,472.5	18,863.0	38,780.6

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	7% No	0% Top Executive	80% Corporate
100% Yes	93% Yes	93% Sr. Executive	20% Group
		7% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFA001-EX – Finance Executive (Second Level)**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	17	270.3	179.0	221.5	262.6	324.3	367.7
Actual Bonus Amount	8	17	178.2	84.1	106.6	140.2	261.1	289.6
Actual Bonus as % of Base	8	17	65	39	43	56	83	115
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	17	448.6	268.5	354.7	411.7	555.6	625.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	17	475.5	279.2	354.7	411.7	588.9	734.9
Actual Total Direct Compensation (Incl LTI)	8	17	926.0	365.2	542.1	804.6	1,088.1	1,698.5
Total Compensation (Incl Perqs)	8	17	944.3	420.3	556.7	827.7	1,113.7	1,718.7
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	17	125.7	80.8	92.5	118.2	149.0	191.6
Target Bonus as % of Base	8	17	47	33	35	45	50	75
Target Cash Compensation	8	17	396.1	268.5	341.5	380.8	458.6	522.9
Target Total Direct Compensation (Incl LTI)	8	17	846.5	351.4	530.1	789.3	1,003.0	1,503.3
Target Total Compensation (Incl Perqs)	8	17	864.8	406.5	544.6	812.4	1,028.7	1,523.6
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	17	450.5	59.0	211.7	412.9	483.5	1,020.7
LTI as % of Base	8	17	161	27	93	148	169	320
Total Perquisite Amount	7	16	19.5	7.4	8.7	19.1	23.1	42.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	17	3	4	4	3	3	3
Employees Supervised Direct/Indirect	5	9	91	---	23	90	118	---
Unit Size (\$ Million)	8	17	11,195.0	1,724.6	2,306.8	3,519.3	20,410.2	37,641.0
Company Revenue (\$ Million)	8	17	16,868.6	2,350.5	3,359.0	9,294.8	37,641.0	37,641.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	47% Corporate
100% Yes	100% Yes	0% Sr. Executive	41% Group
		82% Executive	12% Division
		18% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFB000-EX – Financial Controller**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	14	17	258.8	152.6	189.5	266.0	322.4	361.0
Actual Bonus Amount	14	17	112.9	46.2	58.3	95.4	161.9	198.9
Actual Bonus as % of Base	14	17	44	21	28	51	57	64
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	14	17	371.6	228.4	249.2	349.0	479.0	559.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	17	376.8	228.4	249.2	349.0	496.0	562.3
Actual Total Direct Compensation (Incl LTI)	13	16	641.0	226.6	248.6	692.6	942.5	1,139.2
Total Compensation (Incl Perqs)	13	16	666.5	260.9	302.8	708.2	960.3	1,167.5
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	12	15	90.9	28.7	53.4	93.3	124.0	161.5
Target Bonus as % of Base	12	15	35	15	30	35	40	45
Target Cash Compensation	12	15	345.3	206.0	218.6	342.5	434.0	528.9
Target Total Direct Compensation (Incl LTI)	11	14	599.7	206.0	216.9	573.6	922.2	1,126.9
Target Total Compensation (Incl Perqs)	11	14	627.8	234.7	265.4	594.5	940.7	1,154.1
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	11	400.1	121.5	334.8	393.6	515.6	611.2
LTI as % of Base	11	11	133	51	115	148	157	196
Total Perquisite Amount	14	17	25.5	7.0	15.0	19.1	28.1	60.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	14	17	3	4	4	3	3	3
Employees Supervised Direct/Indirect	8	9	76	---	28	69	110	---
Unit Size (\$ Million)	14	17	11,962.2	50.0	2,443.6	9,294.8	20,821.0	36,513.0
Company Revenue (\$ Million)	14	17	12,958.2	2,499.5	2,700.0	9,294.8	20,821.0	36,513.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	29% No	0% Top Executive	65% Corporate
100% Yes	71% Yes	6% Sr. Executive	24% Group
		59% Executive	12% Division
		35% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFT030-EX – Treasurer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	10	285.1	198.3	244.0	267.5	346.3	390.5
Actual Bonus Amount	9	10	118.9	33.0	89.7	120.8	157.2	179.1
Actual Bonus as % of Base	9	10	41	14	27	47	51	55
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	10	403.9	249.4	326.1	409.4	505.1	527.9
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	10	403.9	249.4	326.1	409.4	505.1	527.9
Actual Total Direct Compensation (Incl LTI)	9	10	675.6	264.1	501.9	757.4	821.1	1,020.1
Total Compensation (Incl Perqs)	9	10	697.1	280.0	526.7	781.8	847.1	1,037.4
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	9	10	101.9	33.4	73.2	93.6	142.5	157.3
Target Bonus as % of Base	9	10	35	17	30	35	41	45
Target Cash Compensation	9	10	387.0	231.6	317.2	361.1	502.1	530.7
Target Total Direct Compensation (Incl LTI)	9	10	658.7	246.8	497.0	722.3	819.7	995.5
Target Total Compensation (Incl Perqs)	9	10	680.2	262.7	516.8	748.6	842.9	1,012.8
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	7	8	339.6	---	216.0	361.1	452.5	---
LTI as % of Base	7	8	119	---	71	135	153	---
Total Perquisite Amount	9	10	21.5	15.2	15.9	22.9	26.3	27.8
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	10	3	4	4	3	3	3
Employees Supervised Direct/Indirect	6	7	29	---	9	19	22	---
Unit Size (\$ Million)	9	10	17,244.9	2,652.1	4,194.0	14,389.6	28,251.7	40,205.1
Company Revenue (\$ Million)	9	10	17,244.9	2,652.1	4,194.0	14,389.6	28,251.7	40,205.1

<b>Bonus Eligibility</b>		<b>LTI Eligibility</b>		<b>Management Level</b>		<b>Organization Unit</b>	
0% No		20% No		0% Top Executive		90% Corporate	
100% Yes		80% Yes		0% Sr. Executive		10% Group	
				70% Executive		0% Division	
				30% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : AFT050-EX – Top Tax Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	9	306.7	---	271.9	310.0	348.5	---
Actual Bonus Amount	9	9	129.5	---	108.7	118.8	171.2	---
Actual Bonus as % of Base	9	9	43	---	31	47	57	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	9	436.2	---	353.1	476.3	496.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	9	436.2	---	353.1	476.3	496.9	---
Actual Total Direct Compensation (Incl LTI)	9	9	738.2	---	565.0	744.9	880.4	---
Total Compensation (Incl Perqs)	9	9	759.2	---	571.5	765.7	906.0	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	8	109.6	---	81.9	118.9	131.2	---
Target Bonus as % of Base	8	8	37	---	35	35	40	---
Target Cash Compensation	8	8	405.1	---	342.9	430.9	461.4	---
Target Total Direct Compensation (Incl LTI)	8	8	668.9	---	545.5	720.8	816.8	---
Target Total Compensation (Incl Perqs)	8	8	691.6	---	555.2	740.1	841.3	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	339.7	---	253.5	300.6	413.5	---
LTI as % of Base	8	8	104	---	74	95	135	---
Total Perquisite Amount	8	8	23.7	---	14.2	20.0	26.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	9	3	---	4	3	3	---
Employees Supervised Direct/Indirect	6	6	29	---	9	28	50	---
Unit Size (\$ Million)	9	9	18,438.9	---	6,492.9	18,594.3	30,676.5	---
Company Revenue (\$ Million)	9	9	18,438.9	---	6,492.9	18,594.3	30,676.5	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	11% No	0% Top Executive	89% Corporate
100% Yes	89% Yes	0% Sr. Executive	11% Group
		78% Executive	0% Division
		22% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : AFU010–EX – Top Internal Audit Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	6	6	247.8	---	216.5	237.5	285.3	---
Actual Bonus Amount	6	6	83.0	---	41.7	92.4	117.4	---
Actual Bonus as % of Base	6	6	35	---	21	41	46	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	6	6	330.8	---	289.7	336.4	369.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	6	345.4	---	310.8	347.8	396.8	---
Actual Total Direct Compensation (Incl LTI)	5	5	578.0	---	390.9	608.8	749.8	---
Total Compensation (Incl Perqs)	5	5	596.7	---	402.9	626.8	775.5	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	5	5	74.3	---	48.1	80.5	97.5	---
Target Bonus as % of Base	5	5	31	---	23	35	38	---
Target Cash Compensation	5	5	307.2	---	256.3	310.5	356.5	---
Target Total Direct Compensation (Incl LTI)	4	4	563.5	---	---	613.3	---	---
Target Total Compensation (Incl Perqs)	4	4	584.8	---	---	635.4	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	4	302.8	---	---	292.6	---	---
LTI as % of Base	4	4	116	---	---	123	---	---
Total Perquisite Amount	6	6	19.6	---	14.0	21.0	25.3	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	6	6	3	---	3	3	3	---
Employees Supervised Direct/Indirect	5	5	22	---	12	19	33	---
Unit Size (\$ Million)	6	6	18,696.3	---	3,588.4	14,913.5	37,295.8	---
Company Revenue (\$ Million)	6	6	18,907.7	---	3,905.4	14,913.5	37,295.8	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		17% No		0% Top Executive		67% Corporate	
100% Yes		83% Yes		0% Sr. Executive		17% Group	
				83% Executive		17% Division	
				17% Sr. Mgr./Dir.		0% Plant	

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**Compensation Summary : AFY000-EX – Top Risk Management Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	330.5	---	---	262.5	---	---
Actual Bonus Amount	4	4	225.7	---	---	147.1	---	---
Actual Bonus as % of Base	4	4	62	---	---	56	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	556.3	---	---	409.6	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	556.3	---	---	409.6	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	1,162.3	---	---	713.0	---	---
Total Compensation (Incl Perqs)	4	4	1,193.6	---	---	735.7	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	173.0	---	---	98.9	---	---
Target Bonus as % of Base	4	4	45	---	---	38	---	---
Target Cash Compensation	4	4	503.5	---	---	361.4	---	---
Target Total Direct Compensation (Incl LTI)	4	4	1,109.5	---	---	664.8	---	---
Target Total Compensation (Incl Perqs)	4	4	1,140.8	---	---	687.5	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	31.3	---	---	23.4	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	10,193.5	---	---	9,739.9	---	---
Company Revenue (\$ Million)	4	4	10,193.5	---	---	9,739.9	---	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		25% No		0% Top Executive		75% Corporate	
100% Yes		75% Yes		25% Sr. Executive		25% Group	
				50% Executive		0% Division	
				25% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar  
Effective date April 01, 2015  
Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AGA020-EX – Top Administration Executive (Major Functions)**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	5	5	444.9	---	372.5	469.7	505.0	---
Actual Bonus Amount	5	5	282.8	---	205.1	308.8	347.4	---
Actual Bonus as % of Base	5	5	62	---	52	65	70	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	5	727.7	---	580.0	783.8	847.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	5	727.7	---	580.0	783.8	847.4	---
Actual Total Direct Compensation (Incl LTI)	5	5	1,679.2	---	1,089.8	1,971.3	2,122.5	---
Total Compensation (Incl Perqs)	5	5	1,717.3	---	1,116.0	2,004.8	2,174.9	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	5	5	235.6	---	174.8	267.5	280.4	---
Target Bonus as % of Base	5	5	52	---	45	50	60	---
Target Cash Compensation	5	5	680.5	---	552.3	744.0	777.0	---
Target Total Direct Compensation (Incl LTI)	5	5	1,632.0	---	1,081.6	1,900.0	2,048.4	---
Target Total Compensation (Incl Perqs)	5	5	1,670.1	---	1,107.7	1,933.6	2,100.8	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	5	951.5	---	509.9	1,187.5	1,275.1	---
LTI as % of Base	5	5	204	---	129	243	259	---
Total Perquisite Amount	5	5	38.1	---	20.2	45.3	52.4	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	5	5	2	---	3	2	2	---
Employees Supervised Direct/Indirect	5	5	508	---	237	385	841	---
Unit Size (\$ Million)	5	5	15,839.2	---	5,863.9	10,185.0	28,641.5	---
Company Revenue (\$ Million)	5	5	15,839.2	---	5,863.9	10,185.0	28,641.5	---

Bonus Eligibility		LTI Eligibility		Management Level		Organization Unit	
0% No		0% No		0% Top Executive		100% Corporate	
100% Yes		100% Yes		80% Sr. Executive		0% Group	
				20% Executive		0% Division	
				0% Sr. Mgr./Dir.		0% Plant	

All values in Canadian Dollar  
Effective date April 01, 2015  
Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AGA040-EX – Top Shared Services Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	5	6	424.3	---	326.6	412.8	531.2	---
Actual Bonus Amount	5	6	311.2	---	183.8	251.0	475.0	---
Actual Bonus as % of Base	5	6	72	---	49	71	97	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	5	6	735.5	---	572.5	615.5	1,006.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	6	735.5	---	572.5	615.5	1,006.2	---
Actual Total Direct Compensation (Incl LTI)	5	6	2,324.5	---	1,291.4	1,664.9	3,875.0	---
Total Compensation (Incl Perqs)	5	6	2,345.2	---	1,299.8	1,681.6	3,910.0	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	237.6	---	---	215.8	---	---
Target Bonus as % of Base	4	4	58	---	---	60	---	---
Target Cash Compensation	4	4	641.8	---	---	590.3	---	---
Target Total Direct Compensation (Incl LTI)	4	4	1,962.1	---	---	1,387.6	---	---
Target Total Compensation (Incl Perqs)	4	4	1,982.6	---	---	1,404.1	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	5	6	1,589.0	---	699.7	1,062.2	2,868.7	---
LTI as % of Base	5	6	345	---	204	271	539	---
Total Perquisite Amount	5	6	20.7	---	6.9	20.2	35.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	5	6	2	---	2	2	2	---
Employees Supervised Direct/Indirect	2	---	---	---	---	---	---	---
Unit Size (\$ Million)	5	6	21,690.9	---	2,710.1	21,992.5	40,490.0	---
Company Revenue (\$ Million)	5	6	21,690.9	---	2,710.1	21,992.5	40,490.0	---

**Bonus Eligibility**  
0% No  
100% Yes

**LTI Eligibility**  
0% No  
100% Yes

**Management Level**  
0% Top Executive  
67% Sr. Executive  
33% Executive  
0% Sr. Mgr./Dir.

**Organization Unit**  
100% Corporate  
0% Group  
0% Division  
0% Plant

All values in Canadian Dollar  
Effective date April 01, 2015  
Incumbent weighted statistics  
All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : AHR000–EX – Top Human Resources Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	15	17	310.0	228.5	248.8	290.5	361.8	435.8
Actual Bonus Amount	15	17	155.2	84.6	112.0	120.0	183.4	333.1
Actual Bonus as % of Base	15	17	48	30	38	43	62	73
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	15	17	465.2	347.2	368.2	403.4	524.6	768.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	17	482.9	347.2	368.2	403.4	524.6	829.2
Actual Total Direct Compensation (Incl LTI)	15	17	937.8	412.9	463.7	726.8	1,171.0	2,243.7
Total Compensation (Incl Perqs)	15	17	961.7	439.0	492.0	747.6	1,189.9	2,274.7
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	13	15	128.6	68.3	87.4	105.0	145.4	254.2
Target Bonus as % of Base	13	15	40	29	35	35	50	59
Target Cash Compensation	13	15	437.6	305.7	334.5	392.2	508.9	708.2
Target Total Direct Compensation (Incl LTI)	13	15	890.6	384.8	420.0	711.0	1,208.9	2,072.3
Target Total Compensation (Incl Perqs)	13	15	916.6	426.3	447.5	733.1	1,238.8	2,103.1
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	13	15	515.5	75.8	211.4	346.5	700.0	1,360.7
LTI as % of Base	13	15	149	32	73	128	193	304
Total Perquisite Amount	14	16	25.4	7.7	19.4	22.7	29.0	45.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	15	17	3	4	3	3	3	2
Employees Supervised Direct/Indirect	14	16	4,744	75	635	3,605	7,162	14,435
Unit Size (\$ Million)	15	17	15,807.0	2,667.3	5,917.1	12,547.0	22,382.0	37,082.8
Company Revenue (\$ Million)	15	17	20,235.4	2,667.3	5,917.1	18,863.0	36,936.0	38,210.8

**Bonus Eligibility**  
0% No  
100% Yes

**LTI Eligibility**  
6% No  
94% Yes

**Management Level**  
0% Top Executive  
12% Sr. Executive  
88% Executive  
0% Sr. Mgr./Dir.

**Organization Unit**  
53% Corporate  
35% Group  
12% Division  
0% Plant

All values in Canadian Dollar  
Effective date April 01, 2015  
Incumbent weighted statistics

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**Compensation Summary : AHR010-EX – Top Compensation and Benefits Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	250.1	---	---	227.6	---	---
Actual Bonus Amount	4	4	123.3	---	---	117.6	---	---
Actual Bonus as % of Base	4	4	48	---	---	52	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	373.3	---	---	343.1	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	380.7	---	---	343.1	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	585.1	---	---	591.8	---	---
Total Compensation (Incl Perqs)	4	4	620.8	---	---	620.0	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	4	4	84.0	---	---	85.0	---	---
Target Bonus as % of Base	4	4	33	---	---	35	---	---
Target Cash Compensation	4	4	334.1	---	---	310.6	---	---
Target Total Direct Compensation (Incl LTI)	4	4	538.5	---	---	534.6	---	---
Target Total Compensation (Incl Perqs)	4	4	574.2	---	---	572.9	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	4	204.5	---	---	177.0	---	---
LTI as % of Base	4	4	76	---	---	57	---	---
Total Perquisite Amount	4	4	35.7	---	---	26.4	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	4	---	---	4	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	15,002.1	---	---	8,409.2	---	---
Company Revenue (\$ Million)	4	4	15,002.1	---	---	8,409.2	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	25% Corporate
100% Yes	100% Yes	0% Sr. Executive	75% Group
		75% Executive	0% Division
		25% Sr. Mgr./Dir.	0% Plant

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Incumbent weighted statistics

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**Compensation Summary : AHS000-EX – Top Environmental, Health and Safety Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	8	8	266.8	---	234.8	262.1	305.9	---
Actual Bonus Amount	8	8	111.7	---	77.5	111.3	166.0	---
Actual Bonus as % of Base	8	8	42	---	34	44	55	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	8	8	378.5	---	312.5	362.5	462.3	---
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	4	41.2	---	---	37.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	8	399.1	---	328.9	362.5	497.5	---
Actual Total Direct Compensation (Incl LTI)	8	8	646.3	---	449.8	655.3	849.2	---
Total Compensation (Incl Perqs)	8	8	667.3	---	470.5	679.5	874.8	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	7	7	88.4	---	71.3	90.0	106.8	---
Target Bonus as % of Base	7	7	34	---	33	35	35	---
Target Cash Compensation	7	7	349.2	---	287.6	347.3	399.2	---
Target Total Direct Compensation (Incl LTI)	7	7	610.4	---	384.4	637.0	722.0	---
Target Total Compensation (Incl Perqs)	7	7	633.3	---	409.4	663.3	749.8	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	8	247.1	---	113.0	282.8	304.6	---
LTI as % of Base	8	8	92	---	45	96	121	---
Total Perquisite Amount	8	8	21.0	---	16.0	23.6	26.0	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	8	8	3	---	4	3	3	---
Employees Supervised Direct/Indirect	6	6	151	---	74	139	226	---
Unit Size (\$ Million)	8	8	19,521.7	---	6,567.6	14,083.2	35,065.2	---
Company Revenue (\$ Million)	8	8	22,364.1	---	7,940.9	20,876.4	37,288.5	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	25% Corporate
100% Yes	100% Yes	0% Sr. Executive	50% Group
		88% Executive	25% Division
		13% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

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**Compensation Summary : AHS050–EX – Top Safety Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	4	4	308.1	---	---	297.1	---	---
Actual Bonus Amount	4	4	122.0	---	---	116.3	---	---
Actual Bonus as % of Base	4	4	40	---	---	39	---	---
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	4	4	430.0	---	---	435.3	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	4	430.0	---	---	435.3	---	---
Actual Total Direct Compensation (Incl LTI)	4	4	822.0	---	---	747.0	---	---
Total Compensation (Incl Perqs)	4	4	839.3	---	---	760.9	---	---
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	3	---	---	---	---	---	---	---
Target Total Direct Compensation (Incl LTI)	3	---	---	---	---	---	---	---
Target Total Compensation (Incl Perqs)	3	---	---	---	---	---	---	---
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	4	4	391.9	---	---	365.0	---	---
LTI as % of Base	4	4	132	---	---	143	---	---
Total Perquisite Amount	4	4	17.4	---	---	19.4	---	---
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	4	4	3	---	---	3	---	---
Employees Supervised Direct/Indirect	3	---	---	---	---	---	---	---
Unit Size (\$ Million)	4	4	20,606.6	---	---	19,252.5	---	---
Company Revenue (\$ Million)	4	4	25,317.0	---	---	22,382.0	---	---

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	75% Corporate
100% Yes	100% Yes	0% Sr. Executive	0% Group
		100% Executive	25% Division
		0% Sr. Mgr./Dir.	0% Plant

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2015 Energy Services Executive Compensation Survey – Canada  
Position Summary Table  
August 2015  
REVENUE GREATER THAN \$2 BILLION (Excluding Power Utilities)

TOWERS WATSON 

**Compensation Summary : AIC000-EX – Chief Information Officer**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	11	11	299.2	195.1	236.6	317.8	350.0	377.3
Actual Bonus Amount	11	11	157.9	81.2	95.3	143.4	200.0	273.8
Actual Bonus as % of Base	11	11	52	29	40	55	61	73
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	11	11	457.2	289.5	364.3	495.1	525.0	648.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	11	457.2	289.5	364.3	495.1	525.0	648.3
Actual Total Direct Compensation (Incl LTI)	11	11	813.3	354.5	589.0	771.6	1,083.9	1,271.9
Total Compensation (Incl Perqs)	11	11	839.1	407.9	611.1	792.4	1,116.1	1,301.2
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	10	10	129.1	66.6	104.1	129.6	158.8	187.5
Target Bonus as % of Base	10	10	43	35	35	43	50	55
Target Cash Compensation	10	10	429.3	256.9	353.0	442.0	495.5	564.6
Target Total Direct Compensation (Incl LTI)	10	10	785.9	297.9	585.6	742.3	1,011.8	1,248.0
Target Total Compensation (Incl Perqs)	10	10	813.5	358.4	597.8	766.6	1,042.6	1,277.7
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	11	11	356.1	58.7	227.6	300.0	500.0	739.1
LTI as % of Base	11	11	114	22	81	108	154	225
Total Perquisite Amount	11	11	25.8	6.7	15.0	26.3	30.0	58.4
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	11	11	3	5	4	3	3	3
Employees Supervised Direct/Indirect	6	6	284	---	164	261	399	---
Unit Size (\$ Million)	11	11	18,364.9	2,420.4	5,979.8	18,863.0	31,567.8	39,920.2
Company Revenue (\$ Million)	11	11	18,364.9	2,420.4	5,979.8	18,863.0	31,567.8	39,920.2

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	0% No	0% Top Executive	64% Corporate
100% Yes	100% Yes	9% Sr. Executive	36% Group
		91% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

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**Compensation Summary : ALG000-EX – Top Legal Executive**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	17	18	400.4	298.4	327.2	397.0	451.5	544.7
Actual Bonus Amount	17	18	238.5	82.0	155.5	218.4	310.0	401.1
Actual Bonus as % of Base	17	18	58	27	42	60	71	86
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	17	18	639.0	423.0	470.4	637.0	741.2	912.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	18	655.8	423.0	470.4	637.0	784.5	1,053.5
Actual Total Direct Compensation (Incl LTI)	17	18	1,278.8	617.6	772.2	1,185.3	1,753.4	2,090.7
Total Compensation (Incl Perqs)	17	18	1,309.7	652.9	777.5	1,213.0	1,772.5	2,121.9
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	15	16	206.7	112.9	133.6	179.6	262.5	365.7
Target Bonus as % of Base	15	16	49	34	40	48	60	68
Target Cash Compensation	15	16	610.0	420.9	474.0	595.8	704.5	928.2
Target Total Direct Compensation (Incl LTI)	15	16	1,220.3	585.2	704.3	1,074.6	1,657.2	2,064.5
Target Total Compensation (Incl Perqs)	15	16	1,254.1	622.3	739.4	1,102.3	1,692.0	2,094.2
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	15	16	700.9	148.0	398.4	647.7	1,027.2	1,347.7
LTI as % of Base	15	16	173	45	108	156	226	307
Total Perquisite Amount	16	17	32.8	7.0	17.0	29.6	45.4	69.7
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	17	18	3	3	3	2	2	2
Employees Supervised Direct/Indirect	13	14	113	9	21	40	95	500
Unit Size (\$ Million)	17	18	13,698.3	2,396.0	3,475.7	9,320.4	21,012.0	37,925.9
Company Revenue (\$ Million)	17	18	13,698.3	2,396.0	3,475.7	9,320.4	21,012.0	37,925.9

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	6% No	0% Top Executive	67% Corporate
100% Yes	94% Yes	56% Sr. Executive	33% Group
		44% Executive	0% Division
		0% Sr. Mgr./Dir.	0% Plant

All values in Canadian Dollar

Effective date April 01, 2015

Incumbent weighted statistics

All monetary values in thousands – 2015 Accounting Value

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**Compensation Summary : ALG003–EX – Associate General Counsel**

	Cos	Cases	Average	10th	25th	50th	75th	90th
<b>ACTUAL COMPENSATION</b>								
Base Salary	9	19	271.0	225.7	260.0	270.1	285.0	315.2
Actual Bonus Amount	9	19	113.6	45.0	73.8	116.4	152.9	170.9
Actual Bonus as % of Base	9	19	41	21	29	47	55	59
Actual Cash Compensation (Base Salary plus Actual Bonus Amount)	9	19	384.6	299.6	342.9	399.5	425.0	486.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	19	384.6	299.6	342.9	399.5	425.0	486.1
Actual Total Direct Compensation (Incl LTI)	9	19	688.1	500.4	563.5	673.0	823.2	896.4
Total Compensation (Incl Perqs)	9	19	704.4	500.4	563.5	692.1	846.3	919.6
<b>TARGET COMPENSATION</b>								
Target Bonus Amount	8	18	95.9	67.8	78.1	98.3	106.3	137.5
Target Bonus as % of Base	8	18	35	27	33	35	40	41
Target Cash Compensation	8	18	366.4	293.8	343.0	364.5	396.2	467.4
Target Total Direct Compensation (Incl LTI)	8	18	671.5	467.5	548.7	685.9	809.8	858.2
Target Total Compensation (Incl Perqs)	8	18	688.2	470.4	548.7	703.3	831.9	883.2
<b>LONG-TERM INCENTIVES AND PERQS</b>								
LTI Expected Value Amount	8	18	320.4	173.7	233.3	287.6	405.6	472.4
LTI as % of Base	8	18	116	65	84	100	149	168
Total Perquisite Amount	8	16	19.3	12.9	17.9	19.1	22.6	25.0
<b>SCOPE VARIABLES</b>								
Corporate Reporting Level	9	19	3	3	3	3	3	3
Employees Supervised Direct/Indirect	6	13	23	7	10	18	29	65
Unit Size (\$ Million)	9	19	22,709.9	5,979.8	9,294.8	19,642.0	37,641.0	40,490.0
Company Revenue (\$ Million)	9	19	22,709.9	5,979.8	9,294.8	19,642.0	37,641.0	40,490.0

Bonus Eligibility	LTI Eligibility	Management Level	Organization Unit
0% No	5% No	0% Top Executive	95% Corporate
100% Yes	95% Yes	0% Sr. Executive	5% Group
		79% Executive	0% Division
		21% Sr. Mgr./Dir.	0% Plant

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